

Delaware County Workforce Development Area



Workforce Innovation and Opportunity Act

Multi-Year Local Area Plan

Program Years 2017 - 2020

PY 2017-2020 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: Delaware County

Effective Date: 1/1/18

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

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

OVERVIEW

The Delaware County Workforce Development Area is comprised of Delaware County in South East Pennsylvania. Overall, it is home to approximately 565,570 citizens¹. With a 2016 labor force of 295,500, the largest sector in the county is Health Care and Social Assistance, which employs 42,135 workers, represents 9% of the Gross Regional Product (GRP) with average earnings of \$47,173. The next largest sectors are Government (which includes education and law enforcement) (employs 26,551 workers, represents 8% of the GRP, with average earnings of \$67,495) and Retail Trade (employs 25,676 workers, represents 5% of the GRP, with average earnings of \$29,585)².

POPULATION

The population in Delaware County is estimated to have increased from 558,979 in 2010 to 565,570 in 2017, resulting in a growth of 1.2%. Over the next five years, the population is projected to grow by 1.1%. The population in the Southeast Region is estimated to have increased from 3,921,550 in 2010 to 4,011,459 in 2017, resulting in a growth of 2.3%. Over the next five years, the population is projected to grow by 1.5%.

In 2017, the median age for Delaware County is 39.4, while the average age is 39.8. Five years from now, the median age is projected to be 39.9. Comparatively, the current year median age for the Southeast Region is 38.4, while the average age is 39.5. Five years from now, the median age is projected to be 39.3.

A unique aspect of Delaware County compared to other counties in the Commonwealth (other than Philadelphia County) is the high degree of immigrant population. According to the Welcoming Center for New Pennsylvanians, southeast Pennsylvania is a “Re-Emerging Gateway” for immigrants with more than 500,000 immigrants in the region and 47,000 in Delaware. Immigrants have higher levels of college education (41% of immigrants in Delaware County vs. 34% of US born). Immigrants represent 8.4% of the population with 50% of the Delaware County immigrants being U. S. citizens. These immigrants come from all around the world. While many speak English well, there is still a significant population that must adapt to the language and culture of this country and integrate into the work and the community.

¹ Population estimates per Caritas

² EMSI, 2017

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AGE DISTRIBUTION

The age distribution of Delaware County is noted in the chart to the right. Overall the median age is 39.4 which is between the higher state figure of 40.7 and less than the national figure of 37.8. The county has a balanced age distribution with no specific age range dominating the labor market and community or so it may appear.

Further examination of an Aging Workforce has mixed implications for Delaware County. As the chart to the right illustrates, Delaware County has an interesting demographic related to an aging workforce. In short, the County is demographically unique: it is different from both the urban county and the suburban PREP counties.

Age Composition for Delaware, Philadelphia & Suburban Counties

	Dela.	Phila.	Suburban PREP Counties
18 and younger	22.4%	22.2%	22.3%
18-24	10.4%	11.4%	8.6%
25-34	12.8%	18.2%	11.7%
35-44	11.8%	12.2%	12.3%
45-54	14.1%	12.2%	15.2%
55-64	13.5%	11.3%	13.9%
65 and over	15.1%	12.5%	16.0%
% of prime working age adults (25-64)	52.1%	53.9%	53.2%
% of men	48.0%	47.3%	48.9%
% of men in prime working age	48.3%	47.4%	49.4%
Total	562,960	1,559,559	2,370,017

Source: 2014 American Community Survey 1-year data, American FactFinder table S0101. Percentages have margin of error.

Delaware County is older than Philadelphia but younger than the other suburban PREP counties. Compared with Philadelphia, Delaware County has a smaller share of people ages 25 to 34, and a larger share of people ages 45 and older. Compared with suburban PREP counties, Delaware County has higher percentages of young people 18 to 34 years old.

EDUCATION

A slightly higher percentage of residents in Delaware County (35.7%) have an advanced degree when compared to the region (32.8%). When looking at individuals who did not graduate high school, there are fewer individuals in Delaware County (8.2%) than the region (12.0%). Currently, it is estimated that 10.3% of the population age 25 and over in Delaware County had earned a Master's Degree, 2.53% had earned a Professional School Degree, 2.09% had earned a Doctorate Degree and 20.8% had earned a Bachelor's Degree. In comparison, for the Southeast Region, it is estimated that for the population over age 25, 9.4% had earned a Master's Degree, 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had earned a Bachelor's Degree. An updated 2017 chart from the EMSI provides the following information for Delaware County:

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2017 Est. Pop Age 25+ by Edu. Attainment	381,438	
Less than 9th grade	9,693	2.54%
Some High School, no diploma	21,513	5.64%
High School Graduate (or GED)	121,600	31.88%
Some College, no degree	65,878	17.27%
Associate Degree	26,724	7.01%
Bachelor's Degree	79,185	20.76%
Master's Degree	39,204	10.28%
Professional School Degree	9,663	2.53%
Doctorate Degree	7,978	2.09%

Source: EMSI, 2017

Upon further review, as noted in section 1.2, page 11, the educational attainment does not match the requirements of the labor market. There is a significant supply-demand mismatch that must be addressed should the public workforce system be successful at meeting and exceeding its goals.

POPULATION WITH BARRIERS

Residents in Delaware County face different challenges to employment from those living in Philadelphia and suburban PREP counties. Following the guidelines of WIOA that advises that local areas to develop services to individuals with barriers to employment, we reviewed an extensive list of those with barriers to employment. The Delaware County Workforce Development Board then considered six specific populations: adults with limited work history, those employed only seasonally, adults with low education, adults with disabilities, adults with limited English skills, and disengaged youth (see table to the right).

Labor Force Status for Population with Barriers	
Population Designation	Labor Force Participation
Population Ages 25-64	79.30%
Limited work history	6.30%
Seasonal Workers	81.70%
Low Educational Attainment	55.20%
With Disabilities	42.20%
Limited English Speakers	80.80%
Youth 16-24	53.10%
Disengaged Youth	37.10%
Source: 2014 American Community Survey 1-year data, American Fact Finder Tables	

First the more in-depth review. This review will discuss many areas (as identified in WIOA) including poverty, foster care, disabilities (both

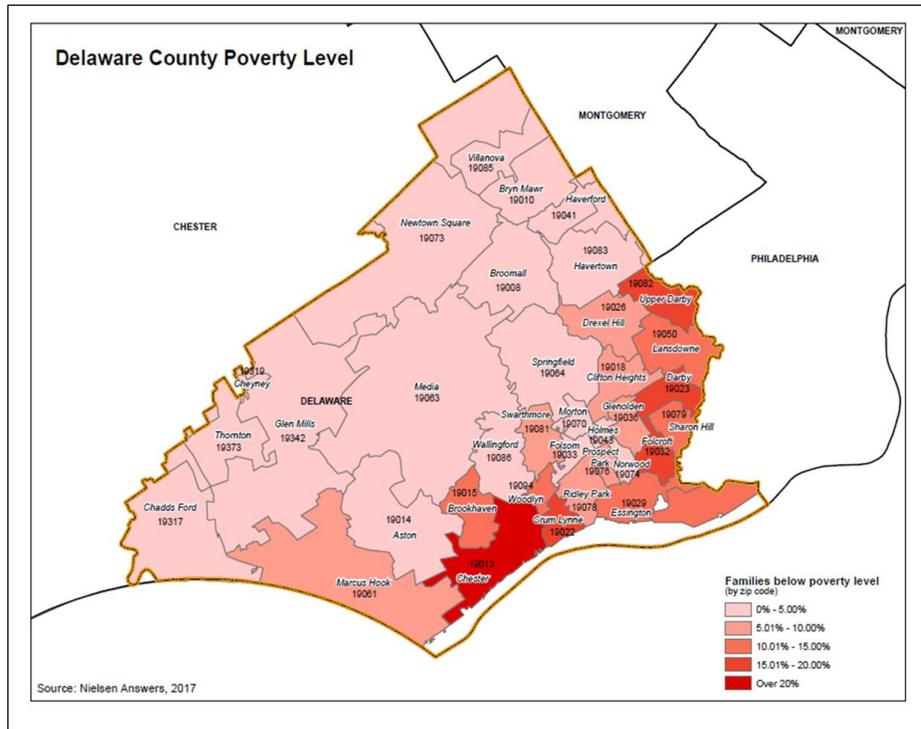
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adult and youth), teen pregnancies and childbearing, returning citizens, juvenile delinquency, TANF population, and homeless. We will also examine the impact of the immigrant population in Delaware County.

Poverty—Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at Delaware County, 7.7% of families are living in poverty. There are pockets of the County (Chester) with higher percentages of families living in



poverty. Single parents are more likely to be living in poverty, with 14.1% of households in the county considered single parent households. In Delaware County poverty, related data there were 7.7% of families living below the poverty level (Nielsen Answers), 14.1% of the families are single parent families (Nielsen Answers), and 3,956 children between the ages of 0-17 were receiving TANF assistance (PA Department of Human Services).

Returning Citizens and Incidence with the Juvenile Justice System—According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In Delaware County, in

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2016 there were 979 individuals released from a state prison, and in 2015 there were 9,623 individuals released from the county jail (per the PA Department of Corrections).

Related to Returning Citizens data is the frequency of Juvenile Delinquency. In 2015, there were 1,039 youth with a juvenile court disposition (per PA Juvenile Court Judge's Commission Annual Report). This group of youths will most likely face challenges in entry to the labor market, but also may require additional education and training to possess the skills necessary to enter the world of work.

Foster Care—Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In Delaware County, approximately 17 children age out of foster care each year (per PA Partnerships for Children).

Disabilities—According to the Division for Social Policy and Development Disability, in developing countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Data specific to Delaware County show a 42.20% labor force participation rate. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

Looking at labor force participation in a different way, when looking at Delaware County, 4.7% of those employed have a disability, while 12.7% of those unemployed have a disability. In the County unemployment is 130% higher for those with a disability (17.3%) compared to those without a disability (7.5%). Regarding Youth (in school age) disabilities, there are also 4,433 students receiving services through the local Intermediate Unit, with over half (53.0%) students having a learning disability, 8.3% have an intellectual disability, 1.2% have a speech/language impairment, 14.8% have emotional disturbances, 14.1% have health implications and 8.4% have autism.

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

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

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. In Delaware County, in 2017 the teenage pregnancy rate was 1.9% (County health rankings, 2017) and there were 463 (7.2%) births to mothers with less than a high school education (PA Department of Health). When including the teen fathers, this target group is one to explore in the county.

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

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2014, there were 436 adult individuals counted in Delaware County as homeless. For in school youth, who are counted differently than adults, there were 636 students who met the McKinney-Vento definition of homelessness in Delaware County schools. The number of young, in school homeless is consistently higher than adult homeless.

Limited English Speaking—Delaware County has a significant Limited English speaking population with 11.6% of the households speaking a language other than English at home (Nielsen Answers). This shows an increase in immigrant population since the previous WIOA Transitional Plan where, according to the CWIA, immigrants then represented 8.4% of the population. This labor market trend in Delaware County illustrates the race and ethnic diversity of the County. Based upon the analysis provided by 2014 American Community Survey data, Delaware County has a more diverse race and ethnic composition with almost one third (32.5%) of the population being non-white (African American 20.7%, 5.7% Asian, and

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6.0% Other). This is double the percentage of the neighboring suburban counties in the region (32.5% vs. 16.1%).

Youth—In Delaware County, in 2017 the teenage pregnancy rate was 1.9% (County health rankings, 2017), there were 3,956 children between the ages of 0 and 17 receiving TANF Assistance in 2016 (PA Department of Human Services), 1,039 youth had a juvenile disposition in 2015 PA Juvenile Court Judge’s Commission) , there were 463 (7.2%) births to mothers with less than a high school education (PA Department of Health), and 636 students defined as homeless as defined by the McKinney-Vento Homeless Assistance Act (PennLive). Reviewing the compiled target populations and key indicators of youth note that the Delaware County Workforce Development Board continue targeting services for youth.

Focusing on specific populations with barriers to employment in Delaware County, we have identified eight target groups with generally labor market participation not as high as the overall labor force. As noted in the chart at the right, the comparison demonstrates a lower rate except for seasonal workers and limited English speakers. However, seasonal workers are by definition are working less than 26 weeks, thereby working less than 50% of the traditionally available work hours. Limited English Speakers, based on the Delaware County’s experience, will require additional assistance to address a successful progression along their career pathway, helping to make the labor force participation of that group one that advances them to better paying positions.

These individuals face dramatic challenges and multiple reasons for their lower labor market participation. Clearly these target groups face challenges related to success in the labor market. Additionally, experience tells us that these groups often possess multiple barriers across the various group designations (e.g., disengaged youth have a limited work history and low educational attainment).

Employment Status

For Delaware County, the employment status of the population age 16 and over there is a higher percentage of employed civilians (59.2%) when compared to the region (57.8%), 5.3% are unemployed civilians (compared to 6.2% of the region), and 35.5% are not in the labor force (compared to 36.0% in the region).

Delaware County has more people employed in white collar occupations (66.6%) compared to the region (64.5%), 15.6% hold blue collar occupations (17.2% region), and 17.7% are occupied as service & farm workers (18.3% region).

The highest percentage of occupations in both the county and region are in Office and Administrative Support (15.2% vs. 13.8%) and Sales and Related Services (10.1% vs. 10.5%).

An industry cluster analysis using Location Quotients for the County is helpful in determining the priority cluster consideration and analysis.

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Location Quotients (LQ), per EMSI Resource Library (www.economicmodeling.com), is a way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region (or in this case the county) compared to the nation. It can reveal what makes a particular region (county) unique in comparison to the national average.

In this case, Delaware County is reviewed in terms of the industry cluster and also specific occupations within those clusters. Both demonstrate and assist in providing indicators for program planning and implementation.

The chart below indicates location quotients by industry cluster.

Delaware County Industry Clusters Analysis						
Industry Cluster	2015 Employment	Percent WIA Employment	Employment Growth (2010-2015)	Percent Growth (2010-2015)	2015 Average Wage (\$)	2015 Location Quotient
Agriculture & Food Production	3,174	1.46%	153	5.10%	43,502	0.41
Advanced Manufacturing	16,297	7.51%	96	0.60%	79,779	1.00
Bio-Medical	13,214	6.09%	1,386	11.70%	65,452	0.94
Building & Construction	1,552	7.10%	48	3.20%	130,097	0.62
Business Services	26,111	12.03%	2,114	8.80%	86,712	0.94
Education	27,734	12.78%	-33	-0.10%	49,169	1.33
Energy	3,126	1.44%	-45	-1.40%	93,984	0.67
Health Care	42,984	19.80%	3,155	7.90%	51,127	1.36
Hospitality, Leisure and Entertainment	22,889	10.54%	2,097	10.10%	20,152	0.87
Logistics & Transportation	8,348	3.85%	580	7.50%	47,815	1.10
Real Estate, Finance and Insurance	13,052	6.01%	879	7.20%	95,938	1.09
Wood, Wood Products & Publishing	2,456	1.13%	-629	-20.40%	76,548	0.75

Source: Center for Workforce Information and Analysis

Another method of determining employer demand is through Location Quotients. The highest cluster Location Quotients include Health Care (1.36), Education (1.33) and Logistics & Transportation (1.10).

County wide Location Quotients by cluster indicate the employment status in those clusters. Within specific occupations, high location quotients (LQs) indicate sectors in which a region

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has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region include Education (LQ=1.33), Logistics and Transportation (LQ=1.10) and Real Estate, Finance and Insurance (LQ=1.09).

When looking at Location Quotient the county for specific industries the region is heavy in:

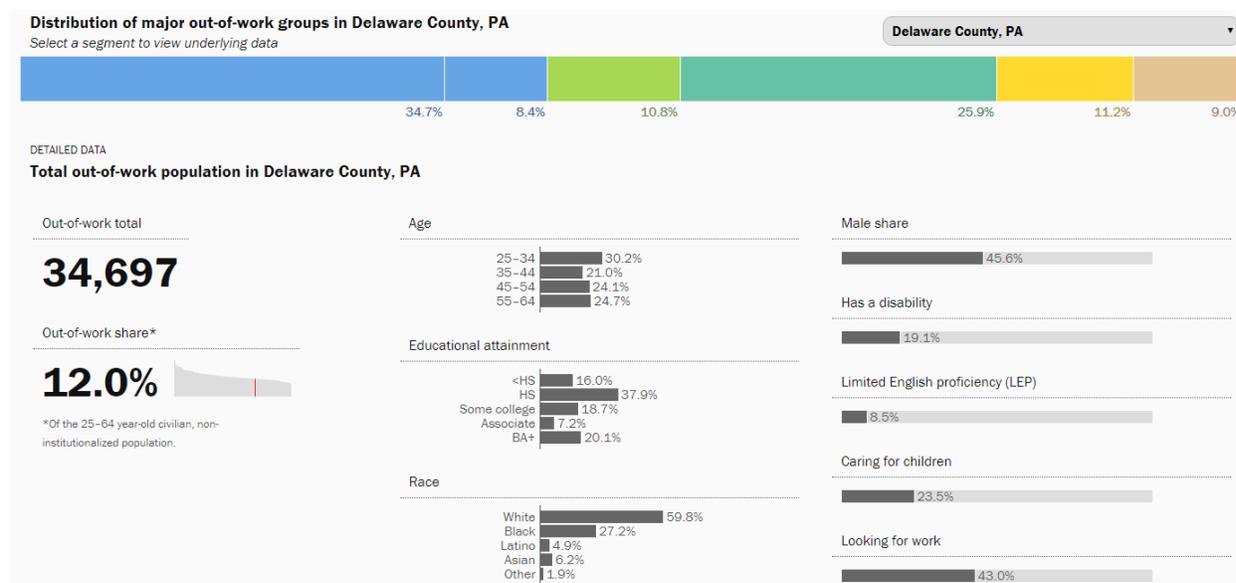
- Pipeline Transportation of Refined Petroleum Products (LQ 16.84)
- Solid Waste Combustors and Incinerators (LQ 15.89)
- Aircraft Manufacturing (LQ 13.29) – this is a declining industry
- Credit Bureaus (LQ 12.14)
- Casinos (except Casino Hotels) (LQ 10.23)

While these specific occupation LQ's indicate specific areas to consider, a broader view for planning purposes is based upon a review of the economic clusters in the county.

The analysis of individuals out of work provides an understanding of the labor market demographics.

Individuals in the county who are out of work are likely to be females (54.4%), age 25-34 (30.2%), have a high school education (37.9%) and are Caucasian (59.8%).

The image below illustrates the distribution of out-of-work groups in Delaware County. This general chart demonstrates the significant needs of certain age ranges, educational attainments, and select target populations. This chart also considers the out-of-work share of the 25-64 age range, that of primary workforce productivity age. Most of the unemployed are from this age range.



Source: Brookings, 2017

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LABOR MARKET TRENDS

The overall unemployment rate for Delaware County in 2016 was 4.9% with a labor force of 295,500. The unemployment rate has fluctuated over the first few months of 2017 between 4.2 and 4.8.

Annual Average Labor Force Statistics, 2016

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2016	295,500	281,000	14,500	4.9

Seasonally Adjusted Labor Force Statistics, 2017

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	294,000	281,600	12,400	4.2
February	295,800	282,300	13,500	4.6
March	296,600	283,700	12,900	4.4
April	296,800	282,400	14,400	4.8

Source: Center for Workforce Information and Analysis

Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market information. Regarding Long Term Industry Projections from 2014-2024, the total employment in Delaware County is projected to increase by 5.6% or 13,120. The regional employment is projected to increase by 6.4% while the state is projected to increase by 7.7%. Construction is projected to experience the greatest percent increase (16.3%) while Information (-9.1%) is expected to experience the greatest decline.

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

Industry	Employment (2014)	Projected Employment (2024)	Employment Change (2014-2024)	
			Volume	Percent
Total Jobs	235,780	248,900	13,120	5.6%
Goods Producing Industries	25,010	26,050	1,040	4.2%
Agriculture, Mining & Logging	N/A	N/A	N/A	N/A
Construction	9,800	11,400	1,600	16.3%
Manufacturing	15,010	14,440	-570	-3.8%

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Services-Providing	196,130	207,860	11,730	6.0%
Trade, Transportation & Utilities	39,970	40,490	520	1.3%
Information	2,430	2,210	-220	-9.1%
Financial Activities	15,120	15,570	450	3.0%
Professional & Business Services	29,110	31,860	2,750	9.4%
Education & Health Services	64,060	69,880	5,820	9.1%
Leisure & Hospitality	20,800	23,020	2,220	10.7%
Other Services, Except Public Admin.	12,570	13,170	600	4.8%
Federal, State & Local Government	12,090	11,680	-410	-3.4%

Source: Center for Workforce Information and Analysis

Looking at Help Wanted Postings provides insight into employer demand. While several of the top postings have declined over the past year, there has been an increase in postings for Nursing Care Facilities. When looking at occupations, there is an increasing need for Heavy and Tractor-Trailer Truck Drivers, Software Developers, and Computer Systems Analysts.

