

July 1, 2023

David J. Malone, WDB Chairperson
Three Rivers Workforce Development Board
Centre City Tower
650 Smithfield Street, Suite 2400
Pittsburgh, PA 15222

Dear Mr. Malone,

The Pennsylvania Department of Labor & Industry has approved the Southwest Region Workforce Innovation and Opportunity Act (WIOA) Program Year (PY) 2021-2024 Regional Plan Modification with conditions. Please see a copy of the “conditions” attached. A regional plan modification, and its associated local plan modifications, must be fully compliant with all federal and state statutes, regulations, policies, and grant agreements to receive full approval by the Department. Per WIOA, this conditional approval extends to the local plan modifications associated with the local workforce development areas that comprise the planning region. The Southwest Region is composed of the following local workforce development areas:

- Southwest Corner Local Workforce Development Area
- Three Rivers Local Workforce Development Area
- Tri-County Local Workforce Development Area
- Westmoreland/Fayette Local Workforce Development Area

Currently, the Department is coordinating with representatives of Southwest Corner, Three Rivers, Tri-County, and Westmoreland/Fayette to finalize components of these local areas’ WIOA plan modifications. Conditional approval is effective through the end of the calendar year (i.e., December 31, 2023). Upon acceptance of all required items by the Department, the regional plan modification and its associated local plan modifications will be fully ratified and full approval will be extended through June 30, 2025.

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

You and your staff are to be commended for your successful efforts to develop the PY 2021-2024 plan modification in alignment with WIOA and the Commonwealth’s WIOA Combined State Plan Modification.

Please direct specific questions regarding your plan, the planning process and/or future requests for plan modification to Christopher Manlove at (717) 787-9804 or cmanlove@pa.gov.

Sincerely,



Brenda Dupstadt
Bureau of Workforce Development Administration Director

CC: The Honorable Rich Fitzgerald, Chief Executive
The Honorable Ed Gainey, Mayor of Pittsburgh
Mr. Dillon Moore, Three Rivers Workforce Development Board Director of Policy

Addendum to the PA Department of Labor & Industry's Approval
of the Southwest Corner PY 2021-2024 Local Area Plan Modification

Conditions

To gain final approval of the Southwest Corner PY 2021-2024 WIOA Local Area Plan Modification, the local board must provide a written response to the Department no later than September 1st, 2023, that includes the items described below.

1. Documentation that the local board completed their 30-day public comment period and replied to comments received, as evidenced by updated narrative in local area modification prompt 5.5. In addition, all applicable items listed on the Pennsylvania WIOA Plans Submission Checklist, Fiscal Year 2021-2024 WIOA Regional and Local Area Plan Modification, must be submitted for final submission. This must include but is not limited to a clean copy of the regional plan modification, a clean copy of the local area plan modification, completed attestations, completed Attachments 1-3, and documentation of public notice/public comment which must be emailed to the following account: RA-LI-BWDA-Policy@pa.gov.
2. Documentation that the local board had the opportunity to vote and approve both the revised regional and local area plan modification for final submission. This must include but is not limited to a submission cover letter using L&I's template and the applicable WIOA Plan Review and Modification Form(s) which must be included in the regional and local area plan modification package and emailed to the following account: RA-LI-BWDA-Policy@pa.gov.
3. Documentation that the CEO was aware of the vote and consents to the final submission of the revised regional and local area plan modifications. This must include but is not limited to a submission cover letter using L&I's template and the applicable WIOA Plan Review and Modification Form(s) which must be included in the regional and local area plan modification package and emailed to the following account: RA-LI-BWDA-Policy@pa.gov.

Addendum to the PA Department of Labor & Industry's Approval
of the Three Rivers PY 2021-2024 Local Area Plan Modification

Conditions

To gain final approval of the Three Rivers PY 2021-2024 WIOA Local Area Plan Modification, the local board must provide a written response to the Department no later than September 1st, 2023, that includes the items described below.

1. Documentation that the local board completed their 30-day public comment period and replied to comments received, as evidenced by updated narrative in local area modification prompt 5.5. In addition, all applicable items listed on the Pennsylvania WIOA Plans Submission Checklist, Fiscal Year 2021-2024 WIOA Regional and Local Area Plan Modification, must be submitted for final submission. This must include but is not limited to a clean copy of the regional plan modification, a clean copy of the local area plan modification, completed attestations, completed Attachments 1-3, and documentation of public notice/public comment which must be emailed to the following account: RA-LI-BWDA-Policy@pa.gov.
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Addendum to the PA Department of Labor & Industry's Approval
of the Tri-County PY 2021-2024 Local Area Plan Modification

Conditions

To gain final approval of the Tri-County PY 2021-2024 WIOA Local Area Plan Modification, the local board must provide a written response to the Department no later than September 1st, 2023, that includes the items described below.

1. Documentation that the local board completed their 30-day public comment period and replied to comments received, as evidenced by updated narrative in local area modification prompt 5.5. In addition, all applicable items listed on the Pennsylvania WIOA Plans Submission Checklist, Fiscal Year 2021-2024 WIOA Regional and Local Area Plan Modification, must be submitted for final submission. This must include but is not limited to a clean copy of the regional plan modification, a clean copy of the local area plan modification, completed attestations, completed Attachments 1-4, and documentation of public notice/public comment which must be emailed to the following account: RA-LI-BWDA-Policy@pa.gov.
2. Documentation that the local board had the opportunity to vote and approve both the revised regional and local area plan modification for final submission. This must include but is not limited to a submission cover letter using L&I's template and the applicable WIOA Plan Review and Modification Form(s) which must be included in the regional and local area plan modification package and emailed to the following account: RA-LI-BWDA-Policy@pa.gov.
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Addendum to the PA Department of Labor & Industry's Approval
of the Westmoreland/Fayette PY 2021-2024 Local Area Plan Modification

Conditions

To gain final approval of the Westmoreland/Fayette PY 2021-2024 WIOA Local Area Plan Modification, the local board must provide a written response to the Department no later than September 1st, 2023, that includes the items described below.

1. Documentation that the local board completed their 30-day public comment period and replied to comments received, as evidenced by updated narrative in local area modification prompt 5.5. In addition, all applicable items listed on the Pennsylvania WIOA Plans Submission Checklist, Fiscal Year 2021-2024 WIOA Regional and Local Area Plan Modification, must be submitted for final submission. This must include but is not limited to a clean copy of the regional plan modification, a clean copy of the local area plan modification, completed attestations, completed Attachments 1-4, and documentation of public notice/public comment which must be emailed to the following account: RA-LI-BWDA-Policy@pa.gov.
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WIOA MULTI-YEAR LOCAL PLAN (PY2021 – PY2024)

The local area plan serves as a four-year action plan to develop, align, and integrate service delivery strategies to support the commonwealth's vision, strategic and operational goals within local workforce development areas; as well as the regional goals and strategies.

This plan is effective for the period of **July 1, 2021 – June 30, 2025**.

*Allegheny
County and the
City of
Pittsburgh*

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

Local Workforce Development Area (WDA): Allegheny County WDA; City of Pittsburgh WDA

Local Workforce Development Board (LWDB): Three Rivers Workforce Development Board (TRWDB), also known as Partner4Work

Fiscal Agent: TRWIB, Inc. (DBA, Partner4Work)

Administrative Entity / Staff to the LWDB: TRWIB, Inc. (DBA, Partner4Work)

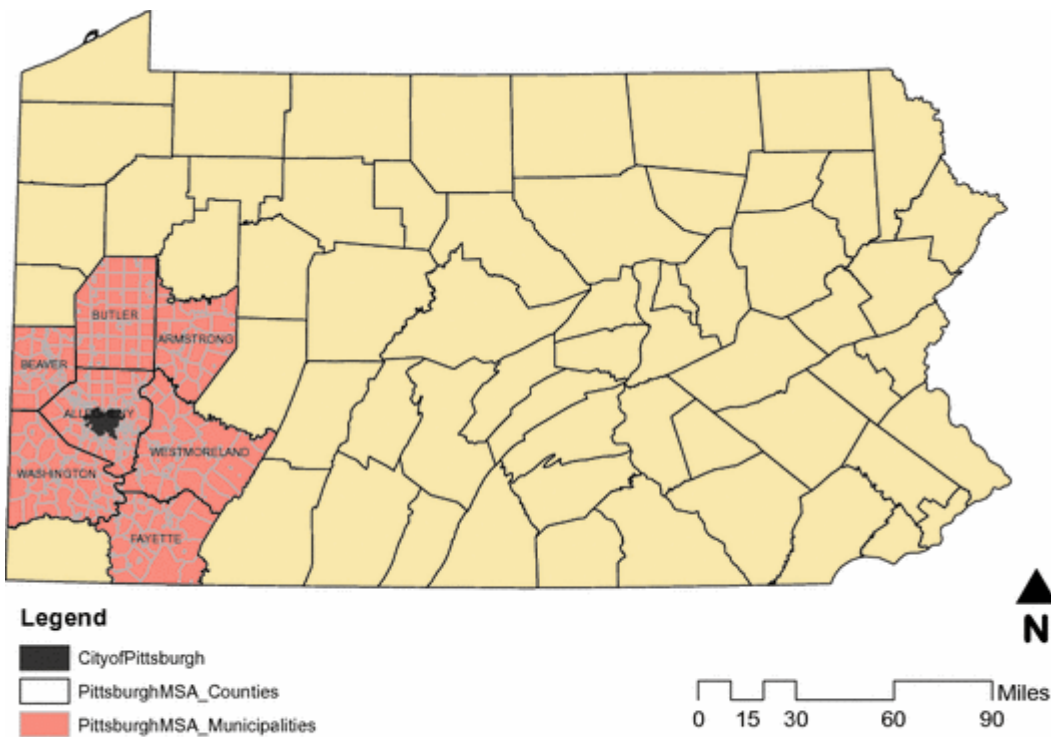
Local Plan Effective Date: July 1, 2021 - June 30, 2025

Local Plan Modifications Effective Date: July 1, 2023 – June 30, 2025

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

The Three Rivers Workforce Development Board (TRWDB) is the local workforce development board (LWDB) for the Allegheny County and City of Pittsburgh workforce development areas (WDAs). To develop a thriving workforce, TRWDB drives and delivers strategic investments, provides expertise, and creates opportunities for businesses, job seekers, agencies, and policymakers in Allegheny County and the City of Pittsburgh. While our service area lies within the boundaries of Allegheny County, TRWDB programs have an impact on the labor market at a regional scale, serving job seekers and workers who commute to and from Allegheny County and employers whose business activities expand beyond county lines.

Figure 1. TRWDB Geographic Impact Area



*Map of Pennsylvania showing Pittsburgh Metropolitan Statistical Area (MSA) with the City of Pittsburgh at its core.
(source: TIGER/Line Shapefiles, U.S. Census Bureau, 2016)*

Population

Allegheny County has a population of 1,246,116 people, which accounts for more than half (52.7%) of the population in the Pittsburgh Metropolitan Statistical Area (MSA) and nearly a tenth (9.6%) of the population in Pennsylvania. Comparing 2012-2016 and 2017-2021 American Community Survey (ACS) 5-year estimates, Allegheny County's population has grown by 1.5%. This is a larger growth rate compared to the Pittsburgh MSA (0.5%), but a smaller rate compared to Pennsylvania (1.7%) and population growth nationally (3.5%).¹

Table 1 provides population percentages by age group in Allegheny County, compared to percentages regionally, statewide, and nationally.² With a median age of 40.7 years, Allegheny County's population is similar in age to Pennsylvania (40.8 years), but older compared to the median age in the United States (38.4 years). Further, Allegheny County is part of the Pittsburgh MSA, which has an even higher median age at 42.8 years. The older population in Allegheny County and the Pittsburgh region, coupled with the economic impact of the COVID-19 pandemic, has factored into an acceleration of retiring workers over the past few years and a decrease in the size of the regional labor force, which is described further in the Labor Force and Unemployment section below.

Table 1. Population Percentages by Age Group

Age	United States	Pennsylvania	Pittsburgh MSA	Allegheny County
<i>Median Age (years)</i>	<i>38.4</i>	<i>40.8</i>	<i>42.8</i>	<i>40.7</i>
Under 18 Years	22.5%	20.9%	19.1%	18.9%
18 to 24 Years	9.2%	8.9%	8.0%	8.7%
25 to 34 Years	13.8%	13.1%	13.2%	15.2%
35 to 44 Years	12.9%	12.0%	11.9%	12.3%
45 to 54 Years	12.6%	12.7%	12.6%	11.9%
55 to 64 Years	13.0%	14.2%	15.1%	14.3%
65 to 74 Years	9.6%	10.6%	11.6%	10.9%
75 Years and Over	6.4%	7.6%	8.3%	8.0%
Population	329,725,481	12,970,650	2,366,544	1,246,116

Table 2 shows population percentages by race and ethnicity in Allegheny County and its comparison geographies.³ Allegheny County has a larger percentage of individuals who are white (78.4%) compared to the United States (68.2%) and a similar percentage to Pennsylvania (78.3%). However, Allegheny County's population is more racially diverse compared to the Pittsburgh MSA as a whole, which has a population that is 85.2% white. Both Allegheny County and the Pittsburgh MSA have substantially smaller populations of people who are Hispanic or Latino (of any race) compared to percentages statewide and nationally.

¹ U.S. Census Bureau American Community Survey (ACS) 2017-2021 5-Year Estimates. Retrieved on 02/08/2023. <https://api.census.gov/data/2021/acs/acs5/cprofile>

² Ibid.

³ Ibid.

Table 2. Population Percentages by Race and Ethnicity

Race / Ethnicity	United States	Pennsylvania	Pittsburgh MSA	Allegheny County
White	68.2%	78.3%	85.2%	78.4%
Black or African American	12.6%	11.0%	8.1%	12.7%
Two or More Races	7.0%	4.3%	3.4%	4.0%
Asian	5.7%	3.6%	2.5%	3.9%
Some Other Race	5.6%	2.7%	0.6%	0.8%
American Indian or Alaska Native	0.8%	0.2%	0.1%	0.1%
Native Hawaiian or Other Pacific Islander	0.2%	0.0%	0.0%	0.0%
Hispanic or Latino (of any race)	18.4%	7.9%	1.9%	2.3%
Total	329,725,481	12,970,650	2,366,544	1,246,116

Table 3 displays the educational attainment of the population (age 25 years and over) across the comparison geographies.⁴ Allegheny County has the largest percentage (43.2%) of individuals with a Bachelor's Degree or higher level of education compared to the region, state, and country. The United States and Pennsylvania have larger percentages of individuals without a high school education or its equivalent compared to Allegheny County and the Pittsburgh MSA.

Table 3. Educational Attainment

Highest Educational Attainment	United States	Pennsylvania	Pittsburgh MSA	Allegheny County
No High School Diploma or Equivalent	11.1%	8.6%	5.5%	4.9%
High School Graduate (includes equivalency)	26.5%	33.8%	31.4%	26.0%
Some College, No Degree	20.0%	15.7%	16.0%	15.8%
Associate's Degree	8.7%	8.7%	10.5%	10.1%
Bachelor's Degree	20.6%	19.9%	22.2%	25.0%
Graduate or Professional Degree	13.1%	13.2%	14.4%	18.2%
<i>Bachelor's Degree or Higher</i>	<i>33.7%</i>	<i>33.1%</i>	<i>36.6%</i>	<i>43.2%</i>
Population (25 years and over)	225,152,317	9,111,497	1,721,851	903,181

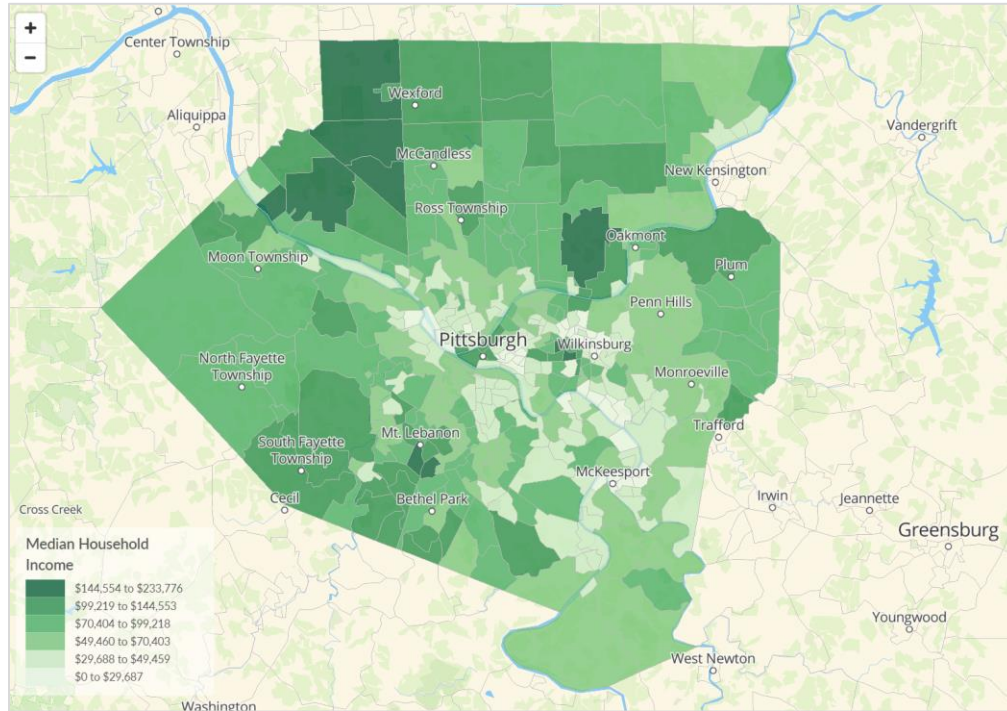
Household Income

The median household income in Allegheny County is \$66,659, which is below the levels in the United States (\$69,201) and Pennsylvania (\$67,587), but above the median household income for the Pittsburgh MSA (\$65,894). Comparing ACS 2012-2016 and 2017-2021 5-year estimates, Allegheny County's median household income has increased by 22.6%. This is smaller than growth nationally (24.8%) and in Pennsylvania (23.1%), but a larger percent growth than in the Pittsburgh MSA overall (22.0%).⁵ **Figure 2** provides a map of the median household income in Allegheny County by U.S. Census tracts. The higher income levels are concentrated in the northeast and southern areas of Allegheny County along the county border, while the lower levels of income are in the center (City of Pittsburgh) and eastern portions of the county.

⁴ Ibid.

⁵ Ibid.

Figure 2. Median Household Income, Allegheny County, Census Tracts⁶



Labor Force and Unemployment

Allegheny County is a driver of economic activity regionally and statewide. With a labor force of more than 630,000 people in December 2022, Allegheny County accounted for 53.5% of the total labor force in the Pittsburgh MSA and 9.8% of the labor force in Pennsylvania. The unemployment rate in Allegheny County was 3.4% in December 2022, which is slightly above the national unemployment rate and below the unemployment rates in the Pittsburgh MSA and Pennsylvania.⁷

Table 4. Labor Force, Unemployment, and Employment (Not Seasonally Adjusted)

Labor Force and Unemployment	United States	Pennsylvania	Pittsburgh MSA	Allegheny County
Civilian Labor Force	164,224,000	6,442,442	1,177,164	630,451
<i>Labor Force Change (Jan. 2020 - Dec. 2022)</i>	<i>0.4%</i>	<i>-1.5%</i>	<i>-3.1%</i>	<i>-3.0%</i>
Employed	152,844,000	6,081,800	1,162,200	609,274
Unemployed	5,352,000	225,528	43,009	21,177
Unemployment Rate	3.3%	3.5%	3.7%	3.4%

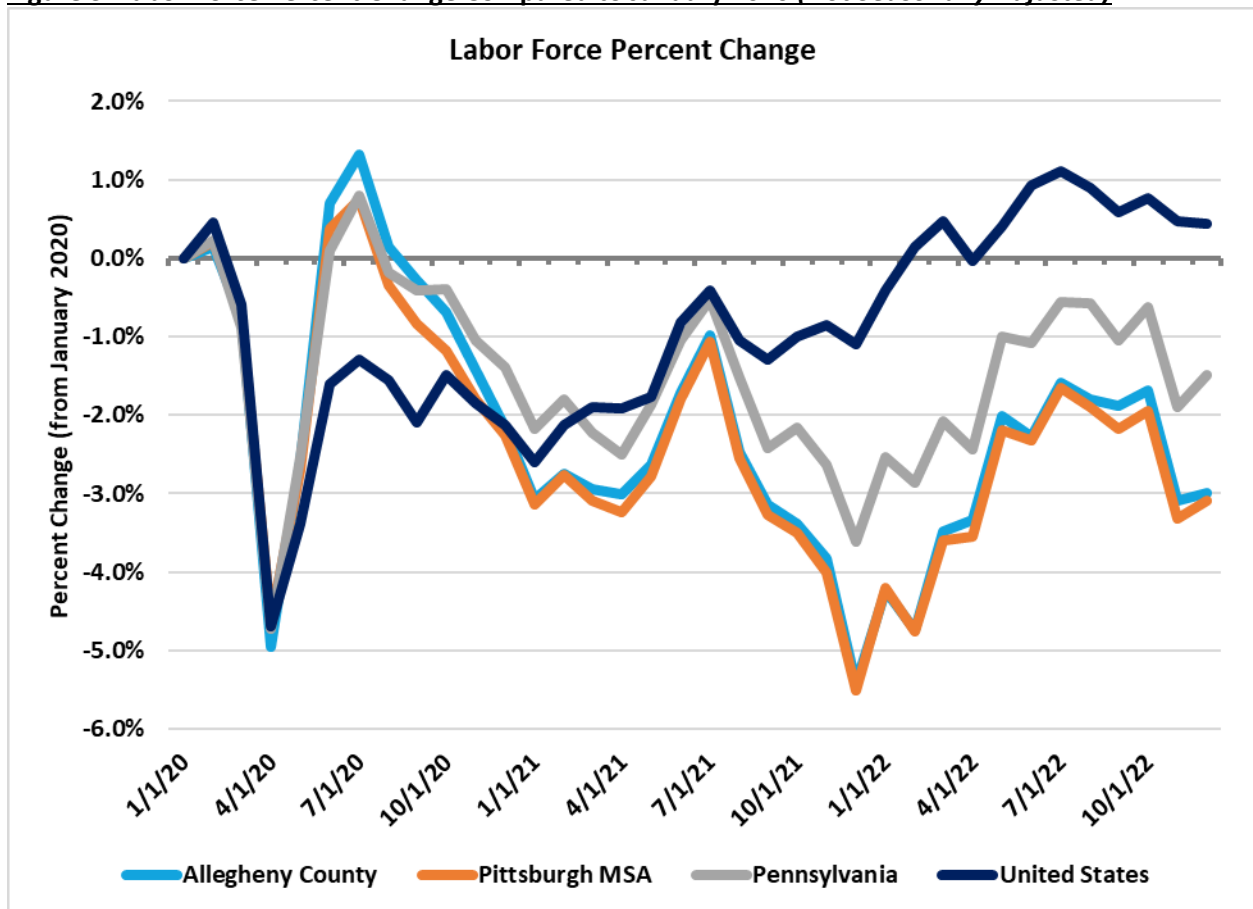
⁶ U.S. Census Bureau American Community Survey (ACS) 2017-2021 5-Year Estimates. Retrieved from Lightcast; https://analyst.lightcast.io/analyst/?t=45n7J#h=mWDDz&page=community_indicators&vertical=edo&nation=us,-2/14/2023.

⁷ U.S. Bureau of Labor Statistics, Civilian Labor Force in Allegheny County, retrieved from FRED, Federal Reserve Bank of St. Louis; <https://fred.stlouisfed.org/series/LAUCN42003000000006A>, February 10, 2023.

Like in Pennsylvania and the Pittsburgh region, Allegheny County experienced substantial increases in unemployment due to business closures and other factors related to the COVID-19 pandemic in 2020. These unemployment rates grew immensely in April 2020, when they were just under 16.0% for both Pennsylvania and Allegheny County and just over 16.0% for the Pittsburgh MSA. Since this peak in April 2020, the unemployment rates in each of these geographic areas have declined and are, as of December 2022, below pre-pandemic levels.

The size of the labor force in Allegheny County, the Pittsburgh MSA, and Pennsylvania have not rebounded as quickly. Figure 3 displays how the size of the labor force compares to pre-pandemic levels in January 2020. While the size of the U.S. labor force has grown by 0.4% compared to January 2020, the size of the labor force has decreased in Allegheny County (-3.1%), the Pittsburgh MSA (-3.1%), and Pennsylvania (-1.5%). This means fewer people are either working or unemployed and looking for work. A driving factor has been an increased rate of workers who have retired since the start of the pandemic compounded with an already aging workforce in Allegheny County and the Pittsburgh region.⁸

Figure 3. Labor Force Percent Change Compared to January 2020 (Not Seasonally Adjusted)



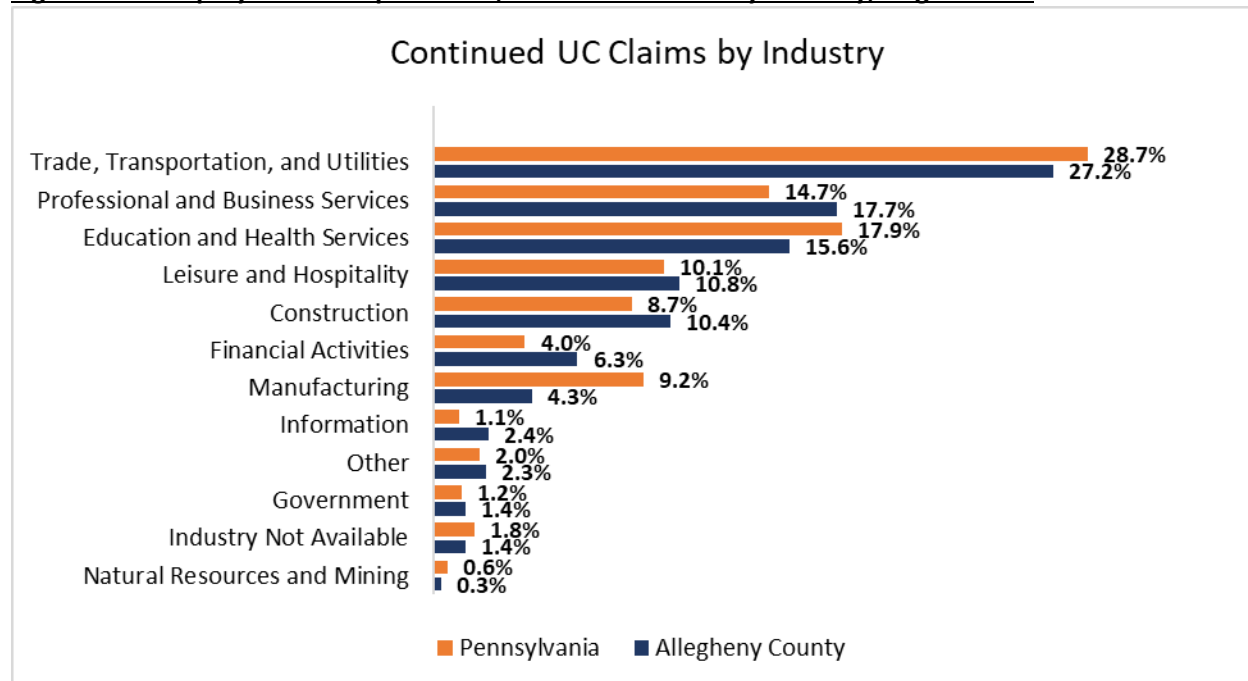
Furthermore, uneven job quality within the labor market has been in part driving workers to change jobs at higher rates. Certain sectors, such as hospitality, have experienced greater turnover and gaps in the supply and demand for workers than other sectors. Employees in these sectors have had the leverage to

⁸ Ibid.

demand higher paying employment and other job quality factors, including consistent scheduling, employee resource groups, and improved benefits.

Figure 4 displays the percentage of continued Unemployment Compensation (UC) claims by industry for Allegheny County and Pennsylvania as of August 2022. Continued UC claims were heavily concentrated in Trade, Transportation, and Utilities; Professional and Business Services; Education and Health Services; and Leisure and Hospitality. These four industries accounted for more than 70% of continued claims in both Allegheny County and Pennsylvania.⁹

Figure 4. Unemployment Compensation, Continued Claims by Industry, August 2022



Workforce Commute

Allegheny County and the City of Pittsburgh are a hub for labor market activity in the Pittsburgh region. **Figure 5** shows the inflow and outflow of private sector workers in Allegheny County. More individuals commute into Allegheny County for work than residents who commute from the County to outside locations for employment.¹⁰

Regionally, while approximately 54.0% of workers in the Pittsburgh MSA live in Allegheny County, 63.0% of Pittsburgh MSA workers are employed there. An even greater difference exists between the percentage of Pittsburgh MSA workers living in the City of Pittsburgh (12.2%), compared to the percentage of Pittsburgh MSA workers who are working in the City of Pittsburgh (24.9%). **Figure 6** provides data on where Pittsburgh MSA workers are living versus where they are employed in the region.¹¹

⁹ Center for Workforce Information & Analysis (CWIA), 2022

¹⁰ U.S. Census Bureau, On the Map, 2019

¹¹ Ibid.

