



## LOCAL PLAN 2012-2016

*The mission of the Southwest Corner Workforce Investment Board is to develop policies, oversee public funds, and procure services that will help employers and job seekers throughout Washington, Greene and Beaver counties. Job placement assistance, education, training and counseling will be offered in order to achieve a skilled workforce and economic development throughout the region.*

## SECTION I: STRATEGIC PLAN

### A. VISION: *Describe the vision for the LWIA's economy and workforce.*

We envision a job ready regional labor pool that possesses the skills and aptitudes necessary to meet current employer expectations, that will help to attract new employers to the region, and will encourage the retention of highly valued employers who offer family sustaining wages, benefits and opportunities for advancement.

### B. OVERARCHING STRATEGIES

#### 1. *Describe how the vision will guide investments in workforce preparation, skill development, education and training, and other initiatives.*

- Our Investment guides:
  - Development of an on-going objective understanding of employer and jobseeker needs
    - By using labor market data;
    - Through Business Service Team and Industry Partnership feedback;
    - As a result of objective Pre- and skills assessment of jobseekers conducted by Title I Contractors.
  - Gap Analysis
    - We will take the objective data and determining resource gaps
    - We will then work with employers, PA CareerLink® and WIA staff, service providers, and education and training providers to close the gap through the linkage to existing activities or the development of new ones.
  - We will use performance evaluation and oversight of past and current practices for the implementation of Best Practices

#### 2. *Describe how the LWIB will align strategies to achieve the governor's vision for Pennsylvania, and expressed in the state's Integrated Workforce Plan.*

- *Goal A - Develop an Employer Driven System*
  - We will emphasize on-the- job training as a quick connection to employment.
    - SCWIB will use state waiver to encourage small business to participate. Waiver of WIA Section 101(31)(B) to increase employer reimbursement for on-the-job training.
  - We will continue to focus on the outreach to the long-term unemployed and the recently unemployed, encouraging their use of the PA CareerLink® system and implement Keystone Works.
    - SCWIB will track use of Keystone Works and report.
  - We will integrate the EARN program into PA CareerLink® functions.
    - SCWIB will report outcomes for EARN clients.

- SCWIB will gain a better understanding of job seekers skills and abilities through assessment and intensive case management enhancements.
  - SCWIB will promote sharing of best practices throughout system and region.
- Further evolve our Industry Partnerships as not only an incumbent worker program, but also a youth pipeline, a source of new hires and a career pathway.
  - SCWIB will encourage and promote sharing of best practices between all IP's in our local area and region.
- **Goal B - Better Connect Job Seekers and Employers**
  - SCWIB will find ways to best utilize Job Gateway as other job matching tools to increase placements.
    - SCWIB will promote sharing of best practices on usage and implementation of innovative job seeker and employer services throughout system and region.
  - SCWIB will respond to the state's refinement of the High Priority Occupation list and use it to guide local training enrollments.
    - Continue the SCWIB goal of focusing on our Industry Clusters.
  - We will track placement for veterans, older workers, the disabled, and ex-offenders.
    - SCWIB staff, PA CareerLink® and Title I Contractors will track these services and report to the WIB. Reports and tracking should be done with existing tools to complete the reports.
- **Goal C - Build a Pipeline of Talent**
  - SCWIB will ensure that our In-School Youth providers focus on making sure that students are career and post-secondary ready.
    - We will do this through our STEM initiatives; dropout prevention programs and Career pathways efforts.
    - Students will be provided information or directed to resources for training and work experience when they complete high school and are ready to go to work.
      - SCWIB will track enrollment and outcomes and report for both.
- **Goal D- Strong Fiscal Foundation**
  - The Governor is planning to create Pennsylvania, Inc. to act as the one stop shop for business financing and the governor's partner in job creation
  - State will focus on entrepreneurship and innovation.

- We will comply with these goals by participating in regional meetings, gathering information and providing it to PA CareerLink® partners and participants.
- We will enhance our private-sector mindset to make our workforce system more customer-focused, responsive and accountable. By supporting the Governor's economic strategies for growing business, more opportunities will be available in the Southwest Corner.