Top 10 Help Wanted Online Job Postings by Industry, May 2016 & 2017

Industry Title	NAICS	May-2016	May-2017
Temporary Help Services	561320	415	268
Employment Placement Agencies	561311	267	203
Elementary and Secondary Schools	611110	247	234
All Other Miscellaneous Ambulatory Health Care Services	621999	156	74
Colleges, Universities, and Professional Schools	611310	152	138
Commercial Banking	522110	126	112
Other Chemical and Allied Products Merchant Wholesalers	424690	113	80
Nursing Care Facilities	623110	88	119
Office Administrative Services	561110	82	50
Miscellaneous Financial Investment Activities	523999	73	77

Source: Center for Workforce Information and Analysis

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Top 10 Help Wanted Online Job Postings by Occupation, May 2016 & 2017

Occupation	SOC	May-2016	May-2017
Registered Nurses	29114100	317	267
Heavy and Tractor-Trailer Truck Drivers	53303200	229	234
First-Line Supervisors of Retail Sales Workers	41101100	216	162
Retail Salespersons	41203100	179	156
Software Developers, Applications	15113200	139	145
Customer Service Representatives	43405100	135	134
First-Line Supervisors of Office and Administrative Support Workers	43101100	134	104
Computer Systems Analysts	15112100	132	143
First-Line Supervisors of Food Preparation and Serving Workers	35101200	132	103
Marketing Managers	11202100	127	77

Source: Center for Workforce Information and Analysis

The composition of Delaware County’s labor market and general population is one that has a high rate of employment with the target groups generally possessing a low labor market participation. Delaware County has a high degree of non-English speaking population and a significant youth population that will require additional assistance and support to address their needs. Many of the target populations identified have a labor market participation rate significantly less than the average.

1.2 How are the skill 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.

Based on the population and labor market characteristics identified in Section 1.1, Delaware County must identify the skill gaps to close those gaps to address the county’s workforce needs. We will be reviewing the skill gaps from the general to the occupations in specific industry clusters. This is done through reviewing educational attainment, the top work related activities, and tools & technology skills, top online requested skills and top ten online certifications.

One way to measure skills gap is to compare the current educational attainment level with the expected employment growth by education level. Just over one in five (22.0%) positions in

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2024 will require a Bachelor’s Degree while only 20.8% of the population holds that degree. Just under half (46.7%) of the occupations will require on the job training. As shown in the Chart **“Employment Growth Rates by Educational Attainment Level”**, there are projected to be 59,990 jobs that require a Bachelor’s Degree or higher in 2024. Data from the chart below titled **“2017 Est. Pop Age 25+ by Educational Attainment”** shows that there are currently 136,030 individuals in the WDA have achieved this educational level. Therefore, it appears that there are more than enough individuals to meet the projected demand.

At the same time, the **“Employment Growth Rates by Educational Attainment Chart”** shows that there are expected to be 157,760 jobs that will require some level of on-the-job training, long-term training, or postsecondary education or experience. As shown in **“Estimated Population Age 25+ Educational Attainment” Chart**, within Delaware County there are currently 65,878 persons who have some level of college with no degree and another 121,600 that have achieved a high school diploma. Thus, these two groups may be able to fulfill the projected demand if they are able secure the required skills via additional education and/or training.

Employment Growth Rates by Educational Attainment Level for Delaware County WDA

Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
On-the-job training	103,670	108,190	4.4%
Long-term training	9,590	10,440	8.9%
PS education or experience	33,030	34,970	5.9%
Associate degree	3,810	4,160	9.2%
Bachelor's degree	45,120	48,000	6.4%
Advanced degree	10,940	11,990	9.6%

Source: Center for Workforce Information & Analysis

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2017 Est. Pop Age 25+ by Edu. Attainment	381,438	
Less than 9th grade	9,693	2.54%
Some High School, no diploma	21,513	5.64%
High School Graduate (or GED)	121,600	31.88%
Some College, no degree	65,878	17.27%
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Bachelor's Degree	79,185	20.76%
Master's Degree	39,204	10.28%
Professional School Degree	9,663	2.53%
Doctorate Degree	7,978	2.09%

Source: EMSI, 2017

Looking at the needs of the future workforce enables educators to have insight into the training needs to prepare the workforce. Individuals are needed who can sell products or services and calculate the costs of goods and services. They also need to be able to use computers and basic computer software.

Top 10 Detailed Work Activities

Detailed Work Activity	2024 Employment	Percent of Annual Openings	Annual Openings
Sell products or services	30,160	14.2%	1,002
Calculate costs of goods or services	30,570	14.0%	988
Order materials, supplies, or equipment	32,050	13.3%	936
Monitor inventories of products or materials	28,410	11.1%	778
Clean work areas	22,230	10.9%	767
Clean food preparation areas, facilities, or equipment	17,530	10.8%	760
Greet customers, patrons, or visitors	25,680	10.6%	745
Maintain records of sales or other business transactions	22,080	10.4%	730
Answer customer questions about goods or services	20,470	9.7%	683
Administer basic health care or medical treatments	21,620	9.5%	666

Top 10 Tools & Technologies

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Tools & Technologies	2024 Employment	Percent of Annual Openings	Annual Openings
Spreadsheet software	189,700	73.9%	5,200
Data base user interface and query software	174,660	69.0%	4,855
Personal computers	172,320	66.9%	4,709
Word processing software	175,900	65.5%	4,612
Desktop computers	159,660	62.2%	4,379
Office suite software	155,990	60.9%	4,287
Notebook computers	138,260	51.1%	3,598
Electronic mail software	137,790	50.4%	3,546
Internet browser software	129,220	47.1%	3,314
Presentation software	111,960	40.1%	2,822

Source: Center for Workforce Information & Analysis

Based on job postings our employers are seeking individuals with skills in quality assurance and human resource software. They also need candidates to have a Driver’s License.

Therefore, in identifying the specific skills needed for employment in Delaware County, the detailed work skills needed includes skills such as selling products or services, calculating costs of goods and services, and ordering materials, supplies or equipment (per CWIA Top 10 Work Activities) with the top Tools & Technologies including spreadsheet software, data base user interphase & query software, and personal computers.

Top 10 Help Wanted Online Skills

Skills	Online Job Postings
Quality Assurance	278
Human resources software	277
Pediatrics	236
Business insights	207
Java	166
Structured query language	166
Customer relationship management	147
Mathematics	133
Bilingual	131
Accounts Receivable	129

Source: Center for Workforce Information and Analysis

Top 10 Help Wanted Online Certifications

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Certifications	Online Job Postings
Driver's License	1,026
Certified Registered Nurse	401
Certification in Cardiopulmonary Resuscitation	252
Commercial Driver's License	230
Continuing Education	200
Accounting	174
Licensed Practical Nurse	137
Occupational Safety & Health Administration Certification	131
Food safety programs	119
Certified Public Accountant	110

Source: Center for Workforce Information and Analysis

As outlined earlier in “**Estimated Population Age 25+ Educational Attainment**” Chart, only 65,878 persons in the local area have some level of college and another 121,600 possess only a high school diploma. Therefore, the challenge to the Board is to recruit individuals from these two groups and enroll them into education and/or training programs to provide them with the skills and certifications needed to meet employer demand.

The Board’s PA CareerLink® based Business Services Team continually validates and updates the labor market information cited in the figures above through its real-time interactions with area employers, including data received during Rapid Response interactions. The Board also maintains and contracts with the Chamber of Commerce to identify employer needs and requirements. Using this information, the Board bridges skills gaps and prepares qualified candidates by enrolling individuals into a variety of education and training programs that are readily available through the numerous providers detailed in section 4.2

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?

Many challenges face the Delaware County labor market in matching job seekers skills to jobs. The supply demand mismatch, transportation, enhancing incumbent worker training, and addressing and reducing the barriers to employment for those targeted groups.

Supply Demand Mismatch

The supply-demand mismatch manifests itself on several levels. The initial gap exists between available jobs and unemployed individuals. While many jobs are available (especially in the priority sectors in the county) employers continually note critical shortages of talent. For example, in December 2015 there were 11,210 unemployed individuals in the county with 7,363 online job postings representing a mismatch between supply and demand.

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Another challenging labor market trends is the supply demand mismatch between education levels in the county and the type of education and training required for jobs in the Delaware County labor market. While the general county education level is quite high, the type of education required for jobs in the community is quite different. When reviewing graphs, it is evident that Delaware County is a well-educated county with many jobs not necessarily requiring an advanced degree. This illustration does not imply that post-secondary education is not valuable. Much evidence based research demonstrates that those with higher degree attainment are more likely consistently employed with higher wages. Recent changes in the labor market, supported by the emphasis on licensing, credentials and certifications in the labor market also recognize additional usually post high school competency attainment. However, in many instances the employer based refrain of “good jobs that don’t require a college degree” or “not everyone needs to get a four-year degree” are demonstrated here. As noted in section 1.4, Delaware County has an extensive mix of post-secondary education facilities that can serve the needs of the labor market with perhaps a lesser reliance or dedication to a four-year degree.

Transportation is also a barrier with limited transportation opportunities short of driving your own vehicle.

One of the ways to help address the Supply Demand mismatch is to upgrade the skills of the current workforce. The Delaware County Workforce Development Board will continue and expand the incumbent worker training available to employers throughout the county especially those in the clusters and sectors offering the most appropriate career oriented positions.

Finally, addressing the needs of those with barriers to employment in the target populations identified by WIOA and significant in the county will continue to be a priority. The Delaware County Workforce Development Area continues to partner with community based organizations and others with the expertise to address these needs and will continue to do so.

Critical to this ongoing success is connecting to the local employers that hire and employ the individuals from the public workforce system. The Delaware County Workforce Development Board, the PA CareerLink® offices, subcontract organizations and others will continue to work to ensure employer needs are met and exceeded.

As noted in Section 4.2, the Delaware County Workforce Development Board maintains contracts with a variety of organizations to serve specific needs of the labor market. In addressing this section, contracts with the Delaware County Chamber of Commerce for Employer Engagement and On the Job Training. Included in this contract is the employer intelligence related to the requests and needs of employers. Additional ongoing relationships with key stakeholders throughout the county, gathered through regular meetings, requests and surveys, provide valuable real time information. These stakeholders include Delaware County Community College, Delaware County Office of Economic Development, Community Action of Delaware County, Chester Education Foundation, Pathways PA, Inner City Movement and

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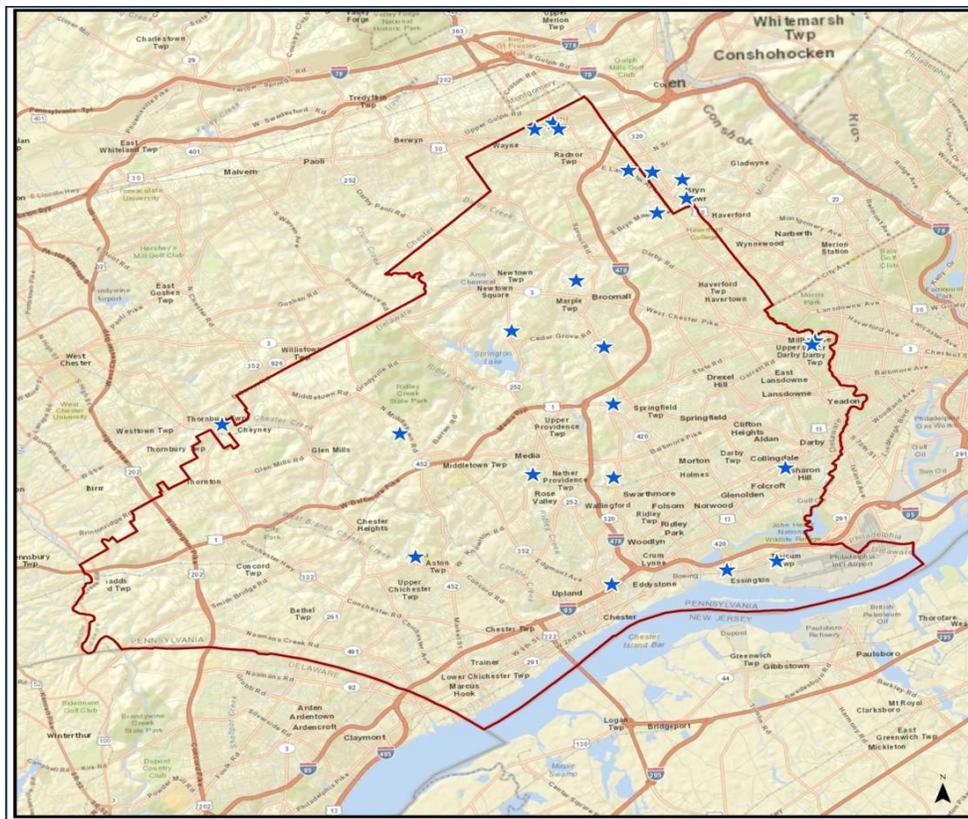
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others. One of the effective practices of the Board is to identify specific needs in the county and procure the most effective organization to effectively address these needs.

Working with and collaborating with economic development is essential to the successful growth of business and industry in Delaware County. The Delaware County Workforce Development Area works closely and is actively involved through Engage! through the regional collaboration headed by the Chester County Economic Development Council. The Workforce Development Board contributes its time and efforts at no cost to the Engage! collaborative efforts.

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

Delaware County is home or in vicinity of 28 regional colleges and other degree-granting institutions. As noted on the map below, these institutions are spread across the county and are accessible to many.



Data from 2014 (the most recent year available) shows that 17,056 degrees were awarded in Delaware County. Of these, 36.7% were an Associate's degree or less. The remaining were primarily Bachelor's and Master's degrees.

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When reviewing the types of institutions awarding degrees, they are a diverse mix ranging from specific industry cluster facilities to some of the nation’s finest colleges and universities. With the public workforce system better aligned with the shorter term to associate degree certificates, the chart below identifies those institutions within the county that award certificates or degrees.

Degree Granting Institutions in Delaware County	Certificates (2014)	Degrees (2014)	Total Completions
American College of Financial Services	4,096	50	4,146
Villanova University	66	3,431	3,497
Delaware County Community College	214	1,258	1,472
Widener University-Main Campus	0	1,140	1,140
Eastern University	25	1,071	1,096
Cabrini College	0	894	894
Neumann University	0	623	623
Swarthmore College	0	490	490
Bryn Mawr College	94	482	576
Harcum College	18	377	395
All-State Career School-Lester	353	0	353
Harris School of Business-Upper Darby Campus	351	0	351
Kaplan Career Institute-Broomall	320	19	339
Pennsylvania Institute of Technology	287	104	391
Rosemont College	0	260	260
All-State Career School-Allied Health Campus	202	0	202
Pennsylvania State University-Penn State Brandywine	15	180	195
Cheyney University of Pennsylvania	0	162	162
Prism Career Institute-Upper Darby	144	63	207
Empire Beauty School-Springfield	103	0	103
Venus Beauty Academy	80	0	80
Delaware County Technical School-Practical Nursing Program	49	0	49
Valley Forge Military College	0	35	35
Total	6,417	10,639	17,056

Source: Economic Modeling Specialists International (EMSI) / www.economicmodeling.com, IPEDS

Removing the American College of Financial Services and the cosmetology/barber schools from the list above reveals that the major institutions in the local area providing an associate degree or less include the post-secondary proprietary schools and Delaware County Community College. Based on the Eligible Training Provider List (ETPL) and the history of

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Delaware County’s Workforce Development efforts, these remaining institutions have had a successful relationship with the Workforce Development Board.

With this amount of post-secondary institutions throughout Delaware County and an integrated, collaborative relationship with the Delaware County Community College, the education industry has the innovation, diversity and capacity to expand and address education and training needs across the county in response to labor market demand and employer needs in new and innovative ways. This is because based on the jobs listed below there is considerable employer demand where capacity does not match the demand.

There is employer demand within the following industries where regional training opportunities either do not exist or are currently not meeting the employer demand: Retail, Sales and Marketing, Culinary/cooking/preparation, Allied Health/Home Health, Construction, General Office, and Floriculture/Floristry.

The following table lists regional completions for programs with 200 or more regional openings. With the exception of Business Administration and Management there are not enough qualified candidates graduating regional programs to meet employment demand.

CIP Code	Program	Regional Completions (2015)	Regional Openings (2016)	Median Hourly Earnings	Regional Jobs (2016)	Regional Jobs (2021)	% Jobs Change (2016-2021)
52.1803	Retailing and Retail Operations	3	921	\$11.89	21,389	21,709	1%
51.0000	Health Services/Allied Health/Health Sciences, General	167	839	\$24.47	22,845	23,912	5%
51.2602	Home Health Aide/Home Attendant	0	595	\$10.45	9,085	10,633	17%
12.0500	Cooking and Related Culinary Arts, General	0	569	\$11.44	9,611	10,921	14%
12.0505	Food Preparation/Professional Cooking/Kitchen Assistant	0	489	\$8.86	9,268	9,878	7%
12.0508	Institutional Food Workers	7	450	\$8.85	8,596	9,183	7%
12.0507	Food Service, Waiter/Waitress, and Dining Room Management/Manager	0	410	\$8.94	6,043	6,393	6%
52.1804	Selling Skills and Sales Operations	0	409	\$15.21	12,865	12,653	(2%)
52.0408	General Office Occupations and Clerical Services	0	384	\$16.11	11,801	12,027	2%
13.0101	Education, General	237	378	\$29.27	11,796	12,222	4%
52.1801	Sales, Distribution, and Marketing Operations, General	0	330	\$15.82	10,657	10,351	(3%)
52.0201	Business Administration and Management, General	860	319	\$44.49	8,583	8,980	5%
19.0501	Foods, Nutrition, and Wellness Studies, General	0	306	\$10.75	4,620	5,517	19%

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01.0608	Floriculture/Floristry Operations and Management	0	302	\$12.06	9,138	8,979	(2%)
52.0212	Retail Management	0	281	\$36.08	8,525	8,852	4%
52.0101	Business/Commerce, General	15	273	\$48.13	7,561	7,875	4%
13.1207	Montessori Teacher Education	0	264	\$27.92	7,843	8,102	3%
13.1208	Waldorf/Steiner Teacher Education	0	264	\$27.92	7,843	8,102	3%
52.0406	Receptionist	0	262	\$15.92	6,701	6,951	4%
43.0117	Financial Forensics and Fraud Investigation	0	249	\$31.60	6,908	7,273	5%
52.9999	Business, Management, Marketing, and Related Support Services, Other	34	242	\$29.44	8,719	8,780	1%
13.1337	Earth Science Teacher Education	0	238	\$30.43	7,944	8,230	4%
51.3899	Registered Nursing, Nursing Administration, Nursing Research and Clinical Nursing, Other	88	234	\$34.18	8,610	8,785	2%
51.3822	Women's Health Nurse/Nursing	0	233	\$34.15	8,589	8,760	2%
51.3816	Emergency Room/Trauma Nursing	0	233	\$34.00	8,564	8,736	2%
51.3819	Palliative Care Nursing	0	233	\$34.00	8,564	8,736	2%
51.3821	Geriatric Nurse/Nursing	0	233	\$34.00	8,564	8,736	2%
43.0115	Law Enforcement Record-Keeping and Evidence Management	0	231	\$30.79	7,126	7,408	4%
44.0000	Human Services, General	33	218	\$19.42	4,873	5,258	8%
43.0304	Terrorism and Counterterrorism Operations	0	214	\$27.89	7,174	7,386	3%
46.0000	Construction Trades, General	0	208	\$26.97	8,499	8,652	2%
44.0401	Public Administration	148	202	\$50.00	5,117	5,385	5%

Source: EMSI, 2017

A special recognition of Delaware County Community College (DCCC) is due here. Delaware County is a long-established community college in Delaware County with 12,705 students (5,605 full time, 7,100 part-time) primarily from Delaware. The significance of DCCC is the integration of one of the Delaware County's PA CareerLink® offices embedded in and part of the Workforce Transition Center at DCCC. This is part of the Center with PA CareerLink® staff funded through the WIOA funds part of the DCCC staff. This is an innovative approach in addressing a comprehensive workforce need in the county.

Based upon this high demand for training and the large availability of post-secondary educational institutions, the Delaware County Workforce Development Board will work closely with all appropriate institutions to better serve the county and the region.

Strengths

Growing Economy. As with much of Southeast Pennsylvania, as noted in the regional plan,

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Delaware County has a growing economy providing good jobs and family sustaining wages. As the Marcus Hook natural gas project comes to fruition, additional jobs and opportunities will evolve.

Strong regional collaboration with neighboring workforce development areas. With Delaware County being among the most densely populated counties in Pennsylvania and the commuting patterns as they are, the DCWDB maintains strong collaborative relationships with all the Southeast Region's local workforce development areas. These areas have a successful history of sharing resource, coordinating staff, and collaborating on sector strategies.

Priority Regional Sectors. The region's priority sectors of **manufacturing, advanced manufacturing, healthcare, building and construction, hospitality real estate and finance, agriculture/agribusiness, transportation and logistics, and bio-technology** to provide residents with a broad array of career choices and match well with commuting patterns and the way families work and live in Delaware County.

Variety of high quality Education and Training Providers. The Delaware County Workforce Development Area is home to a broad array of quality education and training providers that are willing and able to adapt curricula and services as needed to meet the needs of the area's employers. Delaware County Community College is one of the premier community colleges in the nation. While the chart "Degree Granting Institutions in Delaware County" above lists the degree granting institutions in the county, the greater Philadelphia area is home to the second highest concentration of post-secondary education institutions in the nation (second only to Boston).

Relationships with Community-Based Organizations (CBOs). Delaware County CBOs have a strong joint commitment to work together to serve people with barriers to employment. The DCWDB utilizes this mix of strong CBO's throughout the county extensively through financial contracts and through collaborative relationships. As noted in the Local Management Committee discussion regarding EARN, the ongoing meetings between the County Assistance Office, Community College, Economic Development, Community Action and others ensure ongoing strong working relationships.

Weaknesses

Aging Workforce. Many of Delaware County's employers, both private and public sectors, are experiencing an aging workforce with a high percentage approaching retirement age. This institutional learning and knowledge will be difficult to replace.