Figure 5. Commuter Inflow and Outflow, Allegheny County

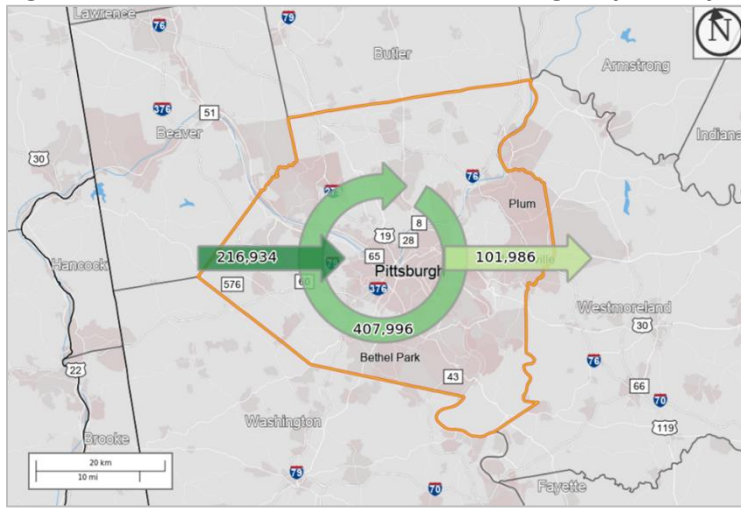
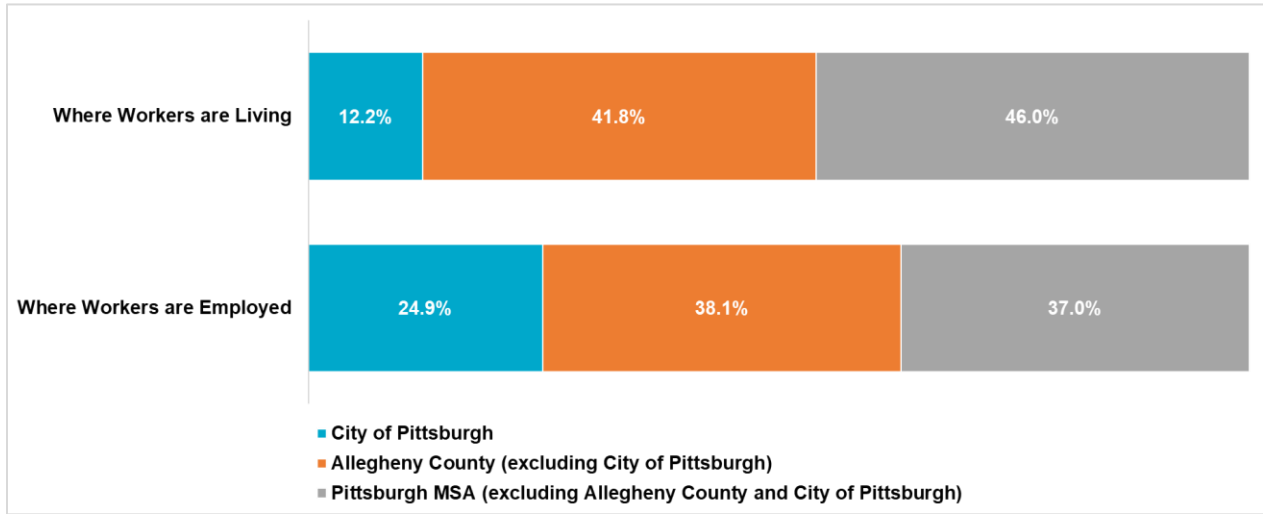


Figure 6. Where Workers are Living and Employed, Pittsburgh MSA



Industries and Projected Growth

More than half (55.0%) of jobs in Allegheny County are concentrated in the largest five industries. These include Healthcare and Social Assistance; Retail Trade; Government; Professional, Scientific, and Technical Services; and Accommodation and Food Services.

The total number of jobs in Allegheny County is projected to decrease slightly (-0.4%) during the five-year period between 2022-2027. The largest amount of job growth is projected to occur in Accommodation and Food Services; Management of Companies and Enterprises; Healthcare and Social Assistance; and Arts, Entertainment, and Recreation. Each of these industries is projected to add 1,000+ jobs between 2022-2027. The largest amount of job loss is projected to occur in Finance and Insurance; Retail Trade; Administrative and Support and Waste Management and Remediation Services; Wholesale Trade; and Government. Each of these industries is projected to lose 1,200+ jobs over the five-year period.

Table 5 displays industry employment and projected job growth data for Allegheny County.¹²

Table 5. Industry Employment and Projected Growth, Allegheny County

Industry	2022 Jobs	2027 Jobs	2022 - 2027 Change	2022 - 2027 Percent Change
Health Care and Social Assistance	123,171	124,726	1,555	1.3%
Retail Trade	63,717	60,334	(3,383)	(5.3%)
Government	61,539	60,256	(1,283)	(2.1%)
Professional, Scientific, and Technical Services	59,839	60,158	320	0.5%
Accommodation and Food Services	52,155	55,204	3,049	5.8%
Finance and Insurance	41,309	37,607	(3,702)	(9.0%)
Manufacturing	33,559	32,531	(1,028)	(3.1%)
Educational Services	32,673	32,779	106	0.3%
Administrative and Support and Waste Management and Remediation Services	30,500	28,627	(1,873)	(6.1%)
Construction	29,668	30,156	488	1.6%
Management of Companies and Enterprises	28,905	31,786	2,881	10.0%
Other Services (except Public Administration)	21,255	21,293	38	0.2%
Transportation and Warehousing	19,719	20,116	397	2.0%
Wholesale Trade	17,799	16,426	(1,373)	(7.7%)
Arts, Entertainment, and Recreation	12,939	14,289	1,350	10.4%
Information	11,491	10,957	(534)	(4.6%)
Real Estate and Rental and Leasing	9,565	9,646	81	0.8%
Utilities	2,902	2,975	73	2.5%
Mining, Quarrying, and Oil and Gas Extraction	1,009	821	(188)	(18.6%)
Agriculture, Forestry, Fishing and Hunting	499	768	269	53.9%
Total	654,214	651,455	(2,760)	(0.4%)

Occupations and Projected Growth

Nearly half (46.2%) of the jobs in Allegheny County are within the area's five largest occupational clusters. These include Office and Administrative Support; Healthcare Practitioners and Technical; Sales and Related; Food Preparation and Serving Related; and Business and Financial Operations.

The largest amount of job growth between 2022-2027 is projected to occur within Food Preparation and Serving Related; Healthcare Support; Personal Care and Service; Management; and Computer and Mathematical occupations. Together, these five occupations are projected to add 7,300+ jobs during the five-year period. The largest amount of job loss is projected to occur within Office and Administrative Support; Sales and Related; Production; Healthcare Practitioners and Technical; and Installation, Maintenance, and Repair occupations. Collectively, these occupations are projected to lose nearly 11,000 jobs between 2022-2027.

¹² Lightcast. Industry Table – QCEW Employees. 2023 Q1.

Table 6 shows employment and projected growth by occupation in Allegheny County.¹³

Table 6. Employment and Projected Growth by Occupation, Allegheny County

Description	2022 Jobs	2027 Jobs	2022 - 2027 Change	2022 - 2027 Percent Change
Office and Administrative Support	90,674	85,465	(5,209)	(5.7%)
Healthcare Practitioners and Technical	56,717	55,776	(941)	(1.7%)
Sales and Related	55,395	52,362	(3,034)	(5.5%)
Food Preparation and Serving Related	53,053	55,588	2,534	4.8%
Business and Financial Operations	46,604	46,544	(60)	(0.1%)
Transportation and Material Moving	44,459	44,560	101	0.2%
Management	41,749	42,560	811	1.9%
Healthcare Support	35,868	37,979	2,110	5.9%
Educational Instruction and Library	35,654	35,652	(2)	(0.0%)
Computer and Mathematical	25,647	26,412	765	3.0%
Production	24,829	23,660	(1,169)	(4.7%)
Construction and Extraction	24,673	25,025	352	1.4%
Installation, Maintenance, and Repair	23,724	23,218	(506)	(2.1%)
Building and Grounds Cleaning and Maintenance	16,784	16,670	(114)	(0.7%)
Protective Service	15,152	15,028	(124)	(0.8%)
Personal Care and Service	14,454	15,540	1,086	7.5%
Architecture and Engineering	13,220	12,830	(390)	(2.9%)
Community and Social Service	11,407	11,624	216	1.9%
Arts, Design, Entertainment, Sports, and Media	8,808	8,877	69	0.8%
Legal	7,957	8,377	420	5.3%
Life, Physical, and Social Science	6,749	6,925	177	2.6%
Farming, Fishing, and Forestry	634	782	148	23.4%
Total	654,214	651,455	(2,760)	(0.4%)

A more detailed analysis of the regional labor market and economic conditions is available in Section 1.5.

Populations with Barriers to Employment

In alignment with the vision of the Workforce Innovation and Opportunity Act (WIOA), TRWDB prioritizes workforce development programming for populations, who have been historically marginalized or undeserved or have additional barriers to education and employment. Job seekers and workers within these population groups may require a more comprehensive set of employment and training services in combination with wraparound services (e.g., childcare, transportation, housing) to support retention and long-term outcomes for the customer. A list of key populations with barriers to education and employment is provided below along with data from Allegheny County.

¹³ Lightcast. Occupation Table – QCEW Employees. 2023 Q1.

Population	Data and Information
Low Income Individuals	ACS data indicate that 11.1% of residents in Allegheny County have lived below the federal poverty level in the past 12 months. This rate is higher for children (under 18) where 14.8% have lived below the poverty level. The poverty status also varies by race where 7.8% of white individuals have lived below the poverty level in the past 12 months compared to 22.9% of individuals who identified as a race other than white. ¹⁴
Single Parents	<p>A report from Allegheny County Department of Human Services (ACDHS) discusses that households headed by single mothers are more likely to experience poverty than married couple households or households headed by single fathers.¹⁵</p> <p>ACS data indicate that 33.9% of families led by a female householder, without a spouse present, lived below the poverty level within the past 12 months, compared to 7.0% of families overall. Nearly a third (32.3%) of children under the age of 18 in Allegheny County are living in a single parent household.¹⁶</p>
Reentry Population	<p>Formerly incarcerated individuals may share characteristics that limit employment opportunities post-incarceration including limited education, work experience, work-related skills, substance abuse, physical and mental health issues. Moreover, employers may be hesitant to hire ex-offenders due to systemic bias.¹⁷</p> <p>In 2022, there were 8,340 Allegheny County Jail bookings and 8,491 releases, with an average stay of 43 days. The Allegheny County Jail averaged 1,645 individuals each day in 2022. The jail population is mostly male (89%), Black or African American (65%) and between the ages of 25 and 44 (57%).¹⁸</p>
Foster Care or Aging Out	An ACDHS analysis from 2020 demonstrated that youth in the child welfare system often do not fare as well as their counterparts who have not been in the child welfare system. The reasons are complex including a history of trauma, unstable housing, lack of family support, and others. These youth are more likely to access substance use disorder services, in-patient mental health services, or homelessness services. Further, youth aging out of the

¹⁴ U.S. Census Bureau American Community Survey (ACS) 2017-2021 5-Year Estimates. Retrieved on 02/08/2023. <https://api.census.gov/data/2021/acs/acs5/cprofile>

¹⁵ Allegheny County Department of Human Services, Data Brief: Single Mothers in Allegheny County, March 2018. <https://www.alleghenycountyanalytics.us/index.php/2018/03/22/single-mothers-living-poverty/>.

¹⁶ U.S. Census Bureau American Community Survey (ACS) 2017-2021 5-Year Estimates. Retrieved on 02/08/2023. <https://api.census.gov/data/2021/acs/acs5/cprofile>

¹⁷ H. Holzer, S. Raphael, and M. Stoll (2003). *Employment Barriers Facing Ex-Offenders*. Urban Institute.

¹⁸ Allegheny County Jail Population Management Dashboards, 2022.

	<p>child welfare system were more likely to be arrested or convicted of a crime by age 21.¹⁹</p> <p>On January 1, 2021, 1,463 children were in the Allegheny County foster care system.²⁰</p>
Individuals with Disabilities	<p>Clear differences exist in the employment and labor force statuses of people with and without a disability. In Allegheny County, 26.2% of individuals (16 or older) with a disability were employed, while 70.2% were not in the labor force. In comparison, 68.8% of individuals in the same age range without a disability were employed and a much smaller percentage (27.9%) were not in the labor force. The median earnings for individuals with a disability in Allegheny County are \$27,274, compared to \$43,319 for individuals without a disability.²¹</p>
Pregnant or Parenting Youth	<p>Teen pregnancy or childbearing can lead to increased social or economic costs for teen parents and their children²². Teenage mothers experience lower high school graduation rates compared to women who do not give birth during adolescence.²³ The children of teenage mothers are also more likely to drop out of high school, be incarcerated at some point during adolescence, give birth as a teenager, and face unemployment as a young adult.²⁴</p> <p>The Pennsylvania Department of Health data (2016-2020) indicated that the birth rate in Allegheny County for teens ages 15 to 19 was 10.0 per 1,000 females, lower than that of Pennsylvania (14.0).²⁵</p>
Homelessness	<p>ACDHS conducted a Point-in-Time (PIT) homeless count on February 23, 2022. Based on this PIT count, 880 individuals experiencing homelessness were identified, which was a 27.2% increase (188 individuals) compared to the count in 2021. The majority (72%) of these individuals were staying in</p>

¹⁹ Allegheny County Department of Human Services. Research Report: Youth Aging Out of the Child Welfare System: Analysis of Outcomes. January 2020.

²⁰ Allegheny County Analytics, Point-in-Time Out-of-Home Placement. <https://analytics.alleghenycounty.us/2021/01/07/child-welfare-placement-interactive-dashboard/>. Retrieved 12/29/22.

²¹ U.S. Census Bureau American Community Survey (ACS) 2017-2021 5-Year Estimates. Retrieved on 02/08/2023. <https://api.census.gov/data/2021/acs/acs5/cprofile>

²² Centers for Disease Control and Prevention (November 2021). About Teen Pregnancy. <https://www.cdc.gov/teenpregnancy/about/index.htm>. Retrieved 12/20/2022.

²³ Perper K, Peterson K, Manlove J. Diploma Attainment Among Teen Mothers. Child Trends, Fact Sheet Publication #2010-01: Washington, DC: Child Trends; 2010.

²⁴ Hoffman SD. Kids Having Kids: Economic Costs and Social Consequences of Teen Pregnancy. Washington, DC: The Urban Institute Press; 2008.

²⁵ PA Department of Health (2020). Allegheny County Profile. <https://www.health.pa.gov/topics/HealthStatistics/VitalStatistics/CountyHealthProfiles/Documents/current/allegheny.aspx>. Retrieved on 02/08/2023.

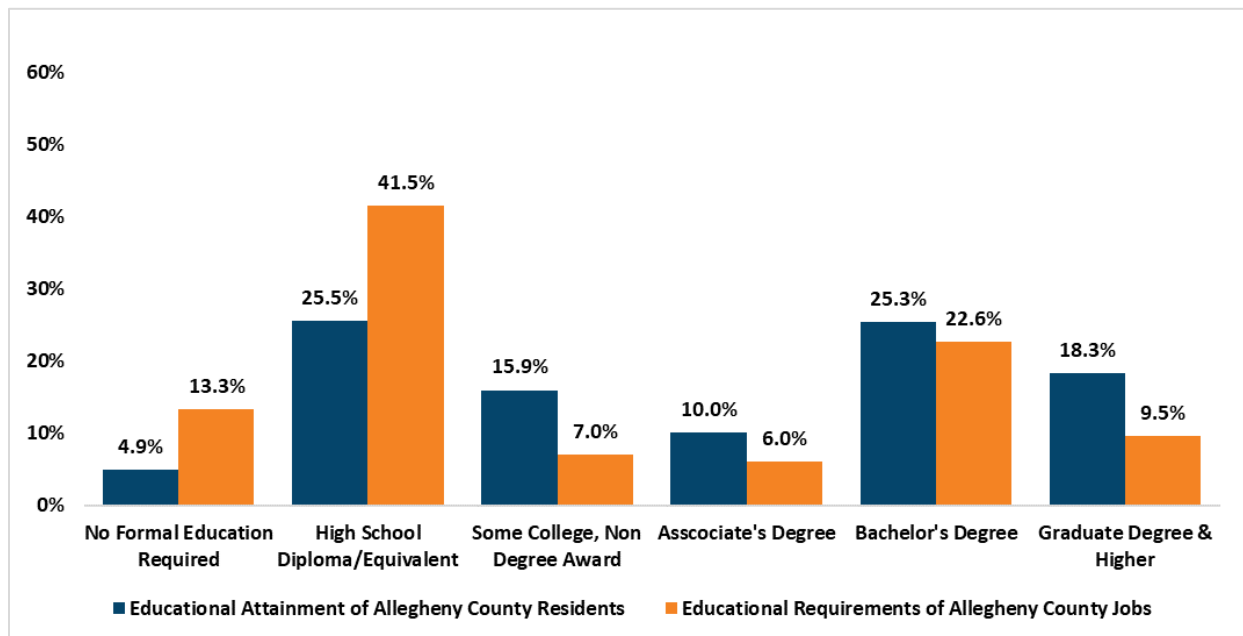
emergency shelters, while 12% were unsheltered. Nearly a third (32%) of these individuals identified as being chronically homeless.²⁶

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.

Through a combination of robust labor market analysis and employer engagement efforts, TRWDB regularly assesses the skill demands of employers in comparison to the education and skills of the job seekers we serve to identify where gaps exist and inform strategy and programming.

The data presented in Figure 7 indicates that there are more individuals who have attended some college, received an associate degree, bachelor's degree, or a graduate degree than there are positions that demand those levels of education. Moreover, there are more positions requiring no formal education or a high school degree than there are portions of the population with the same level of educational attainment.²⁷ While these data are a helpful starting point, they are only part of the story. TRWDB works closely with employers to identify skills and credentials necessary for jobs that go beyond general post-secondary degree categories.

Figure 7. Allegheny County Educational Attainment and Typical Education Requirements for Allegheny County Jobs (2021)



²⁶ Allegheny County Department of Human Services (2022). Census of Unhoused People. <https://analytics.alleghenycounty.us/2022/09/07/point-in-time-count-of-people-experiencing-homelessness-annual-reports/>. Retrieved on 02/08/2023.

²⁷ Lightcast, Occupation Tables, 2021. Retrieved 1/6/23.

All TRWDB's funded training programs in Allegheny County and the City of Pittsburgh prioritize alignment with occupations on the High Priority Occupation List for our region, which is developed by the PA Department of Labor & Industry using data on projected annual openings and earnings. Furthermore, TRWDB focuses on key in-demand and opportunity industries when developing training opportunities and other initiatives to serve employers and job seekers. Currently, TRWDB has existing industry partnerships (IPs) in Construction, Financial Services, Healthcare, Information Technology, and Manufacturing (early phase). These IPs convene employers in the region, empowering them to work collaboratively to define key challenges, priorities, and goals. IPs are ultimately designed to ensure the greater Pittsburgh region's public workforce system is meeting the needs of employers and the un/underemployed.

As an example, Construction industry partners have expressed the need for a stronger more diverse talent pipeline in the trades. In collaboration with the Builders Guild of Western Pennsylvania and Construction industry partners, the Introduction to the Construction Trades (Intro to the Trades) program was developed, which is a pre-apprenticeship program that prepares students for entry into related Construction trades. With support of industry partners, program graduates are guaranteed placement into Construction trades as apprentices or laborers. Additionally, TRWDB partners with the A. Philip Randolph Institute (APRI) Breaking the Chains of Poverty program, which has also helped to prepare people of color for careers in the construction and building trades.

TRWDB will ensure that labor market analytics and our industry partners continue to inform the development of new employment and training programs. We have set policy to ensure work-based training programs (OJT, Incumbent Worker, and Customized Job Training) are aligned with our industry partnership efforts. Further, TRWDB continues to maintain a robust and diverse menu of training offerings through our local Eligible Training Provider List (ETPL), the majority of which provide training aligned with at least one of our industry partnership industries.

In 2021, TRWDB has implemented a cohort of Industry-Recognized Training Providers (IRTP). IRTP providers were competitively procured to provide training in high demand occupations in healthcare, construction, advanced manufacturing, transportation and logistics, financial services, and information technology. To be successfully awarded a contract, each IRTP provider was required to partner with at least one employer who vetted the training curriculum to ensure that it meets their hiring needs and would guarantee hire, an interview, or other meaningful engagement.

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?

From June 2022 – August 2022, TRWDB hosted a series of three facilitated discussions with board members to set priorities for our newly established Policy and Research Department. Nearly half of TRWDB's board of directors participated in these meetings. Board members emphasized many important regional workforce development issues, including:

- Remote Work: An increase in the demand for and availability of remote work has required employers to adjust business operations to accommodate remote and hybrid working options. Remote work has also decreased or eliminated geographic boundaries for both employers and job seekers. Without having to relocate, employers can source talent from outside of the region and job seekers can apply for jobs with employers located outside of the region.
- Changing Technology and In-Demand Skills: Much of the regional talent pool, including new labor

market entrants, do not have the 21st century skills that are in-demand by employers. Current workers may also find their skills are becoming obsolete but are not readily able to retrain. Education and training systems must be able to adapt to keep pace with the knowledge, skills, and abilities needed in the quickly evolving workplace and labor market.

- Decreasing Supply of Workers to Meet Employer Demand: Much of the worker shortage has been part of an ongoing trend of an aging workforce and the retirement of baby boomers in the region, along with a challenge of retaining college educated workers post-graduation. However, workers' expectations of their employers have also shifted. A holistic consideration of job quality, including a competitive wage, but also access to retirement/healthcare benefits, stable work schedules, growth and professional development opportunities, and other factors may be needed for employers to successfully attract and retain talent.
- Improving Alignment between Education and Workforce Development: Opportunities exist for greater alignment among workforce development, K-12 education, and higher education systems. For example, additional investments in career education and career education programming are needed to ensure young adults are aware of the career and skills training opportunities available in the region. Stronger relationships between employers in in-demand industries and educational institutions are needed to ensure students are gaining the skills and credentials needed to compete in the labor market following graduation.

The information obtained from these facilitated discussions with TRWDB board members helped to inform the development of TRWDB's strategic plan (2023-2025), which will be discussed in greater detail in Section 2. This information will continue to be integrated into TRWDB's workforce development strategies and planning moving forward.

A key focus of our work will be to increase access to quality jobs and career paths to those jobs not only for job seekers and new hires, but also for incumbent workers. Working with employers to train and upskill their current workforce can improve job opportunities and increase wages for existing employees, while also opening entry-level opportunities for new hires. TRWDB will continue to explore opportunities to support incumbent workers, including through our industry partnership efforts and coordination with other initiative like WEDnetPA.

2020/2030 Next is Now: A 10 Year Vision of Vitality in the Pittsburgh Region, 2020

The Allegheny Conference on Community Development (ACCD) is a key regional economic development organization, which includes the Pittsburgh Regional Alliance, the Greater Pittsburgh Chamber of Commerce, and the Economy League of Greater Pittsburgh. The ACCD service area aligns with the Southwest Pennsylvania WIOA Planning Region. ACCD released the report, *2020/2030 Next is Now: A 10 Year Vision of Vitality in the Pittsburgh Region*.²⁸ The development of report was led by a 35-member steering committee of regional leaders and was informed by obtaining feedback from 1,000 stakeholders in ACCD's 10-county region, as well as a summit of 1,000 stakeholders during summer 2019.

The report notes a key regional challenge is that the economy has experienced slow growth compared to statewide growth in Pennsylvania and growth nationally. The report emphasizes making economic growth a priority and sets three core goals:

²⁸ Allegheny Conference on Community Development, *2020/2030 Next is Now: A 10 Year Vision of Vitality in the Pittsburgh Region, 2020*

- **Thriving People:** Improve the standard of living by 25% for all populations. This goal includes two components, average wage and per capita GDP.
- **Quality of Place:** Reduce greenhouse gas emissions to meet Paris Accord targets and implement strategies toward UN Sustainable Development Goals.
- **Strong Economy:** Double the projected job growth, resulting in 75,000 new jobs. This measure prioritizes job growth over GDP growth to factor in talent attraction targets.

ACCD outlines strategies for achieving the above goals, including but not limited to scaling talent attraction and retention efforts; removing barriers to opportunity to ensure people are not excluded from benefits of increased economic growth; and creating a regional investment and growth environment that encourages business investment, job creation, high quality of place and opportunity for all.

TRWDB continues to work closely with ACCD to achieve economic development and workforce development goals for the region. ACCD is represented on the TRWDB Board. ACCD is a key partner in facilitating connections with employers in key industries to assess priorities and hiring needs, informing the development of workforce and training programs and supporting alignment with employer demand.

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

The Pittsburgh region is fortunate to have an education environment that is both diverse and deep in post-high school opportunities for credentialing, including 88 regional universities and post-secondary career, technical and vocational schools. These organizations together confer more than 45,000 degrees annually, including 12,000 technology degrees and certificates.²⁹ While abundant opportunities exist for participants in the workforce development system to access skill pathways to credential attainment, to ensure continuous improvement, workforce development activities must include increased employer engagement in work-and-learn strategies, blending of adult education and occupational training, and other means of creating a culture of education in the region.

Workforce Development System – Analysis

TRWDB ensures that the local workforce system is universally accessible, customer-centered, and that training is employer and job-driven. Training is supported through a robust Eligible Training Provider List (ETPL) comprised of entities with a proven capability of securing participants with quality employment. TRWDB also provides accessible and flexible work-based training options, such as on-the-job training, customized training, and incumbent worker training. TRWDB also contracts directly with training providers to facilitate training cohorts of individuals for jobs in in-demand sectors or occupations.

Career and training services are job-driven and tailored to job seekers' individual needs. Individuals receiving services in the one-stop center access a variety of services necessary to assist the individual to meet their job search goals. While some job seekers may only need self-service or other basic career services, other job seekers will need more comprehensive services that are tailored to their individual career needs. Career services are classified in two categories: basic and individualized. This differentiation is not designed to create barriers to entry, but instead clarifies the important role that these two types of services can have in helping individuals obtain employment. Basic career services are made available to all job seekers and include labor exchange services, labor market information, job listings, and information

²⁹ Pittsburgh Regional Alliance (2020)

on partner programs. In addition to these basic services available to all job seekers, individualized services may include comprehensive skills assessments, career planning, and development of an individual employment plan that outlines the needs and goals of successful employment for a particular individual.

There is no sequence of service required for a job seeker to access training. Training is made available to individuals after an interview, assessment, and suitability evaluation determine that the individual requires training to obtain employment or remain employed. In accordance with TRWDB's Supportive Services Policy, supportive services are offered to support participation in WIOA services and activities, based on participant need.

To expand the reach of the local PA CareerLink® system, within Allegheny County and the City of Pittsburgh, TRWDB has established a collaborative service distribution strategy. Working closely with our partners at PA CareerLink® and the Allegheny County Department of Human Services (ACDHS), TRWDB is creating a strong network of community-based partnerships to serve people where they are. Through the Career Services Expansion (CSE) Project, PA CareerLink® has established partnerships with more than 50 local organizations to bring employment services into communities across Allegheny County. PA CareerLink® staff are offering career services at partner locations, serving job seekers within their own neighborhoods. Though the CSE Project itself has ended, these partnerships and programming continue to be maintained to expand the physical reach of PA CareerLink® services in Allegheny County.

PA CareerLink® sites in Allegheny County/Pittsburgh have continually developed a robust menu of services and tools for clients, including multiple online learning management system tools for short term upskilling (including SkillUp™ PA); virtual and socially distanced in-person services with career counselors and business services representatives; and remote and in-person workshops. Career services are embedded into upskilling opportunities, whether provided in-person or remotely. Through the pandemic, PA CareerLink® programs have built the capacity to operate almost completely remotely if needed. It is a capacity TRWDB is keen to expand to reach people and places we could not as easily reach before.

Identified areas of strength within our local system include strong relationships with local partners that result in increased referrals to PA CareerLink® Pittsburgh/Allegheny County for services; industry partnership and business engagement models that help align workforce services with labor market demand; a history of successfully obtaining competitive public and private funding to build capacity of the public workforce system; a diverse network of training providers; and enhanced evaluation and analysis capabilities that enable data-driven decision making for our operations.

An identified area for improvement includes strengthening coordination across the many partners and programs within the one-stop delivery system, in addition to WIOA core programs. A challenge for coordination is the sharing of data/information across programs. While several WIOA partner programs input data into PA's workforce development system of record, non-WIOA programs use different systems for tracking data. This can lead to clients being served by multiple case managers or employment specialists operating in silos and the potential duplication of efforts. In addition, one-stop partners report to different state-level and federal agencies, adhere to different policies and program eligibility requirements, etc. TRWDB will work with our WIOA partners and local one-stop operator to develop strategies for improved system-wide coordination. Where possible, coordination may include regularly scheduled partner meetings, cross-training of program staff, common intake forms, business services coordination, cross-partner program policies and procedures, and other activities. As the referral tool

within PA's workforce development system of record is built out, it too, will be utilized to improve referral tracking.

Training Activities

TRWDB ensures both job seekers and employers in Allegheny County and the City of Pittsburgh can access a wide range of employment and training services. Training options include classroom training funded through individual training accounts (ITA), on-the-job training (OJT), incumbent worker training (IWT), customized job training (CJT), and training developed through industry partnerships. TRWDB also contracts directly with a training provider to facilitate training of a cohort of individuals for jobs in in-demand sectors or occupations.

A diverse list of training programs is included on the Eligible Training Provider List (ETPL). To help ensure training investments are aligned with the hiring needs of regional employers, each of these programs provides training in a high priority occupation and the majority provide training aligned with TRWDB's industry partnership efforts. To maintain the quality of the ETPL, training programs must meet performance benchmarks before they can be approved, including measures related to program completion, employment rates, median earnings, and credential attainment of their students. WIOA Title I Adult and Dislocated Worker participants can access funding through ITAs to attend programs on the ETPL. TRWDB is also exploring how to best utilize ITA funds for out-of-school youth participants.

In Allegheny County and the City of Pittsburgh, TRWDB also invests WIOA funding to develop a diverse mix of quality work-based training opportunities that provide benefits to both job seekers and employers. TRWDB and PA CareerLink® staff work together to engage with employers in key, high-demand industries and coordinate quality OJT and CJT programs in high priority occupations. OJT opportunities benefit employers by helping to meet their hiring and skill demands while also enabling them to receive reimbursements for training a new worker. The reimbursement rate for employers is set at 50% of the participant's wage for OJT (for up to \$20/hour of the participant's wage) and 50% of the cost of training for CJT. Employers may qualify for an increase to 75% based on locally established criteria for exceptions. OJT and CJT opportunities benefit job seekers by enabling them to receive training in an in-demand occupation, while they also earn a self-sustaining wage. TRWDB also continues to explore opportunities to invest in incumbent worker training for employed individuals, while also leveraging WEDnetPA as a tool to provide this training as well.

To expand opportunities for short-term, employer-driven training in Allegheny County and Pittsburgh, TRWDB develops training programs informed by our industry partnerships. Businesses are convened regularly to collaboratively define key workforce challenges, priorities, and goals. This helps to ensure training is employer-driven and able to adapt to real-time hiring needs of local businesses. The previously described Intro to Trades program is an example of a successful employer-driven training in the Construction trades. As an additional example, TRWDB and our Financial Services industry partners helped to bring the national model, Bankwork\$, to the Pittsburgh region to connect individuals to lasting careers in the banking and financial services industry. This training has been developed in coordination with several major regional employers, including PNC Bank, Citizens Bank, Dollar Bank, and the PA Bankers Association. The program delivers a comprehensive job skills training program that includes both hard and soft skills, coaching and mentoring, exposure to career pathways, and supportive services to help participants overcome barriers. Graduates are placed into jobs with local banks, which have included teller, personal banker, and manager roles, among others.

To create training opportunities for specific groups with barriers to employment beyond our existing portfolio of training, TRWDB leverages funding from additional sources, such as competitive grants. For example, TRWDB is partnering with the Allegheny County Jail Collaborative to implement the USDOL-funded Pathway Home grant, which provides pre- and post-release employment and training services to inmates in the Allegheny County Jail. In October 2022, TRWDB was awarded funding from the U.S. Department of Justice (DOJ) to further support workforce development services to residents in the Allegheny County Jail.