3. *Describe the strategies to increase coordination, maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the LWIA.*

The SCWIB works to promote coordination among the entire system. SCWIB envisions a system that promotes a focus on job search for all participants in WIA programs and PA CareerLink® activities. This includes:

- Promote integration of employment and training programs in the PA CareerLink® - The primary focus of SCWIB is to ensure that in each PA CareerLink® there is a seamless flow of customer services that support job search, job matching, and job placement. This in turn will build a highly skilled and prepared workforce. PA CareerLink® staff and site administrators attend every quarterly WIB meeting where their efforts and operations are discussed and studied. SCWIB also has a PA CareerLink® committee that will work with Operators to review goals for each center and Business Service Teams. Committee will also review activities and ensure that appropriate activities and partners are present. PA CareerLink® staff must fully understand the SCWIB high-priority clusters and the needs of local employers to properly prepare job seekers for job search.
- Work with industry partnerships, youth programs and training providers to develop alternative shorter-term skill training opportunities. – SCWIB will continually engage community partners, employers and training providers to gauge trends in employer needs and skill levels to determine industry needs in regard to training. Following employer recommendations, SCWIB will be able to determine if training should be done in traditional classroom setting, on-the-job training, or a combination of the two.
- Promote on-the-job training to employers – SCWIB will market these opportunities available to local employers through all means, including, but not limited to in-center advertisements and Business Service Team outreach. With the engagement of the business community being performed by the Business Service Teams, these advantages to engagement will also be highlighted.
- Seek other related funding in order to increase training related opportunities – Grant and potential partnering opportunities will be sought and followed-up on, including, but not limited to grant search websites (grants.gov, local and national foundation centers, etc.), local lending foundations and regional partnership opportunities.

## C. ECONOMIC AND LABOR MARKET ANALYSIS

1. Describe the economic conditions in the LWIA, identifying the critical businesses and industries, population and workforce trends, and the economic challenges facing the local area.

We have recently updated our industry cluster analysis to identify the critical industries for our area. These industries are identified in section C.2.a and C.2.b. Continued population decline is expected through 2022. We will need to address issues of an aging workforce by ensuring that our labor pool possesses the necessary skills to meet industry and employer demand. This will require strong career pathways and engagement of the target population.

The Marcellus Shale continued expansion and proposed “Cracker” facility; we look to many studies to describe our changing work environment. The Allegheny Conference supported a study conducted by Pennsylvania Economy League of Greater Pittsburgh “Regional Economic Impact Analysis of Proposed Petrochemical Facility.” Local PA CareerLinks® have an active role in assisting with projected jobs at “Cracker” plant and impact of increase in demand for services. We await a report from the State to further detail estimations for these projects.

2. Provide an analysis of the local economy, labor pool, and labor market. Include analysis of the following data:

Economic Modeling Specialists, Inc. provides data used in this analysis. Job data is modeled data to date while output data is through 2011. This is the most current information available.

- a. Current makeup of the local economic base by industry.

The Southwest Corner Workforce Investment Area which includes Beaver, Greene, and Washington Counties is a diverse local economy with strong connections to the larger Pittsburgh, PA; Wheeling, WV; and Morgantown, WV metropolitan areas.

Strictly looking at total employment, it is led by the health care (13.0%), retail (11.1%), and government (11.0%) sectors with manufacturing (8.6%) and construction (7.4%) completing the top five. However, contribution to gross regional product clearly shows manufacturing (12%), mining (11%), health care (9%), government (9%), and utilities (8%) among the top five.

Many clusters including health care, financial services, business services, education, hospitality, builders and contractors, and wholesale trades will grow

jobs in the next ten years. Some of these are lower-skill, lower-wages jobs in which we have tended to avoid investing.

However, another set of clusters including utilities, metals and metal manufacturing, chemicals, builders and contractors, health care, and logistics and transportation are highly competitive (location quotient) and expected to grow in competitiveness over the next ten years. We believe that jobs related to these industries are the sweet spot in jobs for the future. These industries will tend to have fewer jobs but have significant replacement opportunities for which they will hire higher-skilled workers.

- b. Industries and occupations expected to grow or decline in the short-term and over the next decade.

Without a doubt, the presence of shale gas in the region and the prospect of a large ethane “cracker” plant being located in Beaver County dominate talk about industry growth over the next ten years. We have already seen the ripple effect of gas extraction in the area as leases have gotten negotiated and people increase their use of legal, property management, financial advice, and other related services.