Limited Work-Based Learning Opportunities. Many careers in Delaware County may be best addressed by learning on the job and/or through a mix of work and learning activities. However, the workforce system does not currently provide a robust array of relevant work-based learning opportunities to fill these needs. The WDB had partnered with the Delaware County Chamber to provide On the Job Training and placement opportunities. The DCWDB will continue to approach other community agencies are offering their own tool. WDB would

consider a One-Stop on-line center for this purpose rather than a fragmented approach.

Limited Childcare Services. The area may not have enough childcare providers for individuals who are currently working during, or interested in working during, the second or third shifts.

Awareness of Resources. It appears that sometimes the services and resources available to jobseekers and businesses at the PA CareerLink® are one of Delaware County's best-kept secrets. However, the Board and the One Stop Operator will consider a new and expanded outreach effort across the county and anticipates community awareness and participation to increase.

Limited Resources. Many of the area's unemployed workers possess some sort of barrier to employment. Typically, the workforce system utilizes additional staffing and/or funding to help overcome or eliminate these obstacles. However, the Board may not have the depth of resources required to fully serve all those in need.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

The vision of the Delaware County Workforce Development Board is to be the area's linchpin business-led workforce development organization that ensures that Delaware county has a workforce with the skills necessary to meet the current and future needs of the local and global economy. This vision is accomplished by coordinating with public official at the local/state/federal level, economic development agencies, area private sector businesses, educational institutions, non-profit community based organizations and other interested parties.

The DCWDB's vision recognizes that it is the private sector that drives job creation. At the same time, the Local Elected Officials (LEOs) have made it clear that the public sector, as exemplified by the DCWDB, should make investments and provide services when there are serious labor market failures in the economy, including the labor market. Assisting citizens experiencing difficult circumstances like job loss or skill deficiencies is considered a proper intervention in the labor market by the public sector. The DCWDB addresses those labor market failures such as skill gaps caused by poor workforce preparation, both in soft and hard competencies, and the lack of information that affects the coordination of workers seeking employment and employers needing qualified workers.

It is the area's employers that provide the necessary investment guidance to the DCWDB in developing program services that meet economic needs and response to overall workforce challenges. The DCWDB, through the PA CareerLink® Chester City and PA CareerLink® Delaware County Community College, focus on employer needs for skilled and qualified workers that permit the local industry to be more competitive in a global economy.

The DCWDB and LEOs have encouraged strategies that are described and embraced throughout this plan to get the workforce of Delaware County back to work. These efforts

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focus on the following four overlapping strategies driving the workforce development strategies:

Goal A: Develop and viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community. Recognizing those with barriers to employment, the DCWDB will make special effort to work closely with those organizations, agencies and employers to ensure appropriate and effective services are provided.

Goal B: Improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel, address better communication of programmatic strategies and the improving the use and adapting of existing technology.

Goal C: Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages. This includes development of career pathways that allow job seekers to search for a career that best fits their aptitudes, needs, and abilities to build academic and work related success.

Goal D: Develop a system that is sustainable through economic cycles of available funds affecting both worker supply and employer demand.

Goal E: Implement a broad goal of performance and accountability measures (that address Section 116(b)(2)(A) of WIOA) will utilize these measures to ensure an efficient and effective workforce development system. These measures will help guide the workforce system. With the emphasis on employer engagement, the new credential measures and upcoming employer measure will guide the system in engaging education and service provider partners.

The DCWDB and the LEOs have encouraged the strategies that are described in this plan to guide overall efforts to get the workforce in Delaware County back to work. The governor's vision perfectly matches the desires of the local job-creators because they also focus on the overall workforce. In addition, the DCWDB will work closely and collaboratively with their peers across the Southeast Pennsylvania Workforce Region to ensure complementary regional success. Part of both strategies include the appropriate performance measures and accountability to ensure program success. The DCWDB recognize these measures and may adapt additional forward looking measures to better align resources with attention to addressing the collaborative needs of those job seekers with barriers to employment with the demand of critical industry sectors throughout the region.

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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?*

As noted previously the DCWDB Board views these core partners as critical and essential partners for the success of the public workforce system in general and the workforce development system (as defined by WIOA) in particular. The core partners listed are members of the Workforce Development Board, the PA CareerLink® One Stop Operator and the Local Management Committee. While all three groups have distinct roles to play in the workforce system, the common labor market, job seeker supply and most importantly the common employment opportunities offer a consistent foundation for addressing the overarching policy needs, local labor market needs, and single parent human service needs respectively.

The core partners include the (WIOA Title I) Delaware County Office of Workforce Development, (Title II) Delaware County Community College and Pathways PA, (Title III) PA Department of Labor & Industry (Wagner-Peyser) and Title IV, Office of Vocational Rehabilitation. These partners will work collaboratively with the DCWDB and the One Stop Operator Consortia.

A complementary partner to these core partners are the programs offered through the Carl D. Perkins Career and Technical Education Act of 2006. Working through the DCWDB lead partners, the Delaware County Community College and the Delaware County Intermediate Unit, the DCWDB engages their technical education capacity to provide effective program solutions. The Community College and DCIU and their technical education partners also value the strategic labor market advising and guidance of the Workforce Development Board. Both organizations serve on the DCWDB and are involved with the Local Management Committee.

The DCWDB, One Stop Operator Consortia, Core Partners and other community partners will work to identify additional collaborative partners to support and assist the increased collaboration across the community.

To help address the non-duplication of services, the DCWDB Board utilizes a common support platform to guide the services and activities of the workforce development system. The Board works collaboratively with the Delaware County Community College to guide and advise on postsecondary education offerings. The Board also provides labor market information and related information to secondary education institutions and the additional post-secondary institutions throughout the county. Another supportive and collaborative partner is the Office of Vocational Rehabilitation, OVR has the ability to collaborate with the local Workforce Development Board to serve individuals with disabilities based on the program's authorizing statute. Under WIOA OVR has the ability to provide pre-vocational services (PETS) to eligible and potentially eligible in-school youth

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with disabilities to better prepare them for the workforce. Additionally, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

One of the changes and evolution from the Workforce *Investment* Board to the Workforce *Development* Board is to assist in developing new programs or enhancing existing programs to include greater use of certifications and credentials that are critical to Delaware County and the Southeast PA Region employers as well as increasing the suite of Work Based Learning Opportunities available to both the education and employer sectors. The Board expects the work based learning to be a coordinated and measurable bridge from education to employment. The measurement and evaluation will allow the most effective programs to be maintained and duplicative and/or underperforming programs to be eliminated.

2.3. How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the commonwealth's workforce development system, as well any the goals and strategies articulated in the regional plan?

The DCWDB and the LEOs have encouraged the strategies that are described in this plan to guide overall efforts to get the workforce in Delaware County back to work. The governor's vision perfectly matches the desires of the local job-creators because they also focus on the overall workforce development strategies that are provided in the Commonwealth's Workforce Development Plan.

The DCWDB agrees that an effective workforce development system is built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. Delaware County, like Pennsylvania, will look beyond WIOA to set broad goals for a comprehensive workforce development system that ensures access for all to "jobs that pay, schools that teach, and government that works".

This will be done through the DCWDB in collaboration with the various workforce development related departments, local and regional partners, and related employer and industry sectors to provide the highest quality of service to job seekers and employers through well-coordinated approaches at all levels. System access for all, including job seekers, employers, and workforce related intermediaries, will be enhanced through the use of technology and innovative partnerships with community organizations and other appropriate service providers.

The chart below compares the Governor's goals to those of the DCWDB and clearly demonstrates the alignment of these goals. Throughout the course of this transitional plan and moving toward the permanent plan, this alignment will be continually reviewed to ensure greater alignment to the benefit of the entire workforce development system.

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Governor’s Goals	DCWDB Goals
Establish career pathways as the primary model for skill, credential, and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to a job that pays.	DCWDB Goal C “includes development of career pathways that allow job seekers to search for a career that best fits their aptitudes, needs, and abilities to build academic and work related success.”
Expand the state’s pipeline of workers for targeted industry sectors from entry level skills through Industry Partnerships, WEDnetPA, and other innovative strategies.	Several DCWDB goals speak to this issue. Goal A speaks to developing a “viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community”. In addition, Goal C desires to “Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages”.
Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, and other similar experiences.	DCWDB Goal C speaks to Career Pathways and engaging educational institutions with a special emphasis on both in-school and out-of-school youth with barriers to employment. Also, Goal D addresses a sustainable system across all partners that will survive the inevitable economic cycles that will occur.
Engage employers directly to ensure we are closing the skills gap and able to more quickly upskill or reskill the workforce to meet the current and future needs.	DCWDB recognizes the value and importance of employers and industry sectors. Goal B specifically recognizes the need to “improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel” to better serve the employer community. Also, the vision of the DCWDB clearly recognizes the value of employers as the ultimate ordinal customer.
Strengthen data sharing across state agencies and workforce development partners to understand education and employment outcomes and more effectively evaluate our efforts.	DCWDB realizes what is measured is what often gets done. Goals E recognizes the value of performance and accountability across all programs, noting that the performance accountability system “will guide the system in engaging education and service provider partners” toward better service.

The DCWDB believes their goals are well aligned with the Governor’s goals and looks forward to working with the Governor, various Commonwealth agencies, local and

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regional partners and workforce intermediaries and employers and industry sectors to provide “jobs that pay, schools that teach, and government that works”. The public workforce system effectively embodies all three.

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?

Performance Accountability is an essential and critical part of the WIOA and central to the ability of the DCWDB Board's success at convening appropriate partners across the public workforce system. This includes both those that receive WIOA funding and those that are influenced and guided by the labor market information, networking, and services provided through the far-reaching public workforce system. In many cases, this system impacts K-12, post-secondary education, economic development organizations, government agencies and many others. The DCWDB takes this role seriously in assisting in the effective managing, growth and changes in the local and regional labor markets.

As noted in the five goals listed above below, every goal aligns toward addressing or will align toward addressing the satisfactory performance requirements of the United States Department of Labor, Commonwealth of Pennsylvania, and Delaware County. A brief review of the goals and their aligning capabilities are noted below:

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DCWDB Goal	Performance Accountability Alignment
<p>Goal A: Develop and viable and competitive workforce in the County by insuring that existing workforce development programs in all sectors (private, public, and non-profit) meet the current and imminent employability, occupational, skill and educational needs of the employer community. Recognizing those with barriers to employment, the DCWDB will make special effort to work closely with those organizations, agencies and employers to ensure appropriate and effective services are provided.</p>	<p>A competitive workforce system must have common goals in order to measure success. In cooperation with the Commonwealth & local partners, DCWDB will identify appropriate crystalizing goals germane to all. Special effort will be made to address the common requirements across those with barriers to employment</p>
<p>Goal B: Improve the labor exchange activity at the two Delaware County PA CareerLink® offices by enhancing both the essential and technical skills of the personnel, address better communication of programmatic strategies and the improving the use and adapting of existing technology.</p>	<p>Better communication includes sharing goals, outcomes and performance across all partners. Emphasis will include labor exchange and employer engagement at the PA CareerLink® offices</p>
<p>Goal C: Build a pipeline of talent ensuring that the education system is placing individuals in career pathways that lead to jobs projected to be in demand in sectors that pay family sustaining wages. This includes development of career pathways that allow job seekers to search for a career that best fits their aptitudes, needs, and abilities to build academic and work related success.</p>	<p>Career pathways measures will offer an opportunity to address performance goals and accountability goals across agencies. Review of aptitudes, needs, and abilities related to the success measures will address accountability.</p>
<p>Goal D: Develop a system that is sustainable through economic cycles of available funds affecting both worker supply and employer demand.</p>	<p>The value of a system is measured by its use when outside funds are not available. DCWDB suggests a customer satisfaction and employer measures (to be developed) will help align this goal with the related performance accountability.</p>
<p>Goal E: Implement a broad goal of performance and accountability measures (that address Section 116(b)(2)(A) of WIOA) will utilize these measures to ensure an efficient and effective workforce development system. These measures will help guide the workforce system. With the emphasis on employer engagement, the new credential measures and upcoming employer measure will guide the system in engaging education and service provider partners.</p>	<p>This goal in measure specific and will focus on the measures and performance accountability to address the outcomes of the public workforce system. The DCWDB will work closely with the Commonwealth in development of appropriate measures including, perhaps a performance dashboard to regularly align results.</p>

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As can be noted above, every goal has a focus (or a focus to be further developed) to address the federal performance accountability as it relates to and address the local and regional needs of the Delaware County. The DCWDB will use this transitional year, since this is transitional from the USDOL for performance accountability, to use this as an opportunity to develop the most effective measure to address local, regional, state and federal outcomes. (See Attachment 1, Performance Accountability Template.)

The negotiated levels of performance for Delaware County result in many implications and consequences for individuals and employers accessing the workforce development system. These performance measures reflect the efforts of those involved with the local workforce development system to provide quality employment services and include goals for the percentage of adults, dislocated workers, and youth in terms of employment, median earnings, credential attainment rate, measurable skill gains, and effectiveness in serving employers. The levels provide a means of accountability for the public and policy makers to assess levels of relative success with the local workforce system, helping unemployed find jobs and employers satisfaction with the public workforce system.

These negotiated levels are always challenged in striking a balance between the accountability and performance metrics and the programmatic enticement to ‘teach for the test’. Since what gets measured gets done, it is the intention of the DCWDB to work diligently to strike that balance to provide high quality programming with desired outcomes while serving those with significant barriers to employment in a cost effective fashion. During this upcoming program year, the DCWDB is committed to (continuing) to meet and exceed the required standards. The Board is committed to the mutually supportive outcomes of assisting job seekers in Delaware County to be successful in their careers while driving the workforce development system to meet performance outcomes.

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.

A recent brief by the Urban Institute stated that “a local workforce system encompasses the organization and activities that prepare people for employment, helps workers advance their careers, and ensures a skilled workforce exists to support local industry and the local economy over time”. This brief further notes that “local leaders encounter many challenges in building and developing their workforces”. With this introduction the DCWDB addresses the workforce needs of the Delaware County labor market.

The Delaware County Council and the DCWDB Board recognize that a successful workforce development system is only successful as the ability of the partners in all

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areas to work together as seamlessly as possible. What is a good job for a job seeker and a good employee for a business are a mix of holistic factors including successful skills (both essential and technical) in a safe community in a vibrant and growing economy. Many factors contribute toward that success. As noted previously, the private sector is key to growing their business with the Workforce Development Board serving as the linchpin of the workforce system.

Key stakeholders include but are not limited to five broad categories including workforce development, human services, economic development, education, and community development coming together to focus their collective, collaborative and integrative efforts to addressing the aligning of and attainment of good jobs in the Delaware County and contiguous labor markets. As the linchpin in the system, the DCWDB Board convenes these groups in various methods, including but not limited to contracting with WIOA funds for desired outcomes, partnering with various organizations to leverage funds, and providing labor market guidance and advice to many partners, agencies and industries throughout the County.

Local Elected Officials

The Local Elected Officials, as convened by the elected members of Delaware County Council, recognize the value of the Workforce Development Board and rely on the Board to align the resources and help make sense of the complex and often confusing public workforce system. Through regular and as needed meetings with County Council and many County supported or endorsed organizations, the DCWDB advises, assists and as appropriate may fund organizations to address County priorities.

The Local Elected Officials, like past plans, are requesting an extension of the structure exception consistent with Workforce System Policy No. 02-2015. In a complex workforce development system such as this, the Delaware County Council recognizes that the workforce development leadership and workforce development job seeker remedies and solutions are both best county based. The organizational structure for the Delaware County Workforce Development Area was modified in response to PA Department of Labor and Industry requests and prior to the successful procurement of the one-stop operator and clarification of roles pursuant to WIOA and state rules. To create the proper separation of duties under the law, separate lines of reporting were created in the Delaware County Workforce Development Area structure. That change is reflected in the organizational chart attached as Appendix 2, specifically addressed in Attachment 2B.

The Delaware County Council (Chief Local Elected Officials) and the Delaware County Workforce Development Board (DCWDB) in consultation are requesting from the PA Department of Labor and Industry a continuation of the structure exception model for the Delaware County Workforce Development Area.

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As required by Workforce System Policy (WSP) 02-PY2015 , the Delaware County Council and the Delaware County Workforce Development Board have established a written agreement between the County and the Local Workforce Development Board that details the separated roles, responsibilities and managerial authority and other related internal controls in order to maintain the structural exception.

The Delaware County Workforce Development Board operates under the Executive Director of the Workforce Development Board and reports directly to the chair of County Council. The major WIOA responsibilities include the WIOA Fiscal Agent and Administrative duties in addition to providing staff services to the Delaware County Workforce Development Board.

The Delaware County Office of Workforce Development (DCOWD) Director reports directly to the vice-chair of County Council and is primarily responsible for the implementation of WIOA Title I Operations with emphasis on provision of Career Services, both group and individual career services.

This structure is further clarified by a Memorandum of Understanding reviewed and agreed upon by three parties: the chair of the Delaware County Workforce Development Board, the chair of County Council (on behalf of the administrative roles and functions) and the vice-chair of County Council (on behalf of the operations or services responsibilities).

Specific responsibilities are required by each entity as identified in the Memorandum of Understanding. These include:

Local Elected Officials: The County Council of Delaware County will carry out all responsibilities assigned to the Local Elected Officials (LEOs) under Title I of the Act. The role of the LEOs in the governance and implementation of the Act in the local area includes, but is not limited necessarily to:

- Designating the fiscal agent for all funds made available Delaware County;
- Establishing a Local Workforce Development Board (LWDB) in the county in accordance with the Act and the Rules and Regulations promulgated for the implementation of the Act;
- Entering into a written agreement with the DCWDB which details clearly the partnership between the two entities for the governance and oversight of activities authorized under the Act;
- Authorizing the establishment of a standing Youth Council as a subgroup of the DCWDB and approving nominations of members for appointment by the DCWDB to that subgroup;
- Approving or disapproving, in partnership with the DCWDB, the designation or certification of any PA CareerLink® operator within the Local Workforce Development Area (LWDA) and approving or disapproving the termination of the eligibility of such operators;
- Providing input and oversight to the LWDB regarding the negotiating and reaching

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agreement with the Commonwealth's PA Workforce Development Board (PAWDB) on local performance measures;

- Reviewing and approving or disapproving, in partnership with the DCWDB, any plan pertaining to workforce development or job training, any modifications to such plans, and any other documents required by the State or Federal government prior to submission;
- Determining the apportionment of funds and liabilities between the involved counties and approving all adjustments to allocations;
- Approving or disapproving any contract with any entity for the performance of services required or needed pursuant to the implementation or operation of any program or project authorized under the Act unless otherwise stipulated and agreed;
- Conducting oversight, in partnership with the LWDB, of the operations of any local Title I funded programs of youth, adult, and dislocated worker activities and the PA CareerLink® delivery system.

Local Workforce Development Board: The Delaware County Workforce Development Board will serve as the Local Workforce Development Board for the workforce area, is to develop policy, establish a budget and provide oversight for the workforce system under its jurisdiction. This includes

- Approving a system and budgeting for training activities under Title I of the Workforce Innovation Opportunity Act,
- Determining the number and operational structure for the PA CareerLink® comprehensive centers for Delaware County,
- Acting in consultation with the Local Elected Officials (LEOs) to align workforce resources within the DCWDA to be in line with both state and local economic development targets,
- Ensures that monitoring of funded activities under its purview occurs periodically and meets regulatory standards on both the programmatic and administrative levels such as, one stop operations and procurement of services both for vendors and sub-recipient contractors.
- Act in collaboration with the LEOs in a public-private partnership to maintain and adapt a flexible workforce system capable of investing assets to competitively position the businesses and populace of the jurisdiction to benefit in both regional and global markets.

Fiscal Agent - The County of Delaware was designated per grant agreement #035-13 by the Local Elected Officials and the Commonwealth and attested to by their duly elected Chairperson who acts as the Chief Elected Official (CEO) for purposes of the Workforce Innovation Opportunity Act in the LEO-LWDB Agreement for Delaware County. The contact information for the fiscal agent is as follows:

Dawn Bernadelli, Finance Director
Delaware County Workforce Development Board

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1570 Garrett Road, Upper Darby, PA 19082

Phone: (610) 713-2200

Email: berardinellid@co.delaware.pa.us

While meeting the specified separation of functions under WIOA, this structure also promotes flexibility and cost efficiencies such that one-stop fiscal agent responsibilities and LWDB staffing are performed by DCWDB (administrative) employees thereby maintaining functional insulation from the competitively procured One Stop operational Operator duties.

Advocacy Groups

In an urban county such as Delaware and its ever-changing demographics, advocacy groups are important to ensuring the needs of those individuals with significant barriers or challenges to employment are heard. Likewise, advocacy groups for employers and business sectors are also important to identifying their critical skill needs. Through the DCWDB hearing and understanding these needs and the gaps to fill can the Board effectively identify the appropriate education and training programs and systems to endorse, adapt and fund. With this in mind, the County Council and Board meetings are public meetings where advocacy groups can impart their suggestions. Additionally, the Board's program responsibilities with WIOA Title I Adult and Dislocated Worker, Youth, and EARN are targeted toward those individuals with barriers to employment that have advocacy groups (that often also serve as subject matter experts to address the special needs of these individuals) that advise, assist, and many times submit for competitive funding offered by the Board. Finally, this plan requires public comment that will be made available to the community and these advocacy groups. The Board anticipates as WIOA evolves and matures in the community, the opportunity for advocacy groups will continue to be heard. Many examples of strong relationships with advocacy groups exist with the Board, including groups as diverse as the Welcoming Center for New Pennsylvanians, Goodwill Industries, Multi-Cultural Family Services and the Delaware County Chamber of Commerce.