TRWDB will also explore ways of partnering with employers, training providers, and the Commonwealth Apprenticeship and Training Office (ATO) to expand registered pre-apprenticeship and apprenticeship opportunities in our area, including ways of expanding access to women, people of color, and populations with barriers to employment. To do this, our region will leverage our industry partnerships, local board membership, and other connections to convene key stakeholders around apprenticeship where appropriate. Key stakeholders include employers, education providers (including post-secondary and career and technical education), labor organizations, community-based organizations, and other entities. TRWDB will also ensure close coordination with Pennsylvania's Apprenticeship & Training Office (ATO). This will include regular communication with the Western Region Apprenticeship & Training Representative (ATR), helping to ensure partners are aware of the apprenticeship information and resources available through ATO, and applying for additional funding through ATO and other grants to support apprenticeship expansion.

In December 2022, TRWDB was awarded funding through the PA Department of Labor & Industry Apprenticeship Building America (ABA) grant. Through this grant, TRWDB will lead the Allegheny County Apprenticeship Expansion Project and focus efforts on supporting apprenticeship in five key industries in the region: Construction, Financial Services, Information Technology, Healthcare, and Manufacturing. The project will focus on three core activities: Development of a regional apprenticeship (RA) plan; Registration of new RA and Pre-RA programs; and Expansion of existing pre-RA and RA programs.

A searchable list of the current active registered apprenticeships and pre-apprenticeships in the region is available [here](#).

Adult Basic Education and ESL Services

Providers of Adult Basic Education and ESL Services are vital to effectively serving individuals with barriers to employment within the public workforce development system. WIOA Title II providers deliver valuable services to individuals with barriers to employment, including basic skills training, high school equivalency attainment, ESL instruction, job readiness training, computer literacy training, and other important services.

TRWDB closely coordinates and collaborates with the WIOA Title II partner(s) in Allegheny County. Literacy Pittsburgh, a current Title II partner is represented on the TRWDB Board of Directors and is a core partner and provider of services at PA CareerLink® locations. TRWDB has collaborated with Literacy Pittsburgh on several initiatives. For example, Literacy Pittsburgh, as needed, provides Adult Education, ESL, digital literacy, and GED attainment programming for individuals participating in the Intro to the Trades pre-apprenticeship program and the Employment Advancement and Retention Network Program (EARN). TRWDB will continue to explore ways of strengthening coordination and collaboration with our local WIOA Title II partner(s), such as through cross-training, program referrals, and co-enrollment. The Allegheny Intermediate Unit (AIU) was recently selected as a Title II Adult Education provider in addition to Literacy

Pittsburgh. TRWDB is committed to working with AIU, as a core WIOA partner, to coordinate their Adult Educations programming with other services offered within the PA CareerLink® system.

Youth Workforce Development Activities

TRWDB blends Temporary Assistance for Needy Families (TANF) Youth Development Funds with WIOA Youth funds to create a system of workforce development to effectively serve in-school and out-of-school young adults with barriers to employment. Regardless of funding source, each youth program aligns with a model that is grounded in best practice research, designed to align with the vision and goals of WIOA, and tailored to meet specific needs of the region's youth. Each year-round provider works to ensure systemic linkages to strengthen programs. In November 2022, TRWDB released a competitive request for proposals (RFP) to identify community-based providers who will provide eligible youth or young adults ages 14-24 with innovative opportunities for experiential work-based learning. TRWDB seeks to invest in providers that, as a collective, provide experiences for youth to build their knowledge and understanding of industries and career opportunities in such a way that enables youth to have a broad set of early experiences that narrow with specificity the closer young adults get to making an informed choice about their adult career trajectory. Programs under this procurement will begin in July 2023 and will align with one of two program models:

- **Career Exploration and Experience:** Youth engage with local employers to experience a variety of careers and workplaces through opportunities such as internships, cooperative education, job shadowing, summer or transitional jobs, paid or unpaid work experience, pre-apprenticeships (registered or with intent to register), or others.
- **Pathways to Employment or Postsecondary Education:** Youth engage with local employers to gain work experience, participate in training and earn industry recognized credentials that will result in employment or enrollment in postsecondary education.

These programs will conduct outreach to and provide services to individuals who meet the eligibility requirements for either WIOA In-School Youth (ISY), WIOA Out-of-School Youth (OSY), or TANF Youth services. Participants will generally meet one of the following categories:

- Current high school or college students with barriers to employment who need assistance with career planning, and preparing for post-secondary education or employment;
- Young people who have dropped out of high school who need their high school diploma or GED along with career guidance and transition support;
- Young adults with a high school diploma or its equivalent who need occupational skills training and/or academic remediation to connect with the workforce or education;
- Young adults with a number of college credits who are younger than 25 years old and in need of assistance maintaining their enrollment in education or finding employment; or
- Young adults with barriers to employment who may be currently unemployed or underemployed who are in need of guidance towards career-level employment.

Programs will provide opportunities to experience local workplaces on a short-term basis to build their resumes and social capital, enable young people to make informed decisions about their careers and assist them in making progress towards their goals. Participants will be provided support in alignment with the 14 WIOA program elements³⁰, as well as other interventions needed specific to the populations served.

³⁰ WIOA Final Rule - 20 CFR § 681.460

The types of training and support provided will be specific to the needs of the young person and be relevant to their trajectory. To ensure success of the program model, providers must demonstrate their ability to provide service offerings and meet program goals through a variety of program partnerships.

Year-long programs are supplemented and enhanced by a coordinated summer jobs effort across Allegheny County. In support of WIOA and the Governor's goal to increase access to youth work experience opportunities, TRWDB has developed the Learn & Earn summer youth employment program for disadvantaged youth in our workforce areas. This program, in partnership with Allegheny County, the City of Pittsburgh, and a network of community-based organizations, provides a blend of paid work experience, project-based learning, and career readiness training to young adults in Allegheny County. Between 2015 - 2022, the program has served more than 11,500 young people who have combined earned more than \$11.5 million in wages.

Youth programs are discussed in greater detail in Section 4 of this document.

Strengths and Challenges

TRWDB exhibits strengths as a regional leader in connecting with employers to identify and address skill gaps, collaborating with local agencies to maximize collective impact, customizing services and programs for specific populations and neighborhoods, and working with neighboring workforce development boards on industry partnerships and other industry-specific initiatives. In addition, TRWDB is very engaged in broader local, regional, and national workforce policy efforts, and actively partners with public and private organizations across the country to advance understanding of workforce issues, innovate workforce programs and exchange best practices and lessons learned.

Challenges remain in effectively serving job seekers and employers. While TRWDB extensively collaborates with both employers and post-secondary institutions in the Pittsburgh region, the size and composition of the employer base (which has a large number of mostly small businesses) and education institutions (with more than 50 post-secondary institutions and 43 primary and secondary school districts) make it difficult to effectively collaborate and forge relationships with many. TRWDB will continue to examine ways to build new relationships with employers and educational institutions through such initiatives as the development of industry partnerships with key industries in the region. Further, as the system works to serve individuals with barriers to employment there is greater need to strengthen coordination and collaboration among one-stop partners to ensure these individuals can access the services necessary for successful employment and education outcomes. The competitive procurement of a one-stop operator and the development of a Memorandum of Understanding among one-stop partners support TRWDB's efforts to improve processes, coordination, and collaboration among partners in the system.

1.5 Describe strategic planning elements including a regional analysis of economic conditions.

TRWDB is part of the WIOA Southwest Planning Region, along with Southwest Corner WDB, Tri-County WDB, and Westmoreland-Fayette WDB. The Region is composed of Allegheny County Workforce Development Area (WDA), City of Pittsburgh WDA, Southwest Corner WDA, Tri-County WDA, and Westmoreland-Fayette WDA. The Region includes nine counties: Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Washington, and Westmoreland. The WIOA Regional Plan for the Southwest Region provides a regional analysis of economic conditions. Highlights from this analysis are available below.

Regional Employment Overview

Prior to the pandemic, the Southwest Planning Region enjoyed a growing economy and employer base. Between 2Q 2021 and 2Q 2022, there was a 2.6% increase in the employment volume of the Southwest Planning Region. However, the region is projected to experience decreases in total employment over the next one- and five-year periods. See Table 7 for changes in employment by industry.

Table 7. Employment and Projections in the Southwest Planning Region by Industry³¹

Industry	Employment (2Q 2022)	Employment Change (2021 - 2022)	Projected Employment Change (2022-2023)	Projected Employment Change (2022-2027)
Health Care and Social Assistance	205,236	-2.6%	0.2%	1.1%
Retail Trade	125,346	1.4%	-2.0%	-9.6%
Educational Services	92,757	1.1%	-0.2%	-0.9%
Accommodation and Food Services	92,062	17.5%	1.0%	5.0%
Professional, Scientific, and Technical Services	87,582	0.9%	-0.5%	-2.5%
Manufacturing	85,982	3.4%	-1.3%	-6.4%
Construction	69,732	2.4%	-1.0%	-5.0%
Finance and Insurance	55,426	-4.9%	-1.3%	-6.2%
Transportation and Warehousing	54,601	4.3%	-0.3%	-1.3%
Other Services (except Public Administration)	53,156	4.3%	0.2%	0.9%
Administrative and Support and Waste Management and Remediation Services	52,543	3.5%	-0.4%	-2.0%
Management of Companies and Enterprises	38,638	10.0%	-1.2%	-5.9%
Public Administration	36,581	-0.9%	-1.1%	-5.5%
Wholesale Trade	35,655	2.2%	-1.2%	-5.8%
Arts, Entertainment, and Recreation	24,097	25.6%	2.3%	12.2%
Real Estate and Rental and Leasing	17,864	4.6%	-1.0%	-4.9%
Information	16,869	2.1%	0.0%	0.0%
Mining, Quarrying, and Oil and Gas Extraction	10,642	-1.9%	0.1%	0.3%
Utilities	9,016	-0.2%	-2.3%	-11.2%
Agriculture, Forestry, Fishing and Hunting	5,242	5.7%	-1.5%	-7.1%
Total - All Industries	1,169,030	2.6%	-0.5%	-2.2%

Location Quotients are 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 JobsEQ, location quotients can reveal what makes a particular region “unique” in comparison to the national average. The location quotients for the 2021 key industry clusters as delineated by JobsEQ are provided in Table 8 for the U.S., Pennsylvania and for the Southwest Planning Region.³²

³¹ Jobs EQ Q2 2022

³² JobsEQ Occupation Snapshot, 2021

Table 8. Location Quotient Comparisons for U.S., Pennsylvania, and the Southwest Planning Region

NAICS Title	US	Pennsylvania	Southwest Planning Region
Management of Companies and Enterprises	1	1.52	2.25
Mining, Quarrying, and Oil and Gas Extraction	1	1.04	2.13
Utilities	1	1.08	1.42
Health Care and Social Assistance	1	1.21	1.23
Finance and Insurance	1	1.1	1.21
Professional, Scientific, and Technical Services	1	0.95	1.06
Other Services (except Public Administration)	1	1.06	1.05
Retail Trade	1	1	1.04
Construction	1	0.9	1.01
Educational Services	1	0.97	0.99
Transportation and Warehousing	1	1.18	0.95
Arts, Entertainment, and Recreation	1	0.83	0.93
Accommodation and Food Services	1	0.83	0.93
Manufacturing	1	1.13	0.91
Real Estate and Rental and Leasing	1	0.75	0.87
Wholesale Trade	1	0.92	0.8
Information	1	0.77	0.73
Administrative and Support and Waste Management and Remediation Services	1	0.82	0.7
Public Administration	1	0.8	0.64
Agriculture, Forestry, Fishing and Hunting	1	0.61	0.27

Comparatively, the data indicate the Southwest Planning Region is more concentrated than the nation or the state in the following areas: Management of Companies and Enterprises; Mining, Quarrying, and Oil and Gas Extraction; Utilities; Construction; Retail Trade; Finance and Insurance; Professional, Scientific and Technical Services; and Health Care and Social Assistance.

An examination of the change in jobs between 2022 and 2027 projects a decrease of 26,215 (-2.2%) in the number of jobs available across the Southwest Planning Region. In addition, the data presented in Table 9, indicate continued projected growth through 2027 in the entirety of the Southwest Planning Region in the areas of Food Preparation and Serving (+4,062 jobs), Healthcare Support (+2,936 jobs), Personal Care and Service (+1,947 jobs), Community and Social Service (+517 jobs), Educational Instruction and Library (+248 jobs), and Arts, Design, Entertainment, Sports, and Media (+194 jobs).³³

³³ Jobs EQ 2Q 2022

Table 9. Projected Employment Change by Occupation in the Southwest Planning Region (2022-2027)

Occupation	Employment (2022)	Employment Change (2022-2027)	Percent Employment Change (2022-2027)
Food Preparation and Serving Related Occupations	92,182	4,062	4.4%
Healthcare Support Occupations	62,108	2,936	4.7%
Personal Care and Service Occupations	27,902	1,947	7.0%
Community and Social Service Occupations	21,898	517	2.4%
Educational Instruction and Library Occupations	62,761	248	0.4%
Arts, Design, Entertainment, Sports, and Media Occupations	18,317	194	1.1%
Computer and Mathematical Occupations	37,079	-72	-0.2%
Farming, Fishing, and Forestry Occupations	2,008	-98	-4.9%
Protective Service Occupations	23,301	-269	-1.2%
Legal Occupations	11,529	-275	-2.4%
Life, Physical, and Social Science Occupations	10,878	-300	-2.8%
Building and Grounds Cleaning and Maintenance Occupations	32,879	-706	-2.1%
Architecture and Engineering Occupations	21,187	-925	-4.4%
Management Occupations	72,916	-1,175	-1.6%
Healthcare Practitioners and Technical Occupations	83,649	-1,228	-1.5%
Installation, Maintenance, and Repair Occupations	46,566	-1,431	-3.1%
Business and Financial Operations Occupations	71,956	-1,924	-2.7%
Transportation and Material Moving Occupations	93,673	-1,955	-2.1%
Construction and Extraction Occupations	56,949	-2,224	-3.9%
Production Occupations	59,250	-4,282	-7.2%
Sales and Related Occupations	106,381	-8,193	-7.7%
Office and Administrative Support Occupations	153,662	-12,133	-7.9%
Total - All Occupations	1,169,030	-26,215	-2.2%

Regionally, the needs of employers and industries are assessed regularly through business engagement across local boards in the Southwest Planning Region and across workforce system partners. The regional plan discusses in greater detail how the local boards will work to enhance regional coordination in engaging employers to determine hiring needs and develop programming in alignment with these needs. Sector strategies and industry partnerships will be key tools for regional coordination. Further, collaboration with PA CareerLink® business services teams on a regional scale will help to more effectively and efficiently serve employers whose reach extends across county and workforce area boundaries. Local boards in the Southwest Region are also exploring opportunities to strengthen coordination with regional economic development efforts, including PA Department of Community and Economic Development (DCED) programming and other region-wide initiatives.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The Three Rivers Workforce Development Board (TRWDB) is part of the Southwest WIOA Planning Region, which includes TRWDB, Southwest Corner WDB, Tri-County WDB, and Westmoreland-Fayette WDB. Through a collaborative regional planning process, the local boards in the Southwest Planning Region have established the following workforce development goals for the region:

- Enhance Coordination between Local Boards
- Streamline Talent Delivery and Business Services
- Increase Work-Related Opportunities for Youth and Improve the Youth Talent Pipeline

In December 2022, the TRWDB Board of Directors approved TRWDB's *2023-2025 Strategic Plan*. This strategic plan was developed in collaboration with TRWDB board members, staff, and key partner organizations. TRWDB engaged Third Plateau, a social impact strategy firm, to facilitate its strategic planning process. TRWDB's *2023-2025 Strategic Plan* describes the organization's mission, vision, and strategic priorities over the next three years, which are described in greater detail below:

Purpose

Vision:

- TRWDB envisions a thriving and prosperous community, where all residents have access to expansive career opportunities and all businesses have access to a talented workforce.

Mission:

- To develop a thriving workforce, TRWDB drives and delivers strategic investments, provides expertise, and creates opportunities for businesses, job seekers, agencies, and policymakers in Allegheny County and the City of Pittsburgh.

Strategic Focus

To advance our mission and vision over the next three years, TRWDB will focus on the following four priorities:

Priority 1: Advance and deliver effective, inclusive, and user-centered programs that build a stronger regional workforce. TRWDB strives to be an excellent partner and steward in developing a thriving workforce development ecosystem that creates opportunity and prosperity for all. We will use evaluation data to continually improve the user experience, quality, and impact of our engagements, partnerships, and services. We will strengthen networks, build relationships, and seek strategic alignment to build a more regionally coordinated and integrated workforce development system.

Priority 2: Convene and influence local leaders to support data-informed decision-making and fieldwide innovation. Leveraging our unique cross-sector position and expertise, we will convene community leaders to navigate challenges and build a shared agenda to support a more cohesive, effective, and sustainable workforce. We will elevate issues and practices to advance economic justice, job quality, and

mobility. We will create and disseminate timely data, resources, and analyses to ensure the region is up to date on the latest trends and practices.

Priority 3: Expand our name recognition, credibility, and value proposition among our key partners. We will position TRWDB as the local authority on workforce development. Through communications and intentional relationship building we will clarify who we are and what we do. We will increase TRWDB's visibility and ensure business and community agencies, institutions, leaders, and providers to understand how we can be a resource and trusted partner.

Priority 4: Bolster our organizational infrastructure to support innovative programs and sustainable impact. TRWDB has grown and changed significantly over the last few years. To continue to be a forward-thinking innovator in the space of workforce development, we will need the organizational people, structures, systems, and funding to do so. We will take measures to de-silo team structures, to support a more collaborative and motivating workplace. We will diversify our funding streams and continue to seek unrestricted funds that allow us the necessary sandbox to explore and innovate.

TRWDB's full *2023-2025 Strategic Plan* is available at www.partner4work.org. This includes additional information on the specific target strategies and tactics we will pursue to make progress toward the above four priorities.

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?

PA CareerLink® Pittsburgh/Allegheny County, part of the American Job Center Network, is the primary access point to the public workforce development system for job seekers and employers. PA CareerLink® locations in Downtown Pittsburgh and Forest Hills provide access on-site to WIOA core partner programs, including Title I Adult/Dislocated Worker, Title II – Adult Education, Title III – Wagner-Peyser, and Title IV – Vocational Rehabilitation. Access to all WIOA required partner programs is provided at PA CareerLink® locations directly by PA CareerLink® staff or indirectly through referrals. TRWDB and our WIOA partners have each signed on to the PA CareerLink® Partner Memorandum of Understanding (MOU), which outlines how services will be coordinated within the one-stop system and the role of the one-stop operator in providing functional supervision over the PA CareerLink® sites. TRWDB has also worked with our WIOA partners to prepare joint proposals for funding to further support programs that help to meet the workforce development needs of job seekers, workers, and employers in our local area and region.

The following are examples of programs and initiatives that exemplify local/regional partnership and coordination:

Re-Entry Programs

Since being awarded a US Department of Labor Reentry Employment Opportunities (REO) grant in 2016, TRWDB has continued to grow a portfolio of initiatives focused on serving both youth and adults who have past or current involvement with the criminal justice system, a substantial barrier to education and employment for many individuals in the Pittsburgh area. The current programs listed below were developed by TRWDB, and each has required close coordination with program and employer partners.

- Pathway Home is a US DOL-funded initiative in partnership with Midwest Urban Strategies at the national-level and Allegheny County Jail Collaborative (ACJC) at the local level. Pathway Home assists people returning from the Allegheny County Jail in the reintegration process and works to reduce recidivism through pre- and post-release services that include occupational training, career-specific work readiness activities, and meaningful employment opportunities by leveraging the public workforce system's extensive employer networks to cultivate direct employer connections.
- Pittsburgh Reentry Career Services (PRCS) is US DOJ-funded program delivered in partnership with PA CareerLink®, the Allegheny County Jail Collaborative, including the Allegheny County Jail and the Department of Human Services, as well as ACTION-Housing, Operation Better Block, and the Center for Employment Opportunities. PRCS will improve employment services and connections for returning citizens in Allegheny County, thereby reducing recidivism and increasing community safety. PRCS is built around the following core components: highly qualified program staff delivering pre- and post-release supportive and career services; participants' choice of training and work-related activities that align with in-demand jobs and provide career-track employment at sustainable wages; and strong relationships with key partner agencies.
- TRWDB is the recipient of 2022 WIOA Statewide Activities funds to be used in part to improve services for priority populations with barriers by increasing integration between partner providers with the one-stop system, ensuring PA CareerLink® centers have staff properly trained to support these populations, and establishing an ongoing presence inside the Allegheny County Jail to provide pre- and post-release services to those currently incarcerated.

Industry-Recognized Training Pipeline

The Industry-Recognized Training Pipeline (IRTP) program is supported through a blended funding model that includes WIOA, Temporary Assistance for Need Families (TANF), Community Service Block Grant (CSBG), and Community Development Block Grant (CDBG) funds. IRTP programs provide training that leads to industry-recognized credentials in high-demand industries, including Construction, Financial Services, Healthcare, Information Technology, and Transportation and Logistics. TRWDB prioritizes IRTP funding for programs that have proven connections with employers willing to provide full-time employment opportunities to participants who complete training. TRWDB is partnering with our local Title I Adult/Dislocated Work programs to conduct outreach, recruitment, and training eligibility/suitability determination for these programs. TRWDB's TANF Youth, WIOA Youth, CDBG, and CSBG partners also support outreach and recruitment efforts, providing training referrals as appropriate. Literacy Pittsburgh, a local WIOA Title II partner, also makes adult education services available to participants in certain IRTP programs. For example, Literacy Pittsburgh's Trade Up program helps individuals earn their GED while also attending the Introduction to the Construction Trades pre-apprenticeship training.

Learn & Earn

The Learn & Earn Summer Youth Employment Program (Learn & Earn) is a partnership between Allegheny County, the City of Pittsburgh, and TRWDB. Partnership is key to the success of the Learn & Earn program. Each year, young people are placed with community-based organizations where they are hired, trained, and assigned to a worksite for the summer. For many young adults, Learn & Earn is their first job experience; for others it has become their consistent summer job. Young people can work up to 25 hours weekly during the six-week program at worksites across the City and County that provide exposure to a variety of career areas. Many of the community-based organizations that serve as application support

centers and/or worksites are also part of TRWDB's network of year-round WIOA and TANF funded youth programs.

TRWDB, alongside our local one-stop operator, will continue to explore opportunities for coordination and collaboration with one-stop system partners to strengthen programs and services and achieve the strategic priorities of the local board. These may include but are not limited to increasing participant co-enrollment where appropriate, streamlining referral processes, jointly funded projects, cross-training of staff, and joint professional development activities.

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 state's workforce development system, as well as any of the goals and strategies articulated in the regional plan?

TRWDB continues to forge deep partnerships on a local, state, and national level, aligning workforce priorities with education and economic development. TRWDB is committed to aligning our local and regional workforce development strategies and goals with those of Pennsylvania's Governor. Section 2.1 describes the goals within the WIOA Southwest Regional Plan and a commitment of TRWDB to support these goals. The following describes how TRWDB's vision and goals align with the five broad workforce development goals included in Pennsylvania's WIOA Combined State Plan.

Goal 1: Career Pathways and Apprenticeship

Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.

Multiple targeted strategies and tactics within TRWDB's *2023-2025 Strategic Plan* (see *Attachments* section) underscore our commitment to improving access to career pathways through occupational and work-based training opportunities aligned with employer demand, including registered apprenticeships, along with education and outreach efforts to ensure job seekers and young adults are aware of the career pathways available.

TRWDB's employer engagement and industry partnership activities are key to mapping career pathway opportunities within industries, identifying skills, competencies, and credentials required for in-demand occupations along a particular pathway. TRWDB works closely with PA CareerLink® and other workforce partners to help individuals access high-quality jobs, focusing on career pathways with multiple on and off-ramps depending on a person's individual need. Local workforce partners understand not every job seeker is immediately prepared to enter a high-skill occupation. Title I Adult, Dislocated Worker, and Youth programs help identify numerous points of entry along a career pathway and establish steps to success, including career services and training, that are manageable for program participants to achieve. In addition, through coordinated and strategic partnerships with education and training institutions, including career and technical centers, community college, and other post-secondary training providers, TRWDB works to ensure skills training and credentialing programs designed to provide participants with the qualifications need for employment along a career pathway.

Registered apprenticeships and pre-apprenticeships are being prioritized as a means of creating career pathway opportunities for individuals in our region. As discussed, TRWDB has invested in Intro to the

Trades, a registered pre-apprenticeship helping to connect participants to career pathways in the construction and building trades. TRWDB has also worked with members of our technology industry partnership to establish Apprenti, the first technology registered apprenticeship program of its kind in the region, which focuses on creating opportunities for women and people of color in the technology industry. TRWDB is currently working with our healthcare industry partners to create registered apprenticeship opportunities in various in-demand healthcare occupations, including Certified Nursing Assistant (CNA), Licensed Practical Nurse (LPN), Registered Nurse (RN), Emergency Medical Technician (EMT), Radiology Technician, and Facility Maintenance Technician. The coalition of healthcare employers and industry partners includes the Center for Healthcare Solutions, serving healthcare systems and long-term care providers in a 30-county region, SEIU Healthcare, the largest healthcare union in Pennsylvania, and the two largest healthcare systems in the Pittsburgh region, Allegheny Health Network (AHN) and University of Pittsburgh Medical Center (UPMC).

In addition to skills training and credentialing programs, TRWDB recognizes the importance of support and wrap-around services to effectively respond to participants' needs at each level of a career pathway, while helping to reduce turnover and loss of productivity for employers. TRWDB coordinates with our local Title II partner to provide literacy/numeracy training, GED attainment, computer literacy, ESL, and other programming to support participants. OVR is a core PA CareerLink® partner that delivers a menu of services to assist individuals with disabilities in connecting to the workforce. Further, close partnerships with human service providers, including County Assistance Offices and the Allegheny County Department of Human Services, are key to helping participants access the full range of support needed to achieve their employment goals.

Goal 2: Sector Strategies and Employer Engagement

Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.

A key tactic within TRWDB's 2023-2025 Strategic Plan is to "establish a framework to assess employer needs and current workforce practices." By understanding employers' workforce needs, practices, values, and philosophy, we will be better equipped to deliver practical and impactful support. This framework will help us to identify forward-thinking employers that align with our values and priorities and are ripe for creative partnerships.

Through industry partnerships, TRWDB convenes employers to create a sustainable infrastructure for planning and executing innovative solutions to shared challenges within an industry. TRWDB's industry partnerships seek 1.) industry leadership in establishing partnership priorities and collaboration in developing strategies for action, 2.) to foster industry-wide partnerships, as demonstrated in a willingness of employers to collaborate with other employers and partner organizations and to play a role in working to solve their shared workforce problems, and 3.) to obtain industry commitment in implementing action items, as well as providing in-kind and financial commitments as required to achieve partnership priorities.

TRWDB will continue to work collaboratively with business services teams of several local entities, including PA CareerLink® business services staff, to deliver customized solutions to area employers. TRWDB and the local one-stop operator will work to align business engagement across partners. For example, as a core partner, OVR can provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

Through coordination with PA CareerLink® and other partners, TRWDB works to ensure a diverse portfolio of training programs is available to meet the needs of job seekers and employers. PA CareerLink® customers can access individual training accounts (ITAs) to attend training and earn industry-recognized credentials in high priority occupations. TRWDB also works with PA CareerLink® partners to develop work-based training opportunities for customers, including on-the-job training, customized job training and incumbent worker training. TRWDB may also contract directly with a training provider to facilitate training of a cohort of individuals for jobs in in-demand sectors or occupations.

TRWDB will continue to partner with local and state economic development agencies to reach out to employers and to maximize assistance for their business growth. This will include regular partnership and collaboration with the PA Department of Community and Economic Development (DCED) and Allegheny Conference on Community Development (ACCD).

The topics of business engagement and the coordination between workforce development and economic development activities are described in greater detail in sections 3.4 and 3.5 of this local plan.

Goal 3: Youth

Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.

As a part of our *2023-2025 Strategic Plan*, TRWDB commits to partnering with service provider organizations to reach priority audiences of youth and young adults and support pathways to target industries. With a goal of increasing accessibility to higher paying jobs for Black, brown, female, and other underrepresented youth, we will procure and contract providers who effectively serve priority audiences of youth and deliver services needed to complete career pathways in healthcare, technology, construction, manufacturing, and financial services.

Investing in the future talent pipeline is a priority of TRWDB. Employers within our industry partnerships have also identified youth engagement as a key priority. It is critical that local youth are exposed to the range of available careers so they can find their passion and connect to career pathways to turn their passion into sustainable employment. In November 2022, TRWDB released a procurement for youth and young-adult programming set to begin in July 2023. Procured programs will align with one of two program models:

- Career Exploration and Experience: Youth engage with local employers to experience a variety of careers and workplaces through opportunities such as internships, cooperative education, job shadowing, summer or transitional jobs, paid or unpaid work experience, pre-apprenticeships (registered or with intent to register), or others.
- Pathways to Employment or Postsecondary Education: Youth engage with local employers to gain work experience, participate in training and earn industry recognized credentials that will result in employment or enrollment in postsecondary education.

Year-long models work for many youth, but a one-size-fits-all strategy does not meet the needs of all young adults. To create additional work experience opportunities, as well as entry points into year-long programs, TRWDB uses a youth-centered process to develop additional program offerings, including the Learn & Earn program, in partnership with Allegheny County and the City of Pittsburgh. Learn & Earn

continues to successfully connect young adults to meaningful work experience in some of the region's key industry sectors, such as healthcare, education, financial services, and the public sector.

Sections 1.4 and 4.8 of this local plan describe TRWDB's youth and young adult programming in greater detail.

Goal 4: Continuous Improvement of the Workforce Development System

Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.

As a top priority within our *2023-2025 Strategic Plan*, TRWDB is committed to advancing and delivering effective, inclusive, and user-centered programs that build a stronger regional workforce. The strategic plan includes several targeted strategies to accomplish this priority, with a focus on investments in proven and promising practices; program decision-making informed by data, customer feedback, and research; and strengthening the integration, coordination, and accessibility of local workforce services.

TRWDB has a dedicated quality assurance team that assesses the compliance risk for each of our funded sub-recipients and develops a monitoring plan for each program. During program monitoring, our quality assurance team identifies program strengths, areas for improvement, and potential compliance issues for each program. Depending on the results, the quality assurance team may create a plan for technical assistance or require a sub-recipient to submit an improvement plan. This regular channel of communication between our quality assurance team and sub-recipients helps to identify and resolve issues or concerns early into a program and supports regular program improvements. TRWDB also employs a business analytics team that creates scheduled reports on program data, including enrollment numbers, services provided, outcomes achieved, and other relevant data to inform program decision-making. Our business analytics team leverages technology/tools, such as statistical software, Microsoft Power BI, and Geographic Information Systems (GIS) to effectively analyze and present complex data into forms easily understandable for TRWDB staff and our partners. TRWDB also consistently assesses labor market data from the Center for Workforce Information & Analysis (CWIA) and other platforms, such as Lightcast, to ensure our program decisions are informed by the workforce dynamics in our region.