Analyses by the American Chemistry Council, researchers at Penn State University, and our own very crude impact analysis shows that the 400 direct jobs at the “cracker” plant may generate anywhere from 1,776 to 2,924 to well over 5,000 jobs in the region and positively impact output, earnings, and local supply chains.

These new variables in our local jobs calculus will lead to a deep look at occupations as we transition people with traditional mining skills to an industry that demands some retooling of old skills and some learning of new skills.

As we look forward, we have drilled further into other groups of industries that are driving the positive output, competitiveness, and growth numbers that are reflective in the more general clusters mentioned above. These groups of driver industries include...

- Health Care
  - Employment: 15,003 to 16,969
  - Expected Growth: 1,966 or 13%
  - Location Quotient: 1.22 to 1.17
  - Top Five Jobs: RN, Nurse Aide, Home Health Aide, Personal and Home Care Aide, and LPN
- Construction

Employment: 6,272 to 7,525  
Expected Growth: 1,253 or 20%  
Location Quotient: 2.09 to 2.09  
Top Five Jobs: Laborers, Carpenters, Plumbers, Operating Engineers, and Front-Line Supervisors

- Energy

Employment: 9,308 to 9,994  
Expected Growth: 686 or 7.37%  
Location Quotient: 6.86 to 5.97  
Top Five Jobs: Operating Engineers, Front-Line Supervisors, Roof Bolters, Helpers, and Continuous Mining Machine Operators

- Advanced Manufacturing

Employment; 2,664 to 2,831  
Expected Growth: 167 or 6.2%  
Location Quotient: 9.98 to 11.37  
Top Five Jobs: Team Assembler, Front-Line Supervisors, Inspectors, Chemical Plant and Systems Operators, and Industrial Machinery Mechanics

- Metals

Employment: 4,277 to 3,617  
Expected Growth: -660 or -15.4%  
Location Quotient: 13.2 to 12.47  
Top Five Jobs: Metal and Plastic Cutting Machine Operator, Front-Line Supervisors, Maintenance and Repair Workers, Machinists, and Extruding Machine Operators

To this analysis of industries and related occupations, we have added our Top 100 In-Demand Jobs research that generates a list of jobs that pay above the family-sustaining wage and that include needs based on growth (or decline) and replacement across industries. This information is akin to the middle skills/middle wage research that was done by the Brookings Institution near the end of the last decade.

Among the jobs at the top of the most recent list are Real Estate Sales Agents, Material Handlers, Customer Service Representatives, Registered Nurses, Elementary School Teachers, Managers, Truck Drivers, Property Managers, Sales Representatives, and Fiscal Services Sales Agents.

Using the Top 100 In-Demand Jobs list, we have organized six Career Pathways that group these demand jobs together; detail at least three levels for each Pathway based on skills, knowledge, and experience; and examine the resources that are available for skill acquisition in the local community. The six

Career Pathways (with the expected openings over the next decade and examples of jobs in the Pathway) are...

- Sales (6,712) includes real estate agents, customer service representatives, property managers, sales representatives, personal financial advisors, insurance sales agents, sales and marketing supervisors and managers
- Production (4,286) includes laborers, managers, maintenance and repair workers, welders, team assemblers, industrial truck and tractor operators, industrial machinery mechanics, mechanical engineers
- Construction and Trades (3,263) includes laborers, supervisors, carpenters, operating engineers, electricians, plumbers, HVAC mechanics, painters, cost estimators
- Technical Support (2,609) includes accountants, management analysts, lawyers, financial managers, appraisers, graphic designers, purchasing agents, HR specialists, computer support specialists
- Health and Mental Health (2,482) includes RN, EMT, LPN, dieticians, mental health counselors, psychologists, dental assistants, pharmacists, physicians, mental health social workers

Many of these Pathways, particularly Sales and Technical Support touch all of our high-priority industry clusters in the regional economy. Production, Health and Mental Health, and Construction and Trades are more industry-centered but contain transferrable skills that allow significant amounts of lateral movement across industries.

In many ways, we find that information generated from our Career Pathways work is quite useful in our work with PA CareerLink® participants, EARN clients, and young people who participate in our youth programming.

- c. Local industries and occupations that have a demand for skilled workers and have available jobs, today and projected over the next decade.