DCWDB Board Committees

The DCWDB Board functions with a committee structure that includes six distinct committees. One of the integrative features of the DCWDB is the including of the EARN program (through the Local Management Committee) as part of the WDB system. A brief description of each committee and its role is described below:

- Executive Committee—The Executive Committee acts on behalf of the DCWDB assembly on all administrative issues related to the work of the Board and DCWDB system. Major areas of responsibility include:
 - Act on all respects for the entire DCWDB, provided the action of the Executive Committee are subsequently presented to the entire Board for

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- ratification.
 - Defines the DCWDB mission and develops the vision, goals and policies for comprehensive strategic workforce development.
 - Assures the DCWDB system is performance-driven and market-based and meets and exceeds the needs of the local and regional labor markets.
 - Recruits and provides orientation to new DCWDB members, manages corporate by-laws and provides leadership and guidance to other DCWDB standing and special committees.
 - The Executive Committee also serves as the One-Stop Operator Committee to review proposals related to the operation of the PA CareerLink® offices.
- Finance Committee—The Finance Committee is responsible for the transparent and effective fiduciary oversight of the DCWDB public and private grants and funding streams. Major areas of responsibility include:
 - Oversees and approves fiscal activities as the designated Fiscal Agent for workforce development and related funds allocated to Delaware County by the PA Departments of Labor & Industry, Human Services, Education, and other state, federal, local and other sources.
 - Reviews and recommends the DCWDB’s annual operating budget for acceptance by the full DCWDB including amending as needed.
 - Oversight of the DCWDB public funds including but not limited to WIOA Title I, Rapid Response, Industry Partnership, Incumbent Worker, Human Services and other special grants.
 - Reviews appropriate and allowable activities planned and executed in accordance with DCWDB, County and funder policies.
 - Responsible for reviewing proposal budget and financial information received through the Request for Proposal process and makes recommendations related to fiscal preparedness to the full membership of the DCWDB.
- Planning/Performance Committee—The Planning/Performance Committee is responsible for the strategic planning of the workforce development and related activities in Delaware County as well as regional workforce development activities as appropriate. Major responsibilities include:
 - Preparation of the local DCWDB WIOA Title I Service strategic plan.
 - Regional data analysis of the local employment outlook and determine the current and anticipated workforce needs.
 - Coordination and collaboration with economic, education, and community partners to identify and pursue leveraging and resourcing opportunities.
 - Identification of High Priority Occupations appropriate for the investment of employment and training funds.

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- **Monitoring/Oversight Committee**—The Monitoring/Oversight Committee reviews, reports and analyses DCWDB service delivery in their effort to continuously improve upon the quality of services provided. Major areas of responsibility include:
 - Provides oversight and directions to the operations of the PA CareerLink® system.
 - Development of the standards and criteria for Delaware County’s Workforce Development System by conducting the analysis necessary to negotiate performance standards, design and oversight of customer satisfaction measures, and make recommendations for appropriate continuous improvement strategies.

- **Youth Committee**—The Delaware County Youth Committee is charged with addressing the needs of the emerging workforce and creating linkage to the DCWDB’s workforce activities. The vision of the Youth Committee is to ‘Enable youth to become employable citizens’.
 - Enabling Strategies include:
 - Working towards the integrated alignment of a triad approach of providing workforce skills development, academic achievement, and leadership enrichment to our In-School and Out-of-School Youth.
 - Forming collaborative unions with local and regional providers of youth programming to leverage time, talents, and expertise of all providers.
 - Design systems of communication to effectively disseminate information on youth program’s resources and opportunities to the community at large (including but not limited to High Priority Industries & Occupations, School Districts, and Community Based Organizations).
 - Determining gaps in services and skills of youth in our community.
 - Committing collective resources to the continuous and targeted resolution of such identified gaps.
 - Major Areas of Responsibility include:
 - Develop the portion of the DCWDB strategic plan related to youth.
 - Establish vision and recommended policy for county-wide and region-wide youth development systems.
 - Establish standards for selecting and recommending eligible and effective providers of youth activities to the DCWDB to be awarded grants or contracts on a competitive basis to carry out youth activities.
 - Conduct appropriate oversight, in cooperation with the Monitoring/Oversight Committee, regarding the eligible providers of youth activities.

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- Align and leverage resources to promote improved academic achievement and post-secondary outcomes for youth, including degrees and stackable credentials.
 - Coordinate youth activities and leverage resources to effectively serve the youth residents of Delaware County.
-
- Local Management Committee—The Local Management Committee (LMC) is the Department of Human Services (DHS) mandated committee with oversight responsibilities for welfare-to-work programs in Delaware County. DHS requires the LMC to have five voting members’ representatives on the LMC including the DHS (Delaware County Assistance Office), a local education agency (Delaware County Literacy Council), PA CareerLink® (Bureau of Workforce Partnership and Operations), and local economic development (Delaware County Commerce Center). Major areas of responsibility include:
 - Operational oversight of the Employment Advancement and Retention Network (EARN) program funded through and with the Department of Human Services for individuals receiving Temporary Assistance to Needy Families (TANF).
 - Selecting employment service program providers through a competitive process.

As can be seen, this comprehensive standing committee structure provides for an effective method of meeting the workforce development leadership and governance needs of the county. The Board will on occasion utilize special committees and/or be part of other collaborative Boards and Commissions across the County or Region in order to further address the dynamic workforce needs of the County. This committee structure will be adjusted accordingly in response to labor market needs and opportunities.

Fiscal Agent

The Delaware County Council as the LEOs have designated the County of Delaware as the fiscal agent for all funds associated with the Board’s activities including but not limited to the WIOA Title I funds and PA Department of Human Services funds. As appropriate, the County as the fiscal agent on behalf of the WDB as a partner in various workforce development activities may also manage additional funds related to its mission and vision. As part of county government for over 40 years, the workforce development system is fortunate to have the fiscal integrity of a Second-Class A county in managing the fiscal affairs of many areas including workforce development. The DCWDB Board will continue to rely on the County as Fiscal Agent.

One Stop Operator

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The Delaware County Workforce Development Board utilizes a One Stop Operator Consortium model for the One Stop Operator. The competitively procured One Stop Operator is based on a consortium model due to the success of this related model in the past. The Consortia includes Pathways PA, Delaware County Community College, and the Delaware County Office of Workforce Development. The funding source is WIOA Title I funds, shared expenses from the partners in the PA CareerLink® and significant in-kind contributions through the consortia of One-Stop Operator partners, including the Delaware County Community College.

Please see Attachment 2A for the organizational charts of the Delaware County Workforce Development Area.

The individual responsible for ensuring equal employment opportunities and civil rights protections is:

Deborah Callahan
Delaware County Workforce Development Board
1570 Garrett Rd. Barclay Square, Suite A
Upper Darby, Pa 19026
610-713-2202
callahand@co.delaware.pa.us

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?

The Delaware County Workforce Development Area works with many organizations and agencies throughout the County and the Region to ensure the most effective and efficient services possible for job seekers and employers. The Board works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. The One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as Attachment 3.

Required Program Partners

The DCWDB understands the priority given to the required program partners in WIOA (please see Attachment 3 for the complete list of PA CareerLink® Partners). These include WIOA Title I-B (Adult & Dislocated Worker, Youth), Title II (Adult Education), WIOA Title III (Wagner-Peyser) and WIOA Title IV Vocational Rehabilitation. The DCWDB has enjoyed a long and successful relationship with all

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partners involved through memberships on the DCWDB Board (and its predecessor, the Workforce Investment Board) and in the operations of the PA CareerLink® offices in the County.

Please see Attachment 3 for the complete list of PA CareerLink® Delaware County partners.

The Board has also worked closely with all these partners in special programs both locally and regionally, including programs related to worker dislocation and worker reduction, regional economic development initiatives, and serving those with barriers to employment. Based on the intent of WIOA and the Governor's plan, the DCWDB anticipates this coordination and collaboration to expand as the public workforce system evolves and matures.

Major Contractors

While all agencies and organizations are important to the success of workers finding good jobs and employers getting good workers throughout Delaware County, certain major contractors play a key role in this effort. As noted in the Delaware County letter of designation request, many of the solutions to workers obtaining the necessary skills, support and education necessary are county based. Examples include the Delaware County Community College, Human Services and Community Action are all county based and job seeker oriented. Conversely, many of the employer based solutions are related to manufacturing, energy, and health care sectors, for example, are more regionally oriented.

Several of the major contractors are Delaware County based organizations that help individuals obtain eliminate or mitigate the barriers to employment and obtain the skills necessary to obtain employment and commence on a fruitful career path. These include Delaware County Community College, Goodwill Industries, and Community Action of Delaware County. These organizations have become embedded in the fabric of the human service and human capital needs of the County. The PA CareerLink® at the Delaware Community College is an outstanding example of integrated efforts of workforce and education merging to address workforce needs. The WIOA staff of the PA CareerLink® at that location are part of the Community College staff and are part of the workforce engagement center and are among the best practices nationwide in engaging workforce and education. The other agencies cited here also play a critical role in providing essential service to their target groups or in their geography.

An equally important customer is the employer and the sectors they represent. Toward that end, the DCWDB Board has enlisted the services of the Delaware County Chamber of Commerce to assist in engaging employers and similar outreach to the employer community. The DCWDB has also worked closely with their neighboring workforce

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areas to assist employers.

Should services not be comparably provided by local, county based organizations, then the DCWDB has identified other organizations with comparable national and regional expertise to address job seekers and employer needs. These major partners, such as Educational Data Systems, Inc. (EDSI) and Eckerd Youth Alternatives provide national expertise attuned to the local Delaware County labor market.

Working closely and continually with these county and national based major partners will provide the optimal mix of expertise and successful performance outcomes to address the Delaware County labor market needs.

These groups do not work in a silo but are engaged in common interfaces including the PA CareerLink®, local community, and/or designated target group(s). Through these engagements, the DCWDB anticipates continued shared practices and outcomes to the benefit of stakeholders throughout the county.

As noted previously the DCWDB Board views these core partners as critical and essential partners for the success of the public workforce system in general and the workforce development system (as defined by WIOA) in particular. The core partners listed are members of the Workforce Development Board, the PA CareerLink® Operating Consortia and the Local Management Committee. While all three groups have distinct roles to play in the workforce system, the common labor market, job seeker supply and most importantly the common employment opportunities offer a consistent foundation for addressing the overarching policy needs, local labor market needs, and single parent human service needs respectively.

A complementary partner to these core partners are the programs offered through the Carl D. Perkins Career and Technical Education Act of 2006. Working through the DCWDB lead partners, the Delaware County Community College and the Delaware County Intermediate Unit, the DCWDB engages their technical education capacity to provide effective program solutions. The Community College and DCIU and their technical education partners also value the strategic labor market advising and guidance of the Workforce Development Board. Both organizations serve on the DCWDB and are involved with the Local Management Committee.

Service Alignment. Using the Consortium Model, the Board procured and selected Pathways PA, Delaware County Community College and Delaware County Office of Workforce Development as its One-Stop Operator in accordance with WIOA, the Uniform Guidance and its implementing regulations, and local procurement policy. The Consortium coordinates the local PA CareerLink® activities; functioning as the liaison between the Board and the system partners, and ensuring that all services and available resources are properly aligned to carry out

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the vision of the Board. Additional details about the programmatic and administrative functions of the One-Stop Operator Consortium are included in Section 3.1 and also in the 4.1 below.

Supporting its workforce efforts, the Board has established the comprehensive PA CareerLink® Delaware County centers that are located as follows:

- PA CareerLink® Delaware County at Chester City, 701 Crosby St. Suite B, Chester, PA 19013-6096
- PA CareerLink® Delaware County at Media, 901 S. Media Line Road, Media, PA 19063

The centers are available for all partners to deliver services to individuals and businesses. Currently, the hours of operation are 8:00AM to 4:00PM on Monday through Friday. Based on customer demand as well as special events, such as career expos and/or job fairs, the center may also be open for alternative hours as needed. Additionally, the Board will provide as necessary and in cooperation with community partners workforce workshops to other parts of the local area.

The Resource Center serves as the focal point of the PA CareerLink® Delaware County centers. With respect to Basic Career Services, staff are available to assist individuals in enrolling on the Internet-based system, browsing written material and signing up for scheduled workshops and events. A team approach is utilized to assist customers, which involves the cooperation and collaboration of staff from multiple departments (i.e., case managers, workshop facilitators).

Services are customer-focused, meaning each client is seamlessly connected directly to the programs and activities that best meet their specific needs and goals.

The PA CareerLink® Delaware County includes a wide variety of partners that customers may be referred to for specialized services.

One of the roles of the One Stop Operator will be to ensure the Memorandum of Understanding (MOU) is implemented properly. This will be completed in concert with all the partners with particular attention to the mandated partners. For example, Section 188 requirements will be completed in collaboration with the Title IV partner, the Office of Vocational Rehabilitation. The One Stop Operator will provide this report to the WDB semi-annually. The WDB will also monitor the performance of the Title Ib provider specific to these requirements and also monitor and provide technical assistance and quality assurance recommendations as part of the monitoring requirements. The Southeast Region has also discussed common professional development training for PA CareerLink® staff. This and other measures, such as regular professional development meetings, will offer the opportunity for ongoing and continual quality improvement at both PA CareerLink® sites.

Overall, this strategic alignment of workforce programs under the PA CareerLink® Delaware County umbrella helps the Board maximize the resources available in the community and promote increased accessibility for employers and individuals, including those who may have barriers to employment.

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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.*

With the advent of the WIOA, the role of partners in the PA CareerLink® and other aspects of the public workforce system has changed. Commencing with the Workforce *Investment* Board becoming and Workforce *Development* Board, the role of the Board has evolved to one that develops the system, not just direct the investments to the system. This results in the expectations of the partners, particularly the entities carrying out the core programs, to not be simply partners coordinating and sharing efforts, but the core partners to become Subject Matter Experts (SME's) and bring their expertise at serving target groups with barriers to employment. For example, the Office of Vocational Rehabilitation will bring the expertise at serving those with disabilities to provide specialized services as part of an individual's career pathway to successful employment. Similar expectations are planned for Title II, Adult Education, Title I Youth and others (including those partners tangential to the core partners).

The DCWDB recognizes that this does not happen with simply the passage of new workforce legislation but is a long term functional goal to address broader comprehensive workforce needs. The DCWDB will strive to integrate and collaborate workforce activities to ensure a braiding of resources, both financial and programmatic, to the benefit of the job seeker and employer communities.

The DCWDB is working with organizations throughout Delaware County and the Southeast Region to expand access to employment, training, education and supportive services, particularly to those individuals who have barriers to employment; and to facilitate the development of Career Pathways and co-enrollment processes within the PA CareerLink® Delaware County system.

Eligibility Validation. Individuals must be determined “eligible” prior to enrollment into any type of WIOA-funded services. The DCWDB understands the importance of correctly documenting this eligibility, and requires 100% verification of all documents.

Staff members help customers gather the required eligibility paperwork by giving them a detailed listing of the forms and materials that meet programmatic standards. Additionally, they offer advice on how individuals can get required documents, such as contacting Vital Records offices for birth certificates or checking on-line for selective service registration.

As needed, the staff may also provide more intensive assistance to help individuals with barriers to employment gather the required information. Moreover, in certain instances, they may accept an individual's self-certification as to support specific eligibility criteria; however, hard-copy documentation is always preferred. If eligibility has not yet been determined and individuals need financial assistance in obtaining documents that would validate eligibility, the Board has raised unrestricted funds to accommodate such needs. (Sources include participation in the annual community-wide fund-raising effort called the Extra-ordinary Give, which in addition to allowing the board to raise funds also provides an outreach platform.)

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As eligibility information is provided by the customer, staff verifies it by examining it, or by speaking with official representatives of authorized agencies. They also document eligibility information in case files by maintaining physical evidence such as copies of documents (where legally permitted) and completed and signed telephone records and/or document inspection forms.

Of note, for any customers who are determined ineligible for WIOA services, staff provides information on Labor Exchange services and/or refers the individuals to an appropriate partnering agency or other community organization that may be able to provide alternative services or assistance.

Of note, participant eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

Referrals and Community Connections. The Contractor discusses the full array of services offered by the PA CareerLink® Delaware County system, and based on the customer's specific needs, makes referrals to the appropriate organizations. For example, individuals needing help with high school equivalence exam preparation, improving English language skills, and/or increasing basic skills are referred to local educational partners, such as the Delaware County Literacy Council or the Delaware County Community College; while persons stating they possess a disability are sent to OVR for eligibility determination for vocational rehabilitation services. Both have offices within the PA CareerLink® Delaware County. When the PA CareerLink® Delaware has outreach events for students/young adults, the staff includes OVR Early Reach Coordinator as available. The Contractor also refers customers to other services in the community as may be needed, including organizations that provide help with mental health, substance abuse, and domestic violence issues.

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

Co-Enrollment and On-Ramps. The DCWDB actively promotes the co-enrollment of customers into multiple programs to maximize its funding resources as well as to improve its performance results. For example, all WIOA-eligible customers are also co-enrolled into the Wagner-Peyser system.

The Delaware County Literacy Council serves as both a Workforce Development Board members and provides services to EARN clients, Pathways PA, also a Board member and partner in the PA CareerLink®, and Delaware County Community College, a partner in the PA CareerLink® all have significant experience with the public workforce system and with the adult education requirements. Through this experience, these entities will take the lead in providing an orientation and expansion of Career Pathways leading toward co-enrollment and shared activities across all core partners. These will then be expanded once successful to all appropriate community partners. This will have an emphasis on those coming from adult education programs, including GED, Diploma and Literacy programs, to PA CareerLink® Core programs

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across all core partners. Concurrent with this linkage will be the establishing the enrolments as a co-enrollment across all programs. This will benefit the job seeker, the employer (and their sector) and the agencies involved.

Moreover, the title II programs serve as on-ramps to begin career pathways for adults who are basic skills deficient. Programming includes beginner level literacy instruction to support college and career readiness. Instruction is also provided for English language learners and workforce and workplace preparation activities. Extensive case management is provided to participants that help students address barriers to participate (such as transportation, childcare, housing, and healthcare). The local area works in tandem with title II staff, referring customers between education and workforce programs, supporting the alignment of core programs and system partners. Additional information regarding title II services is provided in the responses to 4.10 and 4.12 below.

Additionally, as customers are referred by the WIOA Contractors to other programs, (and vice versa), they may also be enrolled into those additional programs, such as veteran's services, mature services, vocational rehabilitation, and others. For example, contracts between the Board and the Department of Human Services connect Temporary Assistance for Needy Families (TANF)-program customers into the regular processes of the PA CareerLink® Delaware County.

The Delaware County Workforce Development Area is fortunate to have received a Veterans Services Funds grant from the PA Department of Labor & Industry. Through these funds, the DCWDB has established specific veteran specific programs and services through two dedicated and proven contractors, the Community Action Agency of Delaware County and the Delaware County Community College. With these funds, veterans essential and skill needs are effectively addressed.

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

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

The DCWDB Board relishes its leadership role, in partnership with the Local Elected Officials, in guiding the public workforce system in general and the workforce development system. As a large county in Pennsylvania, Delaware County is fortunate to have a progressive Community College and Community Action Agency to address job seekers skill and supportive service's needs. With that strong foundation, the DCWDB implements a network anchored by the core partners (and those other partners) in the PA CareerLink® offices. While this network helped guide investments and actions on the past, the Board will focus on the functional development of program and activities focused on employer and sector needs. The lead role of the DCWDB Board will be to guide and advise on employer and sector demand strategies while incentivizing through

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various means the desired performance outcomes for all involved.

The DCWDB Board has a successful history of coordinating programs and activities in Delaware County. The WIOA suggests and incentivizes a greater collaboration, including (per the Governor's plan, also) the greater use of data and information. Toward that end, the Board will work collaboratively with all partners involved, with special emphasis on collaboration with the Delaware County Chamber of Commerce and local Economic Development organizations, to establish employer based outcomes that will serve as a benchmark of success in serving employers and sectors across and throughout both the County and the Southeast Pennsylvania Region.

The WIOA embeds sector strategies as the preferred way of engaging employers and doing business in workforce development. The DCWDB has a long and successful history of sector strategy implementation including collaborative work with contiguous workforce development areas. While addressing the needs of job seekers is best addressed at the county level, the employer and sector solutions are optimally addressed at the regional level. After all, skill sets do not stop at county (or state) lines. Toward that end, the DCWDB prefers to address these sector needs on a county oriented regional solutions basis.

Previous or current successful sector strategies included Southeast Pennsylvania Defense Transition Collaborative, Southeast Pennsylvania Workforce Development Partnership, Southeast Pennsylvania Workforce / Economic Development Collaborative, and the Philadelphia Business Education Career Awareness Project. Most recently, Delaware County has partnered with Chester County and the Delaware Community College with the Delaware County Community College Manufacturing Alliance.

Based on the labor market analysis (in section 1.1) those sectors identified by either levels of employment (such as Health Care, Accommodations and Food Services, and Manufacturing) or those with higher Location Quotients (LQ) (such as Educational Services, Finance and Insurance and Management of Companies) will be targeted for enhanced sector strategy efforts. Additionally, in collaboration with the Delaware County Economic Development, the DCWDB may focus on emerging sectors such as the proposed energy sector opportunities with the liquefied natural gas site on the Delaware River waterfront in Marcus Hook in Linwood.