Cross-partner coordination remains a key component to TRWDB's continuous improvement strategy. TRWDB works closely with our local one-stop operator to oversee operations of PA CareerLink® sites and coordinate service delivery among one-stop system partners. In addition, TRWDB coordinates with the one-stop operator to ensure PA CareerLink® certification criteria are consistently met. An evaluation of the local one-stop operator is performed annually, which includes obtaining survey feedback from our one-stop partners. TRWDB also participates in regular cross-partner staff meetings at each PA CareerLink® site to discuss common challenges, areas for improvement, best practices, review policies/procedures, provide staff training, and other topics as appropriate.

TRWDB's industry partnerships also support continuous improvement by establishing a steady channel of communication with employers and industry leaders, enabling us and program partners to stay informed regarding employer demand and other workforce dynamics. This ensures programs can quickly adapt and respond to the changing needs of business and industries in our region.

Goal 5: Strengthening the One-Stop Delivery System

Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.

Strengthening the one-stop delivery system to better serve job seekers and employers is foundational to the work of TRWDB, as the local workforce development board for our area. TRWDB's *2023-2025 Strategic Plan* outlines several targeted strategies and tactics focused on ensuring our funded programs are accessible and produce meaningful outcomes for the job seekers and employer customers they serve.

Expanding access to the resources and services available through the one-stop delivery system remains a key strategy. Section 1.4 describes how TRWDB has worked with PA CareerLink®, Allegheny County Department of Human Services (ACDHS), and 50+ community-based organizations to expand the physical reach of PA CareerLink® services to communities across Allegheny County. Section 1.4 also discusses how TRWDB and our PA CareerLink® partners continue to implement and expand platforms for the delivery of remote and virtual career and training services, including by promoting the online upskilling services available through SkillUp™ PA. TRWDB will consider additional tactics for improving access to services, including PA CareerLink® affiliate sites connected to comprehensive centers.

TRWDB also works with our partners to increase the availability of quality training programs, aligned with employer/industry demand, that provide a direct path to sustainable employment with upward mobility for PA CareerLink® customers. Through our industry partnerships, TRWDB engages in strategic discussions and planning with employers and industry leaders, while also coordinating closely with PA CareerLink® staff to develop training services in response to industry needs. As a best practice, employers are involved during the design and implementation of a training program and have often committed to interview or hire candidates following program completion. This has helped to ensure that training programs are providing the skills and credentials in-demand by regional employers and participants have reliable employment prospects following training completion. Examples have included Intro to the Trades (construction pre-apprenticeship), BankWork\$ (national training model), Apprenti (registered apprenticeship in technology) and Freedom House 2.0 (emergency medical services training in partnership with UPMC, a leading healthcare employer in the region). PA CareerLink® staff play a key role in outreach/recruitment, eligibility determination, and providing career and case management services as needed for these programs.

TRWDB will continue to work with our local one-stop operator, PA CareerLink® partners, and other stakeholders to develop and implement strategies that continuously work to strengthen the quality and availability of one-stop system resources and services in our area.

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

Each of the priorities, targeted strategies, and tactics described in TRWDB's *2023-2025 Strategic Plan* support progress toward achieving our organization's mission of "developing a thriving workforce" by driving and delivering strategic investments, providing expertise, creating opportunities for businesses, job seekers, agencies, and policymakers in Allegheny County and the City of Pittsburgh.

WIOA Adult, Dislocated Worker, and Youth performance measures focus on achieving education and employment outcomes for participants, while also assessing the system's effectiveness in serving employers. TRWDB annually meets and exceeds the WIOA negotiated performance measures established for our area (current negotiated levels are available in Attachment 1 of this document). Our organization works with all subrecipients and staff to ensure performance outcomes continuously improve. TRWDB's *2023-2025 Strategic Plan* sets a priority to advance and deliver effective, inclusive, and user-centered

programs that build a stronger regional workforce. To help achieve this priority, the strategic plan describes several tactics focused on program evaluation and improved tracking of key performance data within our programs. These tactics include:

- Gathering employer, provider, and jobseeker feedback to support more robust and actionable program evaluation.
- Strengthening the ability to track and influence WIOA common measures.
- Synthesizing disparate data sources into meaningful dashboards.
- Strengthening our programs to better meet user needs and outcomes.

TRWDB's quality assurance team conduct risk assessments of our funded subrecipients to inform the scope of program monitoring and technical assistance delivery. The quality assurance team develops a tailored plan for monitoring of each program and produces regular reports on program and contract compliance for TRWDB program staff to review. Our business analytics team will produce scheduled reports on program data, including enrollments, services, and performance outcomes, so TRWDB program staff can regularly track progress toward achieving WIOA negotiated levels. TRWDB will also utilize WIOA quarterly performance reports distributed by the PA Department of Labor & Industry to assess our areas achievement of WIOA outcomes and inform decision-making. Drawing on our evaluation and assessment data, we will conduct ongoing program improvement to be more inclusive, accessible, and effective for our participants, including those with barriers to employment, and employers.

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

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

The Three Rivers Workforce Development Board (TRWDB), also known as Partner4Work, is the local workforce development board for the Allegheny County and City of Pittsburgh workforce development areas, providing policy, strategic direction, and oversight for the region's workforce development system. The Chief Elected Officials for Allegheny County and the City of Pittsburgh have designated TRWIB, Inc. (DBA, Partner4Work) as the fiscal agent and administrative entity / staff to the LWDB for WIOA Title I Adult, Dislocated Worker, and Youth funding. TRWIB, Inc. (DBA, Partner4Work) also administers Temporary Assistance for Needy Families (TANF) employment and training services for Allegheny County and TANF Youth employment programming for both Allegheny County and the City of Pittsburgh. The members of TRWDB also serve as the Board of Directors for TRWIB, Inc. (DBA, Partner4Work). Should TRWIB, Inc. (DBA Partner4Work) serve any functions beyond the scope of the LWDB, these functions will be outlined through a written agreement with the local board and chief elected officials for Allegheny County and the City of Pittsburgh. TRWDB, as the LWDB, convenes key stakeholders in workforce development, including employers, economic development entities, educational institutions, labor organizations, community-based organizations, government agencies, funders, advocacy groups, and other partners. In addition, TRWDB collaborates with the other local workforce development boards in the state-defined Southwest Planning Region to develop goals and strategies for the broader region.

TRWDB maintains four standing committees to oversee its activities: Executive, Audit and Finance, Governance, and Youth Advisory committees. TRWDB currently maintains two ad-hoc committees: Adult Programs and Human Resources.

Duties of the standing and ad-hoc committees include:

Adult Programs Committee

The Adult Programs Committee guides the local board’s implementation of its policy vision for adult/dislocated work programs, including PA CareerLink® Pittsburgh/Allegheny County, and works to exceed performance expectations, refining responsibilities as needed for partners and contractors of the system.

Audit and Finance Committee

The Finance and Personnel Committee reviews and recommends the annual budget, addresses and complaints of fraud or mismanagement of funds, ensures the financial stability of the organization, and accepts the audit of the organization.

Executive Committee

The Executive Committee is responsible for the general direction of the organization and is empowered to act on behalf of the full board. This committee annually reports on the organization’s performance and confirms the organization’s compliance with existing legal, regulatory and financial reporting requirements; prepares the organization’s budget and assesses the organization’s financial performance in relation to the budget at least four times per year; hires, fires, and annually assesses the performance of the organization’s Chief Executive Officer.

Governance Committee

The Governance Committee conducts outreach for new members, identifies and engages in best practices of organizational governance, and recommends policies and processes for effective and efficient governance of the organization.

Human Resources Committee

This committee oversees the organization’s implementation of sound compensation and personnel policies and practices.

Youth Advisory Committee

The Youth Advisory Committee leads organizational efforts to prepare youth with the skills needed to develop a world class workforce pipeline for Allegheny County and the City of Pittsburgh, recommends distribution of youth funds, oversees youth services contracts, and guides the vision for youth programs.

The Board also authorizes and maintains contracts with numerous youth and adult service providers to achieve the Board’s goals. As fiscal agent and administrative entity for WIOA Adult, Dislocated Worker, and Youth funds in Pittsburgh and Allegheny County, TRWDB oversees procurement, contracting, fiscal reporting, compliance, and monitoring of these funds. Further, TRWDB is responsible for competitively procuring and contracting with an entity or entities to serve as the one-stop operator to oversee daily operations of the comprehensive PA CareerLink® sites in Pittsburgh and Allegheny County and support the coordination of services among the PA CareerLink® partners. The organization chart in Attachment 2 of this document shows the key workforce development system stakeholders in Allegheny County and the City of Pittsburgh.

To ensure equal opportunities and civil right protections are upheld, the following individual serves as Equal Opportunity Officer for the Allegheny County and City of Pittsburgh workforce areas:

TRWDB:

Jonathan Ross

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412-785-7252

Attachment 2 of this document provides an organizational chart of the key partners and stakeholders within the local workforce development system.

3.2. *What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment?*

As the local workforce development board, TRWDB serves as a coordinator and convener of workforce development partners and stakeholders to ensure an aligned workforce development system. These stakeholders include job seekers, workers, employers, community-based organizations, government agencies, labor organizations, educational institutions, economic development organizations, funders, and other entities. Many of these stakeholders are represented on the TRWDB Board of Directors to ensure they have a voice in guiding decision-making on workforce investments. Stakeholders are also represented on board committees, such as the Youth Advisory Committee, to leverage expertise in key focus areas of TRWDB's work.

A description of each core, required, and additional WIOA partner programs and their roles within the public workforce development system is provided in Sections 4.1 and 4.2 of this document. **A list of partner programs with contact information is also available in Attachment 3 of this document.** The following is a discussion how TRWDB ensures coordination with WIOA partner programs:

One-Stop Operator

Through competitive procurement, TRWDB selects the One-Stop Operator for PA CareerLink® Pittsburgh/Allegheny County as required by WIOA and its federal and state regulations. The Operator is responsible for functional management and general operations of PA CareerLink® centers and facilitating collaboration and integration between all PA CareerLink® partners—required and non-required. Among other tasks, the Operator employs several staff members to assist in managing the day-to-day operations of the PA CareerLink® locations, including general customer service and oversight of the Career Resource Center (CRC); facilitates regular meetings and communication between core partners of the PA CareerLink® system to discuss critical issues related to operations, service delivery and performance; and ensures adherence to the standards of PA CareerLink® certification. In performing these duties, the Operator will maintain and employ a current knowledge of applicable federal, state, and local policies and work closely with TRWDB and PA CareerLink® partners to develop strategies for implementing the Board's vision and WIOA Local Plan to achieve maximum collective impact of partners in the local area.

PA CareerLink® Partner Memorandum of Understanding (MOU)

TRWDB, in collaboration with our chief elected officials and one-stop partners, enters a Memorandum of Understanding with PA CareerLink® partners outlining the roles and contributions of partners in the one-stop system, as well as how services will be coordinated among these programs. Access to each PA CareerLink® partner program is available at PA CareerLink® locations either directly or indirectly through referrals.

Through the MOU, PA CareerLink® partners are also committed to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous improvement. Partners will promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-Stop Operator;
- Active involvement in joint planning, policy development, and system design processes;
- Commitment to and active involvement in the development of a joint mission, vision, goals, strategies, and performance measures;
- The design and use of common intake, assessment, referral, and case management processes;
- The use of common and/or linked data management systems and data sharing methods, as appropriate;
- Leveraging of resources, including other public agency and non-profit organization services;
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction;
- Establishing a point-of-contact(s) to serve as a liaison between the Partner program and PA CareerLink®; and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

Core Program Alignment

The core programs—Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and Vocational Rehabilitation—work in concert to effectively serve job seekers and employers. Strategies are informed by employer engagement and industry partnership efforts, as well as analysis of robust labor market information and additional data obtained from Center for Workforce Information & Analysis (CWIA), Lightcast, PA’s workforce development system of record, and other sources. While each program has clearly defined activities to carry out, as defined by law, it is through coordination and cooperation that optimum outcomes can be achieved. TRWDB’s alignment of core programs includes establishing effective sector strategies that combine guidance, education, training, and support services to prepare individuals for careers. Given individuals’ needs and career goals, the system helps to guide individuals to appropriate programs and services. TRWDB promotes co-enrollment when appropriate to align services and works closely with partners to prevent duplication of services among the core programs.

PA CareerLink® Pittsburgh/Allegheny County offices are the physical locations where, at a minimum, the services associated with each WIOA-mandated partner’s core programs are accessed and provided. In addition, within each PA CareerLink® Pittsburgh/Allegheny County site information is provided and referrals are made to many partner program services, such as post-secondary recipients required under Pennsylvania’s Perkins plan and TANF and SNAP programs. For effective and efficient service to customers, integration of PA CareerLink® service delivery is critical. Within the PA CareerLink®, program staff is aligned functionally, rather than by program. Aligned functions include the greeting and initial intake and assessment of customers; skill and career development that includes the provision of career and training services; and business services that include building relationships with employers through

local and regional initiatives, such as career pathway design, sector partnerships, and talent pipeline development. This alignment offers direct access to a broader range of services that can be adapted and leveraged to address each customer's unique needs. PA CareerLink® uses a triage approach to service delivery. Persons seeking assistance through the system can access job matching services online or in person. Staff is available to provide direct assistance to customers in both group and individual settings, and self-service resources are available in Career Resource Centers in the PA CareerLink® locations.

As described earlier in Section 2, TRWDB and our PA CareerLink® partners have made additional investments in new technology and tools for delivering virtual services. This includes online learning management resources (including SkillUp™ PA) that offer job seekers upskilling opportunities and courses and workshops on resume preparation, interview preparation, and job search assistance; links to PA CareerLink® partners to assist individuals in addressing possible barriers to employment; and links to additional community resources to support customers' workforce needs.

Required and Additional Partner Program Alignment

TRWDB continues to strengthen connections with WIOA required and additional PA CareerLink® partners beyond coordination through the One-Stop Operator and MOU.

As an example, TRWDB provides direct connections for Temporary Assistance for Needy Families (TANF) recipients to access the full range of PA CareerLink® services. TANF is a partner in the local PA CareerLink® structure and is working with TRWDB to forge even stronger connections to career services provided under WIOA, including access to occupational skills training and work-based learning. TRWDB administers the TANF Employment, Advancement, and Retention Network (EARN) and Work Ready programs for Allegheny County and ensures coordination between these programs and the one-stop system.

As an additional example, the MOU provides detailed information from the Department of Community and Economic Development (DCED) related to the role of Community Service Block Grant (CSBG) agencies in the local workforce development area. Initiatives have included neighborhood linkages, coordination with other community resources, income tax preparation assistance, housing assistance, case management, and establishment of results-oriented accountability structures. DCED contributes financial assistance to support the PA CareerLink® infrastructure and operating costs and is committed to inclusion in the fabric of the local workforce development system. As described in Section 1.4 of this document, TRWDB also established the Career Services Expansion (CSE) project in collaboration with Allegheny County Department of Human Services (ACDHS), PA CareerLink®, and several community-based organizations. The CSE project has worked to expand PA CareerLink® services to communities across Allegheny County through strategic partnerships with community organizations. ACDHS is a local CSBG partner within the PA CareerLink® and CSBG funding is used to support the CSE initiative.

See Section 4.2 for a full list of how partner programs are delivered within the PA CareerLink® system.

3.3. How will the local board work with the entities carrying out core programs to:

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

TRWDB places strong importance on serving individuals with barriers to employment and is committed to

meeting the requirement that at least 50.1% of those receiving Title I Adult services will be individuals entitled to priority of service. To do so, TRWDB develops strong partnerships with Title I service providers and organizations serving individuals entitled to priority of service. TRWDB will leverage these partnerships to expand access to workforce services, make referrals, and explore co-enrollment for eligible individuals to meet unique client needs. Further, TRWDB will work closely with the PA CareerLink® Operator, in overseeing the one-stop operator duties described in Section 3.2 and in ensuring that the one-stop partners adhere to commitments for sharing of responsibilities and resources identified in the Memorandum of Understanding (MOU) that each partner maintains with the local board.

The core partners will work together to identify individuals eligible for priority of service at the point of entry in each PA CareerLink® center and to ensure individuals with barriers to employment receive the services they need to be successful in their job searches. Partners will work collaboratively to provide access to all available services of partners rather than referring the applicant to one partner for a limited menu of services. Each partner is responsible for eligibility determination of their respective program (e.g. Title II Adult Education determines eligibility for Title II programming). A role of the one-stop operator is to work with partners to expand outreach efforts for partner programs and services, including those of the WIOA core programs (Adult, Dislocated Worker, Youth, Adult Education, Wagner-Peyser, and Vocational Rehabilitation). Further, through the One-Stop Partner MOU, partners commit to working with the one-stop operator to establish a process for effective referrals to and from PA CareerLink® partner programs, including strengthening communication, developing a common intake process, staff training on eligibility requirements of partner programs, and additional efforts to ensure integrated and seamless delivery of services. The referral tool through PA's workforce development system of record is also utilized where appropriate to help facilitate referrals across core partner programs.

In accordance with federal guidance³⁴, TRWDB will take into consideration impacts on equity and accessibility when developing policies and procedures related to eligibility source documentation. Where permitted under federal and state policy, TRWDB will utilize self-attestation as an important verification option for populations with barriers to obtaining eligibility and reporting documents (such as disconnected youth, individuals experiencing homelessness, justice-involved individuals, and others). Prior to using self-attestation, TRWDB programs will first confirm that other sources of documentation are unable to be obtained. Where possible, TRWDB-contracted providers will utilize telephone verification prior to the use of self-attestation for adult, dislocated worker, and in-school youth populations. In addition, WIOA Title III/Wagner-Peyser services are universally available and may bridge the gap until WIOA Title I eligibility can be determined.

TRWDB is also working with WIOA core programs to explore models for increasing co-enrollment where appropriate. It is important that PA CareerLink® staff understand the eligibility requirements of all core partner programs, such as Title II, to appropriately and effectively make referrals as needed.

Recognizing that Title III Wagner-Peyser programs represent the entry point to the public workforce system for a large share of job seekers, all RESEA workshops include a discussion of the Title I services available to clients.

Job seekers who enter PA CareerLink® without a high school diploma or GED are referred to Title II services before, or concurrently with, participating in occupational skills training. Basic skill deficient job seekers are also referred to Title II services to increase English, computational, or computer skills. PA CareerLink®

³⁴ US Department of Labor – Training and Employment Guidance Letter (TEGL 23-19, Change 1)

staff are trained to understand Title II eligibility requirements and to make referrals as appropriate. As an example, Literacy Pittsburgh (a WIOA Title II partner) provides adult education services to participants of the Intro to the Construction Trades pre-apprenticeship program to support English, computational, or computer skills development needs, while participants attend training leading to employment in the construction industry.

TRWDB and its Title I subrecipients work closely with Title IV staff at PA CareerLink® to ensure that qualified individuals are aware of and able to enroll in Title IV services as appropriate. Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Further, 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.

TRWDB continues to consider both brick and mortar and virtual solutions to improve access to PA CareerLink® services for job seekers in Allegheny County and the City of Pittsburgh. Section 1.4 describes how TRWDB and our PA CareerLink® partners have invested technology to deliver services remotely and virtually, including by promoting SkillUp™ PA has a free-of-charge platform of professional development and upskilling online. Section 1.4 also describes the Career Services Expansion (CSE) Project, which has helped to expand PA CareerLink® services through strategic partnerships with more than 50 community-based organizations across Allegheny County. TRWDB will explore other models of increasing access to PA CareerLink® programs, such as PA CareerLink® affiliate sites connected to comprehensive centers.

To further help those at the nascent stages of their careers, TRWDB works to develop career pathways linked with the Eligible Training Provider List (ETPL) and other training/credentialing programs to help job seekers understand options available to them and how training can be leveraged for success. Section 2.3 describes in greater detail how TRWDB works with employers, educational institutions, PA CareerLink®, and other stakeholders to design career pathways with multiple on and off ramps depending on a person's individual need. TRWDB will continue to promote career pathways, bringing employers and educators together as partners. As previously mentioned, employers must increasingly become full partners in career pathways, engaging in work-based learning in multiple ways to connect to classroom learning. TRWDB will also engage employers on a cross-sector basis to identify occupational skills that apply to multiple sectors, and to build entry skills (such as customer service and IT) in sectors such as Retail and Hospitality that can be applied to high-demand, high-quality jobs in multiple sectors.

As described in Section 2.3, TRWDB will continue to invest in registered apprenticeship and pre-apprenticeships to improve access to career pathways for individuals and support employers in accessing talent. TRWDB has a menu of training options that may be used, where appropriate, to support registered apprenticeship and pre-apprenticeship. These may include:

- Individual Training Accounts (ITAs): ITA funds can be used to support the related technical instruction (RTI) component of an RA program, including tuition, fees, books, equipment, and other training-related costs.
- On-the-Job Training (OJT): OJT contracts with employers may be able to support on-the-job learning component of RA through wage reimbursements.
- Incumbent Worker Training (IWT): in accordance with WIOA regulations, IWT contracts with employers can support the cost of training and upskilling for existing employees who have been employed by the same business for a period of six months or longer.
- Customized Job Training (CJT): CJT may be able to assist RAs by supporting the cost of training

designed to meet the needs of one or more employers.

- Supportive Services: Eligible individuals may be able to receive additional services that help them participate in a registered apprenticeship or pre-apprenticeship, which may include fees, books, supplies, transportation, tools, uniforms, and other supportive services allowed by law when funding is available.

The following Section 3.4 describes in greater detail how TRWDB will strengthen connections between apprenticeship programs and PA CareerLink®. Section 4.6 provides additional details on specific efforts to expand access to training opportunities leading to industry-recognized post-secondary credentials.

3.4. What strategies will be implemented in the local area to improve business and employer engagement that:

- ***Support a local area workforce development system that meets the needs of businesses in the local area;***

In order to address the needs of employers and job seekers in the local area, TRWDB implements a broad, collaborative business engagement strategy. This includes multiple activities led by internal team members as well as collaborative activities with PA CareerLink® partners and other employer-serving organizations.

PA CareerLink®

Through PA CareerLink®, TRWDB facilitates the connection of employers to qualified talent and increases awareness of the public workforce system resources available from partner organizations. Together, local partners help employers recruit talent through job matching services, hiring events, on-site interviewing, and other services. Through these services and events, employers reach new pools of job candidates at a cost-saving to them. PA CareerLink® partners also assist in creating work-based training options (on-the-job training, customized training, and incumbent worker training) to improve employers' talent acquisition strategies, access untapped talent pools, decrease on-boarding and talent development costs, and increase retention of talent. The business services team at PA CareerLink®, comprised of representatives from the core partners, aligns and coordinates services provided to businesses through the system. PA CareerLink® business services staff provide direct business services, record and track services information and related data in PA's workforce development system of record. Industry partnerships and sector strategies, managed by TRWDB staff, help to inform the work of the business services team and facilitate additional connections between employers in in-demand industries and PA CareerLink® services.

In addition, OVR meets the needs of businesses by providing no cost services to include ADA Awareness training, ADA Accessibility evaluations, accommodation recommendations for current employees and retention services. OVR also continues to partner with employers with On-the-Job Training (OJT), providing 100% wage reimbursement to businesses that hire OVR customers. OVR also works with businesses through connecting students involved in OVR's pre-employment transition services. Services under pre-employment transition services include programs like paid work experiences, job shadowing, workplace tours.

Rapid Response

Rapid Response staff at PA CareerLink® sites provide early intervention business services that assist workers and employers during the entire business cycle. Rapid Response coordinates layoff aversion and outplacement services for employers and workers affected by layoffs, plant closures, or natural disasters. It is not always event-driven; it is a pro-active approach to planning for and managing economic transitions. Rapid Response introduces the workforce and economic development systems and helps workers and employers navigate the Commonwealth's system of user-friendly resources and information to help transition workers into reemployment and assist businesses.

Industry Partnerships and Sector Strategies

Industry partnership development is a core component for achieving TRWDB's employer and industry engagement goals and a tool for facilitating connections between employers and the PA CareerLink® system. TRWDB currently manages industry partnerships in Construction, Financial Services, Information Technology, Healthcare, and Manufacturing. Industry partnerships convene employers within an industry to identify industry-wide workforce needs and priorities, develop solutions that respond to industry priorities, and advance an industry's workforce. Multiple industry partnerships' priorities address skill development; diversity, equity, and inclusion; employee retention/advancement; and youth engagement.

Business Intermediaries

TRWDB works with business intermediaries to inform the work of industry partnerships, vet industry training and credentialing opportunities, and connect businesses to the PA CareerLink®. Intermediary partners include chambers of commerce, the Pittsburgh Technology Council, the PA Bankers Association, the United Steel Workers (USW), the Builders Guild of Western PA, and more.

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

Career Pathways

TRWDB's employer engagement and industry partnership activities are key to mapping career pathway opportunities within industries, and identifying skills, competencies, and credentials required for in-demand occupations along a particular pathway. TRWDB works closely with our PA CareerLink® and other workforce partners to help individuals access high-quality jobs, focusing on career pathways with multiple on and off-ramps depending on a person's individual need. Local workforce partners understand not every job seeker is immediately prepared to enter a high-skill occupation. WIOA partner programs help identify numerous points of entry along a career pathway and establish steps to success, including career services and training, that are manageable for program participants to achieve. Close coordination with Title II Adult Education programs helps participants obtain literacy/numeracy skills, digital skills, English language proficiency, and GED credentials necessary for entry into a career pathway. Title IV Vocational Rehabilitation partners help individuals with a disability access the programming and support needed for placement along a career pathway. Both Title II and Title IV programs are co-located at PA CareerLink® locations. In addition, through coordinated and strategic partnerships with education and training institutions, including career and technical centers, community college, and other post-secondary training providers, TRWDB works to ensure skills training and credentialing programs are designed to provide participants with the qualifications needed for employment along a career pathway.

Pre-Apprenticeships and Registered Apprenticeships

Employer and industry engagement efforts also support the development of registered apprenticeship and pre-apprenticeship opportunities in our local area. As previously discussed, Intro to the Trades is an example of a registered pre-apprenticeship, which TRWDB has supported in partnership with the Builders Guild of Western PA, that provides a path to employment in a full-time registered apprenticeship or union job upon program completion. Since June 2021, in partnership with the Pittsburgh Technology Council and FortyX80, TRWDB has supported registered apprenticeship programming in technology through Apprenti PGH. Apprenti PGH is one of the region's first federally and state registered apprenticeship programs for software development related occupations. The purpose of Apprenti PGH is to accelerate the availability of skilled technology talent within the Pittsburgh region, while also creating accessible new avenues for wealth creation within populations that are often left out of the innovation economy. TRWDB is also working with leading healthcare employers in our region to develop registered apprenticeships as a pathway to a variety of healthcare occupations, including nursing (CNA, LPN, and RN), emergency medical technicians, radiologist technicians, and facility maintenance technicians. TRWDB will continue to consider opportunities for expanding apprenticeship offerings in connection with our employer engagement and industry partnership work.

TRWDB, through the Apprenticeship Building America (ABA) grant and other initiatives, will continue to partner with employers, education providers (including post-secondary and CTE), labor organizations, community-based organizations, the Apprenticeship & Training Office (ATO), and other stakeholders to expand apprenticeships in the region, including implementing strategies to connect women, people of color, and other populations to apprenticeship opportunities. This may include utilizing the menu of training options (ITA, OJT, CJT, and IWT) and supportive services outlined in Section 3.3 to support apprenticeship, ensuring apprenticeship and pre-apprenticeships are leveraged by industry partnerships when appropriate, applying for additional funding from ATO and other entities to support apprenticeship in our region, and ensuring job seekers, employers, and other stakeholders are aware of the information and resources available through ATO. Our region will also consider ways of facilitating stronger connections between apprenticeship programs and PA CareerLink®. These efforts are described in greater detail in Section 4.14. A key goal of the ABA grant is to develop an apprenticeship strategic plan to outline strategies for building partnerships and making investments in apprenticeships in our region. This strategic plan will be incorporated into TRWDB's next local plan, providing for a more robust discussion of registered apprenticeship and pre-apprenticeship.

Data and Outcomes

TRWDB will work with PA CareerLink® partner programs to regularly assess business engagement and services data available in PA's workforce development system of record to understand how employers are interacting with the workforce system and how well the system is meeting their needs. Participant and employer outcomes from work-based training programs are regularly reviewed. PA's workforce development system of record also provides the ability to assess how well the system is matching job seekers with hiring employers, such as through an analysis of job orders that are filled. TRWDB will work with our PA CareerLink® partners to set benchmarks and goals for serving employers to support continuous improvement efforts. In addition, TRWDB is committed to meeting negotiated levels for the WIOA Effectiveness in Serving Employers measure once fully implemented. Coordination with PA CareerLink® partner programs, industry partnership and sector strategies, as well as regional coordination efforts will be key components for increasing business engagement outcomes over current levels.

➤ ***Better coordinate regional workforce and economic development strategy, messaging,***

engagement and programs; and

Economic Development

TRWDB will also continue to partner with local and state economic development agencies to reach out to employers and to maximize assistance for their business growth. TRWDB regularly collaborates with the Allegheny Conference on Community Development (ACCD) and other regional organizations to assess and respond to the needs of employers in our region. For example, in 2020, TRWDB and ACCD facilitated a series of roundtables with tech employers to assess industry need and inform program development with the Information Technology Industry Partnership. TRWDB has also coordinated with Department of Community and Economic Development (DCED) programs. As an example, TRWDB has coordinated with WEDnetPA and the Community College of Allegheny County to support Manufacturing Registered Apprenticeship programming. TRWDB, in alignment with our regional plan strategies, will explore opportunities for strengthening connections to additional DCED initiatives, including Partnerships for Regional Economic Performance (PREP) and Engage!.

Regional Coordination and Collaboration

Business engagement occurs on the regional level and is a key priority of the WIOA Southwest Planning Region. Each local board in the Southwest Planning Region pursues sector strategies in industries such as Manufacturing, Healthcare, Energy, and Construction. Observing the overlap in these sectors, the Southwest Planning Region will explore opportunities to align local efforts into a region-wide effort. In February 2022, the local boards in the Southwest Planning Region collaborated with numerous regional partners to apply to the U.S. Economic Development Administration (EDA) Good Jobs Challenge. While our application was not awarded, this process enabled us to establish an updated vision for a more equitable, streamlined, and accessible workforce system that meets the needs of both job seekers and employers. As another example, the local boards in the Southwest Planning Region are supporting our partners in the Southwestern Pennsylvania New Economy Collaborative on an initiative to grow the region's existing robotics and AI-related workforce training portfolio to reach beyond the typical urban core and Tier 1 universities, where it is currently concentrated. This initiative is being funded through the U.S. EDA Build Back Better program.