Currently, we have high demand around manufacturing jobs, which seems consistent with our projections for the future. Health care openings are significant but seem to be most consistent in the lower-paying part of the Career Pathway. Demand for people in the Technical Support Career Pathway such as accountants and bookkeepers, certain information technology workers, human resource specialists, and marketing technicians seem to be in high demand. Sales people at all levels are consistently in demand, again, corresponding to our longer-term projections. Again, this information is based on the recently updated industry cluster analysis completed for the SCWIB. Information on these industries and careers can be found in sections C.1, C.2.a, and C.2.b above. The complete 2012 SCWIB Industry Cluster Analysis

can be found at

<http://southwestcornerwib.com/documents/2012IndustryClusterStudy-Complete.pdf>. SCWIB will also rely on information provided by the PA Center for Workforce Information and Analysis to update current and projected information pertaining to demand occupations, hiring trends, and job opening reports.

Information provided by the PA Center for Workforce Information and Analysis verifies these outlooks with their reports of industry and occupational outlooks from 2008-2018+

. Annual growth will be found in sales, energy, services production, trades, and health care. Technical based jobs will also grow. The manufacturing industry will continue to grow, though employment may decrease. This industry is still significant because the Southwest Corner maintains a competitive advantage in the industry. The decrease in employment is due to the industry change from traditional manufacturing activities to highly-skilled engineering and technology based applications and employment duties. Trends in the industry show that this industry will provide necessity for highly-skilled workers that will replace multiple traditional manufacturing positions.

Replacement workers will also be needed in high-priority industries in addition to manufacturing. These include sales, health care, and the building trades. Replacement workers have been a focus of the SCWIB in the past few years, and will continue moving forward.

d. Occupations most critical to the local economic base.

See our discussion of Career Pathways in I, C, 2, c above.

e. Skill needs for the available, critical, and projected jobs.

Skills needs break down into two levels as far as we have been able to determine.

Almost regardless of the Career Pathway, people need a higher level of basic skills, which are oriented to the workplace. Reading and understanding instructions; the ability to understand information that is communicated through charts and graphs; basic mathematics such as decimals, fractions, and percentages used in applications such as measurement and quality control; and the ability to keyboard and use basic information technology form the basis of the literacy involved at this level.

Soft skills such as attendance, planning for emergencies, handling difficult people, working in teams, problem-solving, and getting along with others complement basic literacy and make work better for people.

At a higher level, people need technical skills that can range from welding and fabricating to doing bookkeeping on a computer to designing a website or selling a \$500,000 machine. Technical skills vary by Career Pathway but are easily identified and documented...although options for training are more limited in some Pathways than others.

f. Current and projected employment opportunities in the LWIA.

As discussed above and based on the 2012 Industry Cluster Analysis, SCWIB anticipates growth in Health Care, Construction, Energy, Advanced Manufacturing, and Metals industries. SCWIB has identified Career Pathways for growth in Sales, Production, Construction, Technical Support, and Health/Mental Health. These projected growth industries related directly to the industries thriving in Southwest PA currently, especially in the health care and energy industries. Combine this with growth projections in manufacturing and metals, there is evidence that high-skilled and technically trained workers will have opportunities in this area. The trades will continue to train and offer high-wage employment and opportunities, and health care projections and needs grow by the year. The complete cluster analysis can be found at: <http://southwestcornerwib.com/documents/2012IndustryClusterStudy-Complete.pdf>

See our discussion of Top 100 In-Demand Jobs in I.C.2.b above.

Section 1.C.2.c. also includes information on industry growth, needs, replacement workers, employment trends and high-priority industries for the next 10 years.

g. Job skills necessary to obtain employment opportunities (from C.2.f.).

See our discussion of skills in I.C.2.e above.

h. Current and projected demographics of the available labor pool, including the incumbent workforce.

Total population in the region in 2012 is 416,734 and is expected to decline to 414,794 in 2022 with the 65+ being the only growing age cohort (23%). The majority, white, non-Hispanic population at 93.35% in 2012 is expected to decline 1% by 2022. These statistics are very reflective of trending across the Commonwealth.

As far as gender, we are 49% male and 51% female and follow closely state and national trends.

Total employment in 2012 was 183,763. That number is expected to grow to 202,403 (increase of 10% or 18,640 jobs) by 2022.