Key to the engagement of these sectors is recognizing that recent evidence based studies demonstrate that many people learn through working. With this enhanced work-based learning strategy, the DCWDB will work closely with their core and other partners to develop a suite of Work Based Learning strategies for employers and target specific sectors in order to aggregate the demand. This will involve all aspects of our partners' expertise including but not limited to the contextual learning capacity of our Title II Adult Education partners, labor exchange of our Title III partners and disabilities

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expertise of our Title IV partners. This is just one example of our expectations as the Board moves forward in the implementation of WIOA. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV eligible employees with disabilities.

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

In addition to those services mentioned above, the Delaware County Workforce Development Board has taken several definitive steps to improve the activities or services to improve business engagement. The Board has established and enhanced an On-the-Job Training program. For many years, the Board relied primarily on Occupational Skills Training to address the skill gaps. With the emphasis on Work Based Learning in WIOA, the Board established an On-the-Job Training program. The Board also contracted with the local Chamber of Commerce to provide outreach and referral of lead business contacts throughout the county (and region). Also, not to be overlooked, the organizations contracted to do this work engage and coordinate closely with the PA CareerLink® to match people to jobs for OJT and other placement and work related resources for all partners throughout the PA CareerLink®.

The DCWDB will continue to develop and expand business services. The DCWDB contracts with the Delaware County Chamber of Commerce to assist with employer engagement and outreach. The Chamber partners with the PA CareerLink® Business Services Team (BST) in their role for cultivating and maintaining strong employer relationships in the community. It works directly with businesses to determine their workforce needs and collaborates closely with the PA CareerLink® staff to coordinate activities and services to meet these demands. The team is made up of staff from many different partners, including L&I that helps with layoff aversion and Rapid Response activities, as well as OVR that offers specialized services to employers hiring individuals with disabilities.

The BST members make personal visits to employers at their locations, and work one-on-one as needed to provide individualized service. At the same time, they communicate information about employers' job requirements to all PA CareerLink® Delaware County staff who are responsible for making referrals.

When outreaching to employers, the BST educates them about the menu of services available through the PA CareerLink® Delaware County, such as recruiting, pre-screening, job matching, job fairs, tax incentives, training opportunities, vocational rehabilitation assessments, and literacy services, as well as Rapid Response and layoff aversion assistance. As needed, they also supply labor market information, wage data, Equal Opportunity Compliance, industry and occupation projections, and new hire reporting guidelines to employers.

The Delaware County Workforce Development Area continues their ongoing work with the Delaware County Chamber of Commerce. The Chamber president sits on the Workforce Development Board and is active in the Youth Committee and On-the-Job Training programs directly impacting and assisting local business. The Delaware County

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Office of Workforce Development meets with the Chamber president quarterly and works regularly to ensure a consistent and increased level of Chamber engagement. The Workforce Board Director also coordinates regularly with the Delaware County Office of Economic Development to improve the climate for business.

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

The Southeast Pennsylvania Workforce Region directors meet monthly (and the Workforce Board chairs meet with them quarterly) to discuss and review economic development strategies and opportunities across the region. In addition, the DCWDB has contracted with the Chamber of Commerce and the Delaware County Commerce Center (both are also Workforce Development Board members) to identify, refer and coordinate leads related to regional and local workforce and economic development strategy, messaging, engagement and program sharing.

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

The PA Department of Labor & Industry Unemployment Insurance is a key partner in the PA CareerLink® Service Delivery System. The PA CareerLink® Delaware County has worked closely with the Unemployment Insurance system to better engage with UI claimants especially those that are identified by the PREP as most likely to exhaust benefits. In keeping with the spirit of the US Department of Labor's vision to share and collaborate between WIOA and UI (as suggested in TEN 18-16, November 21, 2016 regarding Pathways to Reemployment Tools and Resources, https://wdr.doleta.gov/directives/corr_doc.cfm?DOCN=6266), the DCWDB in cooperation with the One Stop Operator and Core Partners will continue to explore and expand services to UI claimants in collaboration with the Unemployment Insurance system.

These individuals as identified are directed to come to one of the PA CareerLink® locations for job search assistance. At the local Center, they are provided with an orientation of services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff assisted job search activities, partner programs, supportive services, and/or training activities to help them secure a new job, or begin a new career. Any potential UC eligibility issues identified during PREP, RESEA, or any other UC Claimant interaction are referred to the State's Unemployment Insurance department for resolution.

The Delaware County WDB understands that employers need to understand their rights under the Law. The Delaware County WDB will work with the UC Service Centers Customer Services Section to request to conduct seminars on UC topics where these rights and responsibilities are explained. This will be another service for DCWDA employers.

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

The DCWDB will continue to work closely with their peer Local Workforce Development Boards and economic development providers across Southeast Pennsylvania to identify and learn of emerging opportunities for Delaware County residents. This includes all the PREP partners including the local economic development providers, the regional organizations (such as the Delaware Valley Industrial Resource Center) and the Small Business Development Centers. Regionally, the Southeast Pennsylvania Workforce Region is focusing on the Gig Economy with the emphasis on entrepreneurial and independent contractor approach to work opportunities. Since skill sets do not stop at county lines, it's important to understand the commuting patterns of job seekers related to opportunities available.

Recognizing the priority of and opportunity offered by the Gig Economy and Entrepreneurship in today's economy, the Delaware County Workforce Development Board supports and partners with the Entrepreneur Works Fund of Delaware County and Entrepreneur Works. Entrepreneur Works is a leader in the Greater Philadelphia area for helping underserved entrepreneurs start and grow their businesses. Through low to no cost business skills trainings, flexible microloans, one-on-one business guidance, and relationship-building opportunities, EW supports small business owners as they develop viable businesses that create jobs and contribute to economic development in their communities. The Delaware County Workforce Development Board Director serves on their advisory council.

Toward that end, the DCWDB Board relishes its leadership role, in partnership with the Local Elected Officials, in guiding the public workforce system in general and the workforce development system. As a large county in Pennsylvania, Delaware County is fortunate to have a progressive Community College and Community Action Agency to address job seekers skill and supportive service's needs. With that strong foundation, the DCWDB implements a network anchored by the core partners (and those other partners) in the PA CareerLink® offices. While this network helped guide investments and actions on the past, the Board will focus on the functional development of program and activities focused on employer and sector needs. The lead role of the DCWDB Board will be to guide and advise on employer and sector demand strategies while incentivizing through various means the desired performance outcomes for all involved. The DCWDB will make a special effort to consider and include entrepreneurship opportunities.

The Board shall make a special effort related to integrating all partners of the PA CareerLink® into the system that would then include ensuring appropriate services to

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those target groups including but not limited to those with disabilities, returning citizens, immigrant population and low income individuals.

4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

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

The Delaware County Workforce Development Board recognizes its role as the lynch pin in the workforce development system. Through this convening body, the DCWDB serves a nexus of workforce development needs across and in partnership with government, education, economic, community and workforce development to ensure the ongoing establishing of a seamless integrated mix of services to address both job seeker and employer/business needs.

As noted previously the DCWDB Board views these core partners as critical and essential partners for the success of the public workforce system in general and the workforce development system (as defined by WIOA). The core partners listed are members of the Workforce Development Board, the PA CareerLink® One Stop Operator and the Local Management Committee. While all three groups have distinct roles to play in the workforce system, the common labor market, job seeker supply and most importantly the common employment opportunities offer a consistent foundation for addressing the overarching policy needs, local labor market needs, and single parent human service needs respectively.

Specifically, the following entities provide the following services in the Delaware County Workforce Development Area and the PA CareerLink® Delaware County offices:

- WIOA Title I Employment & Training Programs—Delaware County Chamber of Commerce, Delaware County Community College, Educational Data Systems, Inc. (EDSI), Goodwill Industries, Pathways PA, Welcome Center for New Pennsylvanians and the Delaware County Office of Workforce Development.
- WIOA Title II Adult Education and Literacy Programs—Pathways PA, Delaware County Literacy Council and Delaware County Community College
- WIOA Title III, Wagner-Peyser Programs—PA Department of Labor & Industry Bureau of Workforce Development Program and Operations. This includes Wagner-Peyser Labor Exchange Services, Trade Act, Jobs for Veterans, Rapid Response and Foreign Labor Certification.
- WIOA Title IV, Vocational Rehabilitation Programs—These are provided by the Office of Vocational Rehabilitation.

For additional information on these partners, including contact information, please see Attachment 3, PA CareerLink® Workforce Service Delivery System Program Partner/Provider List.

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A complementary partner to these core partners are the programs offered through the Carl D. Perkins Career and Technical Education Act of 2006. Working through the DCWDB lead partners, the Delaware County Community College and the Delaware County Intermediate Unit, the DCWDB engages their technical education capacity to provide effective program solutions. The Community College and DCIU and their technical education partners also value the strategic labor market advising and guidance of the Workforce Development Board. Both organizations serve on the DCWDB and are involved with the Local Management Committee.

Key stakeholders include but are not limited to five broad categories including workforce development, human services, economic development, education, and community development coming together to focus their collective, collaborative and integrative efforts to addressing the aligning of and attainment of good jobs in the Delaware County and contiguous labor markets. As the linchpin in the system, the DCWDB Board convenes these groups in various methods, including but not limited to contracting with WIOA funds for desired outcomes, partnering with various organizations to leverage funds, and providing labor market guidance and advice to many partners, agencies and industries throughout the County.

PA CareerLink® Operator. In compliance with the WIOA and related federal and state regulations, the Board completed its competitive procurement process to secure its One-Stop Operator Consortium consisting of Pathways PA, Delaware County Community College, and the Delaware County Office of Workforce Development. As of July 1, 2017, the One-Stop Consortium's programmatic responsibilities will include:

- Ensure that the role of all required partners in the PA CareerLink® Delaware County has been defined, identified, and integrated into the service delivery system.
- Implement and augment the integrated services structure within the PA CareerLink® Delaware County offices as designed by the Board and enabled via the Memorandum of Understanding (MOU) with all core and required partners operating at the site.
- Monitor operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Evaluate service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Develop, implement, and monitor customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to the Board for continuous improvement.
- Implement and monitor the negotiated One-Stop partner MOU.

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- Develop an understanding of and use all required technologies to access and report on necessary data (i.e., CWDS).
- Establish and monitor metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams
- Develop and implement a plan for continuous improvement that engages all partners operating at the centers.
- Convene a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Hold regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

The administrative responsibilities of the One-Stop Operator will include:

- Convene regularly scheduled meetings and/or conference calls with Board staff.
- Present a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
- Assign a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Board staff.
- Provide a monthly activity report to the Board.

Procurement Process. The DCWDB has the following policy for competitively procuring services: in concert with the County of Delaware Procurement requirements.

Requests for Proposals (RFPs) are used to competitively procure providers of services. They may also be used where off-the-shelf offerings do not meet the needs of the local area, and non-ITA training services when the DCWDB determines that there is an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITAs.

1. Issuance

- A. A legal notice will be sent to the local newspaper announcing the availability of the RFP and announced on the DCWDB website and the process to receive the RFP package.
- B. Correspondence inviting bidders to contact the DCWDB for the RFP packet may be mailed or emailed. Lists may be developed using electronic searches for specialized providers, such as audit and tax services.
- C. The Board will forward the RFP to interested bidders under a cover letter (usually electronic where possible) which contains, at a minimum:
 - time and date proposals must arrive at the Board, and
 - name and telephone number of the Board contact person.

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Alternately, the Board may choose to notify interested bidders that the RFP and related documents are available on-line. Information regarding the postings will be clearly outlined in all notices to potential bidders.

D. Under normal circumstances, the Board will issue the RFP at least 30-calendar days prior to the due date for submission.

2. Duration

Generally, RFPs are released for up to three years with an option to renew for up to two additional years. This may be adjusted based upon specific circumstances regarding the services being procured.

3. Format and Content of the RFP

A. The RFP contains information in sufficient detail to ensure full and open competition among qualified contractors.

B. In the case of the selected contractor, the proposal will become part of the formal contract.

4. Receipt of Proposals

Proposals will be time and date stamped and their receipt recorded as they are received by the DCWDB. Proposals will be reviewed for completeness and compliance with the RFP format provided. Proposals meeting compliance standards will then be forwarded to the review committee for evaluation and completion of the RFP rating form.

5. Selection of Service Providers

Service providers will be selected consistent with the Act and rules and regulations of the funding sources and to the extent possible, will be selected on a competitive basis. For all contracts, the DCWDB will establish standards to be followed in making determinations of demonstrated performance.

All such determinations will be in writing and completed prior to the award of a contract. All proposals will be evaluated utilizing the criteria set forth in the WIOA Regulations. Proposals will be scored using an award criteria and point system.

6. Awards to Service Providers

Awards are made to organizations possessing the demonstrated ability to perform successfully under the terms and conditions of the proposal. Once determination is made that the contractor has the capacity to meet the requirements of the RFP, the Committee recommends contracts for Board approval.

After approval by the Board, staff from DCWDB begin to negotiate the terms and conditions to be contained in the final contract. Concerns which may have come up during the selection process are addressed and must be resolved satisfactorily prior to contracting. When negotiations are completed, the Executive Director signs the agreement on behalf of the

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Board. Significant changes to the scope of work or budget will be presented to the Board for approval.

Note: The DCWDB may explore other options to solicit service providers. These grants or contracts will be awarded on a competitive basis in response to local needs.

For the One Stop Operator, these services were competitively procured as required utilizing the County of Delaware's procurement policies. Specific procurement history is as follows:

- 2/28/17—One Stop Timeline and Plan approved by DCWDB Executive Committee
- 3/21/17—One Stop Operator Request for Proposal published
- 4/21/17—One Stop Operator Responses due c.o.b
- 6/15/17—One Stop Operator Selected and Contract approved by DCWDB
- 7/19/17—One Stop Operator Contract approved by Delaware County Council

For the Title I Adult & Dislocated Worker, these services were competitively procured as required using the County of Delaware's procurement policy. Specific procurement history is as follows:

The procurement for the Title I Career Services provider was completed in the Spring of 2017 utilizing the County of Delaware's procurement policies. Specific procurement history is as follows:

- 5/31/17—Title I Request for Proposal deadline
- 6/6/17—Title I provider recommended by the Delaware County WDB Executive Committee
- 6/15/17—Title I provider approved by the Delaware County WDB
- 8/16/17—Title I provider approved by Delaware County Council

For the balance of the Title I providers listed earlier in this section and on the chart in Section 4.2 below, the procurement for these services was completed in the Spring of 2016 utilizing the County of Delaware's procurement policy. A similar time frame as noted above was completed for the PY 2016 procurement. These contracts were multi-year contracts.

As noted in Section 4.2 below, the DCWDB utilizes a diverse mix of contractors for the provision of workforce development services. These contracts are usually procured on multi-year (usually 3 years or more contracts) for services as noted above.

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).

The Delaware County Council and the DCWDB Board recognize that a successful workforce development system is only successful as the ability of the partners in all

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areas to work together as seamlessly as possible. What is a good job for a job seeker and a good employee for a business are a mix of holistic factors including successful skills (both essential and technical) in a safe community in a vibrant and growing economy. Many factors contribute toward that success. As noted previously, the private sector is key to growing their business with the Workforce Development Board serving as the linchpin of the workforce system.

Key stakeholders include but are not limited to five broad categories including workforce development, human services, economic development, education, and community development coming together to focus their collective, collaborative and integrative efforts to addressing the aligning of and attainment of good jobs in the Delaware County and contiguous labor markets. As the linchpin in the system, the DCWDB Board convenes these groups in various methods, including but not limited to contracting with WIOA funds for desired outcomes, partnering with various organizations to leverage funds, and providing labor market guidance and advice to many partners, agencies and industries throughout the County.

The PA CareerLink® One Stop Core Partners include:

- WIOA Title I—Delaware County Office of Workforce Development
- WIOA Title II—Delaware County Literacy Council, Pathways PA and Delaware County Community College
- WIOA Title III—PA Department of Labor & Industry, Bureau of Workforce Development Operations (BWPO), Wagner-Peyser
- WIOA Title IV—Office of Vocational Rehabilitation

Additional partners include:

- PA Department of Labor & Industry, Office of ~~UN~~ UC Centers (State Unemployment Compensation Centers)
- Delaware County Office of Workforce Development —EARN programs
- PA Department of Human Services—TANF programs
- Department of Community & Economic Development—Community Services Block Grant (CSBG)—Community Action
- Native American—Council of Three Rivers American Indian Center, Inc.
- Senior Community Service Employment Program—AARP Foundation
- Migrant and Seasonal Farmworker Program—Pathstone

NOTE: There are no Second Chance Act funded programs in Delaware County

Additional community partners could include advocacy groups not directly associated with the public workforce system. With this in mind, the County Council and Board meetings are public meetings where advocacy groups can impart their suggestions. Many examples of strong relationships with advocacy groups exist with the Board, including groups as diverse as the Welcoming Center for New Pennsylvanians, Goodwill

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Industries, Multi-Cultural Family Services and the Delaware County Chamber of Commerce.

Please find Attachment 3 for the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List.

Program Operators

A complex system such as the public workforce system must rely on a mix of operators that possess the specific expertise and skills necessary to meet the needs of the workers and employers throughout the county. Toward that end, in PY 2016, the DCWDB Board procured twenty-seven contracts with thirteen organizations to assist in service delivery across the county (see chart on next page). The chart to the right illustrates the diversity across Adult and Dislocated Worker, Employment Advancement and Retention Network and WIOA Youth and TANF Youth. This expertise will augur well for serving target groups as required by WIOA, the Governor's Combined Plan, and DCWDB's Mission and Vision. Please find below a list of PY 19 contractors and program operators.

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Delaware County PY 19 Contracts

WIOA Adult, and Dislocated Worker Funds	
Delaware County Community College	PA CareerLink® Assessment Services
Delaware County Community College	Services for Long Term Unemployed
Delaware County Literacy Council	Job Placement Services for Immigrants
Educational Data System Inc.	Employer Engagement/OJT /Apprenticeship
Educational Data System Inc.	Re-entry Services
Goodwill Industries	Job Placement
Pathways PA	Back to Work Program
Employment Advancement Retention Network	
Community Action Agency of Delco	Program coordination/data collection
Delaware County Literacy Council	Adult Basic Education Training
Educational Data System Inc.	Performance on placement, retention, follow-up
Educational Data System Inc.	Job Placement, Case Management
WIOA Youth and TANF Youth Funds	
Community Action Agency of Delaware County	Allied Health Program (WIOA)
Be Proud Foundation	STEP Up Program (TANF)
Chester Education Foundation	Blue Print for Success (WIOA)
Chester Education Foundation	Summer Employment Program (TANF)
Chester Education Foundation	Step In Program (TANF)
Delaware County Intermediate Unit	Youth Training Program (TANF)
Eckerd Youth Alternatives	Tech Bridge; Academy Park HS (TANF)
Eckerd Youth Alternatives	Tech Bridge; Upper Darby HS (TANF)
Eckerd Youth Alternatives	WIOA OSY Youth Program (WIOA)
Educational Data System Inc.	In School Youth Program (TANF)
Inner City Movement	Unity 3D Work/Learn Youth Training (TANF)
Multi-Cultural Family Services	Customer service training, Job placement (WIOA)
Administration/Program Funds	
Digital Consulting, LLC	Website Development and Maintenance
Community Workforce Advancements, LLC	Regional and Local Planning Services
Veterans Services Funds	
Community Action Agency of Delaware County	Veteran Employment Project
Delaware County Community College	Veteran Services

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

With the advent of the WIOA, the role of partners in the PA CareerLink® and other aspects of the public workforce system has changed. Commencing with the Workforce *Investment* Board becoming and Workforce *Development* Board, the role of the Board has evolved to one that develops the system, not just direct the investments to the system.

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This results in the expectations of the partners, particularly the entities carrying out the core programs, to not be simply partners coordinating and sharing efforts, but the core partners to become Subject Matter Experts (SME's) and bring their expertise at serving target groups with barriers to employment. For example, the Office of Vocational Rehabilitation will bring the expertise at serving those with disabilities to provide specialized services as part of an individual's career pathway to successful employment. Similar expectations are planned for Title II, Adult Education, Title I Youth and others (including those partners tangential to the core partners). Through this enhanced role the DCWDB expects all partners to play a significant role in facilitating access to services provided through the one-stop delivery system.

The DCWDB recognizes that this does not happen with simply the passage of new workforce legislation but is a long term functional goal to address broader comprehensive workforce needs. The DCWDB will strive to integrate and collaborate workforce activities to ensure a braiding of resources, both financial and programmatic, to the benefit of the job seeker and employer communities.

The Board recognizes that not all job seekers or employers will access the one-stop delivery system through making the trip to the two brick and mortar PA CareerLink® Delaware County offices. In some cases, particularly for target groups or certain geographies within the county, alternative locations and methods of outreach need to be considered.

The Board will consider, in cooperation and as recommended by the One Stop Operator, several methods to facilitate services. Through the use of technology, the Board will explore making services available at remote sites. In addition to CWDS and Job Gateway technology, the use of technology will allow PA CareerLink® staff, contracted providers, and community partners to assist job seekers and employers. For example, three current contracted partners, Goodwill Industries, Community Action of Delaware County and the Welcoming Center for New Pennsylvanians, provides a mix of programs that assist many low income, immigrant and other target groups. With the effective use of technology, efficient data and information sharing, and staff training they could assist appropriate job seekers in career services in the one-stop system. For employers, outreach through the Delaware County Chamber of Commerce could provide enrollment and engagement of employer partners.

Another system wide opportunity for exploration by the Board and the one-stop system is the Delaware County Library System. Delaware County (per the Delaware County Library system website) is home to 26 libraries at 28 locations that serve 49 municipalities throughout the county. With a helping culture and broad community access, the Board will work closely with the library system and the local libraries to expand the one-stop system capabilities.