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

Unemployment Compensation

The Office of Unemployment Compensation (UC) provides services to ensure employers understand their legal rights and responsibilities, which helps to reduce their cost of doing business. UC customer service staff conduct seminars on UC topics where these rights and responsibilities are explained. This also allows the opportunity to forge even stronger connections between employers and the PA CareerLink® system. Additionally, individuals who are likely to exhaust benefits are identified through the Reemployment Services Eligibility Assessment (RESEA) and are directed to come to PA CareerLink® for special staff assistance. RESEA services are provided in Allegheny County and the City of Pittsburgh by Wagner-Peyser staff and are not managed by TRWDB. Efforts are made to coordinate RESEA services with Dislocated Worker services provided through Title I. Through employer information sessions, employers are made aware of these programs as an additional source of referrals and as a means of reducing the time individuals need to receive benefit payments. UC claimants with questions about their claims are referred

to UC staff members through the State website and phone system. In addition, UC staff have temporarily made in-person UC services available to customers at PA CareerLink®. These services have proven to be valuable at responding to the needs of customers for UC-related information. TRWDB will explore ways of working with UC and our other PA CareerLink® partners to build off this success and continue to respond to the demand for UC-related services at PA CareerLink® locations. When UC staff are not physically present, UC courtesy phones or computers may be made available for customers to engage with UC staff.

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

TRWDB's partnerships with economic development are well-developed and include frequent and strategic interactions. TRWDB works closely with economic development authorities at both the city and the county level and is also a member of the Allegheny Conference on Community Development (ACCD), the region's lead economic development entity. TRWDB also works to coordinate with PA Department of Community and Economic Development (DCED), including the Partnership for Regional Economic Performance (PREP) and WEDnetPA and will explore opportunities to partner more closely with the Engage! Program. Additional collaboration includes engagement with business intermediaries such as the region's manufacturing extension partnership, the Pittsburgh Technology Council, the Small Business Association, local chambers of commerce, among many others.

Collaboration with economic development partners and programs aims to increase awareness among employers about resources available through the public workforce development system. For example, through regular interactions, TRWDB's colleagues in economic development understand well the capabilities of the PA CareerLink® system and programs such as on-the-job training, customized training, work-based learning, and incumbent worker training, and can effectively market them to their members and stakeholders. Also, these collaborations work to streamline workforce development efforts and holistically address employers' needs. For example, economic development partners are included in joint sector strategies (such as in construction, financial services, healthcare, information technology, and manufacturing) in order to leverage the capacity of business intermediaries for outreach and convening purposes.

TRWDB partners with economic development organizations to identify and address key workforce challenges and needs. Examples of partnerships with DCED and ACCD are further described above in section 3.4. TRWDB also actively collaborates with other economic development entities (Urban Redevelopment Authority, Community Development Corporations, etc.), developers, and unions in large-scale neighborhood-based development projects such as a "first source" entity to facilitate entry into the building and construction trades for local, low-income, and/or minority residents who are interested in careers in the industry. TRWDB serves as a resource to construction managers, contractors and unions for identifying and screening residents interested in the construction trades and facilitates the appropriate connections with training providers as needed to prepare individuals to access these opportunities.

TRWDB will explore ways of expanding entrepreneurial skills training and microenterprise services to individuals in our workforce areas. As a current effort, each of TRWDB's funded WIOA youth programs ensure access to entrepreneurial skills training to interested participants either directly or through referrals. TRWDB's year-round and summer youth employment programs also connect youth to work

experience with businesses, exposing them to multiple skills translatable to entrepreneurial and microenterprise activities, including business management, administration, and customer service.

As a part of our business engagement efforts and coordination with economic development organizations, TRWDB will continue to consider strategies for supporting the advancement of small, women and minority owned business in our region. A tactic within TRWDB's *2023-2025 Strategic Plan* is to "Continue to build a strong employer network, particularly with Black-owned and women-owned providers and vendors, to support individuals on a career pathway."

4. OPERATIONAL PLANNING ELEMENTS: Local Workforce Delivery System

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

As the local workforce development board for Allegheny County and the City of Pittsburgh, TRWDB serves as a convener of workforce development stakeholders, including elected officials, one-stop system partners, employers, community-based organizations, educational institutions, labor organizations, government agencies, funders, economic development organizations, and other relevant entities. Many of these stakeholders are represented as members of TRWDB, to ensure they have a voice in guiding decision-making related to public investment in workforce development. Through our industry partnership efforts, TRWDB also convenes many of these stakeholders to identify and respond to the needs of high-demand industries in the Pittsburgh region, which promotes a coordinated approach to workforce development and helps to eliminate silos and duplication of work among key stakeholders.

Through competitive procurement conducted between November 2022 – March 2023, TRWDB selected the PA CareerLink® One-Stop Operator, WIOA Title I Adult/Dislocated Worker service providers, and WIOA Title I Youth service providers for Allegheny County and the City of Pittsburgh. Contracts for these programs will become effective on July 1, 2023. A full list of the selected providers is available in Attachment 3 of this document.

TRWDB works closely with the local one-stop system operator, which is competitively procured to coordinate service delivery among one-stop system partners. Major components of the work of the operator include:

- Engaging and expanding the network of partners participating in PA CareerLink®, including developing and implementing shared vision, goals, and performance indicators.
- Managing the day-to-day operations of PA CareerLink® centers, including general customer service and oversight of the Career Resource Center (CRC).
- Facilitating efforts to improve customer experience, outcomes, and satisfaction by enhancing, coordinating, and integrating service delivery within PA CareerLink®.
- Coordinating outreach and communication efforts among PA CareerLink® partners to drive customer engagement and ensure adherence to PA CareerLink® standards.
- Collecting and utilizing key data and information regarding PA CareerLink® operations and performance to support data-driven decision making.
- Developing innovative strategies and technologies to assist TRWDB in improving the public workforce development system in Allegheny County.
- Ensuring adherence to the standards of PA CareerLink® certification, as defined required by PA Workforce System Policy No. 121-05.

Through competitive procurement, TRWDB contracts with subrecipients to deliver WIOA Title I Adult, Dislocated Worker, and Youth services in Allegheny County and the City of Pittsburgh. WIOA Adult and Dislocated Worker services are provided directly at both the PA CareerLink® Allegheny East and PA CareerLink® Downtown Pittsburgh locations. In addition, TRWDB partners and contracts with other local community-based organizations and training providers to deliver targeted advanced career services, transitional job experiences, and industry-driven training programs to both WIOA adults and dislocated workers, expanding the reach of the local PA CareerLink® system. TRWDB contracts with a network of

community-based, youth-serving organizations to provide access to WIOA Title I Youth programming throughout Allegheny County and the City of Pittsburgh. In addition, TRWDB is currently investing in the capacity of PA CareerLink® comprehensive center staff to deliver WIOA Youth services.

TRWDB partners with numerous organizations locally and nationally to effect change. For example, TRWDB is a member of the Allegheny Conference on Community Development, Vibrant Pittsburgh, U.S. Conference of Mayors, PA Workforce Development Association, and the National Association of Workforce Boards.

A full list of the PA CareerLink® partner programs is available below. Contact information for the organizations administering these programs is available in Attachment 3 of this document. A description of each PA CareerLink® program role is available in the following section (4.2).

Partner Program	Authorization/ Category
US Department of Labor Programs	
WIOA Adult, Dislocated Worker, and Youth Programs	WIOA Title I – Adult, Dislocated Worker, and Youth Programs
Re-Entry Employment Opportunities (REO) Program	Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169
WIOA Title I – YouthBuild	YouthBuild WIOA Sec. 171 (29 USC 3226)
WIOA Title I – Indian and Native American Programs	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221
National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	WIOA Title I – National Farmworker Programs / Migrant and Seasonal Farm Worker Programs
Job Corps	Job Corps, WIOA Title I, Subtitle C
Senior Community Service Employment Program	Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)
Trade Adjustment Assistance Activities	Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)
Wagner-Peyser	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III
Jobs for Veterans State Grants	Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.
Unemployment Compensation Programs	Unemployment Compensation Programs
US Department of Education Programs	
Adult Education and Family Literacy	WIOA Title II – Adult Education and Family Literacy Activities
Vocational Rehabilitation	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV
Perkins CTE Post-Secondary Programs	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)

US Department of Health and Human Services Programs	
Temporary Assistance for Needy Families	Programs authorized under the Social Security Act title IV, part A (TANF)
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)
US Department of Housing and Urban Development	
HUD Employment and Training Programs	HUD Employment and Training Programs
Additional Partners (Non-Required)	
Foreign Labor Certification (FLC)	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations
Rapid Response	

To ensure equal opportunities and civil right protections are upheld, the following individual serves as Equal Opportunity Officer for the Allegheny County and City of Pittsburgh workforce areas:

TRWDB:

Jonathan Ross

Centre City Tower, Suite 2400

650 Smithfield St.

Pittsburgh PA, 15222

jross@partner4work.org

412-785-7252

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).

TRWDB, in collaboration with our chief elected officials and one-stop partners, has entered into a Memorandum of Understanding with PA CareerLink® partners outlining the roles and contributions of partners in the one-stop system, as well as how services will be coordinated among these programs.

Access to each partner program’s services will be made available at comprehensive PA CareerLink® sites through at least one of the following methods:

1. Having a program staff member physically present at the PA CareerLink® site;
2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or
3. Making available a direct linkage through technology (phone, video conferencing, etc.) to a program staff member who can provide meaningful information or services.

Section 3.2 describes how TRWDB will work with the One-Stop Operator and each PA CareerLink® partner to support system alignment. A brief description of partners’ roles and partner programs is available below. A full list of partner programs and contact information is available in Attachment 3 of this document.

WIOA Adult and Dislocated Worker

The WIOA Adult program provides career and training services through the PA CareerLink® system to help job seekers who are at least 18 years old succeed in the labor market. In the provision of individualized career and training services, WIOA establishes a priority for serving veterans, low-income individuals, recipients of public assistance, and individuals who are basic skills deficient. The WIOA Dislocated Worker program provides career and training services to help job seekers who meet the definition of a dislocated worker, with the goal of helping these individuals return to the workforce with the skills they need to obtain quality employment in in-demand industries.

TRWDB contracts with service providers to deliver Adult and Dislocated Worker Services in PA CareerLink® locations using a model of dual-customer focus on employers and jobseekers. The Title I service provider utilizes employment specialists, business service consultants, recruiters, and other workforce development professionals to ensure WIOA Title I Adult and Dislocated Worker Services are readily available to customers and effectively delivered through the PA CareerLink® Pittsburgh/Allegheny County system.

WIOA Youth

Youth programming is designed to serve eligible youth and young adults through a variety of services: high-quality case management support toward educational attainment that includes career guidance and exploration, summer and/or year-round work experience opportunities such as internships and pre-apprenticeships, skills training along a career pathway for in-demand industries and occupations, as well as any necessary supportive services. The goal for program participants is either advancement into post-secondary education or the attainment of employment with a family-sustaining or self-sustaining wage. Youth program services are prioritized for out-of-school youth (OSY) and youth with significant barriers to employment, such as a disability, being a pregnant or parenting youth, or being subject to the juvenile/adult justice system. TRWDB contracts with service providers to deliver WIOA Youth programming. WIOA Youth programming is delivered through Allegheny County and the City of Pittsburgh. TRWDB is also investing in the capacity of PA CareerLink® staff to deliver WIOA Youth services.

Wagner-Peyser

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. 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.

Adult Education and Family Literacy

WIOA Title II Adult Education programs provide a full range of adult basic education services from beginning level literacy through adult secondary and transition activities to support college and career readiness, and where needed English language acquisition activities. Programs provide basic skills instruction in the context of work readiness and incorporate workplace preparation activities and career

awareness and planning in instruction and services. Programs provide case management services to their students in two key areas: 1.) helping students address barriers to participation in adult basic education programming, and 2.) helping students use employment and/or postsecondary education/training to prepare and plan for entry onto a career pathway. Case managers connect students with social services to address needs such as childcare, transportation, housing, health care and others. They also provide information on employment and postsecondary education/training opportunities and assist students in completing the necessary steps to take advantage of those opportunities.

Vocational Rehabilitation

The Office for Vocational Rehabilitation provides services for people with disabilities. Eligible OVR customers receive multiple services that may include but not be limited to diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement, and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include reasonable accommodation consultation, initial probationary period wage reimbursement (one-the-job training), and 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. The OVR 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.

YouthBuild

YouthBuild is a discretionary grant program that serves 16–24-year-old youth who are high school dropouts or those who have dropped out and subsequently re-enrolled. YouthBuild participants also must be one of the following: member of a low-income family, in foster care, an offender, and individual with a disability, the child of a current or formerly incarcerated parent, or a migrant youth. YouthBuild combines academics to support secondary diploma or equivalency receipt for participants with hands-on occupational skills training in construction and/or other in-demand industries, resulting in industry-recognized credentialing. The program includes a strong emphasis on leadership development, community services, and soft skills competencies.

Indian and Native American Program

The Indian and Native American (INA) Employment and Training Program helps qualifying American Indians, Alaska Natives and Native Hawaiians obtain employment in occupations that provide a wage that leads to self-sufficiency. These programs include more fully developing academic, occupational, and literacy skills, and entrepreneurial skills training to make individuals more competitive in the workforce. Furthermore, the program promotes economic and social development in accordance with the goals and values of the community. The INA program also provides financial assistance for education, career and training services, and other supportive services that will help individuals obtain the occupational skills and industry recognized credentials that lead to better paying jobs.

Migrant and Seasonal Farmworker Program

The National Farmworker Jobs Program (NFJP) is a nationally directed, locally administered program of services for migrant and seasonal farmworkers (MSFWs). The program partners with community organizations, state agencies, and State Monitor Advocates to provide appropriate career and training services, youth services, housing assistance services, and related services to eligible MSFWs and their dependents. NFJP grantees partner with the one-stop system to provide integrated services for farmworkers and their families.

Job Corps

Job Corps is a national program that operates in partnership with states and communities, LWDBs, one-stop centers and partners, and other youth programs to provide academic, career and technical education, service-learning, and social opportunities for low-income young people, primarily in a residential setting. The objective of Job Corps is to support responsible citizenship and provide young people, ages 16–24, with the skills that lead to successful careers that will result in economic self-sufficiency and opportunities for advancement in in-demand occupations or the Armed Forces, or enrollment in post-secondary education, including an apprenticeship program.

Senior Community Service Employment Program

The Senior Community Service Employment Program (SCSEP) is a community service and work-based job training program for older Americans, authorized by the Older Americans Act, the program provides training for low-income, unemployed older Americans and supportive services that allow them to participate in the training. Participants also have access to employment assistance through American Job Centers (PA CareerLink®). Participants must be at least 55 years old, unemployed, and have a family income of no more than 125% of the federal poverty level. SCSEP participants gain work experience in a variety of community service activities at local non-profit and public facilities, including schools, hospitals, day-care centers, and senior centers. Nationally, the program provides community service hours to public and non-profit agencies, allowing them to enhance and provide needed services. These sites are referred to as host agencies. Participants work an average of 20 hours per week and are paid the highest of federal, state, or local minimum wage, or the comparable wage for similar employment. This work experience serves as a bridge to unsubsidized employment opportunities for participants.

Trade Adjustment Assistance Activities

Trade Act programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA program was first established at the USDOL by the Trade Act of 1974 and has been amended several times. Individual workers who are members of the certified worker group apply for benefits and services at a PA CareerLink® office. Individual workers who meet the qualifying criteria may receive job training and income support in the form of Trade Readjustment Allowances (TRA). Job-search and relocation allowances, Health Coverage Tax Credit (HCTC) as determined by the Internal Revenue Service (IRS), and for workers age 50 and older, a wage supplement in the form of Re-Employment Trade Adjustment Assistance (RTAA). Additionally, all workers covered by a certification are eligible for employment and case-management services, including basic and individualized career services either through the TAA program or through and in coordination with WIOA programs.

Jobs for Veterans State Grants

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.

Unemployment Compensation Programs

In accordance with the Workforce Innovation and Opportunity Act (WIOA), the Unemployment Compensation (UC) Program is responsible for providing meaningful assistance to individuals filing an unemployment claim in PA CareerLink® sites. 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 may 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. Staff from the Bureau of Workforce Partnership and Operations (BWPO) also provides some direct assistance to UC claimants and employers at the PA CareerLink® sites, as outlined in a Memorandum of Cooperation between UC and PA Department of Labor & Industry workforce development programs. Physical accessibility of PA CareerLink® sites and services will be assured in collaboration with the local board. In addition to physical accessibility, UC provides programmatic accessibility through TTY on its dedicated courtesy telephones, as well as bilingual translation and sign language interpretation when needed. Partner collaboration locally will ensure all special populations can be served via referral to partner program supports. UC has temporarily made in-person staff-assisted services available at PA CareerLink® locations. This has been helpful in responding to the substantial demand for UC-related services and information from PA CareerLink® customers. TRWDB looks forward to working with our UC and other PA CareerLink® partners to build off of the successes from this initiative and continue to meet the needs of customers.

Perkins CTE Post-Secondary Programs

The Carl D. Perkins Career and Technical Education Act of 2006 (Perkins IV) is a principal source of federal funding to states for the improvement of secondary and post-secondary career and technical education (CTE) programs across the nation. The purpose of the Act is to develop more fully the academic, career, and technical skills of secondary and post-secondary students who elect to enroll in CTE programs.

Temporary Assistance for Needy Families

The Pennsylvania-Temporary Assistance for Needy Families (TANF) program is designed to help families achieve self-sufficiency. States receive grants to design and operate programs that accomplish one of the purposes of the TANF program. The four purposes of the TANF program are to: 1.) Provide assistance to needy families so that children can be cared for in their own homes; 2.) Reduce the dependency of needy parents by promoting job preparation, work, and marriage; 3.) Prevent and reduce the incidence of out-

of-wedlock pregnancies; 4.) Encourage the formation and maintenance of two-parent families. Work Ready and Employment, Advancement, and Retention Network (EARN) are the TANF employment programs in Pennsylvania.

Community Services Block Grant – Employment and Training Activities

The mission of the Community Services Block grant (CSBG) is to provide a full range of services and activities having a measurable impact on the causes of poverty in a community or those areas of a community where poverty is a particularly acute problem. Only federally designated Community Action Agencies (CAA) receive funding. In Pennsylvania, there are 44 CAAs that cover all 67 counties. CAAs work to remove obstacles that block the achievement of self-sufficiency for individuals and households through various activities, including employment and training resources, community stakeholder collaboration, literacy activities, housing assistance, grassroots activities that provide intervention to the causes of poverty, youth programming, and increased engagement in community planning and improvement activities.

HUD Employment and Training Programs

The Department of Housing and Urban Development (HUD) Employment and Training programs are part of HUD's commitment to providing employment opportunities, training, and supportive services to assist low-income persons in becoming self-sufficient. TRWDB is working to forge stronger connections between public housing and the PA CareerLink® system.

Reentry Employment Opportunities (REO) Program

The REO program, authorized under Section 169 of WIOA, provides funding to support programming for justice-involved youth, young adults, and formerly incarcerated adults. Core services include case management, occupational skills training leading to industry recognized credentials, employment, work experience, tutoring, mentoring, high school diploma equivalency preparation, credit retrieval, restorative justice opportunities, summer jobs linked to academic and occupational learning, leadership development, utilizing non-profit legal services providers to mitigate juvenile and criminal records, diversion from adjudication, and follow-up. REO projects also promote collaboration and coordination between community-based organizations, foundations, state and local justice agencies, school districts, and the public workforce system.

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

TRWDB prioritizes providing universal access to the entire array of education, training, and support services offered through the PA CareerLink® system. TRWDB works to ensure that residents of Allegheny County can progress along a clearly defined and guided career pathway that leads to economic self-sufficiency. While accessible to all job seekers and workers, services are focused on those most in need. TRWDB strives to maintain the highest quality of service to job seekers, workers, and employers through strategically located centers, technology, and creative partnerships with community organizations and other service providers.

Strategically Located Centers:

At PA CareerLink® Pittsburgh/Allegheny County locations, eligible adults and dislocated workers can receive career and training services. To do this, TRWDB operates two distinct one-stop locations, including one in downtown Pittsburgh that is in an area widely accessible by public transportation. In addition, a county-based site is located in Forest Hills that is well positioned to serve job seekers in the eastern and southern parts of Allegheny County.

Creative Partnerships with Community Organizations:

TRWDB and our Title I Adult and Dislocated Worker providers continue our partnership with the Carnegie Library of Pittsburgh to expand access points to PA CareerLink® services in communities throughout the Pittsburgh area. As discussed in previous sections, the Career Services Expansion (CSE) Project established strategic partnerships with 50+ community-based organizations across Allegheny County to make PA CareerLink® services available at these locations through dedicated computer work stations and having PA CareerLink® career navigators available on-site for specified periods of time.

Technology:

TRWDB and our partners continue to leverage the latest technology available to better serve job seekers on-site at PA CareerLink® and remotely through online services. Through online learning management platforms, PA CareerLink® staff offer virtual courses and workshops on resume preparation, interview preparation, and job search assistance. Customers can virtually meet one-on-one with employment specialists to develop their individual employment plans, establishing career goals and determining service needs. TRWDB and our PA CareerLink® partners also promote SkillUp™ PA, which provides no-cost professional development and upskilling courses to job seekers and workers, accessible through the Commonwealth's PA CareerLink® website.

TRWDB and our PA CareerLink® partners are working with the PA Department of Labor & Industry to pilot a universal digital intake form for customers to complete upon entrance at PA CareerLink® locations. This digital form will standardize the information collected from customers at the PA CareerLink® entry point and help staff direct customers to the appropriate PA CareerLink® services. Assistive technology and accommodations will be made available, as appropriate, for individuals with disabilities and others in need of these tools. Examples of assistive technology and tools available include: Flexible monitor arm and 21-inch monitor; standard keyboard, mini keyboard, and large print keyboard; standard mouse and Kensington trackball mouse; Closed circuit television (CCTV) magnifier; JAWS screen reader; ZoomText magnifier; Microsoft Windows accessibility features; and TTY (teletypewriter). OVR is also a core partner at PA CareerLink® and can assist staff in adjusting accommodations as appropriate and needed. In addition, translation services for individuals for whom English is not their first language, are also available through the use of technology. American Sign Language interpreting is also available upon request.

Recognizing technology access can be a barrier to receiving services for participants, TRWDB will make information available on resources and programs available to support technology needs, such as reliable internet access. In addition, programs like the CSE Project have helped to reduce both technology and transportation barriers for individuals by providing services in communities where participants live through strategic partnerships with community-based organizations. Supportive services funding and other resources will also be explored for addressing technology needs.

The Unemployment Compensation (UC) Program, which is responsible for providing customer assistance in filing an unemployment claim in PA CareerLink® sites, offers claimants dedicated access to UC service center staff through courtesy telephones as well as access to important UC information. In addition, UC provides bilingual translation and sign language interpretation when needed.

Access to Career Pathways:

Several sections within this document discuss how TRWDB will work with our partners to develop and support access to career pathway opportunities for individuals. As a key example, TRWDB partners closely with our Title II Adult Education partner, Literacy Pittsburgh, to help participants obtain the literacy, numeracy, digital skills, GED credentialing, and other services needed to successfully participate in training and obtain employment. For example, Literacy Pittsburgh has supported students in the Intro to the Trades (pre-apprenticeship) and BankWork\$ (national training model) programs. Both training programs are aligned with TRWDB industry partnerships and provide skills/credentials necessary for entry-level employment along a career pathway in the Construction and Financial Services industries, respectively.

Data Management Systems:

TRWDB is committed to ensuring that PA's workforce development system of record remains the data entry point for all our WIOA-funded programs. TRWDB program and quality assurance staff regularly monitor program data entry to confirm that all applicable WIOA-funded activities (to include participant and employer registrations, job postings, job matching, career planning, case progress notes, outcomes, and related data) are entered into PA's workforce development system of record in a timely manner to maintain compliance with federal and state statutes, regulations and policies. WIOA Title I Adult, Dislocated Worker, and Youth service provider staff are responsible for PA's workforce development system of record data entry.

Core partners, WIOA Title II (Adult Education) and Title IV (Vocational Rehabilitation), as well as several additional required partners, utilize separate data management systems for entering program-related information. Through the PA CareerLink® Partner Memorandum of Understanding (MOU), partners have committed to establishing mechanisms for securely sharing data and information across programs in support of system coordination. The MOU also establishes points-of-contact across partner programs to facilitate communication and support the referral process. These efforts will help to identify and outreach to individuals not currently enrolled in WIOA Title I or Title III, who may benefit from these services.

Access to Partner Services:

As a part of the PA CareerLink® Partner MOU, TRWDB has engaged our WIOA partners to define how access to services will be provided through the one-stop system. Each WIOA required and additional partner has agreed to provide access to their services through one or more of the following access types:

1. Having a program staff member physically present at the PA CareerLink® site;
2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or
3. Making available a direct linkage through technology (phone, Skype, etc.) to a program staff member who can provide meaningful information or services.

Through the MOU, each partner has agreed that “accessibility to the services provided by the PA CareerLink® centers and all partner agencies is essential to meeting the requirements and goals of the local service delivery system.” Partners agree that job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran’s status, or on the basis of any other classification protected under state or federal law. The MOU outlines priorities for physical accessibility, virtual accessibility, and communication accessibility. Partners to the MOU also agree to contribute to the design and use of common intake, assessment, referral, and case management processes, and the use of common and/or linked data management systems and data sharing methods, as appropriate.

PA CareerLink® partners often use different systems for managing program information and data, which can create challenges for delivering consistent case management. Regular communication across partners is key to addressing these challenges, such as through regularly scheduled WIOA core partner meetings.

In addition, to increase awareness of the one-stop delivery system among job seekers and businesses in our area, the MOU highlights a commitment among TRWDB, the one-stop operator, and one-stop partners to develop an outreach plan for businesses and outreach/recruitment plan for job seekers. The plan for reaching job seekers will include targeted efforts for populations most at-risk or most in need, including out-of-school youth. These outreach plans will also align with our area’s sector strategies and career pathway development efforts.

PA CareerLink® partners also develop a resource sharing agreement, which outlines how partners will jointly contribute funding and other resources to deliver services across the one-stop system. This process helps to ensure a coordinated and efficient use of workforce development funding and resources to implement one-stop system programming. Through the resource sharing agreement partners agree to a methodology for determining contribution amounts. TRWDB will continue to collaborate with PA CareerLink® partners to determine ways of leveraging additional funding and resources.

TRWDB also invests in employment and training services for Temporary Assistance for Needy Families (TANF) and Supplemental Nutrition Assistance Program (SNAP) recipients through our Employment, Advancement, and Retention Network (EARN) program. TANF participants are also able to access services through the Work Ready program.

The following section (4.4) describes in greater detail how TRWDB ensures the physical and programmatic accessibility of the one-stop delivery system to individuals with disabilities or other barriers. As an example, TTY communication devices and American Sign language interpreters will be provided upon request to individuals who are Deaf or Hard of Hearing and in need of these services.

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?

To provide access to facilities and programming for individuals with disabilities, TRWDB and the other

entities within the one stop delivery system will be in compliance with both WIOA section 188 and the Americans with Disabilities Act of 1990 (ADA).

One-stop center staff have access to a variety of resources and information on Pennsylvania's workforce development system of record regarding services available to persons with disabilities, including information on training opportunities and links to online training; technology guides for using screen enlargement software, screen reading software, Windows Accessibility features, and the Text Telephone or Teletypewriter for the Deaf (TTY); information on the ADA and accessibility; alternate format handbooks; links to service providers and resources to assist persons with disabilities in removing barriers to employment; and links to information for employers interested in hiring a person with a disability including tax benefits, the ADA, and accommodations. Section 4.3 provides additional information on specific technology and tools available at PA CareerLink®. As a result of efforts to engage agencies geared towards assisting persons with disabilities or have other potential barriers to employment, PA CareerLink® also partners Title II Adult Education providers and the PA Office of Vocational Rehabilitation. WIOA Title II Adult Education and Title IV Vocational Rehabilitation are both core PA CareerLink® partners. To further support accessibility for all individuals, PA CareerLink® sites offer telephone translation services, as well as appropriate referrals to ESL services for customers who are English language learners.

OVR staff members meet regularly with other PA CareerLink® staff to identify opportunities for improvement of one-stop service delivery, including cross-training of core program staff and coordinating services to address the diverse needs of job seekers and reduce duplication of services. Furthermore, TRWDB will explore ways of expanding the local partnership with OVR, including through data sharing and other cooperative agreements.

TRWDB participates in regular reviews conducted by the Office of Equal Employment Opportunity (EEO) to ensure that the PA CareerLink® centers and all partners in service and training delivery meet the requirements of all EEO laws, policies, and regulations.

TRWDB is currently working with the EEO to finalize the results and corrective actions from our most recent Equal Opportunity Compliance Review. The following were key areas for which TRWDB has developed corrective actions:

- Developing an EO training plan and schedule of upcoming training for local area staff.
- Ensuring the EO Officer contact information is included on each Equal Opportunity is the Law poster.
- Ensuring WIOA contracts had appropriate assurances that parties will comply with WIOA Section 188.
- Updating our Limited English Proficiency (LEP) Plan to ensure full regulatory compliance.
- Developing a Babel notice to be used as required on PA CareerLink® documents.
- Updating specific TRWDB and PA CareerLink® media to ensure TTY contact information is available as appropriate and necessary.
- Completing an updated ADA monitoring of both PA CareerLink® comprehensive centers.
- Updating the TRWDB Employee Handbook to include the appropriate information regarding filing an EO-related complaint.

TRWDB will continue to coordinate with our EO officer to ensure accessibility of our local website(s). Recent actions include testing web content using Web Content Accessibility Guidelines, adding a TTY

number and EO notices, and ensuring website accessibility for individuals who are visually impaired.

Affirmative Outreach

TRWDB will ensure compliance with WIOA requirements for affirmative outreach (29 CFR § 38.40). This includes conducting regular training and technical assistance sessions with PA CareerLink® and other service provider staff on EEO policies, including requirements for affirmative outreach. TRWDB develops an annual Equal Opportunity (EO) training schedule that includes monthly training sessions for local area staff. The EO Training Schedule for 2022 included monthly trainings on topics such as EO compliance, ADA monitoring, making services accessible for individuals with limited English proficiency, human-centered design models, services and accommodations for individuals with disabilities, and other information.

TRWDB and our funded partners have implemented several initiatives to reach special populations, including individuals covered by the affirmative outreach requirements. TRWDB partners with a network of community-based organizations across Allegheny County and the City of Pittsburgh to recruit and serve diverse populations of youth and young adults with barriers to employment. This decentralized approach leverages close connections between these organizations and their communities to support outreach and recruitment into WIOA and other funded programs. Nearly 78% of WIOA Youth participants served between July 1, 2021 to June 30, 2022 identified as a person of color, 49% identified as female, 12% had a documented disability.³⁵

TRWDB also works with our PA CareerLink® partners and one-stop operator to conduct outreach on the availability of employment and training services to diverse populations of adults and dislocated workers. Through the One-Stop Partner MOU, PA CareerLink® partner agencies have committed to developing and implementing an outreach and recruitment plan for the region's job seekers, including targeted efforts for populations most at-risk or most in need. This includes leveraging social media and developing an outreach toolkit for PA CareerLink® partners. As discussed in other parts of the local plan, TRWDB and our PA CareerLink® partners have strengthened the capacity to deliver remote and virtual employment and training services to customers. Further, the Career Services Expansion project has helped to expand PA CareerLink® services to diverse populations through strategic partnerships with community-based organizations. Approximately 62% of the WIOA Adult/Dislocated Worker participants served between July 1, 2021 to June 30, 2022 identified as a person of color, 45% identified as female, 40% were age 45 or older, and 8% identified as a person with a disability.³⁶

TRWDB partners with organizations, such as Vibrant Pittsburgh, which provides expertise and resources to assist employers in recruiting, retaining, and elevating diverse talent. TRWDB also works with our industry partnerships to assess challenges recruiting diverse talent and to improve access to career pathways for historically marginalized and underrepresented groups. This work has led to investments in Intro to the Trades, a pre-apprenticeship which has provided an entry point to careers in construction for people of color. TRWDB has also partnered with Apprenti (registered apprenticeship) and Per Scholas (employer-driven training), which both provide training leading to technology careers with a focus on serving people of color and women. To improve access to careers in emergency medicine and other healthcare occupations, TRWDB has also partnered with UPMC, a leading healthcare employer, to implement the training program Freedom House 2.0 (emergency medical technician training).