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The PA CareerLink® offices, in their leadership roles within the county, will work closely with all partners and community members to provide access to the CWDS/Job Gateway® systems in a manner appropriate. For example, in Maryland, the One Stop Operators are providing access to all partners through read only access to the Maryland Workforce Exchange. Something like this could be explored in Pennsylvania. The PA CareerLink® will also solicit information on alternate case management and employer engagement systems and their potential linkage and sharing of information. As these systems are identified as well as their role within the system (such as assessment, case management, employer engagement, participant tracking) then the PA CareerLink® and One Stop Operator, with endorsement of the DCWDB, will explore specific collaboration and integration.

Meeting the Needs of Individuals with Barriers to Employment. The DCWDB maintains extensive services specifically to serve individuals with barriers to employment largely centered around the EARN program utilizing TANF funds from the Department of Human Services. Working collaboratively with many community and contracted partners (See Section 3.1 for a list of providers) including Community Action of Delaware County, Delaware County Literacy Council and Educational Data Systems, Incorporated (EDSI) for adult EARN related programs. The DCWDB programs help individuals with barriers to employment by providing a clear process, maintaining consistent expectations, promoting long-term career pathways, and encouraging postsecondary credentials.

Coordinating with Adult Education. To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, the DCWDB will work with its Adult Education partners to identify strategies that improve access. For example, it will explore the creation of a cross-referral process as well as the development of coordinated outreach efforts. The DCWDB is fortunate to have three very successful, collaborative and innovative Title II Adult Education partners including the Delaware County Literacy Council, Pathways PA and the Delaware County Community College.

Improving Access to Services for English Language Learners and Individuals Who are Deaf or Hard of Hearing. As part of its service strategy, the DCWDB requires that the PA CareerLink® Delaware County offices provide translation and/or interpretation services. They encourage partners to staff the facility with highly-qualified personnel who mirror the center's demographics; utilizing bi-lingual and multi-lingual personnel as needed. Telephone-based translation services may be used for languages other than English, and the Board encourages the PA CareerLink® offices to provide workshops in Spanish and other languages as appropriate. Individuals who are deaf or hard of hearing are afforded equal communication and programmatic access, including the scheduling and use of a PA certified American Sign Language interpreter.

To better coordinate with Unemployment Compensation, UC Courtesy phones and computers are available at all PACL centers for claimants to handle all aspects of their unemployment claim. PACL staff assist visitors with accessing the phone and computer and with general information about the contact process. As there is occasionally a queue to use these assets,

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PACL staff invite the visitors to explore the Career Resource Centers and other offerings that exist to offer services to these individuals.

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?

All partners, especially contracted partners, will be required to comply with the Americans with Disabilities Act. But more than just being a compliance function, the Board, working with our partners with attention to the Office of Vocational Rehabilitation and other Community Based Organizations with expertise in serving individuals with disabilities, will work to educate the employer community on the value of workers with disabilities. With a labor market participation rate of 22.3%, there are clearly many individuals with disabilities that would like to work but are finding work and work accommodations difficult to attain. The DCWDB will work collaboratively with the EO/ADA staff and the One Stop Operator to address the annual compliance reviews as they evolve to the schedule associated with Delaware County Workforce Development Area.

In addition, the Board will work diligently to ensure that the all staff involved in the public workforce system understand the need for physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals. The Board, continuing the partnering with the Office of Vocational Rehabilitation, will address staff development needs of PA CareerLink® and partner staff to better understand the needs of and provision of services to those with disabilities.

Key technology and materials available in the PA CareerLink® Delaware County offices may include (as is typical for certified PA CareerLink® offices in accordance with the Americans with Disabilities Act (ADA) ADA Compliance Equipment on site includes Furniture, Equipment and Software Upgrades, Adjustable height table for personal computer, Adjustable height chair/w adjustable height arm rests, Alternate mini keyboard, Alternate track ball mouse, Foam wrist rest, ADA compliant monitor, Low glare screen, Headset, Speakers, Screen Magnification Software – Zoom Text, Screen, Reader – JAWS for Windows, Closed Circuit TV – Video Magnification Equipment from Tele sensory, Personal Assistive Listening Device, TTY Phone. information printed in Braille and other materials in alternate format are available for usage within the PA CareerLink® within a reasonable amount of time. As the DCWDB reviews the annual compliance, they will lead efforts to ensure the PA CareerLink® offices meet the requirements. This will be done in collaboration with the Title IV partner, the Office of Vocational Rehabilitation.

In cooperation with the Office of Vocational Rehabilitation and other community partners,

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the One Stop Operator will develop, as identified by the PA CareerLink® partners, the professional development necessary to ensure all appropriate staff are competent in supporting the needs of individuals in need of the assistive technology described above. The One Stop Operator shall ensure that all facilities, technology, and services, partner services and outreach materials are compliant with the Americans with Disabilities Act (ADA) and Equal Opportunity (EO) guidelines.

As noted in the labor market information in Section 1.1, Delaware County possesses a significant immigrant population, second only to Philadelphia in the Southeast Workforce Region. This requires a significant awareness of services to best serve the Limited English Speaking population. To address this, the DCWDB, the One Stop Operator and the PA CareerLink® offices will develop and refine a Limited English Proficiency policy that will include the use of bi- and multi-lingual personnel in both offices as well as providing access to language interpretation services.

The DCWDB maintains staff proficient in the OEO requirements necessary and also monitors to ensure that the requirements are addressed. Additionally, the DCWDB may also call upon the County of Delaware OEO Office for technical assistance and guidance as necessary.

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.

Functional alignment of PA CareerLink® services are an essential function of a successful PA CareerLink®. Part of this success is a continuous improvement effort to ensure all staff and partners, both within the PA CareerLink® office and those that interact with it, are knowledgeable of programs, coordinate services and integrate performance and outcomes.

The DCWDB Board understands its development and leadership role in aligning, guiding, and directing the county's public workforce system through strategic funding allocation, sharing labor market information and other LMI intelligence, and maintaining a strong performance accountability system. Through this multi-faceted approach, the Board will work closely with all contracted service providers to ensure optimal services to job seekers and employers. Working as a team leader with all contracted partners, the Board will utilize the performance accountability measures, employer satisfaction and effective sector engagement as a basis of continuous improvement for all partners involved in the system. The DCWDB also maintains an effective and efficient procurement system that will be utilized to continually identify those contracted providers that are most competitive in providing high quality services to job seekers and employers.

Essential to this and integral to WIOA is the role of the Eligible Training Provider List (ETPL), the related High Priority Occupations (HPO), and when implemented the (innovative) Local Training Provider List (LTPL). The DCWDB ensures that the Eligible Training Provider List (ETPL)

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will be available for PA CareerLink® staff members who are responsible for assessing individuals for training programs and referring them to appropriate high-quality training. The DCWDB will follow the state's petitioning process to possibly add additional training programs to the list that may not be included. The DCWDB will continue to work with Registered Apprenticeship programs and encourage inclusion on the ETPL. To ensure quality of the ETPL, only programs that meet the minimum performance measures related to program completion, job placement rates, median earnings, and credential attainment of their students will be approved for inclusion. The DCWDB will continue to work together, with employers and training providers, in the development of appropriate and industry relevant training opportunities.

The DCWDB will approve training providers on the approved Eligible Training Provider List (ETPL) that are offering training programs aligned with state and region in-demand occupations and sectors.

The Eligible Training Provider List is used to provide our job seeker customers with information regarding the types of training opportunities available, both in our workforce area and also in other parts of the state, as well as, out-of-state training opportunities. Information is also available regarding occupational skills that are in demand within the State and within our WDA, and other performance related data that assists them in making informed training choices.

Programs must train students for "high priority occupations" in our area, as defined by the state. Training providers requesting assistance in completing the application process are assigned a "point of contact," a staff person, employed by one of our WIOA Title I providers. Training providers are required to retain documentation to support their applications for a period of three years.

DCWDB staff reviews applications to make sure they are accurate and complete prior to forwarding them to the state for final approval. If we reject an application, we notify the training provider within thirty days. Training providers have thirty days to appeal our decision.

The statewide training providers/programs (ETPL) list is updated when new programs are approved. Individual training accounts can be applied only towards programs on this list. Training providers must retain records concerning participant enrollment and performance throughout the period of participation plus a minimum period of three years following the participant's completion or termination.

The DCWDB will comply with the provisions as outlined in WSP 04-2015, Appendix B when submitting applications for training services to be included on the Local Training Provider List (LTPL). Over the years, the DCWDB has developed strong working relationships with various training providers and closely with both our employer and training provider communities to identify any training or skill gaps identified in our region. The LTPL (similar to the statewide ETPL) will catalog training providers and their respective training services/programs *exempted*

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from the statewide ETPL eligibility requirements. We will ensure that this list remains up-to-date and will disseminate this list consistent with the requirements of this policy (WSP 04-2015) and through the PA CareerLink® system. Only providers that the local board determines to be eligible will be included on this list. This list will be comprised of training services contracted at the local workforce level. As the Commonwealth implements this policy, this will allow for emphasis on the “innovation and opportunity” part of WIOA.

In both the spirit and intent of the PA CareerLink® integrated public workforce system, the One Stop Operator, in collaboration with the monitoring completed by the DCWDB and the PA Department of Labor & Industry, will work to regularly update and ensure that the needs of key populations in needs of service are addressed. This includes groups significant to Delaware County including Limited English Speaking (immigrant populations), those with disabilities, returning citizens, disadvantaged and at-risk youth and others.

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

The DCWDB Board, through its labor market assessment of both job seeker and employer needs, works diligently to bridge that gap to address the workforce and skill needs in matching job seeker supply to employer demand. This will be continual and ongoing assessment of needs through reviewing the performance measure results of programs and services. Working with the One Stop Operator, the PA CareerLink® Partners and other Community Partners, the Board will consider developing a community impact analysis, particularly regarding those target groups and those with barriers to employment, to determine the type and availability of appropriate employment and training services. Based upon this information, the Board will adapt the identified needs and priorities as part of its continuous improvement efforts and procurement processes.

Adult and Dislocated Worker employment and training activities in Delaware County include:

Career Services

- Provision of Labor Market Information (LMI), including job vacancies, skills gaps, High Priority Occupations, Career Pathways
- Outreach and Orientation
- Intake and eligibility determination
- Assessment
- Referrals to appropriate services
- Performance and cost information for training programs
- Follow-up services
- Development of an Individual Employment Plan
- Career Planning and Counseling

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- Short-Term prevocational services and workshops
- Internships, work experiences, and transitional jobs
- Connections to apprenticeships
- Job Location Services

Training Services

- Individual Training Accounts
- On the Job Training
- Incumbent Worker Training

Other Services

- Adult Basic Literacy Education services through Title II providers, Delaware County Community College, Pathways PA and the Delaware County Literacy Council.
- Financial Counseling and other Supportive Services

Activities are assessed in a variety of ways; through the local oversight and monitoring process, via the collection and review of job seeker surveys, and through contractor performance reporting. The oversight and monitoring process includes programmatic and file reviews to ensure compliance with contractual and programmatic requirements. Surveys and performance reports give a narrative and numerical view of the programming, to determine areas of success and areas of improvement.

The Executive Committee reviews and discusses performance reports in detail throughout the program year. The Executive Committee also reviews workforce programming proposals submitted annually, proving scores and feedback, determining any gaps in service that need to be addressed, and ultimately recommending program and provider selections to the Board as a whole.

The Board utilizes data and anecdotal evidence to determine the need for future programming. The availability of specific data on the long-term unemployed is not readily available, but will meet with partners and other community groups as necessary.

For providers of Individual Training Accounts, Delaware County has a representation of most private licensed schools in the county on the Eligible Training Provider List, as well as the Delaware County Intermediate Unit and Delaware County Community College, the Perkins providers in the county. Engagement with other postsecondary institutions and training providers will be expanded through further development of Career Pathways and the inclusion of micro-credentials on a Local Training Provider List.

The Delaware County WDB follows the state's Priority of Service Policy, WSP 05-2015, as follows;

Basic Career Services

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Basic Career Services will remain available for all individuals regardless of eligibility requirements as long as funding is available to support such services.

Individualized Career Services and Training Services

Priority of service shall be given to **Title I Adult-Eligible Participants**, in the following order, as long as funding is available to support such services:

1. Veterans and spouses who fall into one or more of the following categories:
 - Recipient of public assistance
 - Other low-income individuals
 - Individuals who are basic-skills deficient
 - Underemployed and low-income

2. All other persons who fall into one or more of the following categories:
 - Recipient of public assistance
 - Other low-income individuals
 - Individuals who are basic-skills deficient
 - Underemployed and low-income

3. Veterans and spouses who do not fall into the above categories

4. All other Title-I Adult Eligible Participants who do not fall into the above categories

The Delaware County WDB has been prioritizing older and out of school youth for a number of years, before the implementation of WIOA emphasized this population. The specialized services provided by the programs procured ensure quality services for youth throughout the county.

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

The DCWDB Board understands its development and leadership role in aligning, guiding and directing the county's public workforce system through strategic funding allocation, sharing of labor market information and other LMI intelligence, and maintaining a strong performance accountability system. Through this multi-faceted approach, the Board will work closely with all contracted service providers to ensure optimal services to job seekers and employers. Working as a team leader with all contracted partners, the Board will utilize the performance accountability measures, employer satisfaction and effective sector engagement as a basis of continuous improvement for all partners involved in the system. The DCWDB also maintains an effective and efficient procurement system that will be utilized to continually identify those contracted providers that are most competitive in providing high quality services to job seekers and employers.

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Regarding the eligible training provider list (ETPL), Delaware County is fortunate to have 28 post-secondary institutions of higher learning, anchored (for the workforce development system purposes) by Delaware County Community College. These institutions will continue to place education and training opportunities within the ETPL system and offer job seekers the appropriate informed choices to address their skill needs. With the increased sector strategy efforts and work based learning the Board will also work closely with the institutions on the ETPL to consider more customized, certification and (stackable) credential opportunities to better serve employers.

The Board will utilize several measures and means to ensure that training provider is linked to in- demand industry sectors. Through the labor market analysis in an earlier section, the Board has prioritized certain sectors for Delaware County. Recognizing that high-quality jobs from high quality employers draw from a radius regardless of county lines, the Board will work collaboratively with its neighboring workforce development boards to align as effectively as possible both the Delaware County priority sectors and the region's priority sectors. The Board working closely with the PA CareerLink® offices, contracted partners and others that comprise the Business Services Teams, will develop a responsive system to engage the priority sectors. The employers comprising these sectors will be invited to be part of PA CareerLink® system and will be interviewed and surveyed to identify their needs. One of the Boards contracted partners, the Delaware County Chamber of Commerce, will also assist as a liaison and spokesperson for the employer community in identifying both short and long term needs.

The DCWDB current Individual Training Account (ITA) policy has a cap of \$5,000. The Board annually reviews the ITA cap and rules to ensure they are serving the individuals and job seekers as efficiently as possible. This is reviewed annually by the DCWDB and the policy is adjusted accordingly. The Board reviews local award levels based upon funds available, comparable effective practices, leveraging of other funds potential and other factors.

The Board will ensure that customer based informed choice is addressed through the regular reporting of the One Stop Operator to the Board, the results of monitoring and the information provided by the ITA eligible institutions.

All positions identified through the sector strategies will be linked directly with the High Priority Occupations (HPO) and subsequently to the Eligible Training Provider List (ETPL). Based upon the occupations identified, the Delaware County WDB will make every effort to ensure that these jobs are part of the identified HPO's in both Delaware County and the Southeast Pennsylvania Workforce Development region. Once those are identified, appropriate providers, both current and new providers if

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necessary, will be sought to provide occupational skill training and be listed on the ETPL.

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

The DCWDB Board is blessed with a very progressive, innovative and dedicated Youth Council as a committee of the DCWDB. The Youth Council strives to continually identify successful programs and address the challenging needs of both In School Youth and Out of School Youth. The Board currently funds eleven distinct programs as part of their WIOA Youth Program effort with these programs willingly accepting and targeting youth with disabilities. The DCWDB utilizes two major funding sources for youth programs including WIOA and TANF funds. To balance the services to meet the demand, the WIOA funds focus on Out-of-School Youth and the TANF funds serve In-School Youth. The Youth Council also is instrumental in the youth program design, increasing the work experience opportunities, developing strong Career Pathways (in cooperation with the Title II providers in the county and in the PA CareerLink®) and leveraging TANF Youth Development Funding.

DCWDB Youth Council members are comprised of dedicated, knowledgeable and passionate advocates for effective services for youth. The current Youth Council members and their affiliations include:

- Catherine Judge Cardillo, Mercy Health Corporation of SEPA
- Ed Coleman, Community Action of Delaware County
- Adam Gattuso, Monroe Energy, LLC
- Phil Lachimia, Delaware County Technical Schools
- Christine Rogers, Office of Vocational Rehabilitation
- William J. Santora, A&E Construction

Joan Chicklo of the Delaware County Office of Workforce Development is the staff liaison to the Youth Council. The DCWDB and Local Elected Officials realize the importance and value of an effective Youth Council and will continue to appoint individuals from organizations that will continue the high quality required to effectively serve youth in Delaware County and as applicable the Southeast Region.

Youth programs are based upon an objective assessment and needs analysis with every youth served. Once this objective assessment and needs analysis is completed, an Individual Service Strategy (ISS) (transitioning soon to a career pathway once appropriate guidance is received) is developed charting this individual's course with the services. From here the services largely take on two major directions, one is more work and job oriented with an emphasis on placement while the other direction is skill based with youth receiving some skill training in high priority sector areas then placed on a job. Both recognize the value of work and learning and utilize work experience and other

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work based learning opportunities as appropriate. All youth programs must encompass and demonstrate any or all of the 14 required elements of WIOA Youth Programs. The Title I Youth Coordinator, in cooperation with the Youth Council, will ensure the availability and implementation of all 14 required youth elements for eligible youth.

To better serve youth with disabilities, the DCWDB has several approaches. The Board dedicates and prioritizes the TANF funds to serve youth with disabilities. Additionally, during the objective assessment and needs analysis, should a youth be identified as a youth with a disability, they are provided information and referral if appropriate to the Office of Vocational Rehabilitation for consideration of services.

The Delaware County Workforce Development Board will continue to emphasize across all their youth program subcontracts the emphasis of serving youth with disabilities. Furthermore, the Board looks forward to increased opportunity in working with youth with disabilities in partnership with the Office of Vocational Rehabilitation (OVR). As noted by OVR, as a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the Workforce Development Board and Title I providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work based learning is an important experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. The Delaware County WDB will also work closely with the OVR and other providers to ensure the services provided, such as counseling and guidance, individual living skills, self-advocacy training, workplace readiness training and job shadowing, will be an integrated and integral part of the Delaware WDB youth program suite of services.

Based on the requirements of WIOA, the DCWDB transitioned 100% of their WIOA youth funds to Out-of-School Youth (OSY). This was a major shift to OSY from previous years. These programs address two major efforts of the youth program in Delaware County. With the inception of WIOA, providers are adapting to significant changes in the way youth programs were formerly designed along with serving an expanded age range in the first year under new OSY requirements, the Board has just now starting to determine effective practices and programs.

The DCWDB Board provides two major types of youth workforce activities. One prioritizes employment and is not particularly skill specific. The other is skill specific and provides intense short term training in a high priority area then places the individual into related employment. All youth programs are based upon the successful completion of an objective assessment and needs analysis for all youth before they are placed in the

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most effective track to meet their needs.

One of the successful aspects of the DCWDB youth programs is the ability of the programs to work together effectively. These various programs often refer individuals to each other dependent upon student needs, ability of each of the contractors, and anticipated outcomes most beneficial to the youth.

For youth with disabilities, the TANF funds are the primary source of funds to address their needs. Additionally, during the objective assessment and needs analysis, should the staff become aware of a disability then this individual is referred to the Office of Vocational Rehabilitation (OVR). Since they are in the same PA CareerLink® office, if the program provider has determined that more intensive services are needed, then the process is streamlined.

Case Management staff are trained to complete eligibility as directed under WIOA and the Pennsylvania Department of Labor & Industry. Participant eligibility for WIOA Title IV program services may only be determined by an OVR Vocational Rehabilitation Counselor. Applications are entered into the CWDS system and all applicable eligibility paperwork is collected in the participant file. For those youth, both OSY and ISY, who are determined to “need additional assistance to complete an education program or to secure and hold employment,” staff are required to collect a letter of recommendation detailed why the youth requires additional assistance from a reputable source. This source can be a community organization such as the Delaware Literacy Council, a school teacher or counselor, or a pastor, among other sources.

The Delaware County WDB has implemented the following policy regarding requiring “additional assistance to complete an education program or to secure and hold employment” criteria:

Delaware County Workforce Development Board WIOA Youth Requires Additional Assistance Barrier Policy

REQUIRES ADDITIONAL ASSISTANCE BARRIER:

“An individual who requires additional assistance to enter or complete an educational program or to secure or hold employment.” WIOA 129(a)(1)(B)(i) & 129(a)(1)(c)(iv)(VII).

PURPOSE:

To provide a definition and criteria on the appropriate use of the “Requires Additional Assistance” barrier during eligibility determination requirements of the Workforce Innovation and Opportunity Act (WIOA) Title I youth programs.

CRITERIA:

❖ Lacks Significant Work History-defined as:

- No employment history
- Limited employment history

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- History of sporadic employment
- Significant gaps in employment
- Fired from one or more jobs
- Unemployed for more than 10 weeks out of the last six months

Acceptable Source Documentation: paystubs, unemployment (U.I.) documents, employer contact or information, social security award letter, notarized statement, case notes from applicant interview, resume, signed and dated preliminary application and/or WIOA Application, self-attestation on self-certification form at eligibility determination.