³⁵ WIOA Annual Performance Report PY2021 (Three Rivers)

³⁶ Ibid.

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

TRWDB diligently works to maintain the quality and continuous improvement of contracted service providers and eligible training providers in the one-stop delivery system in our local area. Section 2.3 of this document describes in detail how TRWDB will work to meet the Governor’s goal of “continuous improvement of the workforce development system.” Key components include:

- A dedicated **quality assurance team** that assesses the compliance risk for each of our funded sub-recipients and develops a monitoring plan for each program. During program monitoring, our quality assurance team identifies program strengths, areas for improvement, and potential compliance issues for each program. Depending on the results, the quality assurance team may create a plan for technical assistance or require a sub-recipient to submit an improvement plan. This regular channel of communication between our quality assurance team and sub-recipients helps to identify and resolve issues or concerns early into a program and supports regular program improvements.
- A **business analytics team** that creates scheduled reports on program data, including enrollment numbers, services provided, outcomes achieved, and other relevant data to inform program decision-making.
- **Cross-partner coordination**, including working closely with our local one-stop operator to oversee operations of PA CareerLink® sites, coordinate service delivery among one-stop system partners, and ensure PA CareerLink® certification criteria are consistently met.

TRWDB competitively procures year-round service providers for WIOA Title I Adult, Dislocated Worker, and Youth programs. These providers are selected based on their experience, past performance, and ability to implement research, data, and best practice driven program models. Contracts are renewed annually considering program performance and other factors. WIOA provider staff perform timely data entry into PA’s workforce development system of record that enables TRWDB to produce regular program reports, including data on enrollment, services, and employment and education outcomes. These reports inform decision-making and help to promptly address any program concerns. In addition, TRWDB competitively procures a one-stop operator to coordinate service delivery among PA CareerLink® partners and oversee the functional management and operations of PA CareerLink® sites in Allegheny County and the City of Pittsburgh. The operator will employ staff to support continuous improvement of the local one-stop system and ensure criteria for PA CareerLink® certification are met.

To ensure quality of providers on the Eligible Training Provider List (ETPL), training providers must meet a list of requirements to be approved for initial eligibility. For example, training providers must be authorized by the Commonwealth to operate training programs in Pennsylvania, provide documentation that confirms financial capacity, and demonstrate compliance with the Americans with Disabilities Act of 1990, as well as with WIOA nondiscrimination and equal opportunity provisions. For inclusion on the ETPL, training programs must also meet performance benchmarks related to program completion, employment rates, median earnings, and credential attainment of their students. Program applications must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered to inform customer choice to help job seekers select among available training opportunities. To ensure alignment with the needs of employers and job seekers, all programs on the ETPL must be training in a High Priority Occupation (HPO), which takes into account the

projected job availability and average earnings for an occupation. In addition, providers on the statewide ETPL must apply annually for programs to continue to be approved for the ETPL and to ensure this information is reviewed regularly.

TRWDB ensures training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts, on-the-job training, customized training, and incumbent worker training are focused on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for Allegheny County and the City of Pittsburgh. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages within the City of Pittsburgh and Allegheny County. As an additional mechanism to ensure that the HPO List is aligned with employer demand, TRWDB works with stakeholders (employers, training providers, economic development organizations, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region.

TRWDB's staff also works with business services staff at PA CareerLink® and with industry partnerships to continuously engage employers in key industries, assessing their hiring needs and coordinating a variety of training opportunities (on-the-job training, incumbent workers training, etc.) to meet those needs. Information and feedback obtained from employers helps to ensure workforce and training services successfully prepare individuals and connect them to the credentials needed for jobs in high demand industries.

To maintain the quality of training providers/programs exempt from the statewide ETPL, TRWDB currently has policies in place, including OJT, Incumbent Worker, and Customized Job Training policies. For example, participants in work-based training programs must receive self-sustaining wages, as well as working conditions and benefits equivalent to those of other employees in a business.

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.

TRWDB invests WIOA and other funding to maintain a diverse range of quality employment and training services available to job seekers and employers our local workforce area. Through regular labor market analysis and employer/industry engagement, TRWDB assesses diverse hiring needs and works to maintain a robust menu of training options aligned employer demand. Training options include classroom training funded through individual training accounts, work-based training (on-the-job training, incumbent worker training, customized job training, and apprenticeships), training through industry partnerships, and trainings for special populations.

Training providers are selected through competitive procurement or through application to the Eligible Training Provider List. The previous section 4.5 describes how TRWDB works to maintain quality and continuous improvement of the funded service providers and training providers within our local area, including criteria set for year-round WIOA providers, eligible training providers, and work-based training providers. Additional detail on the availability of employment and training programs is provided below.

Access to Training

TRWDB has established a local policy and monitoring procedures to ensure WIOA requirements for

Priority of Service for WIOA Adult participants are met when making funds for training available to customers. TRWDB is committed to ensuring at least 50.1% of WIOA Adult participants qualify under priority of service, including veterans/spouses, low-income individuals/public assistance recipients, and individuals who are basic skills deficient. Section 4.4 describes in greater detail how TRWDB and our partner programs conduct outreach to priority populations, including individuals with barriers to employment. To support accessibility of training programs remotely or virtually, TRWDB also encourages training providers to make programs available online where feasible, and TRWDB and PA CareerLink® partners continue to promote SkillUp™ PA.

Individual Training Accounts (ITAs)

The local Eligible Training Provider List (ETPL) for Allegheny County and the City of Pittsburgh includes a robust list of training programs providing training in high priority occupations in industries such as Healthcare, Information Technology (IT), Manufacturing, and Transportation. Registered Apprenticeships and programs provided by the Community College of Allegheny County are among these programs. Funding to attend training programs on the ETPL is available to qualified WIOA participants through ITAs. To ensure quality of the ETPL, programs must meet performance benchmarks related to program completion, employment rates, median earnings, and credential attainment of their students. To inform customer choice as job seekers select among available training opportunities, providers and programs must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered.

Work-Based Training

TRWDB maintains a diverse mix of opportunities for work-based training (on-the-job, incumbent worker, customized job training, and apprenticeships) and work experience (youth work experience and transitional jobs). TRWDB works with PA CareerLink® staff and young adult service providers to engage with employers in high-demand industries and coordinate quality work-based training programs and work experiences connected to high priority occupations. These programs benefit both job seekers and employers. For example, businesses engaged in youth work experience programs get first-hand experience working with their workforce pipeline while young adults learn skills that can only be learned on the job. Likewise, work-based training programs enable job seekers to receive training in an in-demand occupation while earning a wage, while subsidizing hiring and training costs for employers. For example, the reimbursement rate for employers is set at 50% of the participant's wage for OJT (for up to \$20/hour of the participant's wage). Employers may qualify for an increase to 75% of the participant's wage based on locally established criteria. TRWDB continues to explore options to invest in incumbent worker training designed to benefit business and industry by assisting in the skill development of existing employees, including through coordination with programs such as WEDnetPA.

Additional Training Programs

Other sections of this plan, including Section 2.2, describe how TRWDB worked with our industry partnerships to develop training programs leading to employment along a career pathway in high demand industries. The Industry-Recognized Training Pipeline (IRTP) initiative is a key example. IRTP has led to investments in pre-apprenticeship (Intro to the Trades) and registered apprenticeships (Apprenti PGH), among other training programs. Also, previous sections, including section 2.2, have described TRWDB has worked with our partners to develop career services and training for special populations, including the re-entry population. The USDOL-funded Pathway Home project is an example.

TRWDB assesses in the first quarter of each calendar year the remaining balance of training funds available, the year-to-date enrollments of Adults and Dislocated Workers, and employer job opening projections. These factors are used to determine if funding will be transferred between Adult and Dislocated Worker programming.

Job Seeker Services

Through the PA CareerLink® Partner MOU, one-stop system partners have agreed to make a diverse set of employment services available to job seekers in addition to training. The table below shows a full list of services available:

Job Seeker Services		
Outreach, intake and orientation to the information, services, and resources available through the workforce system	Coordinated job seeker services of PA CareerLink® partners to streamline the customer experience	Access to occupational skills training through Individual Training Accounts (ITAs)
Initial assessments of skill levels, aptitudes, abilities and supportive service needs	Development of an Individual Employment Plan (IEP) to identify goals, objectives and appropriate combination of services	Adult education and literacy activities, including English language acquisition, provided in combination with training services
Comprehensive and specialized assessments of skills levels and service needs	Referral to training services; skill upgrading and retraining	On-the-Job Training (OJT) and Customized Job Training (CJT) opportunities
Access to employment and labor market information, including provision of information on in-demand industries and occupations	Job search and placement assistance	Incumbent Worker Training (IWT) opportunities
Performance information and program costs for eligible providers of training and education	Workforce preparation services (e.g., learning skills, punctuality, communication, interviewing, literacy, and professional conduct) to prepare individuals for employment or training	Access to Registered Apprenticeships and Pre-Apprenticeships
Information on the availability of supportive services and referral to such, as appropriate	Provision of supportive services to enable participation in workforce development programming	Individual and group-based career counseling and planning
Post-employment follow-up services and support	Access to work experience opportunities, such as transitional jobs and internships	Information on performance of training providers and programs
Determination of potential eligibility for workforce partner services, programs, and referral(s)	Basic information on Unemployment Insurance*	Information and assistance in applying for financial aid for training and education programs not provided under WIOA

Additional detail on how TRWDB ensures services are accessible to individuals with additional barriers to employment (low income, single parents, etc.) is available in Section 4.13 of this document.

4.7 How will training services be provided using individual training accounts, or ITAs, that fund programs of study, or through the use of contracts for training services that fund work-based trainings.

TRWDB ensures training funds are invested in programs linked to in-demand industries and occupations. Funds for individual training accounts (ITAs), on-the-job training, customized training, and incumbent worker training are spent on programs that provide training in occupations on the High Priority Occupation (HPO) List, as determined by the Commonwealth, for Allegheny County and the City of Pittsburgh. Updated annually, the HPO List includes occupations that have high projected annual openings and high average wages. As an additional mechanism to ensure that the HPO List is aligned with employer demand, TRWDB works with stakeholders (training providers, economic development organizations, employers, etc.) when necessary to petition for additional occupations to be added to the HPO List. Labor market data and information from employers is used to support the argument that an occupation is in-demand in the region. Through dedicated industry partnership and community engagement staff, TRWDB conducts regular communication and outreach efforts to employers and workforce development partners to further ensure program and training investments are aligned with industry demand and the training needs of job seekers. This includes a review to ensure that courses in demand are on the Eligible Training Provider List (ETPL) or that other mechanisms are in place to meet the training need.

Eligible WIOA participants may apply for ITA funding to attend a training program on the ETPL. The maximum amount of ITA funding a participant may receive is established in Partner4Work's ITA Policy, which is available at partner4work.org. This amount is set considering factors such as funding availability and tuition costs in our area. Training providers will receive 50% of the total ITA funding amount when a participant successfully enrolls into and begins an approved training program. Training providers will receive the remaining 50% of the total ITA funding amount when a participant successfully completes the approved training program. ITA applicants must first complete an objective assessment and interview with a PA CareerLink® employment specialist to determine their eligibility and that the individual is in need of training. ITA funding is not guaranteed to any participant and is contingent upon funding availability. All ITA programs must be completed within two years. Under limited circumstances, such as client barriers to employment, a person may qualify for more than one ITA. An assessment must determine additional ITA-funded training is necessary, the training must be connected to an HPO along a career pathway, and individuals must show proof of successful completion of all prior ITA-funded training. Additional ITA-funded training requires prior approval from TRWDB. TRWDB regularly monitors ITAs to ensure alignment with federal, state, and local policies. To ensure informed customer choice, providers and programs must provide a variety of program-specific information, including a program description, program length, tuition/costs, prerequisites, and credentials offered. This information is made available to customer when selecting a program of training on the ETPL.

TRWDB also provides access to funds for work-based training opportunities, including on-the-job training (OJT), customized job training, and incumbent worker training (IWT). These programs benefit both job seekers and employers. For example, the reimbursement rate for employers is set at 50% of the participant's wage for OJT (for up to \$20/hour of the participant's wage). Employers may qualify for an increase to 75% of the participant's wage based on locally established criteria. Likewise, OJT programs enable job seekers to receive training in an in-demand occupation, while also earning a self-sustaining wage. In addition, employers are able to access incumbent worker training funds to upskill current workers, which works to address employer skill demand while also providing additional job security and opportunity for growth for current employees. Customized job training programs are an additional

training option to meet the needs of a specific employer or group of employers. TRWDB may also contract directly with a training provider to facilitate training of a cohort of individuals for jobs in in-demand sectors or occupations.

TRWDB will ensure training policies and contracts are designed in a way that supports investments in registered apprenticeship and pre-apprenticeship programming. For example, while other training programs are required to be training in a high priority occupation (HPO) to receive ITA funding, this requirement does not apply to registered apprenticeship programs. Several sections within this document describe current investments in apprenticeship programming and Section 3.3 describes the specific menu of training options that may be used to support apprenticeships (CJT, ITA, IWT, and OJT). Also, through the Apprenticeship Building America (ABA) grant referenced in Section 1.4, TRWDB will focus on three core activities: Development of a regional apprenticeship (RA) plan; Registration of new RA and Pre-RA programs; and Expansion of existing pre-RA and RA programs. As a part of the ABA effort, TRWDB will conduct a review of our training policies to ensure they are designed to fully support registered apprenticeship and pre-apprenticeship programs in addition to other training offerings.

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

TRWDB works with the Youth Advisory Committee (YAC) of our Board to develop and implement strategies for connecting Allegheny County youth with meaningful careers. The local board and the YAC have identified the following strategic objectives to help achieve a stronger and more cohesive youth workforce development system in the region:

- Serve youth through a high-quality youth workforce system with strategic investments in programs that produce results.
- Pursue career pathway programs for youth.
- Establish strong linkages with CTCs and post-secondary institutions to align programming with career pathways and labor market demand.
- Continue and grow existing summer youth employment efforts.

As discussed in Section 1.4, TRWDB released a Request for Proposals (RFP) in November 2022 to identify community-based providers who will provide eligible youth or young adults ages 14-24 with innovative opportunities for experiential work-based learning. TRWDB seeks to invest in providers that, as a collective, provide experiences for youth to build their knowledge and understanding of industries and career opportunities in such a way that enables youth to have a broad set of early experiences that narrow with specificity the closer young adults get to making an informed choice about their adult career trajectory. Programs under this procurement will begin in July 2023 and will align with one of two program models:

- Career Exploration and Experience: Youth engage with local employers to experience a variety of careers and workplaces through opportunities such as internships, cooperative education, job shadowing, summer or transitional jobs, paid or unpaid work experience, pre-apprenticeships (registered or with intent to register), or others.
- Pathways to Employment or Postsecondary Education: Youth engage with local employers to gain work experience, participate in training and earn industry recognized credentials that will result in employment or enrollment in postsecondary education.

These programs will conduct outreach to and provide services to individuals who meet the eligibility requirements for either WIOA In-School Youth (ISY), WIOA Out-of-School Youth (OSY), or TANF Youth services. TRWDB programs will ensure that at least 75% of WIOA Youth funding is directed to services for OSY, which are included in the target populations described below. Participants will generally meet one of the following categories:

- Current high school or college students with barriers to employment who need assistance with career planning, and preparing for post-secondary education or employment;
- Young people who have dropped out of high school who need their high school diploma or GED along with career guidance and transition support;
- Young adults with a high school diploma or its equivalent who need occupational skills training and/or academic remediation to connect with the workforce or education;
- Young adults with a number of college credits who are younger than 25 years old and in need of assistance maintaining their enrollment in education or finding employment; or
- Young adults with barriers to employment who may be currently unemployed or underemployed who are in need of guidance towards career-level employment.

Programs will provide opportunities to experience local workplaces on a short-term basis to build their resumes and social capital, enable young people to make informed decisions about their careers and assist them in making progress towards their goals. Participants will be provided support in alignment with the 14 WIOA Program Elements, as well as other interventions needed specific to the populations served. The types of training and support provided will be specific to the needs of the young person and be relevant to their trajectory. To ensure success of the program model, providers must demonstrate their ability to provide service offerings and meet program goals through a variety of program partnerships.

Throughout the RFP and contracting process, TRWDB will work with our funded partners to ensure youth participants are provided access, either directly or through referrals, to each of the 14 WIOA Youth Program Elements. Descriptions of these program elements are provided below:

- ***Tutoring, study skills training, instruction and evidenced based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent or a recognized postsecondary credential:*** Youth service providers will make these services available in-house or connections to other community resources.
- ***Alternative secondary school services or dropout recovery services:*** Among the five target populations of TRWDB's youth programming are young people who have dropped out of high school who need their high school diploma or GED along with career guidance and transition support. TRWDB's November 2022 RFP emphasizes that GED or diploma retrieval services are an essential means to acquiring a high school diploma or equivalency in order to unlock additional employment or educational opportunities.
- ***Paid and unpaid work experiences that have both academic and occupational education components (which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities):*** TRWDB's youth program models will focus on programs that provide innovative opportunities for experiential work-based learning to eligible youth and young adults. Work-based learning experiences build over three phases: career exploration (job shadowing, career mentoring, informational interviews, etc.), career experience

and preparation (paid/unpaid work experience, internships, credentialing/certifications, cooperative education, etc.), and pathways to employment and retention (pre-apprenticeships, employer-based training, direct job placement, enrollment in post-secondary education, etc.). If connected, they can form career pathways into specific industries that can begin as early as middle school. TRWDB will require that work experience be provided as a baseline program element in all our funded youth programs. At least 25% of WIOA Youth funds must be spent on work experience for youth participants.

- **Occupational skills training (which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved):** Young people who have identified a career path of interest and are in need of additional education will be connected to occupational skills training opportunities as appropriate. Training that results in an industry recognized credential will be prioritized; these are programs that have been created by employers or endorsed within an industry and are used in hiring or recruitment. Industry recognized credentials that are stackable and in high demand industries provide young people with the largest amount of opportunities for growth.
- **Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster:** Strong programs that effectively serve youth with barriers to employment will be able to provide an array of education and training services to meet their specific needs, either in-house or through partners. TRWDB's November 2022 RFP describes an intent to partner with programs able to provide access to academic training (including GED and diploma retrieval services), foundational skills training (including soft skills and hard skills that are in-demand and transferable across occupations), and occupational skills training/credentialing (prioritizing training that results in an industry-recognized credential).
- **Leadership development opportunities:** Youth service providers will provide access to this service element either in-house or through referrals to other organizations/agencies. Program activities may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
- **Supportive services:** Programs provide supportive services in-house or refer participants to other partners for supportive service needs. Services are provided based on an assessment of need via the participant's Individual Service Strategy or through the case management process. TRWDB's supportive service policy is available on the website at www.partner4work.org. TRWDB will require that supportive services be made available as a baseline program element in all our funded youth programs.
- **Adult mentoring:** TRWDB recognizes a positive correlation between adult mentoring and successful youth outcomes. Adult mentoring activities may occur during the program or be provided as a follow-up service after program completion. Per WIOA, adult mentoring includes a formal relationship between a youth participant and an adult mentor that includes structured activities where the mentor offers guidance, support, and encouragement to develop the competence and character of the mentee. Mentoring may also include group mentoring activities and mentoring where a program matches a youth participant with an employer or employee of a company. TRWDB will require that adult mentoring be provided as a baseline program element in all our funded youth programs.
- **Follow up services for not less than 12 months after the completion of participation:** TRWDB's Follow-Up Services Policy outlines requirements for the delivery of follow-up services to youth participants following program completion. Follow-up services may include supportive services; adult mentoring; financial literacy education; services that provide labor market and employment

information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services; and activities that help youth prepare for and transition to postsecondary education and training.

- ***Comprehensive guidance and counseling:*** These services may include substance use disorder counseling, mental health counseling, and other individualized counseling to participants. Youth services providers will provide access to this program element either in-house or through referrals to partner organizations.
- ***Financial literacy education:*** These services will be made available by youth service providers or through referrals to their partner organizations. Financial literacy education may also be contextualized with paid work experience and other professional development education.
- ***Entrepreneurial skills training:*** Per WIOA, this service element provides the basics of starting and operating a small business. Such training must develop the skills associated with entrepreneurship. Youth service providers will ensure youth participants are able to access entrepreneurial skills training, as appropriate, through in-house services or referrals to partner organizations.
- ***Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services:*** TRWDB will require that career awareness, counseling, and exploration be provided as a baseline program element in all our funded youth programs.
- ***Activities that help youth prepare for and transition to postsecondary education and training:*** Youth service providers will ensure access is provided to this service element. *“Pathways to Employment or Postsecondary Education”* is one of two program models TRWDB will fund through our November 2022 RFP.

TRWDB believes strongly in the value of data to drive program delivery. TRWDB’s business analytics team produces regular reports on youth program enrollments, services, and outcomes. These data are used to draw connections between services and outcomes so we can be sure to develop programs that are evidence based and help youth achieve success. Through this research, TRWDB has determined that adult mentoring and work experience are strongly correlated with successful outcomes of program participants. TRWDB has therefore placed a strong emphasis on these two particular elements in our youth system.

TRWDB’s year-round programs are complemented by the Learn & Earn summer youth employment program open to low-income youth ages 14-24 in Pittsburgh and Allegheny County. Youth participate in paid work activities in a range of career tracks aligned with in-demand occupations. TRWDB works to build connections between the summer program and year-round professional development opportunities to create a continuum of services for youth. Youth also complete work readiness training that includes time management, communication skills, financial literacy, resume writing, and conflict resolution training. The program seeks to promote youth leadership and increase opportunities for personal growth and career exploration.

An innovative partnership, TRWDB has worked with Allegheny County’s Department of Human Services (DHS) to provide year-round programming to homeless and foster youth at the 412 Youth Zone, a drop-in center run by DHS. A single procured provider runs both the social service programs funded by DHS and the employment programs funded by TRWDB. The program recognizes that integrating social service supports and a sense of place with employment services for youth help to provide stability to participants. In best practice research this stability has been shown to help foster and homeless youth achieve better employment outcomes as well as to have more success in non-employment areas of their lives.

To strengthen connections between the business community and local secondary Career and Tech Centers, TRWDB leverages funding for paid work experience, dual enrollments, and credentials attainment for currently enrolled secondary school students and career exploration for sending school students. In the past, these programs have been funded by Business Education Partnership and TANF Youth funds. Work experience programs reinforce the lessons learned in the classroom and are linked to high priority occupations. Credentialing and dual enrollment opportunities focus on helping students earn credentials that are industry-recognized and graduate from high school with a head start on college credits.

TRWDB works diligently to serve youth with disabilities through several programs and efforts. Youth with disabilities are served across TRWDB's network of year-round programs. For example, TRWDB has partnered with Pittsburgh Public School's Start on Success program, which offers youth with learning disabilities co-op work opportunities, career exploration, work readiness activities, and 21st Century skill development to prepare them for competitive employment following high school. Beyond year-round programs, TRWDB also partnered with the Office of Vocational Rehabilitation (OVR) to identify opportunities for co-enrollment into the Learn & Earn summer youth employment program, connecting youth with disabilities to quality work experience with employers in in-demand industries and occupations.

As a core partner, OVR collaborates with TRWDB to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the local board and other youth services providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers to employment.

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

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

All youth-serving agency partners collaborate to provide services and share costs for youth with disabilities. Should a youth choose not to access OVR programs and services, the services of other agencies remain available in accordance with the needs and individualized employment plan of the youth.

With the assistance of young adults, young adult serving programs, and the Youth Advisory Committee, TRWDB has defined the “requires additional assistance to complete an education program to secure or hold employment” for ISY and OSY. More information can be found in the TRWDB Youth Eligibility Policy, found here: <https://www.partner4work.org/documents/policies/>. These eligibility determinations are reasonable, quantifiable, and evidence-based. TRWDB has developed a process for regular monitoring and reporting to ensure that no more than 5% of ISY are determined eligible through this method.

TRWDB will also explore opportunities for strengthening connections to other young adult serving programs, such as YouthBuild, Job Corps, AmeriCorps, and others. TRWDB will continue to work with these providers and with Title I Adult and Dislocated Worker providers to facilitate opportunities for co-enrollment when appropriate.

TANF Youth Development Fund (YDF) Program

TRWDB procures TANF Youth Development Fund (YDF) year-round programming every four years. Contracts with our TANF YDF year-round subrecipients are annual with the option to renew each year during the four-year procurement cycle. In November 2022, TRWDB released an RFP to competitively procure TANF youth and young adult career services programs, with contracts set to begin in July 2023. In addition, TANF YDF accounts for a portion of the funding used to support the Learn & Earn summer youth employment program, which TRWDB administers in partnership with Allegheny County and the City of Pittsburgh.

WIOA Youth 14 Program Elements

Each TANF YDF funded agency determines which of the 14 WIOA Youth Program Elements they will provide to program participants; all 14 elements are made available to TANF YDF participants in the local workforce development area. Some elements are built into program design and therefore are provided to all participants enrolled in programs. Others, like dropout recovery services, are available on an as-needed basis to program participants with an identified need for that specific element of support. Per TRWDB’s November 2022 RFP, TANF funding will most likely support the Career Exploration and Experience program model described in the procurement.

Outreach and Recruitment

Each funded program holds the primary responsibility for recruiting youth into their program, however funded programs are also encouraged to consider referral partners to assist with recruitment and reach target populations and communities. Methods for recruitment vary across providers. Examples include flyers within partnering school(s), recruitment events, school engagement, community outreach, and parent engagement. In general, TRWDB assists with recruitment by developing a strong referral network within our community and connecting youth providers with PA CareerLink®. Additionally, digital recruitment methods are also employed, such as the use of social media, text messaging, and local media for outreach.

Additionally, TRWDB oversees the TANF Employment Advancement and Retention Network (EARN) and Work Ready programs for Allegheny County exclusive of the City of Pittsburgh. These programs, along with the PA CareerLink® and other WIOA funded programs, are all part of recruitment networks.

Information is also shared with the PA Department of Human Services County Assistance Office (CAO) about programming. For Learn & Earn, recruitment efforts begin in the early spring. Efforts include social media outreach, a network of Application Support Centers throughout the County, and utilizing the networks of Allegheny County, the City of Pittsburgh, Pittsburgh City Council, and more to spread word about the application process.

Young Adult Work Experience

The Youth Advisory Committee (YAC) of TRWDB's board believes that young adults learn to work by working. We are committed to building a young adult workforce development system that provides significant opportunities to build work experience. These include summer employment and other paid and unpaid work experience opportunities throughout the year, job shadowing and on-the-job training opportunities where individuals can earn a wage while receiving training. Further, each TANF funded year-round provider must provide work experiences for young adult participants as a baseline service element and must forge partnerships with local businesses to ensure that programming is aligned with industry needs in the local area. TANF YDF providers also coordinate with TRWDB's industry partnerships to advise on the needs of young people in the workforce, create signature programming that leads to employment, and connect programs with businesses. TANF providers pay youth more than minimum wage where appropriate and possible to ensure that youth can participate in paid work experience.

Business, Community, Education, and Workforce Partners

Several local universities and colleges, including Point Park University, Carlow University, Chatham University, the University of Pittsburgh, and the Community College of Allegheny County provide college courses at reduced rates for TANF participants while in high school. Leading local businesses supporting TANF participants through paid work experience, interviewing supports, and in-kind donations include University of Pittsburgh Medical Center (UPMC), Allegheny Health Network, Mascaro Construction, and other leading employers in the region.

Youth Program Incentives

The TRWDB Incentive Policy outlines the full requirements for the provision of program incentives to TANF YDF participants. The policy sets a cap on award amounts, requires consistency and fairness in the awarding of incentives, and requires fiscal controls in place for the storing and issuing of gift cards as incentives. TRWDB requires all TANF TDF providers utilizing incentives to have a program-level policy in place before incentives can be offered. Providers are required to outline how they will equitably distribute incentives to ensure that every participant receives the same incentives for the same outcomes. The TRWDB Incentive Policy is available at www.partner4work.org/documents/policies.

LWDB staff member who is responsible for the implementation, tracking, and reporting of the TANF YDF activities and expenditures:

Mayada Christiansen
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TANF YDF Program Sites / Contact Information

See *Attachments* section for a list of TANF YDF program sites and contact information.

Description of how the LWDB monitors local providers and who is responsible for the monitoring:

Monitoring Process Overview

TRWDB ensures subrecipient compliance through fiscal and program monitoring reviews. The frequency and intensity of these reviews depend on the risk level determined for each subrecipient organization. Throughout the monitoring, TRWDB will identify subrecipients to bring attention to any compliance deficiencies and offer technical assistance. Upon the conclusion of monitoring reviews, monitoring results will be communicated to subrecipients and outline best practices, areas of concern, and findings requiring the submission of a Corrective Action Plan.

Risk Determination

To determine risk levels, subrecipients are required to respond to the Pre-Monitoring Assessment Tool. This tool determines the subrecipient's risk level by asking a series of questions regarding the subrecipient's administrative capacity, accounting system, and previous monitoring and audit results. TRWDB will also request that subrecipients submit organizational documents and policies demonstrating organizational compliance with Uniform Guidance requirements.

TRWDB will review Pre-Monitoring Assessment submissions, organizational documents and policies, and any other relevant materials and information to determine the subrecipient's risk level (high, medium, low).

Monitoring Reviews

Program monitoring reviews may include, but are not limited to, the following:

- On-site or desk reviews of participant case files or electronic reports to ensure compliance with required program activities including participant eligibility, service delivery, and outcomes documentation
- Reviews of program reporting for data integrity and performance tracking
- Evaluation of program compliance, performance, and best practices through a program monitoring tool
- Participant and staff interviews or surveys

Fiscal monitoring reviews may include, but are not limited to the following:

- On-site or desk reviews of:
 - Revenue and expenditure reports
 - General ledger transactions detail
 - Payroll registers and allocation reports
 - Contract budgets
 - Bank reconciliations
 - Indirect cost and cost allocation proposals
 - Invoices, cancelled checks, and other disbursement documentation
 - Participant and staff timesheets
 - External audit reports
 - Balance sheets
- Review of a fiscal compliance documents including financial documents, written policies and procedure manuals, and other items to ensure compliance with federal and state regulatory requirements
- Monitoring of expenditure of funds and notifications to subrecipient prior to end of the obligation and liquidation period to ensure funds are spent.