❖ **Employed or Under Employed-defined as:**

- Actively seeking employment but remain unemployed or under-employed for at least the last 6 months
- Have limited part-time employment to include working on an as needed or seasonal basis
- Employed part-time but seeking full-time employment
- Employed but seeking better hours, wages and/or employer
- Employed but lacks necessary skills for advancement
- Ages 20 thru 24 working at a minimum wage job
- Held several jobs in a year and was fired or voluntarily quit
- Employed at an “under the table” cash paying employer

Acceptable Source Documentation: paystubs, unemployment (U.I.) documents, employer contact or information, social security award letter, public assistance printout, notarized statement, quarterly estimated tax for self-employed applicant, resume, case notes, signed and dated preliminary application and/or WIOA Application, self-attestation on self-certification form at eligibility determination.

❖ **Housing & Income Issues-defined as:**

- Temporarily Displaced- (18 -24 yrs. old living with non-relatives on and off and not in a shelter or HPA in the last six months)
- No income source in the last six months (18-24 yrs. old assisted by family or non-relatives with basic necessities only)

Acceptable Source Documentation: Written statement from individual providing temporary residence or temporary support, case note, signed and dated Preliminary Application and/or WIOA Application, self-attestation on self-certification form at eligibility determination

❖ **Lack of Family Support- No Role Model-defined as:**

- Does not possess one of the WIOA barriers but lacks a support network or positive influence in their life to provide them with the necessary tools to remain or return to school, obtain or retain employment and/or achieve a credential
- Lacks work readiness and/or job search skills

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Acceptable Source Documentation: case note based on interview discussion or observation, school records, resume, signed and dated Preliminary Application or WIOA Application, self-attestation on self-certification form at eligibility determination

❖ **WIOA ISY 5% Limitation**

At the inception of this policy, the DCWDB does not serve ISY with WIOA funds. In the event this decision changes, the DCWDB will ensure in any given year:

- That no more than 5% of ISY enrolled in a program year will be determined eligible based only on the “additional assistance “ criterion contained in this policy
- That the criteria referenced in this policy is different from the WIOA 5% low- income eligibility exception (window) which allows 5% of local area participants who meet all of the other eligibility requirements to not be required to meet the low income threshold
- That the 5% low income eligibility exception (window) is calculated based on the 5% of participants enrolled in the program year who are required to be low-income to be eligible
- That the “WIOA Youth 5% Eligibility Exception” (RPT 232) standardized report created in the “Program Management” public folder in the Reporting Tool of the CWDS system will be utilized to insure that enrollment limits are not exceeded

The acceptable source documentation is not inclusive of all sources and can be modified at the discretion of the Youth Department staff.

Finally, connections with YouthBuild, JobCorps, and AmeriCorps are referral-based with regularly-scheduled presentations to participants. Neither YouthBuild nor JobCorps have a full-time presence in Delaware County. The Delaware County Workforce Development Board and the Delaware County Office of Workforce Development maintain strong connections with AmeriCorps and has hosted an AmeriCorps Vista annually for the past several years.

The Delaware County Workforce Development Board is blessed with a very progressive, innovative and dedicated Youth Council as a committee of the DCWDB. The Youth Council strives to continually identify successful programs and address the challenging needs of both In School Youth and Out of School Youth. The Youth Council strongly believes these policies and their implementation will greatly benefit Delaware County youth and young adults.

4.9. *How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response?*

The DCWDB Board received notice of impending layoffs and communicates this information to the Commonwealth’s Rapid Response staff. The Rapid Response Coordinator assembles a group of appropriate staff to reach out to the employer (and the

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union if applicable) and provide the necessary Rapid Response Services. The DCWDB continues to monitor these activities to ensure there is a proper coordination of services.

A Business Services Team staff may serve on any committees that are developed to help coordinate services. The DCWDB may also seek additional funding for large-scale layoffs. These individuals may require significant support services.

The Delaware County WDB's Rapid Response Team is made up of experienced PA CareerLink® Title I and Wagner-Peyser staff, local community-based organizations), and the state-assigned regional Rapid Response coordinator. The Delaware County WDB will continue to support such effective local and regional coordination going forward.

However, there is room for local improvement by placing a greater focus on layoff aversion strategies such as incumbent worker training. The painful experience of the Delaware County WDB has been that dislocated workers often lack the 21st century skills to give them confidence that they can navigate the economic, social and even psychological challenges associated with job loss. We have found this to be especially true among long-tenured manufacturing production workers who often entered employment in the sector decades ago in a very different world. Through experience, seniority, and consistent contributions with their employers, these workers over time often earned their way to top pay rates, excellent benefits including maximum vacation and leave, and attractive work schedules (e.g. day shift positions.) Unfortunately, too often the job skills and process knowledge these workers acquired with a single employer is often firm-specific and not valued by other potential employers, even within the manufacturing sector. By contrast, higher-skilled manufacturing workers such as machinists, industrial electricians, and mechanics often develop and retain transferable skills that are in demand and can more quickly make the transition to jobs that approximate what they had with the previous employer. By placing a greater emphasis on WIOA's permissible use of adult and dislocated worker funds to support targeted incumbent worker training the Delaware County WDB looks to assist local employers expand and leverage their investments in word-class technology and processes in order to avert layoffs. When layoffs do occur, employees who took advantage of such training should more quickly make the transition back to family-sustaining employment.

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

The DCWDB Board utilizes a common support platform to guide the services and activities of the workforce development system. The Board works collaboratively with the Delaware County Community College to guide and advise on postsecondary education offerings. The Board also provides labor market information and related information to secondary education institutions and the additional post- secondary institutions throughout the county.

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The DCWDB is committed to designing and implementing a strategic plan that aligns all workforce development with local education programs/activities to promote career pathways. The WDB and Youth Council goals include professional development for educators regarding career pathways as well as providing work-based learning opportunities for youth and young adults that result in the development of talent pipeline for area industries and employers.

One of the anticipated changes and evolution from the Workforce *Investment* Board to the Workforce *Development* Board is to assist in developing new programs or enhancing existing programs to include greater use of certifications and credentials that are critical to Delaware County and the Southeast PA Region employers as well as increasing the suite of Work Based Learning Opportunities available to both the education and employer sectors. The Board expects the work based learning to be a coordinated and measurable bridge from education to employment. The measurement and evaluation will allow the most effective programs to be maintained and duplicative and/or underperforming programs to be eliminated.

The DCWDB, through the PA CareerLink[®] Operator Consortium, ensures that a comprehensive cross-training and development plan is established for the PA CareerLink[®] sites and staff. The purpose of cross-training is to facilitate full access to services and the appropriate exchange of information.

To ensure services are not duplicated, the DCWDB will utilize a three-prong approach that includes a collaborative customer flow model based upon customer need, an emphasis on co-enrollment of participants, a review of resources aligned for ITA and OJT, and ongoing professional development and collaborative implementation of basic career services.

The DCWDB PA CareerLink[®] centers utilize a customer flow model based on customer need. The customer flow procedure incorporates a method to identify customer needs upon entry, and provides immediate engagement and connectivity to services during the customer's first visit. Our customer flow model includes a cohort of individuals that are served jointly by WIOA, Wagner-Peyser and other partner staff, specifically at basic service level. See Section 4.11 for a general illustration of the customer flow model.

Adult education activities include literacy, ESL and GED/High School Diploma programs, are an essential part of the success of job seekers throughout Delaware County. In fact, the One Stop Operator Consortium at the current time includes two Title II adult education providers, the Pathways PA and the Delaware County Community College. The Delaware County Literacy Council is also closely involved at the WDB (the Delaware County Literacy Council is an active member of the WDB) and the PA CareerLink[®] levels.

As job seekers are identify and assessed as part of the customer flow in the PA CareerLink[®] they are referred to the Title II providers associated with the PA CareerLink[®]. As part of the assessment plan, job seekers may receive services either integrated with other partners or

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through services dedicated by Title II and then referred to the appropriate partner as noted in their career plans/career pathway.

Co-enrollment of participants across programs and funding streams, when appropriate, encourages the coordination and leveraging of resources among partners and facilities. Co-enrollment is a strategic necessity in the context of limited resources. PA CareerLink[®] partner staff work with co-enrolled participants across programs and funding streams when appropriate and coordinate as needed to assure that the participant receives the services that are needed.

The DCWDB provision of services to job seekers allows for customer choice, through ITA and OJT services, and maximizes the use of DOL resources to support training that meets the needs of both job seekers occupational goals, and the job skills needed by employers in the labor markets we serve.

The WIOA staff and State Merit staff work closely together to provide the basic career services needed by most customers and make the most efficient use of the staffing resources available in the DCWDA. At the same time, this allows the DCWDA to maintain as high as possible level of funding devoted to training services in our counties. The effectiveness of this approach is also reflected in the long and consistent record of meeting common performance measures.

The DCWDB service delivery structure allows for flexibility in service strategies, access to a wide range of services, and the ability to share and effectively utilize the resources available in the Delaware County Workforce Development Area.

One of the key partners includes those organizations associated with the Perkins Act Section 134. The Delaware County Workforce Development Board Director is an active participant in the Perkins Participatory Planning Committee. This group meets quarterly with the Delaware County Community College and other related participants and includes all related staff. Also, the Delaware County Community College, including those impacted by the Perkins funding, also have the opportunity to work through and with the Delaware County Workforce Development Board and its Youth Council.

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.

As noted in Section 4.1, the Delaware County Workforce Development Board recognizes its role as the lynch pin in the workforce development system. Through this convening body, the DCWDB serves a nexus of workforce development needs across and in partnership with government, education, economic, community and workforce development to ensure the ongoing establishing of a seamless integrated mix of services to address both job seeker and employer/business needs.

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The PA CareerLink® Delaware County offices are managed by veteran, experienced staff. The PA CareerLink® Delaware County Chester City is managed by a State Merit staff with the Department of Labor & Industry as the employer of record. The partners contribute to the salary of the Site Administrator. The PA CareerLink® Delaware County at Media is managed by a veteran staff totally paid for as a contribution by the Delaware County Community College. This site is also embedded into the Delaware County Community College. The Site Administrators functionally supervise all staff, including Wagner-Peyser and other partner staff, coordinates services, and is accountable for the center's performance measures. The Site Administrators oversee all teams to ensure the services and operations of the center are executed efficiently and in adherence with the WIOA and TANF rules and regulations.

The Site Administrators and staff work cohesively to provide cross training so that all customers are connected to the resources, staff, and/or programs to meet their needs. Consistent use of data, internal communications and process systems are embedded in the service delivery model to assure service quality, customer satisfaction and mitigate duplication of services.

With the advent of the One Stop Operator under WIOA, there are increased opportunities to ensure improvement of service delivery and avoiding duplication of Wagner-Peyser Act services and other services. It is the responsibility of the One Stop Operator to convene one-stop partners and work toward maximized coordination. The One Stop Operator is held accountable for the implementation and operations of the DCWDB Local Plan's service delivery system. Additionally, the One Stop Operator further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the PA CareerLink® - Delaware County in cooperation with the DCWDB and in accordance with the DCWDB Local Plan. The One Stop Operator roles and responsibilities which relate to the goal of maximizing coordination include, but are not limited to:

- Serve as an intermediary with all the partners at the PA CareerLink® – Delaware County.
- Develop, distribute and compile customer satisfaction and interest surveys. Assess customer needs and feedback to make recommendations to partners and the WDB for continuous improvement.
- Work with all partners to ensure that an effective referral mechanism is in place and utilized for the benefit of individual clients and the partners' performance.
- Develop and follow a customer flow to include, but not be limited to, triage of all customers to determine their needs and their applicable Priority of Service status, and ensure service delivery based on that status.
- Ensure the involvement, inclusion and integration of services with the Title I provider, Youth provider, EARN and other partners and all other programs at the PA CareerLink® - Delaware County.
- Ensure compliance with One Stop / PA CareerLink® certification criteria.

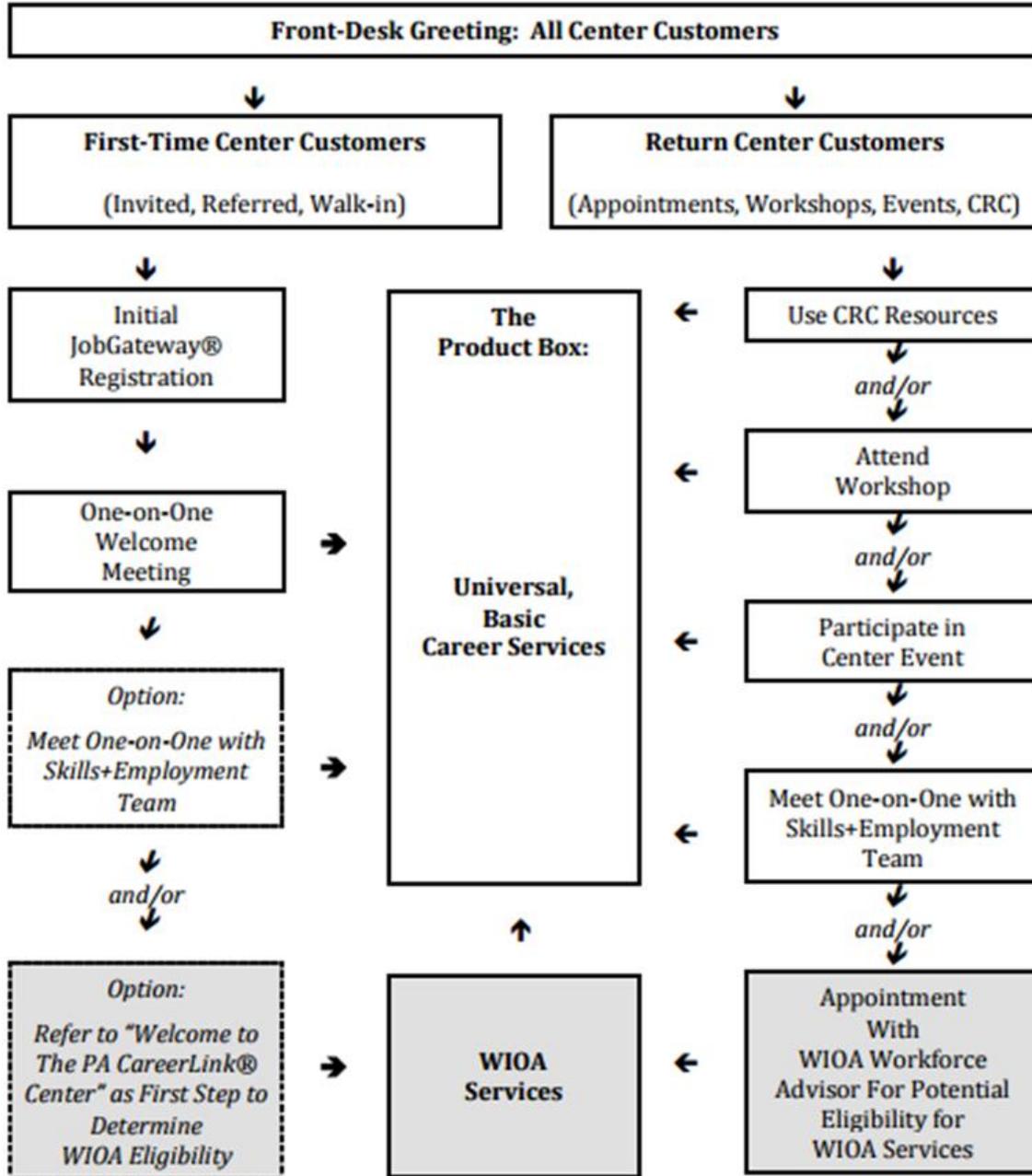
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Additionally, with respect to Wagner-Peyser services is a member of the Delaware County WDB and is invited to participate and comment on the operations and collaboration with Title III services.

The PA CareerLink® Delaware County utilize the following general customer flow as the basis for each offices customer services:



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Partner integration and customer experience is in a state of continuous improvement. The orientation, referral process and customer flow will be evaluated quarterly and updated as necessary. Upon receipt from the commonwealth the minimum requirements for orientation, customizable intake form, and Individual Employment Plan (IEP) template will be incorporated.

Mandatory bi-monthly meetings are held for all staff for the purposes of ensuring that all staff keep updated on the various services and programs available through individual agencies. Team building exercises, staff training activities on topics such as Disability Awareness, Violence Prevention, Dealing with Customers with Tact and Skill, Managing Multiple Priorities and Customer Service are among the topics included regularly on bi-monthly meeting agendas and individual staff training sessions.

The DCWDB Board has established two PA CareerLink® locations in the County, one in the city of Chester and the other embedded with the Delaware County Community College as part of their Workforce Entry Center. These two locations offer significant opportunities for all partners to engage different settings to address job seeker and employer needs.

The DCWDB will be utilizing technology, expanding community partnerships with both core partners and other community organizations, the Board will endeavor to provide the highest quality of service to job seekers, incumbent workers and employers. While access is available to all job seekers and incumbent workers, the provision of services and training is focused on those most in need and hardest to serve. The DCWDB utilizes the electronic record of the PA CareerLink® system to facilitate job seeker enrollment in services in both PA CareerLink® offices and other community based sites across the County. This electronic record keeping system will soon eliminate the need for job seekers to visit a physical PA CareerLink® location to access services.

The DCWDB will work in concert with all partners in the PA CareerLink® and the One Stop Operator to ensure that 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 the PA CareerLink® offices, adults and dislocated worker receive career and training services as appropriate. These services, based upon the needs of the job seekers may include testing, assessment, counseling, workshops, training and other services to meet their needs. The WIOA staff work in partnership with the Adult Basic Education, Wagner-Peyser, and OVR staff to coordinate across programs where possible. PA CareerLink® offices hold monthly leadership meetings to further discuss, enhance and continuously improve these services. The DCWDB attends these meetings as available to guide and assist while also understanding the labor market opportunities and challenges facing the labor market.

The DCWDB works with all its contracted partners, with emphasis on the youth

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providers, to ensure appropriate referral network for all program participants. The programs are encouraged to work together to reduce and minimize duplication and provide the best match for services. The DCWDB will work closely with all providers to share information and data to increase efficiency and service to all participants across all programs.

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

The DCWDB Board has a long standing successful partner relationships with the Title II Providers in the County. Title II Adult Education related services have always and will continue to be services that are integrated and are part of the strategic mission and vision of the Board.

The state plan, consistent with federal WIOA guidelines, requires that as part of the WIOA Title II adult basic education application process, the local board receive opportunity to review applications for alignment with the local plan. Local boards are not directly involved in WIOA title II solicitation and procurement; the title II competition is run solely by PDE, and all funding decisions are made solely by PDE. The local boards will review applications submitted to PDE for WIOA title II funds for alignment with the goals and strategies of the local area plan, and then provide recommendations to PDE on ways to improve alignment, if applicable.

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

Through the One-stop Memorandum of Understanding process the WDB is currently working with the local WIOA Title II service provider to design how local Title I and Title II activities will be coordinated.

The Delaware County Workforce Development Board will work closely with the Title II providers in the county related to the Title II provider application review rubric as provided by the Pennsylvania Department of Education.

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

The DCWDB Board has identified various traits of targeted populations including young workers, older workers, immigrant/ limited English speaking, low educational attainment and limited work history. Individuals with these traits possess a greater chance of being unemployed due to possessing many of these barriers.

To address these needs, the Board's objective is to identify community based expertise focused on target groups that possess many of these barriers. For example, disengaged youth often possess multiple barriers including low education attainment, limited work history, and perhaps limited English speaking. As noted previously the Board has engaged organizations and their subject matter expertise in Program Year 17 that are experienced and knowledgeable of services to individuals possessing these barriers. Examples include Pathways PA for Senior Job Placement (Older Workers), Welcoming Center for New Pennsylvanians for Job Placement (immigrant/limited English speaking), and Community Action Agency of Delaware County for Building Trades Program (Out of School Disengaged Limited Work History youth).

With the emphasis of the public workforce system and PA CareerLink® offices to serve those with barriers to employment, the DCWDB will engage these organizations as Subject Matter Experts (SME's) to assist the public workforce system and PA CareerLink® offices to effectively and efficiently serve these job seekers.

The Board recognizes that not all job seekers or employers will access the one-stop delivery system through making the trip to the two brick and mortar PA CareerLink® Delaware County offices. In some cases, particularly for target groups or certain geographies within the county, alternative locations and methods of outreach need to be considered.

The Board will consider, in cooperation with the One Stop Operator, several methods to facilitate services. Through the use of technology, the Board will explore making services available at remote sites. In addition to CWDS and Job Gateway technology, the use of technology will allow PA CareerLink® staff, contracted providers, and community partners to assist job seekers and employers. For example, three current contracted partners, Goodwill Industries, Community Action of Delaware County and the Welcoming Center for New Pennsylvanians, provides a mix of programs that assist many low income, immigrant and other target groups. With the effective use of technology, efficient data and information sharing, and staff training they could assist appropriate job seekers in career services in the one-stop system. For employers, outreach through the Delaware County Chamber of Commerce could provide enrollment and engagement of employer partners.

Throughout all of these programs, all programs are or will be available to services

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provided to individuals with disabilities eligible for services under Title IV of WIOA. In this case, OVR Vocational Rehabilitation Counselors provide eligible Title IV customers with multiples, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training and job placement.

Another system wide opportunity for exploration by the Board and the one-stop system is the Delaware County Library System. Delaware County (per the Delaware County Library system website) is home to 26 libraries at 28 locations that serve 49 municipalities throughout the county. With a helping culture and broad community access, the Board will work closely with the library system and the local libraries to expand the one-stop system capabilities.