- Collection of data and reports from subrecipients as needed to meet specific federal and state requirements.
- Evaluation through a fiscal monitoring tool
- Staff interviews

Technical Assistance

If a monitoring review observes a compliance deficiency, TRWDB will communicate the observation to the subrecipient. The subrecipient will then have an opportunity to respond to the observation, request technical assistance, and resolve the initial observation through a secondary review. TRWDB will provide technical assistance to subrecipients as needed throughout the program year.

Monitoring Results

Upon the completion of all monitoring reviews, all subrecipients will receive an official monitoring results letter detailing observed best practices, areas of concern, findings, citations to relevant regulations and policies, as well as recommendations toward the resolution of compliance deficiencies.

Any compliance deficiency observed during a monitoring reviews that is subsequently addressed by the subrecipient and observed as resolved upon a secondary monitoring review year will be considered an area of concern in the monitoring results letter.

Any compliance deficiency observed during a monitoring review that is not addressed by a subrecipient and observed as unresolved upon a secondary monitoring review will be considered a finding in the monitoring results letter.

Corrective Action

Depending on the type and context of deficiency observed, a subrecipient may be required to submit a Corrective Action Plan in response to a finding. Corrective Action Plans must demonstrate the specific actions being taken by a subrecipient to resolve a finding. Such actions include staff training, the development of new organizational processes, the development of organizational policies required under the Uniform Guidance, and any other actions approved by TRWDB under the Corrective Action Plan.

When required, a Corrective Action Plan must be submitted to TRWDB within 30 days of the subrecipient's receipt of the monitoring results letter. Once approved, TRWDB will conduct a monitoring review of the Corrective Action Plan within 90 days of the Corrective Action Plan approval. The results of this monitoring review will be shared with the subrecipient stating whether the corrective action was implemented by the subrecipient and if the corrective action resolved the monitoring finding. If the corrective action plan was observed to be not implemented by the subrecipient, or did not resolve the finding through the corrective action, the subrecipient will be subject to additional actions or compliance requirements by TRWDB, up to and including contract termination.

LWDB Staff Responsible for Monitoring:

Brian Kreit

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4.9 How will the local board coordinate workforce investment activities carried out in the local area with statewide rapid response?

TRWDB recognizes the importance of rapid response as an early-intervention service that helps workers and employers affected by layoffs, plant closures, or natural disasters. The primary objective of rapid response is to provide workers with the resources and services necessary to allow them to find new jobs or get the training and education needed for new careers, so they can return to work quickly. Rapid Response services also help communities develop proactive and coordinated strategies to access Pennsylvania's economic development systems that help businesses at risk of closing to keep their doors open.

TRWDB helps to ensure that early intervention services that assist workers and employers affected by layoffs, plant closures, or natural disasters are available in both Pittsburgh WDA and Allegheny County WDA. Through regular reports provided by PA CareerLink® Rapid Response staff, TRWDB monitors layoffs and business closure plans and provides support in coordinating timely, strategic and systemic response in major cases.

After learning of an impending planned closure or layoff, TRWDB communicates with the local Rapid Response team, which consists of TRWDB staff and PA CareerLink® staff (state Rapid Response staff, business services team, Unemployment Compensation staff and career counselors). This team works with the affected employer and employees to develop a customized plan of response. Each customized plan includes strategies for disseminating information about unemployment insurance, health and pension benefits, job search activities, education services, training programs (e.g., WIOA, Trade Adjustment Assistance, and NAFTA), social services, community and economic development activities, emergency assistance, and crisis counseling. PA CareerLink® staff adhere to Rapid Response and Trade Act guidance issued by the Commonwealth, including the requirements for Rapid Response early-intervention, and conducting a Benefits Rights Interview (BRI) and Enrollment Assessment (EA) for potential Trade-eligible participants. PA CareerLink® staff may support through a range of activities, including outreach and follow-up to clients, needs assessments and service strategy development, and helping to facilitate co-enrollment with WIOA Dislocated Worker programming, as appropriate and/or required.

TRWDB will continue to work with our Rapid Response partners to connect with workers upon notification of layoffs, facilitating more rapid reemployment of affected workers. To assist, the Pennsylvania Rapid Response Information Guide³⁷ serves as an in-depth resource providing information about all the services, programs and benefits the Rapid Response Service team provides, including regional contact information. TRWDB will also work with the PA Department of Labor & Industry and PA CareerLink® partners to improve outreach to other unemployed individuals who may benefit from reemployment services, including WIOA Dislocated Worker programming. This will include using data to inform targeted outreach strategies to dislocated workers in the region.

4.10 How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of service(s).

Allegheny County is home to six secondary Perkins Career and Technical Education centers and two

³⁷PA Department of Labor & Industry. *Pennsylvania Rapid Response Information Guide*.
<https://www.dli.pa.gov/Individuals/Workforce-Development/warn/Pages/Resources.aspx>

postsecondary Perkins programs. TRWDB staff attend Perkins Participatory meetings and offer labor market data relevant to secondary and postsecondary populations to help guide and implement programs of study. TRWDB has partnered with local career and technical centers (CTCs) during the development and implementation of Business Education Partnership programs, bridging connections between CTC programs and in-demand industries, while providing career exploration opportunities for students. TRWDB also commits to coordinating with and providing support to our local CTCs during Perkins V local needs assessment processes by providing workforce development and labor market information on in-demand occupations, participating in efforts to obtain stakeholder input, including stakeholder committee(s) for the Perkins V local needs assessment, and other activities to support the local needs assessment's completion. Post-secondary Perkins providers, including Community of College of Allegheny County and Rosedale Technical College, are also WIOA required one-stop system partners, which ensures program information is made available to individuals at PA CareerLink® offices and referrals are made as appropriate. While building connections with each of the 43 school districts in Allegheny County is a challenge, TRWDB regularly coordinates with secondary institutions through our network of year-round in-school youth programs, Learn & Earn, educational intermediaries like the Allegheny Intermediate Unit and Consortium for Public Education, and other funded programs. Such programs are designed to be complimentary and not duplicative of existing secondary and post-secondary education. Learn & Earn, for example, connects youth and young adults to meaningful work experience opportunities during the summer in between school years.

TRWDB continues to encourage programs at postsecondary educational institutions that train job seekers for high priority occupations to apply for inclusion on the Eligible Training Provider List (ETPL). Additionally, TRWDB works with postsecondary training providers to create cohort-based training programs when appropriate. Postsecondary institutions are ideal partners to provide the classroom instruction portion of registered apprenticeship and pre-apprenticeship programming. TRWDB will continue to work with our local community college and other institutions of higher education as we work to increase and diversify apprenticeship opportunities in our workforce areas. TRWDB will also explore potential partnerships with secondary institutions, such as CTCs, to provide registered pre-apprenticeship programs. Section 3.3 describes the menu of training options that TRWDB may use to support registered apprenticeship and pre-apprenticeship programs, including CJT, ITA, IWT, and OJT. TRWDB will work to supplement our WIOA funding with ATO grants and other funding sources to further support apprenticeship programming. Through our ABA grant, TRWDB will develop an apprenticeship strategic plan describing how we will ensure a coordinated approach to apprenticeship investments that supports and enhances existing programs, minimizes duplication of services, and keeps partners informed regarding the apprenticeship opportunities available in the region. Our industry partnerships will be a key mechanism for convening and ensuring coordination of stakeholders around apprenticeship. The apprenticeship strategic plan developed through the ABA grant will be incorporated into TRWDB's next local plan for a more robust discussion on apprenticeship.

TRWDB coordinates with our Title II Adult Education partners to appropriately refer customers to the important education, GED attainment, literacy, and other services offered through these programs. Title II Adult Education programs provide direct access to services with staff physically present at the PA CareerLink® sites in Pittsburgh and Allegheny County. TRWDB and our Title II Adult Education partners are also committed to working with the one-stop operator to develop more effective referral processes, engage in cross-training efforts among PA CareerLink® staff, and explore opportunities for improved service coordination and co-enrollment of participants.

Digital literacy and access to technology have become increasingly important to successful participation

in education and training, and the employer demand for these skills has increased across a wide range of sectors. TRWDB will continue to develop strategies and partnerships for reducing technology barriers to education and employment for participants. This includes partnering with our local WIOA Title II program to provide digital literacy training to job seekers and training participants. TRWDB will also work to connect participants with programs and resources that increase technology and broadband access to individuals. Supportive services may also be explored as a way of improving technology access to program participants.

Sections 4.3 and 4.4 provide greater detail on how TRWDB and its partners will work to increase accessibility of workforce development programs and services in our area.

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.

TRWDB has established the WIOA One-Stop Partner Memorandum of Understanding (MOU) with PA CareerLink® Pittsburgh/Allegheny County system partners and the chief elected officials (CEOs), Allegheny County Executive and Mayor of Pittsburgh. Through the MOU, TRWDB and our one-stop partners seek to establish an integrated system with a unified structure and process of proactive, transparent, and effective job seeker and business services, orchestrated by a seamless collaboration of workforce development and support agencies.

The One-Stop Partner MOU defines the parameters within which Wagner-Peyser and other WIOA partner programs and entities operating in the Allegheny County and Pittsburgh WDAs can create a seamless, customer-focused service delivery system that aligns service delivery across the board and enhances access to program services. By realizing one-stop opportunities together, partners can build community-benefiting bridges, rather than silos of programmatic isolation. These partnerships will reduce administrative costs, increase customer access, and strengthen performance outcomes. The MOU outlines the following ways in which coordination will occur among Wagner-Peyser and the remaining WIOA partner programs. Partners will promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-Stop Operator;
- Active involvement in joint planning, policy development, and system design processes;
- Commitment to and active involvement in the development of a joint mission, vision, goals, strategies, and performance measures;
- The design and use of common intake, assessment, referral, and case management processes;
- The use of common and/or linked data management systems and data sharing methods, as appropriate;
- Leveraging of resources, including other public agency and non-profit organization services;
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction;
- Establishing a point-of-contact(s) to serve as a liaison between the Partner program and PA CareerLink®; and
- Participation in regularly scheduled partner meetings to exchange information in support of the above and encourage program and staff integration.

All staff in the PA CareerLink® offices work together to ensure that job seekers have access to career training, labor exchange, and education services as necessary. At PA CareerLink® Pittsburgh/Allegheny County locations, adults and dislocated workers receive basic, individualized services, and training services if eligible. Title I Adult and Dislocated Worker providers work in partnership with Adult Basic Education, Wagner-Peyser, and OVR staff to coordinate across programs. Regularly scheduled leadership meetings are attended by representatives of Title I Adult and Dislocated Worker, Adult Basic Education, Wagner-Peyser, OVR, and shared center management staff. These meetings are used to set and implement strategy in alignment with federal, state, and local guidance. In addition, direct service supervisors from core program partners attend regular supervisory meetings where daily operations are determined and managed. Integral to our system, job seekers are identified by shared staff at the point of entry and then referred to the appropriate program(s) to meet their needs.

TRWDB also works with its contracted youth and young adult service providers to ensure an appropriate referral network for program participants to access workforce and supportive services. To avoid service duplication and to provide for the best match between program and participant, youth programs are encouraged to work together. Further, to assist in best practices sharing and inform services provided to youth participants, TRWDB staff provide regular technical assistance to youth and young adult service providers.

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)]

TRWDB supports the vision of WIOA and the Commonwealth for improved coordination and collaboration across WIOA programs and partners, including Adult Education and Literacy. TRWDB will continue to engage with our Title II Adult Education partners during the development and implementation of programs and services. TRWDB engaged with our Title II partners and received feedback during the initial development of this plan. The WIOA Title II program is also represented on TRWDB's Board of Directors, which provides approval to the local plan.

Title II Adult Education providers are signatories to the One-Stop Partner MOU and Title II Adult Education and Family Literacy services are offered on-site at PA CareerLink® locations in Allegheny County and Pittsburgh. Services may include, but are not limited to:

- Classroom instruction and tutoring for GED® preparation.
- Reading, writing, math, workplace, and digital literacy instruction to meet personal and professional goals.
- Career exploration and planning services.
- English language learning and other services to immigrant customers, including citizenship classes and access to service coordination and case management support.
- Family and child literacy programming.

The WIOA Title II program is represented at monthly staff meetings and monthly core partner meetings, where PA CareerLink® operations and services are discussed and monitored, with a focus on collaboration between Titles I, II, III, and IV. Additionally, the WIOA Title II program is represented at the bi-weekly Business Service Team meetings, focusing on employer engagement and employer services across the core partners. A direct referral system has been established and is monitored for co-enrollment in Title I and Title II services.

TRWDB will continue to work with our WIOA Title II partners to identify opportunities to collaborate to support job seekers and employers. For example, Literacy Pittsburgh, a WIOA Title II partner has provided adult education instruction to participants in the Intro to the Trades pre-apprenticeship, in partnership with the Builder's Guild of Western PA. Through the Trade Up program, Literacy Pittsburgh also makes GED preparation courses available to Intro to the Trades students.

TRWDB staff and local board members will review local adult education provider applications under WIOA Title II, taking into consideration their alignment with the strategies, vision, and goals outlined in the local workforce development plan for the City of Pittsburgh and Allegheny County. TRWDB will utilize the process and scoring criteria established by the PA Department of Education and follow any additional guidance provided to the Board on the process. Procedures 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 the 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 the PDE. Local boards will then send recommendations regarding local Adult Education provider proposals to the 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), Individuals with a Barrier to Employment, in the local area?

TRWDB funded programs outreach to and provide services to individuals with barriers to employment. TRWDB has established a Priority of Service Policy, aligned with the requirements of WIOA and related policies that prioritizes WIOA Adult services to participants who are low-income individuals, recipients of public assistance, and individuals who are basic skills deficient. Veterans and their spouses, though not included as a population with barriers to employment, are also a priority group under WIOA. Individuals are assessed at the time of enrollment to determine their qualification for priority of service. Our organization is committed to ensuring at least 50.1% of Adult participants served are among priority groups, a benchmark established by the federal government and the Commonwealth. In addition, both WIOA and TANF year-round youth and young adult programs have set eligibility requirements to ensure participants being served are low income and/or have an additional barrier(s) to employment. The table below shows the percentage of WIOA participants served during PY2021 that are among specific populations with barriers to employment.

Table 10. WIOA Participants Served Allegheny County / Pittsburgh

Population	WIOA Adult	WIOA Dislocated Worker	WIOA Youth
Displaced Homemakers	0.9%	1.3%	0.0%
English Language Learners, Low Levels of Literacy, Cultural Barriers	5.5%	4.2%	88.3%
Ex-Offenders	20.0%	8.4%	5.7%
Homeless Individuals / runaway youth	3.6%	1.3%	4.7%
Long-term Unemployed (27 or more consecutive weeks)	19.7%	24.9%	2.4%
Low-Income Individuals	52.8%	37.8%	89.6%
Individuals with Disabilities (incl. youth)	8.1%	7.9%	12.1%
Single Parents	21.7%	14.4%	10.9%
Youth in foster care or aged out of system	0.2%	0.0%	7.9%
Total Served (07/01/2021 - 06/30/2022)	1,150	381	634

Source: PA Department of Labor & Industry (2022)

Beyond year-round programs, TRWDB has funded several additional projects focused on serving individuals with barriers to employment and other special populations. TRWDB has developed and implemented both federal and state-funded programs to connect both young adults and adults with past or current involvement with the criminal justice system to education and training opportunities. The USDOL-funded Pathway Home program is an example. Additionally, TRWDB has established Transitional Jobs (TJ) programs that are time-limited work experiences that help individuals with chronic unemployment build work histories. In addition to valuable work experiences, most of the TJ participants receive skills training in occupations such as construction or culinary. Additionally, in partnership with the City of Pittsburgh and Allegheny County, TRWDB’s Learn & Earn program focuses on providing low-income youth and youth with barriers to employment with quality summer employment and work readiness training.

TRWDB also administers the Temporary Assistance for Needy Families (TANF) Employment Advancement and Retention Network (EARN) and Work Ready programs for Allegheny County. TRWDB continues to strengthen partnerships between Title I WIOA services and TANF providers. Local boards in Pennsylvania also collaborated with the PA Department of Human Services (DHS) on developing and implementing re-designed TANF EARN and Work Ready program models, shifting toward a more holistic service model that works to meet both the workforce and human service needs of individuals. Updates to these programs include:

- Expanded services beyond the Work First approach to promote more access to education and barrier remediation, recognizing education is often required for family-sustaining jobs.
- Incorporation of counseling services and a stronger case management/coaching component to provide consistent, comprehensive support.
- An extended timeframe to provide retention services to help navigate the transition into the workforce and address elements of the “benefits cliff.”
- A new focus on people who have needed TANF the longest and often face significant barriers.

The Work Ready programs will now be serving the extended TANF population, and DHS is revising policies to increase flexibility for serving this population.

- Revised program evaluation measures and pay-for-performance items to reflect and incentivize long-term outcomes.

Through PA CareerLink®, WIOA Title IV eligible OVR customers also are able to access multiple services from qualified Vocational Rehabilitation counselors that may include but not be limited to diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities.

Section 4.6 provides a full list of job seeker services made available through the PA CareerLink® system, as agreed upon by partners within the PA CareerLink® Partner MOU.

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

The Memorandum of Understanding (MOU) among PA CareerLink® partners describes the menu of services that will be available to local employers as a shared responsibility of all partners. At a minimum, the below business services will be made available at each comprehensive PA CareerLink® location, as applicable to the program, consistent with and coordinated via the PA CareerLink® Pittsburgh/Allegheny County. Access to partner programs and services may be delivered through any of the following methods:

1. Having a program staff member physically present at the PA CareerLink® site;
2. Having a staff member from a different partner program physically present at the PA CareerLink® site and appropriately trained to provide information to customers about the programs, services, and activities available through the partner program; or
3. Making available a direct linkage through technology (phone, Skype, etc.) to a program staff member who can provide meaningful information or services.

Business Services		
Serve as a single point of contact for businesses, responding to all requests in a timely manner	Provide information and services related to Unemployment Insurance taxes and claims	Assist with disability and communication accommodations, including job coaches
Conduct outreach regarding Local workforce system's services and products	Conduct on-site Rapid Response activities regarding closures and downsizings	Develop On-the-Job Training (OJT) contracts, incumbent worker contracts, or pay-for-performance contract strategies
Provide access to labor market information	Provide customized recruitment and job applicant screening, assessment and referral services	Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
Assist with the interpretation of labor	Conduct job fairs	Develop customized training opportunities to meet specific

market information		employer and/or industry cluster needs
Use of one-stop center facilities for recruiting and interviewing job applicants	Consult on human resources issues	Coordinate with employers to develop and implement layoff aversion strategies
Post job vacancies in the state labor exchange system and take and fill job orders	Provide information regarding disability awareness issues	Provide incumbent worker upgrade training through various modalities
Provide information regarding workforce development initiatives and programs	Provide information regarding assistive technology and communication accommodations	Develop, convene, or implement industry or sector partnerships

Additionally, business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment. Specifically for individuals with disabilities, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding support for a qualified new hires can include: reasonable accommodation consultation, initial probationary period wage reimbursement (on-the-job training), 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.

The Office of Unemployment Compensation (UC) also provides services to ensure employers understand their legal rights and responsibilities, which helps to reduce their cost of doing business. UC customer service staff conduct seminars on UC topics where these rights and responsibilities are explained. This also allows for the opportunity to forge connections between employers and the PA CareerLink® system.

Further, as previously discussed, industry partnerships help to facilitate coordination between employers and education/training providers in high priority industries to ensure training and credentialing continue to align with the changing needs of businesses. The Intro to the Trades and BankWork\$, programs are examples of education and training programs developed through ongoing dialogue between employers and training providers. In addition, TRWDB's state-funded Business Education Partnership programs have helped facilitate direct connections between employers and secondary education and CTC programs.

In addition, TRWDB will work with our PA CareerLink® partners to ensure business services staff are trained on the benefits and requirements of registered apprenticeship and pre-apprenticeship programs. Resources from the PA Department of Labor & Industry's Apprenticeship and Training Office (ATO) also provide useful information to help guide businesses services staff on the apprenticeship programs available and requirements for registering additional programs. TRWDB will consider ways of facilitating stronger connections between apprenticeship programs and PA CareerLink®. These may include: 1.) Encouraging employers/sponsors to post open RA jobs on the PA CareerLink® website; 2.) Making information available to PA CareerLink® customers about the process of how/when to apply to RAs; 3.) Encouraging local RAs to have their programs included on the Eligible Training Provider List (ETPL); 4.) Hosting informational sessions to educate RA sponsors about the funding and other resources available through PA CareerLink®; or 5.) Hosting job fairs that lead to RA opportunities. TRWDB will also ensure PA CareerLink® staff take advantage of training and resources offered through ATO and coordinate with our regional ATO representative to conduct additional apprenticeship related training as needed. Through the

strategic plan developed through the ABA grant, TRWDB will work to define metrics of success for the quantity and quality of employer engagement around apprenticeship.

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?

Recognizing the value of supportive services in helping people overcome barriers and successfully complete training and/or enter employment, TRWDB, through coordinated and strategic partnerships with PA CareerLink® and a network of providers, ensures that appropriate and necessary services are available to assist adults, dislocated workers, and youth in the City of Pittsburgh and Allegheny County. TRWDB has a Supportive Service Policy in place that allows for supportive services listed below. Readers should refer to TRWDB's Supportive Service Policy for full details on funding limits and other requirements for how supportive services may be provided.

- **Transportation:** Supportive service funds may be used to cover certain transportation costs, including bus passes, gas cards, and ride sharing.
- **Driver's license or state identification card:** Supportive funds may be used to cover the cost of obtaining a state driver's license or identification card. Supportive service funds may not be used to pay for the costs of fines, penalties, or legal fees associated with obtaining or reinstating a driver's license.
- **Non-employer paid licensing/certification or educational testing fees:** Supportive services funds may be used to assist with the cost of obtaining an occupational license/certification or testing fees associated with obtaining these credentials. The cost of GED testing and/or obtaining GED transcripts may be covered under this supportive services category.
- **Drug Testing and/or TB Testing:** Supportive service funds may be used to assist with the cost of drug testing or TB testing required by an employer.
- **Criminal Background Checks and/or Clearances—** Supportive service funds may be used to assist a participant in obtaining a criminal background check and/or clearances necessary to begin employment and/or education. This includes the Pennsylvania Child Abuse History Clearance, Pennsylvania State Police Criminal Record Checks, and Federal Bureau of Investigations (FBI) Criminal History Background Check.
- **Clothing and/or uniform:** Supportive service funds may be used to purchase clothing and/or a uniform(s) necessary for participation in training, a job interview, or the first week of employment if these items are not provided by the training provider or employer.
- **Equipment/tools:** Supportive funds may be used to assist with the costs of tools and/or equipment necessary for participation in training or the first week of employment if these items are not provided by the training provider or employer.
- **Union and registered apprenticeships fees:** Supportive service funds may be used to cover the non-employer paid, non-refundable costs required for initial admittance or participation in a union or registered apprenticeship program. These costs may include application fees, initial dues, and/or required clothing/shoes. Supportive services funds may only be used if the expenses are a requirement for participation in training and/or a reasonable condition of employment.
- **Reasonable accommodations for individuals with disabilities:** WIOA supportive services dollars may only be used as the funding of last resort for these accommodations.

TRWDB works with our partners to ensure the comprehensive service needs, beyond the above supportive services, of adult and youth customers are met. For example, by tapping into the collective expertise of a network of provider organizations, TRWDB ensures WIOA youth have access to all of the 14 WIOA program elements. Through shared referrals, TRWDB and its partners can ensure youth have every opportunity to achieve their goals on the path to a successful future. In addition, through the One-Stop Partner Memorandum of Understanding, WIOA partners commit to establishing a coordinated and streamlined system for referrals across partner programs to ensure the full service needs of customers are met.

5. COMPLIANCE

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.

The PA CareerLink® Partner MOU for Allegheny County and the City of Pittsburgh is a key document outlining how access to a WIOA partner programs will be coordinated and made available in the local one-stop delivery system. Partners in the PA CareerLink®, system including Wagner-Peyser, Adult Education, and OVR, have also collaborated with TRWDB and Title I Adult/Dislocated Worker programs to design and implement an innovative service delivery model aligned with WIOA regulations and TRWDB's strategic goals.

TRWDB partners with the Office of Vocational Rehabilitation (OVR) to further enhance the services provided to individuals with disabilities. This relationship has been formalized through partnership agreements that allow OVR to operate effectively in the local workforce development area.

OVR is represented on the Three Rivers Workforce Development Board (TRWDB) and OVR is a key partner in PA CareerLink® in Pittsburgh and Allegheny. Core WIOA partners meet regularly to address challenges to and improve one-stop service delivery (including to individuals with disabilities) through better service coordination, cross-training of staff, identifying opportunities for co-enrollment, and other efforts. TRWDB will also work with OVR to explore further opportunities for partnership through data sharing and additional cooperative agreements to better serve the needs of adults and youth with disabilities.

Through training and technical assistance, OVR serves as a resource for serving individuals with disabilities to one-stop center staff. One-stop center staff have received training on ADA compliance and law, TTY, benefits counseling, and disability awareness and sensitivity.

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?

The purpose of the TRWDB's debt collection policy is to provide policy and procedures for debt collection associated with the misexpenditure of Workforce Innovation and Opportunity Act (WIOA) funds.

References:

WIOA Section 184(c), 20 CFR 683.750, 20 CFR 683.420

PA Workforce System Policy 03-2015: Financial Management Guide

2 CFR 200 Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards

TRWIB, Inc. will utilize its debt collection process once there has been a finding of a misexpenditure from an audit resolution. A debt is established when the final determination disallows any costs questioned in the audit. Grantees/fiscal agents must utilize an aggressive debt-collection system that ensures the collection of debts established as a result of sub-recipient audits. The collection of that debt is a separate process as described below.

Procedures

Each fiscal agent is required to coordinate the auditing of WIOA funds contracted to sub-grantees during each fiscal year. This includes ensuring that the fiscal agent issues a management decision within six (6) months to all sub-grantees after receiving the audit/monitoring report. The management decision must come in the form of a determination letter that the fiscal agent has reviewed and validated all pass-through funds and has taken corrective action to remedy audit findings affecting the pass-through funds. The fiscal agent must make a determination within 6 months of receiving the audit.

In regard to the resolution of audits of sub-grantees conducted in accordance with OMB Uniform Guidance, grantees are required to obtain copies of the single audits and the respective corrective action plans. Grantees must review the corrective action plan and determine if the information is sufficient to resolve all findings related to WIOA or state-funded programs. If there are questioned costs or if the corrective action plan does not resolve the administrative findings, the grantee/fiscal agent should follow the applicable resolution process. All audits performed under OMB Uniform Guidance must be resolved within six months after the receipt date of the audit report.

Following receipt of audit reports from the auditors for program-specific audits, the grantee/fiscal agent must submit a copy of the report to each agency audited for its review and comment.

The preferred corrective action for misexpenditure of WIOA funds is a lump sum repayment from non-federal sources. However, subject to the Bureau of Workforce Development Administration (BWDA) approval, TRWIB may allow negotiation of short-term installment agreements instead of full lump sum repayments when the circumstances warrant. In the following situations, immediate repayment of the debt is mandatory and no installment payments can be utilized.

Funds must be returned immediately to the Department in cases of:

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

Following the issuance of a determination by the fiscal agent, the lower tier sub-recipient may appeal that determination by sending a written request with supporting details to TRWIB Chief Executive Officer. All appeals must be submitted by certified mail, return receipt requested. Federal regulations require that a hearing must be held within 60 days of the filing of the appeal. An appeal to the Department must be made through the UC Appeals System Administrator, UC Board of Review at:

Pennsylvania Department of Labor & Industry
UC Appeals System Administrator
UC Board of Review
651 Boas Street, Room 1116
Harrisburg, PA 17121

A copy must be provided simultaneously to USDOL and BWDA at the following addresses:

U.S. Department of Labor
Philadelphia Regional Administrator
The Curtis Center, Suite 825 East
170 S. Independence

Mall West
Philadelphia, PA 19106-3315

Pennsylvania Department of Labor & Industry
Bureau of Workforce Development Administration
ATTN: Grants & Fiscal Services Division
651 Boas Street, Room 1200
Harrisburg, PA 17121

The UC Appeals System Administrator will appoint a hearing officer who will conduct a hearing and issue a decision within 60 days from the receipt of the appeal. Any party receiving an adverse decision from the Department may file an appeal to the Secretary of USDOL within 60 days of the decision; or if a decision is not issued within 60 days of the filing of the appeal at the state level, any party may file an appeal with the Secretary of USDOL within 60 days from when the state decision was due (a total of 120 days from the date on which the request for appeal was filed with the state.) All appeals to the U.S. Secretary of Labor must be submitted by certified mail, return receipt requested, to:

U.S. Secretary of Labor
Attention: ASET
U.S. Department of Labor
200 Constitution Ave. NW
Washington, D.C. 20210

A copy of the appeal must be provided simultaneously to the USDOL and BWDA at the following addresses:

Pennsylvania Department of Labor & Industry
Bureau of Workforce Development Administration
ATTN: Grants & Fiscal Services Division
651 Boas Street, Room 1200
Harrisburg, PA 17121

U.S. Department of Labor, Philadelphia Regional Administrator
The Curtis Center, Suite 825 East
170 S. Independence Mall West
Philadelphia, PA 19106-3315

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

TRWDB is dedicated to ensuring continuous improvement of the public workforce development system and remaining a high-performing local board, including through the following:

- **Commitment to achieving the Governor's workforce development goals:** Section 2.3 of this document describes in detail how TRWDB's strategies, vision, and goals align with and work to achieve the goals of the Governor described in Pennsylvania's WIOA Combined State Plan. TRWDB will continue to prioritize strategies that support 1.) Development of career pathways

and apprenticeship opportunities; 2.) Expansion of industry partnerships and sector strategies to improve responsiveness of workforce programs to industry demand; 3.) Increasing work experience and work-based learning opportunities for youth and young adults; 4.) Continuous improvement of the workforce development system; and 5.) Strengthening the one-stop delivery system.

- **WIOA Performance Levels:** Section 2.4 of this document describes how TRWDB's strategies, vision, and goals support the achievement of WIOA negotiated performance levels and how TRWDB regularly monitors and assesses progress in meeting WIOA performance requirements. TRWDB is committed to exceeding our WIOA negotiated performance levels and will continue to ensure program investments and decision-making are informed and driven by program data and performance information.
- **Fiscal Integrity:** TRWDB has a dedicated fiscal department that will strive to maintain fiscal integrity of our programs, as demonstrated through regular financial audits of our organization and fiscal monitoring of our programs (at both the federal and state level). TRWDB has established an agreement with our local elected officials that outlines our role as fiscal agent for WIOA Adult, Dislocated Worker, and Youth funding. Further, TRWDB will adhere to the requirements of Uniform Guidance, the Commonwealth's Financial Management Guide, and all other applicable policies and regulations governing our organization and programming.
- **Compliance:** Section 2.3 of this document describes how TRWDB has a dedicated quality assurance team focused on maintaining compliance with all federal, state, and local legislation, regulations, policies, and guidance applicable to our programming. TRWDB develops both internal policies for our staff and program policies for our funded providers to maintain compliance during program implementation. Our quality assurance team also conducts risk assessments, regular monitoring, and provides technical assistance to funded providers. TRWDB will fully cooperate with all federal and state monitoring procedures, as appropriate.
- **Best Practices:** TRWDB continuously works to develop promising or best practices in service delivery through research, data, employer, and client driven program models. The Industry-Recognized Training Pipeline (IRTP) program described in multiple sections of this plan is a key example, which has led to the development of several employer-driven training programs, including registered apprenticeship and pre-apprenticeship opportunities.
- **Serving Individuals with Barriers to Employment:** Section 3.3 and Section 4.13 of this document both describe in detail how TRWDB and our partners will work to outreach to populations with barriers to employment and develop programming to effectively serve these individuals. TRWDB will ensure at least 50.1% of WIOA Adult participants served qualify for Priority of Service under WIOA. TRWDB's WIOA and TANF funded young adult programming both set eligibility requirements to ensure services are prioritized for individuals with barriers to employment. In addition, TRWDB has developed specialized programming, focused on reaching individuals with specific barriers, including transitional jobs for those experiencing chronic unemployment and programs for individuals with past or current involvement with the criminal justice system. Enhancing accessibility to PA CareerLink® services through virtual and remote services and strategic community partnerships is another means of reaching people with barriers to employment. Further, coordination with PA CareerLink® partners and other organizations will ensure a strong referral network to comprehensively meet clients' needs.
- **Career and Training Services:** As discussed throughout this document, TRWDB continues to work

to expand career services and training opportunities, ensuring alignment with employer and industry demand. This includes regular outreach to training providers to maintain a robust list of quality training offerings on the Eligible Training Provider List. Our industry partnerships and sector strategies are also a key tool for assessing industry priorities and building new training opportunities aligned with what employers need. Examples include the diverse portfolio of training opportunities available through the IRTP program, along with the previously mentioned partnerships with leading healthcare employers to develop pathways to nursing and other careers through apprenticeship models.

- **Training Expenditure Requirements:** By expanding the availability of quality training opportunities and increased customer outreach, TRWDB is committed to achieving the training expenditure benchmarks set by the Commonwealth and will regularly monitor progress in meeting these levels.
- **Regional Business Engagement:** Section 3.4 describes how TRWDB will collaborate on a regional scale to engage employers. This includes increased coordination with PA CareerLink® business services teams regionally, responding to the needs of businesses that cross county and workforce area boundary lines. Local boards in the Southwest Region are also exploring opportunities to strengthen coordination with regional economic development efforts, including PA Department of Community and Economic Development (DCED) programming and other region-wide initiatives.
- **Sector Initiatives:** TRWDB's sector initiatives and industry partnership efforts are discussed throughout this document. TRWDB will continue to strengthen partnerships with employers across our industry partnerships and develop programming closely aligned with industry needs.

5.4 What is the process the local board uses to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies and community stakeholders?

TRWDB recognizes the value and importance of engaging with the public and key stakeholders in the development of this local plan. Such input is crucial to ensuring that the local plan is a comprehensive document that works for all stakeholders within the public workforce development system and better serves job seekers and employers.

A final draft of our original local plan (PY2021 – PY2024) was made available on TRWDB's website (www.partner4work.org) on **February 12, 2021** for a 30-day period for public comments. The release of the local plan for public comment was announced to TRWDB's various networks. All feedback received during the public commenting period is thoroughly reviewed, considered, and then, as appropriate, incorporated into the final local plan document. Comments that suggest adjustments to the plan will be shown as an attachment to this document, along with actions taken, when submitted to the Commonwealth.

Initial Local Plan Development (Effective July 1, 2021): Much of the development of the initial local plan was informed by our regular engagement with various workforce development stakeholders. For example, during the development of the PA CareerLink® Partner Memorandum of Understanding, TRWDB engaged each core, required, and additional one-stop partner in a process to achieve consensus on how partners will coordinate, collaborate, and deliver services within the public workforce system. The results of this process are reflected throughout the local plan. In addition, TRWDB's previous

transition strategic plan was a key component to the strategy, vision, and goals described in Section 2 of this document. The transition strategic plan was developed through a series of planning meetings with regional leaders across business, education, economic development, labor, government, and philanthropy. Furthermore, the Ready to Work Recovery Response Coalition, developed as a strategic response to the COVID-19 effects on workforce and economic development, consisted of leaders across business, education, economic development, human services, labor, and philanthropy. The strategies and goals developed by this group of key stakeholders were reflected in the initial development of this local plan. The Youth Advisory Committee of TRWDB provided input regarding the initial local plan at their meeting in December 2020.

Local Plan Modifications (Effective July 1, 2023): In December 2022, the TRWDB Board of Directors approved TRWDB's 2023-2025 Strategic Plan. This strategic plan was developed in collaboration with TRWDB board members, staff, and key partner organizations. TRWDB engaged Third Plateau, a social impact strategy firm, to facilitate its strategic planning process. TRWDB's 2023-2025 Strategic Plan describes the organization's mission, vision, and strategic priorities over the next three years. Many of the modifications to this local plan are included to reflect the priorities and goals within this new strategic plan. TRWDB also participates in regularly scheduled monthly service delivery, monthly workforce partner, and regular oversight/policy touchpoint calls with the PA Department of Labor & Industry and workforce partners across the state. Technical assistance, best/promising practices, and other information discussed during these forums has informed the development of our local plan modifications. During 2022, TRWDB also worked with each WIOA required and additional PA CareerLink® partner and our chief elected officials to renew the PA CareerLink® Partner Memorandum of Understanding (MOU). This document outlines how services will be coordinated across partners within the one-stop delivery system. The MOU has informed much of the initial local plan development and the local plan modifications process.

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

As discussed in Section 5.4, the draft original local plan (PY2021 – PY2024) was posted for a 30-day public comment period on **February 12, 2021**. TRWDB also informed our network of various stakeholders of the posting. All feedback received during the public commenting period is thoroughly reviewed, considered, and then, as appropriate, incorporated into the final local plan document. Comments that suggest adjustments to the plan will be shown as an attachment to this document, along with actions taken, when submitted to the Commonwealth.

TRWDB released a draft of our local plan modifications for a 30-day public comment period from **May 11, 2023 – June 10, 2023**. The draft local plan modifications were posted on our website and announced by email and social media to our various networks of stakeholders and partners. No comments were received during the public comment period.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2023. **In the rare circumstance that something is not applicable, the local board must write "N/A" next to adjacent line item.**

The following components and documents, including local workforce system policies, must be reviewed and revised as to be aligned with WIOA for the current planning cycle unless it is established as a best practice. Each item must be available to L&I at any time during the planning process and monitoring or auditing processes. L&I is not requiring copies of such documents to be attached to regional or local area plans at this time.

- ✓ The Three Rivers Local Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.
- ✓ Agreement between all counties and other local governments, if applicable, establishing the consortium of local and chief elected officials.
- ✓ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- ✓ Agreement between the local area elected official(s) and the LWDB.
- ✓ LWDB 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 area procurement policy that must describe formal procurement procedures.
- ✓ Local area MOU.
- ✓ Program management policies and processes must include equal opportunity for customers; complaints and grievances; supportive services; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- ✓ It is best practice to have a risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- ✓ It is best practice to have a 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 and non-discrimination.
- ✓ It is best practice to have professional services contract(s) for administrative services such as staffing and payroll, if applicable.

ATTACHMENTS

Attachment 1: WIOA Title I Programs Performance Accountability Table

The Pennsylvania Department of Labor & Industry, or L&I, negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Area Plans every two years. In an effort designed to meet or exceed the state WIOA performance goals, PA negotiates these same goals with PA’s local workforce development areas, or LWDA, to optimally set each local area’s WIOA Title I performance goal levels so that, collectively, the state negotiated performance goals are met or exceeded. The *Local Area WIOA Title I Programs Performance Accountability Tables* are for the benefit of the public and must be updated **annually with L&I supplied information as it becomes available**. The completed tables must be publicly posted with the local area plan. The LWDB does not need to perform a WIOA plan modification as the tables are revised; email notification to local area workforce development stakeholders including L&I will suffice.

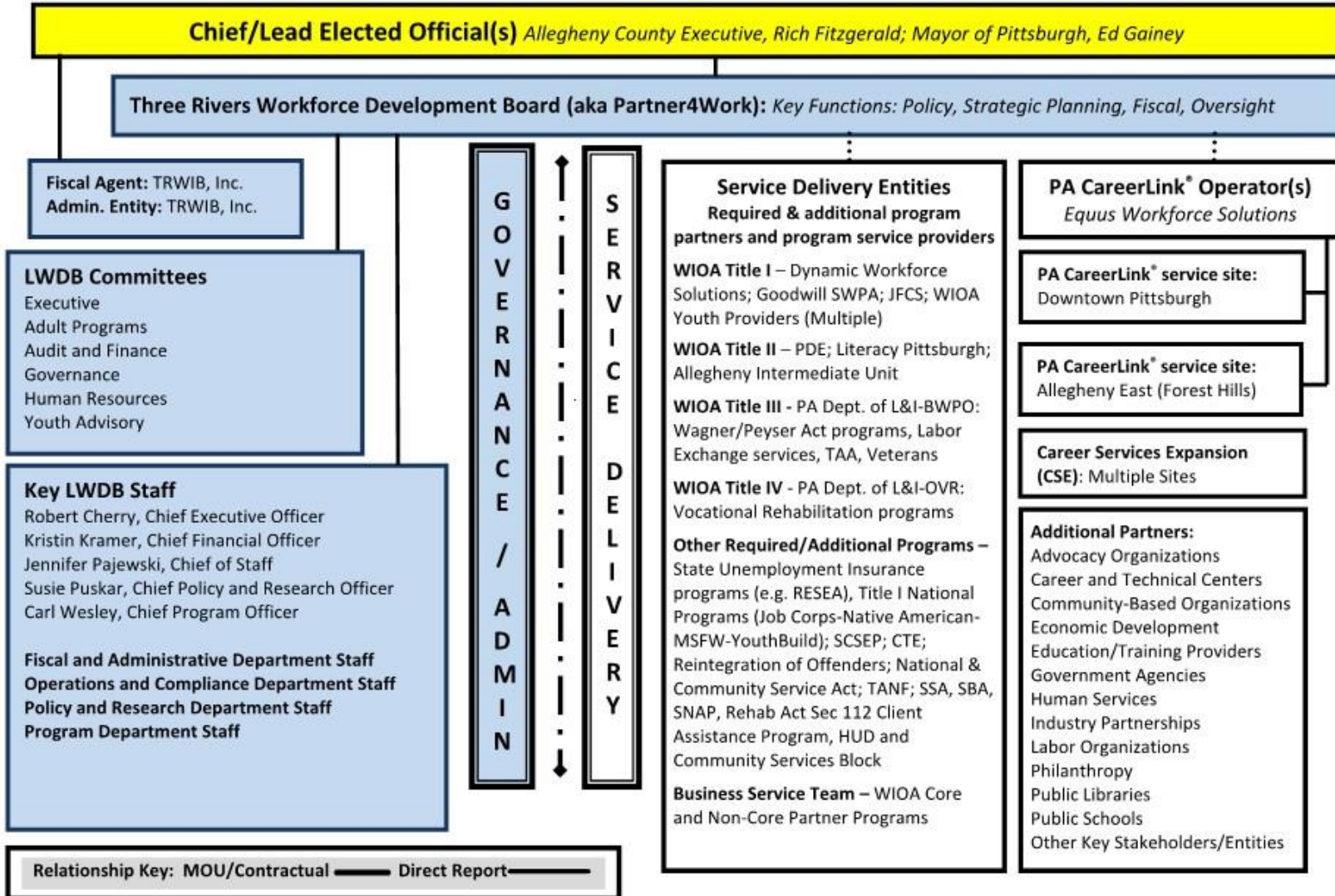
Table A instructions: Local boards must edit the table’s three columns with the appropriate program year(s) to correctly match the attained performance results from the most recent* program year and most recent* LWDA-negotiated performance goals for the next two program years.

Table A	LWDA Name: Allegheny County		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained</u> Performance Results	<u>Negotiated</u> Performance Goals	<u>Negotiated</u> Performance Results
	*Program Year 2021	*Program Year 2022	*Program Year 2023
Employment (Second Quarter after Exit)			
Adult	75.4%	73%	75%
Dislocated Worker	85.8%	77%	80%
Youth	71.5%	67%	69%
Employment (Fourth Quarter after Exit)			
Adult	73.0%	72%	73%
Dislocated Worker	72.8%	75%	78%
Youth	51.9%	60%	61%
Median Earnings (Second Quarter after Exit)			
Adult	\$7,574	\$5,700	\$5,900
Dislocated Worker	\$9,160	\$8,500	\$8,750
Youth	\$3,046	\$2,300	\$2,500
Credential Attainment Rate			
Adult	57.9%	67%	67%
Dislocated Worker	80.6%	68%	70%
Youth	79.4%	78%	80%
Measurable Skill Gains			
Adult	59.3%	53%	55%
Dislocated Worker	64.1%	55%	57%
Youth	93.1%	80%	82%

Table A	LWDA Name: City of Pittsburgh		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained Performance Results</u>	<u>Negotiated Performance Goals</u>	<u>Negotiated Performance Results</u>
	*Program Year 2021	*Program Year 2022	*Program Year 2023
Employment (Second Quarter after Exit)			
Adult	75.6%	73%	75%
Dislocated Worker	73.1%	77%	80%
Youth	66%	67%	69%
Employment (Fourth Quarter after Exit)			
Adult	67.8%	72%	73%
Dislocated Worker	73.8%	75%	78%
Youth	54.2%	60%	61%
Median Earnings (Second Quarter after Exit)			
Adult	\$7,178	\$5,700	\$5,900
Dislocated Worker	\$8,393	\$8,500	\$8,750
Youth	\$3,651	\$2,300	\$2,500
Credential Attainment Rate			
Adult	70.5%	67%	67%
Dislocated Worker	60%	68%	70%
Youth	77.8%	78%	80%
Measurable Skill Gains			
Adult	53.4%	53%	55%
Dislocated Worker	68%	55%	57%
Youth	88.2%	80%	82%

Attachment 2: WIOA Local Workforce Development System Organizational Chart (Updated April 2023)

The organizational chart is for the benefit of the public and must be used to describe the attributes of the local workforce development system. This chart should be reviewed annually for revisions. The local board may supplement this model with clarifying charts. If multiple pages are needed to represent the local system ensure that "Governance/Administrative" and "Service Delivery" information is displayed on separate pages respectfully. Use of model sub-titles is required. Publicly post the organizational chart with the local plan. A WIOA plan modification is not required when revision occurs with this document.



Attachment 3: Local Workforce Development Delivery System Program/Partner List

Local Workforce Development Area name: Allegheny County and City of Pittsburgh

Effective Date: 07/01/2023

Local Workforce Development Boards, or LWDBs, are requested to publicly post the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List to address the public’s need for access to service as mandated by the Workforce Innovation Opportunity Act, or WIOA. The LWDB should ensure that the Program Partner/Provider List reflects the current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the list is posted on the LWDB public website.

PA CareerLink® One-Stop Operator:

Equus Workforce Solutions

Lisa Marie Benavides

(412) 248 – JOBS (5627) ext. 240

lisa.benavides@careerlinkpittsburgh.org

PA CareerLink® - Allegheny East:

2040 Ardmore Blvd, Pittsburgh PA 15221

PA CareerLink® - Downtown Pittsburgh

914 Penn Avenue, 6th Floor, Pittsburgh, PA 15222

Partner Program	Authorization/Category	Partner Organization	Signatory Official	Contact Information
US Department of Labor Programs				
WIOA Adult, Dislocated Worker (DW), and Youth Programs	WIOA Title I – Adult, Dislocated Worker, and Youth Programs	TRWIB, Inc.	Robert Cherry, Chief Executive Officer	Centre City Tower, Suite 2400 650 Smithfield St. Pittsburgh, PA 15222 (412) 552-7090 rcherry@partner4work.org www.partner4work.org
WIOA Title I – Adult/Dislocated Worker Service Providers:				
WIOA Adult/DW	WIOA Title I Adult/DW	Dynamic Workforce Solutions		Kiara Higgins 914 Penn Ave, Floor 6 Pittsburgh, PA 15222 kiara.higgins@careerlinkpittsburgh.org 412-552-7036
WIOA Adult/DW	WIOA Title I Adult	Goodwill		Rebekah Fombelle 118 52nd St.Pittsburgh, PA 15201 Rebekah.Fombelle@goodwillswpa.org (412) 632-1888

WIOA Adult/DW	WIOA Title I Dislocated Worker	Jewish Family and Community Services (JFCS)		Jordan Golin 5743 Bartlett Street, Pittsburgh, PA 15217 jgolin@jfcspgh.org 412-422-7200
WIOA Title I – Youth Service Providers:				
WIOA Youth	WIOA Title I – Youth Program	Auberle		Abby Wolensky abbyw@aublerle.org 1101 Hartman, St McKeesport PA, 15132 412-673-5856 ext 1317
WIOA Youth	WIOA Title I – Youth Program	Goodwill		Tiffanee Heywood tiffanee.heywood@goodwillswpa.org 118 52nd Street, Pittsburgh, PA, 15201 412-670-8510
WIOA Youth	WIOA Title I – Youth Program	Phase 4		Terrie Suica-Reed tsuicareed@yahoo.com 5850 Centre Ave., Pittsburgh, PA, 15206 724-462-1241
WIOA Youth	WIOA Title I – Youth Program	Pittsburgh Public - Schools Start on Success		Ashley McFall kmcfall1@pghschools.org 2323 Brighton Rd., Pittsburgh, PA, 15212 412- 529-3168
WIOA Youth	WIOA Title I – Youth Program	Trade Institute of Pittsburgh		Maggie Beldecos maggielb@tipgh.org 7800 Susquehanna Street, Pittsburgh, PA, 15208 412-243-2970
Re-Entry Employment Opportunities (REO) Program	Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	TRWIB, Inc.	Robert Cherry, Chief Executive Officer	Centre City Tower, Suite 2400 650 Smithfield St. Pittsburgh, PA 15222 (412) 552-7090 rcherry@partner4work.org www.partner4work.org
WIOA Title I - YouthBuild	YouthBuild WIOA Sec. 171 (29 USC 3226)	Garfield Jubilee	Joann Monroe, Executive Director	5323 Penn Ave. Pittsburgh, PA 15206 (412) 665-5200 chico81637@gmail.com www.garfieldjubilee.org
WIOA Title I - Indian and Native American Programs	Indian and Native American Programs (INA), WIOA sec. 166, 29 USC 3221	Council of Three Rivers American Indian Center, Inc. (COTRAIC)	Kerry Jevsevar, WIOA Director	120 Charles St. Pittsburgh, PA 15238 (412) 782-4457 kjevsevar@cotraic.org www.cotraic.org

National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	WIOA Title I - National Farmworker Programs / Migrant and Seasonal Farm Worker Programs	PathStone Corporation, Inc.	Nita R. D'Agostino, Senior Vice President, Direct Services	412 McFarlan Rd., Suite E Kennett Square, PA 19348 (717) 234-6616 ndagostino@pathstone.org www.pathstone.org
Job Corps	WIOA Title I, Job Corps, Subtitle C	Job Corps – Pittsburgh	Bob Gottschalk, Center Director	7175 Highland Dr. Pittsburgh, PA 15206 (412) 441-8700 gottschalk.bob@jobcorps.org www.pittsburgh.jobcorps.gov
Senior Community Service Employment Program	Senior Community Service Employment Program (SCSEP), authorized under title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.)	AARP Foundation	Demetrios Antzoulatos, Vice President, Finance, Grants, Operations	Kathy E. Tinney Project Director 2020 Ardmore Blvd. Pittsburgh, PA 15221 (412) 271-1580 ktinney@aarp.org www.local.aarp.org/Pittsburgh-pa
		Urban League of Greater Pittsburgh	Carlos Carter, President & CEO	Victoria Goins, Director of the Center for Economic Self Reliance 610 Wood Street Pittsburgh, PA 15222 (412) 227-4210 vgoins@ulpgh.org http://ulpgh.org/
Trade Adjustment Assistance Activities	Trade Adjustment Assistance (TAA), authorized under chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations	Jeff Dick, Assistant Regional Director	PA Department of Labor & Industry 151 Pavilion Ln. Youngwood, PA 15697 814.248.6433 jedick@pa.gov https://www.dli.pa.gov/
Wagner-Peyser	Wagner-Peyser Act ES, as authorized under the Wagner-Peyser Act, as amended by WIOA Title III			
Jobs for Veterans State Grants	Jobs for Veterans State Grants (JVSG), authorized under chapter 41 of title 38, U.S.C.			
Unemployment Compensation Programs	Unemployment Compensation Programs	PA Department of Labor & Industry	William Trusky Deputy Secretary for Unemployment Compensation Programs	Mark Fausey 651 Boas Street Harrisburg, PA 17121 mfausey@pa.gov https://www.dli.pa.gov/

US Department of Education Programs

Adult Education and Family Literacy	WIOA Title II – Adult Education and Family Literacy Activities	Literacy Pittsburgh	Carey Harris, Chief Executive Officer	Lori Como, Chief Program Officer 411 Seventh Ave., Suite 550 Pittsburgh, PA 15219 (412) 393-7640 lcomo@literacypittsburgh.org www.literacypittsburgh.org/
Vocational Rehabilitation	State VR program, authorized under Title I of the Rehabilitation Act of 1973, as amended by WIOA Title IV	Office of Vocational Rehabilitation	Terry Huey, District Administrator	531 Penn Avenue Pittsburgh, PA 15222 thuey@pa.gov 412.392.4958 https://www.dli.pa.gov/Individuals/Disability-Services/ovr/Pages/default.aspx
Perkins CTE Post-Secondary Programs	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Community College of Allegheny County	Stuart Blacklaw, Provost and Executive Vice President	808 Ridge Avenue Byers Hall Pittsburgh, PA 15212 412-237-8182 sblacklaw@ccac.edu www.ccac.edu/
		Rosedale Technical College	Dennis Wilke, President	215 Beecham Drive, Suite 2 Pittsburgh, PA 15205 (412) 521-6200 dennis.wilke@rosedaletech.org www.rosedaletech.org/
Department of Health and Human Services Programs				
Temporary Assistance for Needy Families	Programs authorized under the Social Security Act title IV, part A (TANF)	PA Department of Human Services	Patricia Steinkopf, Area 5 Manager	Piatt Place, 301 5th Ave, Ste 360 Pittsburgh, PA 15222 (412) 565-2151 psteinkopf@pa.gov https://www.dhs.pa.gov/Services/Assistance/Pages/CAO-Contact.aspx
Community Services Block Grant – Employment and Training Activities	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Allegheny County Department of Human Services	Erin Dalton, Director	One Smithfield St Pittsburgh, PA 15222 412-350-6617 erin.dalton@alleghenycounty.us https://www.alleghenycounty.us/human-services/index.aspx
		Pittsburgh Community Services, Inc.	A. Odell Richardson, Executive Director	249 North Craig St. Pittsburgh, PA 15213 412-904-4700 odellr@pghcsi.org

				https://www.pghcsi.org/
Department of Housing and Urban Development Programs				
HUD Employment and Training Programs	HUD Employment and Training Programs	Allegheny County Housing Authority	Frank Aggazio, Executive Director	625 Stanwix St., 12 th Floor, Pittsburgh, PA 15222 (412) 402-2450 franka@achsng.com https://www.achsng.com/
		Housing Authority of the City of Pittsburgh	Caster D. Binion, Executive Director	200 Ross St., 9 th Floor, Pittsburgh, PA 15219 (412) 456-5012 caster.binion@hacp.org https://hacp.org/
Additional Partners				
Foreign Labor Certification (FLC)	PA Department of Labor & Industry, Bureau of Workforce Partnership and Operations		Jeff Dick, Assistant Regional Director	PA Department of Labor & Industry 151 Pavilion Ln. Youngwood, PA 15697 814.248.6433 jedick@pa.gov https://www.dli.pa.gov/
Rapid Response				
New Employment Opportunities for Non-Custodial Parents (NEON)	PA Department of Human Services Equus Workforce Solutions		Mark Douglass, President, Equus	PA CareerLink® Pittsburgh 914 Penn Avenue Pittsburgh, PA 15222 mark@equusworks.com

Attachment 4: Local Workforce Development System Supporting Data

Local area plans have multiple sections requiring various data methodologies needed to support narrative. When documenting data methodologies, plan drafters may reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment. The *Supporting Data* attachment must be submitted with the local area plan and publicly posted with all other supporting documentation as referenced in the WIOA Regional and Local Area Plan Guide.

Local boards must enter the prerequisite information (i.e. LWDA name, section number with prompt, input data referenced in the plan’s prompt narrative and cite data source) if using this form. If a local board does not use this form, the LWDB must make note on this attachment that “all data is cited in the local plan narrative.”

LWDA Name: Allegheny County and City of Pittsburgh
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Note: All data is cited in the local plan narrative.

Attachment 5: Public Comments and Additional Changes

Public Comments

The WIOA Regional and Local Plan Modifications for the Southwest Pennsylvania Planning Region were posted for a 30-day public comment period from **May 11, 2023 – June 10, 2023**. No comments were received during this period.

Proof of Public Comment Posting

Website Posting (05/11/2023): <https://www.partner4work.org/document/southwest-planning-region-multi-year-regional-plan/>



PUBLIC DOCUMENTS | WORKFORCE DEVELOPMENT PLANS

Southwest Planning Region Multi-Year Regional and Local Plan

PUBLISH DATE: MAY 11, 2023

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards (LWDBs) and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. These plans serve as four-year action plans to develop, align, and integrate service delivery strategies to support the Commonwealth's vision, strategic and operational goals.

The Southwest Planning Region is a nine-county workforce development planning region made up of five local workforce development areas (WDAs). Four LWDBs oversee these local areas:

- Southwest Corner Workforce Development Board
 - Southwest Corner WDA
 - Counties: Beaver County, Greene County, and Washington County
- Three Rivers Workforce Development Board, also known as Partner4Work
 - Allegheny County WDA and City of Pittsburgh WDA
 - Counties: Allegheny County
- Tri-County Workforce Development Board
 - Tri-County WDA
 - Counties: Armstrong County, Butler County, and Indiana County
- Westmoreland-Fayette Workforce Development Board
 - Westmoreland-Fayette WDA
 - Counties: Fayette County and Westmoreland County

The Southwest Planning Region is releasing modifications to our WIOA Regional and Local Plans (July 1, 2021 - June 30, 2025) for a 30-day public comment period. The effective date for these modified plans will be July 1, 2023. Individuals or organizations seeking to submit comments on these documents may submit their comments in writing to policy@partner4work.org

All comments must be submitted no later than 5:00 PM on June 10, 2023.

Email to Stakeholders:

----- Forwarded message -----
From: **Partner4Work** <info@partner4work.org>
Date: Thu, May 11, 2023 at 3:43 PM
Subject: WIOA Regional Plans
To: Debra Jacob <djacob@partner4work.org>

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards (LWDBs) and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. These plans serve as four-year action plans to develop, align, and integrate service delivery strategies to support the Commonwealth's vision, strategic and operational goals.

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Westmoreland-Fayette Workforce Development Board
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All comments must be submitted no later than 5:00 PM on June 10, 2023.

See www.partner4work.org for additional information.

LinkedIn:

The screenshot shows a LinkedIn post from the organization "Partner4Work Pittsburgh". The post title is "Southwest Planning Region Multi-Year Regional and Local Plan". The text of the post reads: "The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards (LWDBs) and chief elected officials to engage in an integrated regional and local workforce planning process to prepare, submit, and obtain approval of a single collaborative regional plan that incorporates local plans for each of the local areas within the given workforce planning region. These plans serve as four-year action plans to develop, align, and integrate service delivery strategies to support the Commonwealth's vision, strategic and operational goals. For more information, go to www.partner4work.org All comments must be submitted no later than 5:00 PM on June 10, 2023." The post includes interaction icons for Like, Comment, Repost, and Send.

**Attachment 6: TANF Youth Development Fund (YDF)
Programs and Contact Information (as of October 2023)**

The following are year-round TANF YDF providers for Allegheny County and the City of Pittsburgh:

<p>Human Services Center Mon Valley Dave Coplan Dcoplan@hscmonvalley.org 519 Penn Avenue, Pittsburgh, PA, 15145 412-829-7112</p>	<p>Latino Community Center Rosamaria Cristello rcristello@latinocommunitycenter.org 5750 Baum Blvd, Pittsburgh, PA, 15206 412-335-7446</p>
<p>Neighborhood Learning Alliance Kashif Henderson henderson@wireless-neighborhoods.org 5429 Penn Ave, Pittsburgh, PA, 15106 412-363-1910</p>	<p>Jewish Family and Community Services Erin Barr ebarr@jfcspgh.org 5743 Bartlett St., Pittsburgh, PA, 15217 412-422-7200</p>
<p>Youth Enrichment Services Dennis F. Jones dfjones@yespgh.org 6031 Broad Street, Pittsburgh, PA, 15206 412-661-7834</p>	<p>Crossroads Landis Erwin lerwin@crfdn.org 6901 Lynn Way, Pittsburgh, PA 15208 724-456-2494</p>
<p>Bloomfield Garfield Corp. Pam Schon pam@bloomfield-garfield.org 113 N Pacific Ave, Pittsburgh, PA 15224 412-441-6950</p>	<p>Three Rivers Youth Stephanie Clark stephanie.clark@threeriversyouth.org 6117 Broad St, Pittsburgh, PA 15206 412-441-5020</p>
<p>Auberle Abby Wolensky abbyw@auberle.org 1101 Hartman, St McKeesport PA, 15132 412-673-5800 ext 1278</p>	<p>City Charter Erica Vasquez vasquez@cityhigh.org 201 Stanwix St Suite 100, Pittsburgh, PA 15222 412-690-2489</p>
<p>Boys and Girls Club Kara Petrosky kpetrosky@bgcwpa.org 317 East Carson Street, Pittsburgh, PA, 15219 412-782-5710 ext 104</p>	<p>Assemble Nina Barbuto Nina@assemblepgh.org 4824 Penn Ave, Pittsburgh, PA 15224 412-661-6111</p>
<p>Community Empowerment Association</p>	

T. Rashad Byrdsong TRByrdsong@ceapittsburgh.org 7120 Kelly St, Pittsburgh, PA 15208 (412) 371-3689	
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Note: TRWDB may develop TANF YDF contracts with additional programs to support the Learn & Earn Summer Youth Employment program, which may not be represented in the list above.