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

The WIOA embeds sector strategies as the preferred way of engaging employers and doing business in workforce development. The DCWDB has a long and successful history of sector strategy implementation including collaborative work with contiguous workforce development areas. While addressing the needs of job seekers is best addressed at the county level, the employer and sector solutions are optimally addressed at the regional level. After all, skill sets do not stop at county (or state) lines. Toward that end, the DCWDB prefers to address these sector needs on a county oriented regional solutions basis.

Previous or current successful sector strategies include Southeast Pennsylvania Health Care Alliance, Southeast Pennsylvania Defense Transition Collaborative, Southeast Pennsylvania Workforce Development Partnership, Southeast Pennsylvania Workforce / Economic Development Collaborative, and the Philadelphia Business Education Career Awareness Project. Most recently, Delaware County has partnered with Chester County and the Delaware Community College with the Delaware County Community College Manufacturing Alliance. With the Southeast Pennsylvania Workforce Region engaging the Next Gen Sector Partnership, Delaware County will work both regionally and locally to expand and enhance out sector efforts.

Based on the labor market analysis (in section 1.1) those sectors identified by either levels of employment (such as Health Care, Accommodations and Food Services, and Manufacturing) or those with higher Location Quotients (LQ) (such as Educational Services, Finance and Insurance and Management of Companies) will be targeted for enhanced sector strategy efforts. Additionally, in collaboration with the Delaware County Economic Development, the DCWDB may focus on emerging sectors such as the proposed energy sector opportunities with the liquefied natural gas site on the Delaware River waterfront in Marcus Hook in Linwood.

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Key to the engagement of these sectors is recognizing that recent evidence based studies demonstrate that many people learn through working. With this enhanced work-based learning strategy, the DCWDB will work closely with their core and other partners to develop a suite of Work Based Learning strategies for employers and target specific sectors in order to aggregate the demand. This will involve all aspects of our partners' expertise including but not limited to the contextual learning capacity of our Title II Adult Education partners, labor exchange of our Title III partners and disabilities expertise of our Title IV partners. This is just one example of our expectations as the Board moves forward in the implementation of WIOA.

The PA CareerLink® Business Services Teams (BST) will be integral to the success of the sector initiatives. With the Chamber of Commerce and county Economic Development assisting in referring businesses and sector interests to the PA CareerLink® and supporting the sector initiatives. The BST is comprised of all partners that have capacity and interest in collaborating with common employer engagement in the PA CareerLink® Delaware County. This includes WIOA Title I staff, WIOA Title III staff (including Wagner-Peyser, LVER representatives), Title IV (Office of Vocational Rehabilitation, Rapid Response) and others as may be identified in each office.

OVR Business Services Team staff provide multiple services to the business community designed to assist businesses with onboarding pre-screened qualified WIOA Title IV individuals. OVR business services include reasonable accommodation consultation, OJT, referral on tax credits or deductions. OVR also offers no-cost consultation on the American with Disabilities Act (ADA), accessibility standards and helping a business retain current employees following an accident, injury or disability. OVR's statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversity their workforce to include citizens with a disability.

The PA Department of Labor & Industry Unemployment Insurance is a key partner in the PA CareerLink® Service Delivery System. The PA CareerLink® Delaware County has worked closely with the Unemployment Insurance system.

These individuals as identified are directed to come to one of the PA CareerLink® locations for job search assistance. At the local Center, they are provided with an orientation of services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff assisted job search activities, partner programs, supportive services, and/or training activities to help them secure a new job, or begin a new career. Any potential UC eligibility issues identified during PREP, RESEA, or any other UC Claimant interaction are referred to the State's Unemployment Insurance department for resolution.

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The Delaware County WDB understands that employers need to understand their rights under the Law. The Delaware County WDB will work with the UC Service Centers Customer Services Section to request to conduct seminars on UC topics where these rights and responsibilities are explained. This will be another service for DCWDA employers.

Through the ongoing regional collaboration, the Southeast PA Directors will also identify continued Regional BST as time and planning permits and with coordination of other regional initiatives such as the Next Gen Sector Partnership and other sector initiatives.

Engaging the education community, including secondary and post-secondary, is important to the success of the public workforce system. Building upon industry connections established through Engage! the Delaware County Workforce Area continually updates local educational facilities, both private and public, on the results of this work. The Workforce Development Board also provides updates and access at its meetings with local public education providers serving on and actively participating on the WDB.

4.15. How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

The DCWDB Board understands that the efficient application and use of supportive services is often the critical difference for an individual to successfully complete a program and maintain and sustain employment. Supportive services are provided to individuals based upon need. Upon determining the need, community resources are solicited including but not limited to Faith Based Organizations, Community Based Organizations, other county agencies and other resources. Other partner and community organizations are solicited and supportive services needs are addressed. Depending on funding source and related participant eligibility for those resources, additional supportive services may be provided (e.g., EARN funds).

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

Adults in Delaware County generally have a shorter commute to work: 60% of the adults living in Delaware County commute less than 10 miles to work. Many Delaware County residents face comparatively short commutes to work. As the career pathway is developed and implemented with each job seeker as part of the public workforce system, this commuting issue is one of the areas needing addressed.

Fortunately, Delaware County is part of the SEPTA system with ample opportunities for public transit throughout the counties. In addition to public transportation being available

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at both PA CareerLink® locations, SEPTA also has an extensive network of public transportation available throughout the county. Public transit has been a vital component of community life in much of Delaware County. SEPTA is the sole provider of fixed-route public transit within Delaware County. SEPTA's public transit system operating in or partially in Delaware County consists of one elevated rail line, four regional rail lines, four light rail lines, or high-speed rail line, and twenty-seven bus routes. A portion of these routes only travel through the County for a short distance, making up a fraction of their entire journey, connecting Delaware County to neighboring counties and states. The DCWDB also participates on the advisory board and works closely with the Delaware County Transportation Management Association to coordinate transportation needs and issues including an annual Job Fair with the PA CareerLink® offices.

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

While 74% of residents in Delaware County drove a car, truck or van alone to work, 11% of county residents relied on public transportation to work. This is almost three times than the neighboring suburban counties illustrating the importance of public transportation in Delaware County. Based on the extensive network of public transportation in the County (per the county map below), the DCWDB Board will work closely with SEPTA, community agencies and others to enhance the availability of transportation as a means to attend education and training services and employment.

Transportation is one of the key supportive services necessary for success in being able to attend training and educational needs and maintain a job. Additional supportive services will be coordination between and among the PA CareerLink® partners and other community partners to ensure maximum opportunities are identified and funds and resources leveraged accordingly.

5. COMPLIANCE

- 5.1. ***Describe the cooperative agreements that define how all local area service providers will carry out the requirements for integration of and access to the entire set of services available in the local area one-stop delivery system.***

Working under the leadership and role of the One Stop Operator, the local area service providers through the primary responsible partners in the PA CareerLink® offices will

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collaborate and share information, outcomes and shared resources. This will be expected by all partners throughout the public workforce system. The PA CareerLink® will utilize the expertise of the partner agencies to assist and advise the other partners in the public workforce system regarding the appropriate integration of and access to the entire set of services available in the local area one-stop delivery system.

For example, recognizing the value of and subject matter expert (SME) talent of the Office of Vocational Rehabilitation offices and their staff and in accordance with Section 107 of the WIOA legislation, the Board will utilize OVR expertise regarding assessment, career pathways development, education training and placement for individuals with disabilities. OVR has a very effective professional development program that will assist in assuring proper cross training of staff, technical assistance and sharing information. The Board will encourage the sharing of CWDS information that can assist in serving mutual clients. This will provide for significant collaboration and information sharing. With OVR as a full partner in the PA CareerLink® and holding a seat on the Board, we are optimistic that this relationship will grow to better serve individuals with disabilities. Similar professional development and information sharing will be completed by all the partners and other community organizations engaged with activities, services and assistance in the public workforce system.

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?*

If an audit indicates a debt owed or disallowed cost, staff will follow-up with an on-site monitoring of the issue. Should the monitoring confirm the finding in the audit, a letter would be issued indicating the finding, the amount due to be returned, and a due date. Should this occur, a provider would be noted as “High Risk” in the Risk Assessment stage of monitoring for the next year and monitored accordingly.

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

The WDB will issue, in writing, the results of its review, giving the audited entity 30 days from issuance of the letter to submit an appeal of any findings. That appeal will be a request for a formal review of the final determination before an impartial hearing officer of the Berks WDB. The debt collection process will be stayed pending a decision regarding the appeal. However, the debt becomes delinquent on the first day following issuance of the letter, whether or not an appeal has been filed.

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process.

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This interest is waived if the debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived. However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed.

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

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

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

If repayment of the outstanding debt is not received within 30 days after issuance of the second notice, a final notice will be sent by certified mail. The final notice will state that the board must receive repayment within 10 days of issuance. It will also list the amount of accrued interest due on the debt. The notice will also state that should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions may be instituted. Any legal action will be initiated by the County of Delaware Solicitor's office.

Please refer to DCWDB policy 16-009, Delaware County Debt Collection Practices for further information in this regard.

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

The Delaware County Workforce Development Board will implement the actions necessary to become or remain a high-performing board once related guidance has been issued by the Pennsylvania Department of Labor & Industry.

Related to being a high performing board, the DCWDB Board understands its development and leadership role in aligning, guiding and directing the county's public workforce system through strategic funding allocation, sharing of labor market information and other LMI intelligence, and maintaining a strong performance

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accountability system. Through this multi-faceted approach, the Board will work closely with all contracted service providers to ensure optimal services to job seekers and employers. Working as a team leader with all contracted partners, the Board will utilize the performance accountability measures, employer satisfaction and effective sector engagement as a basis of continuous improvement for all partners involved in the system. The DCWDB also maintains an effective and efficient procurement system that will be utilized to continually identify those contracted providers that are most competitive in providing high quality services to job seekers and employers.

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

The DCWDB Board and LEOs posted the plan for the required thirty-day review on July 17, 2017. The Board also specifically contacted via email the members of the Workforce Development Board (representing business, labor, education and industry), all contracted and core partners, and select community partners making them aware of the availability of the plan and inviting them to review and comment on the plan. Should individuals not have electronic access, the DCWDB provided hard copies available as necessary including special accommodations for those with disabilities.

The plan was made available through the DCWDB Board website for public comment. A notice was also posted in the Delaware County Daily Times in accordance with Board policy for three days. Workforce Board members and other essential partners were notified of the availability to read and review the plan. This will include members of County Council, Workforce Development Board, and PA CareerLink® Delaware County, the One Stop Operator and PA CareerLink® partners.

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

The DCWDB Board and LEOs posted the plan for the required thirty-day review on July 17, 2017 on the Board website and in the local newspaper for three days as required by county policy. The Board also specifically contacted via email the members of the Workforce Development Board (representing business, labor, education and industry), all contracted and core partners, and select community partners making them aware of the availability of the plan and inviting them to review and comment on the plan. Should individuals not have electronic access, the DCWDB made hard copies available as necessary including special accommodations for those with disabilities.

The Board will review all public comments received and responded both directly to the submitter and posted all public comments to the plan with responses on the DCWDB website

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and included in the plan as required by the PA Department of Labor & Industry.

After the review period closed on August 17, 2017, the Delaware WDB did not receive any comments to the regional or local plans.

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ATTESTATIONS

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

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

Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.

Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.

Agreement between the local area elected official(s) and the local workforce development board.

Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.

Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.

Local area procurement policy – Must describe formal procurement procedures.

Local area MOU.

*Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; **work-based training policies including** incumbent worker training, **OJT, CT, and apprenticeship.***

Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.

Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and

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severance; sexual harassment; and equal opportunity/non-discrimination.

*Professional services contract(s) for administrative services such as staffing and payroll, if applicable. **Not Applicable.***

REQUIRED ATTACHMENTS

Attachment 1—Performance Measures Table (Reference Item 2.4)

Attachment 2—Organizational Chart Depicting Separation of Duties (Reference Item 3.1)

Attachment 3—One-Stop Location and Program Services Template (Reference Item 3.2 & 4.2)

Attachment 4—Public Comments and Local Board Responses (Reference Item 5.5)

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Attachment 1

Performance Accountability Template

Local Workforce Development Area name: **Delaware County Workforce Development Area**

Effective Date: **January 1, 2018**

WIOA Title I Programs

LWDA Name:		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	LWDA's WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2018 – 2020	LWDA's WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2018 Q3
Employment (Second Quarter after Exit)		
	Negotiated Goals	Attained Performance
Adult	70.0%	77.2%
Dislocated Worker	75.0%	84.4%
Youth	65.0%	65.5%
Employment (Fourth Quarter after Exit)		
	Negotiated Goals	Attained Performance
Adult	70.0%	76.0%
Dislocated Worker	76.0%	84.4%
Youth	58.0%	69.2%
Median Earnings (Second Quarter after Exit)		
	Negotiated Goals	Attained Performance
Adult	\$5,300	\$5,770
Dislocated Worker	\$7,500	\$8,135
Youth	Baseline	\$2,684
Credential Attainment Rate		
	Negotiated Goals	Attained Performance
Adult	70.0%	66.4%
Dislocated Worker	70.0%	73.0%
Youth	70.0%	75.8%
Measurable Skill Gains		
	Negotiated Goals	Attained Performance
Adult	Baseline	33.8%
Dislocated Worker	Baseline	24.5%
Youth	Baseline	60.1%

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans

Chief/Lead Elected Official(s): John McBlain Chairman; Collen P. Morrone, Vice Chairman; Michael Culp, Kevin Madden, Brian Zidek

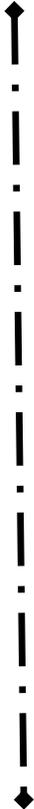
Local Workforce Development Board (LWDB): Delaware county Workforce Development Board, Al Danish, Chair.

Fiscal Agent: County of Delaware

LWDB Standing Committees:
Executive, Finance, Planning/Performance, Monitoring/Oversight, Youth, Local Management

Delaware County Workforce Development Board
LWDB Staff:
John Daly, Executive Director
Dawn Bernadelli, Finance Director
Carol Shields, Budget Technician
Karen Hofmann, Deputy Director
Helen Schwabe, Compliance/Office Manager
Anthony Lerario, Monitor
Debbie Callahan, Contract Manager

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Jobseeker-Worker-Employer-Business Service Delivery Entities
Required & additional program partners, program service providers, training providers & other contractors
Delaware County Office of Workforce Development, WIOA Title I, EARN
Delaware County Literacy Council
Pathways PA
Delaware County Community College
PA Department of Labor & Industry, Bureau of Workforce Development
Partnership & Operations, Wagner-Peyser
Office of Vocational Rehabilitation
PA Dept of Labor & Industry, Office of UC Centers
PA Dept of Human Services, TANF
PA Dept of Comm & Econ Dev, Community Services Block Grant
Native American, Council of Three Rivers
American Indian Center, Inc.

PA CareerLink® Operator
Operating Consortia (Pathways PA, Delaware Co CC, Delaware Co Office of Workforce Development)

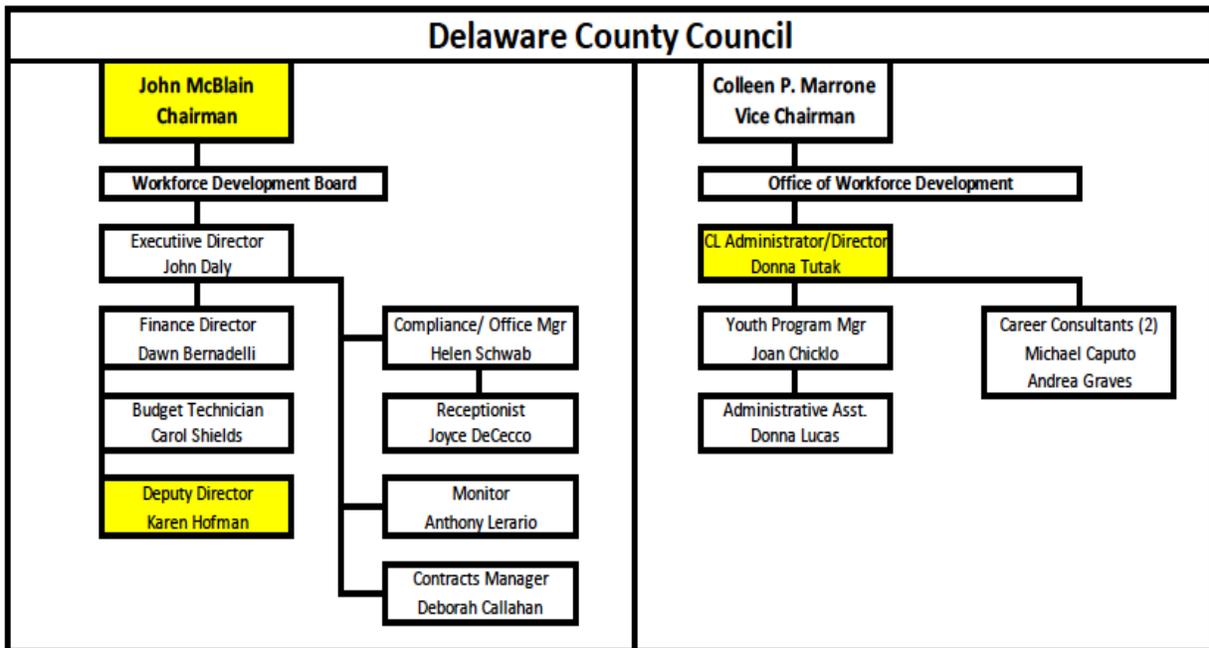
PA CareerLink® center(s) Site Administrator(s)
Susan Bond, PA CareerLink® Delaware County at Media
Marybeth Ferguson, PA CareerLink®

PA CareerLink® center(s)
PA CareerLink® Delaware County at Media
901 S. Media Line Road
Media, PA 19063
PA CareerLink® Delaware County at Chester City
701 Crosby Street, Suite B
Chester, PA 19013-6096

Delaware County Workforce Development Area

Organizational Chart

Structural Exception



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Attachment 3

PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: **Delaware County Workforce Development Area**

Effective Date: **January 1, 2018**

As listed in the MOU as of July 1, 2017

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Bureau of Workforce Partnership and Operations WIOA Title III Services (Wagner-Peyser, Trade Act, Jobs for Veterans, Rapid Response, Foreign Labor Certification)	WIOA Title III, Programs authorized under Wagner-Peyser Act (29 U.S.C. et.seq)	Jim Nichols, Regional Director jnichols@pa.gov
651 Boas Street, Harrisburg, PA	610-988-1378	www.pa.gov
WIOA Title I Services (Adult, Youth and Dislocated Worker)	WIOA Title I, Subpart B	Donna Tutak/ Office of Workforce Development, dutak@delco.org
701 Crosby Street, Ground Floor, Chester, PA 19013	610-447-3350	https://www.delcoworks.org/
WIOA Title II Adult Education & Literacy	WIOA Title II	Kate McGeever, kmcgeever@delcoliteracy.com
Delaware County Literacy Council	610-876-4811	www.delcoliteracy.com
WIOA Title II Adult Education & Literacy	WIOA Title II	Jeffrey Kriebel, JKRIEBEL@dccc.edu
Delaware County Community College	M,W, 484-237-6246; T, TH, 610-723-4095	www.dccc.edu
WIOA Title II Adult Education & Literacy	WIOA Title II	Maria Duncan-Prince, Mduncan-prince@pathwayspa.org
Pathways, PA	610-543-5022, Ext. 239	www.pathwayspa.org
WIOA Title IV, Office of Vocational Rehabilitation (OVR)	WIOA Title IV Title I of Rehabilitation Act of 1973	Kevin Sand, District Administrator ksand@pa.gov
651 Boas St, Harrisburg, PA	484-250-4340, Ext. 110	www.pa.gov
The Workplace	Title V of the Older Americans Act	Michael McCarthy, VP National Initiatives
350 Fairfield Ave, #302, Bridgeport, CT 06604	203-610-8500	www.workplace.org

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Carl Perkins Career & Technical Education	Carl Perkins Career & Technical Education Act of 2006	Susan Rapp, srapp@dccc.edu
Delaware County Community College	610-359-5040	www.dccc.edu
Community Services Block Grant (CSBO)	Community Services Block Grant	Edward Coleman, colemane@co.delaware.pa.us
Community Action Agency of Delaware County, Inc.	610-891-5101	www.co.delaware.pa.us
PA Department of Labor and Industry, Office of UC Centers	State Unemployment Compensation Laws	Barbara A. Mourer, Director, Office of UC Service Centers bmourer@pa.gov
651 Boas Street, Room 625 Harrisburg, PA	717-783-4127	www.pa.gov
PA Department of Human Services	Part A of the Title IV of Social Security Act	Edward Whisler, ewhisler@pa.gov
Harrisburg, PA	215-560-2150	www.pa.gov
Migrant & Seasonal Farmworkers	WIOA Title I, MSFW (National Program)	Nita R. D'Agostino, ndagostino@pathstone.org
Kennett Square, PA	717-234-6616	www.pathstone.org
Council of Three Rivers American Indian Center, Inc.	Native American Program	Bill Reckard, breckard@cotraic.org
1855 New Hope St. Norristown, PA 19401	610-292-3034	www.cotraic.org

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Local workforce development boards (LWDB) are required to include a PA CareerLink® workforce service delivery system list of program partners/providers as part of the local area's four-year plan. The LWDB should ensure that this list reflects the enacted/revised PA CareerLink® Memoranda of Understanding.

Attachment 4