Age factors negatively in certain key industries including mining, manufacturing, and construction, which have an aging workforce that will need many replacement workers over the next 10-20 years. Many of the people retiring will take with them management, supervisory, and technical skills that will be hard to replace. Our younger age cohorts are much smaller than those leaving the workforce setting us up for some major workforce shortages in the future.

- i. Current LWIA skill gaps and skill gaps projected to occur over the next decade.

As we now see it, many of our current skills gaps will be our future skills gaps as we move forward...

- *A significant lack of basic skills* that are a direct result of a very high dropout rate among high school students will continue to be a barrier for many people. Many dropouts have significant issues related to poverty and their involvement with the criminal justice system.
- *A significant lack of technical skills* is the result of a variety of factors including the lack of applied mathematics and science in high school curricula, the tendency among parents to value “college” over technical training, and the increasing decline of apprenticeships and formal on-the-job training.
- *Gaps in skill training* around certain Career Pathways, specifically Sales and Production, where new training models have not replaced more traditional ways of on-the-job training provided by companies.
- The *inability of many workers to advance to higher levels* of Career Pathways because of their lack of higher-level math and science skills, which are essential.

- j. Workforce investment needs of businesses, jobseekers, and workers in the LWIA.

Through conversations with employers and job seekers, common concerns have been conveyed to SCWIB staff. These concerns include:

- Employers ask for skilled workers who are able to meet expectations such as timeliness, cooperative attitude, able to take direction and be productive.
- Job Seekers ask for jobs with family sustaining wages, benefits and opportunity for advancement
- Incumbent Workers ask for safe working conditions and the opportunity for advancement.

- k. “In-migration” and “out-migration” of workers that impact the local labor pool.

There are four standard metropolitan statistical areas in the region – Pittsburgh, Wheeling, Wier-ton-Steubenville, and Morgantown. Greene County is not in any of them.

Overall, the region is a net exporter of workers with 100,499 people living in the area but working elsewhere and 61,851 people working in the area but living elsewhere.

Workers who lived elsewhere came from Allegheny, Westmoreland, Fayette, Lawrence, and Butler Counties while residents who worked elsewhere worked in Allegheny (34%), Butler, Westmoreland, Fayette, and Lawrence Counties. The number of people living and working in the County was 82,324.

These patterns confirm that the labor and worksheds for the area are strongly influenced by the needs of a large metropolitan market (Pittsburgh) that may be as wide as 19 counties in three states and actually include three other metropolitan statistical areas.

#### D. KEY PRIORITIES AND GOALS

1. *Based on the LWIB’s vision and its economic and labor market analysis, identify the key workforce development priorities for the local area.*

The SCWIB has developed key priorities to best serve the three county area. These priorities include:

- Maintain at least one PA CareerLink® center in each County - State Plan Goal B
- Provision of Core, Staff Assisted Core and Intensive Services to meet customer demand - State Plan Goal B, C
- Provision of on-the -job training opportunities - State Plan Goal A
- Provision of classroom training opportunities - State Plan Goal C
- Emphasis on assisting out-of-school youth in connecting with training or employment - State Plan Goal C
- Emphasis on helping in school youth in completing school, becoming aware of local employment trends and gaining work experience - State Plan Goal C

In addition to priorities set forth by WIA, SCWIB has also established the following priorities for the local workforce system:

- Provide classroom and on-the job training in High Priority Occupations and local industry clusters. We require that 50% of costs and outreach be performed in these categories.
- PA CareerLink® and Title I Contractors ensure that job readiness training is available in each location.
- We conduct outreach to unemployed to engage them in our services

- Recruit and engage more out-of-school youth in programs
- Increase real-world work opportunities for in- and out-of-school youth, including job shadowing, paid/unpaid internships, and work experience.
- Build Career Pathways for in- and out-of-school youth
- Ask PA CareerLink® Operators to establish internal achievement goals. . The local Operator’s Agreements allow for the establishment of these goals, as long as they are in addition to, and do not lessen, the common measures and goals set forth by the WIB.
- Require PA CareerLink® staff and Administrators to meet credentialing standard.
- PA CareerLink® must meet a Customer Satisfaction rating of “3” on surveys.
- Require all entities receiving WIA funding include the “Southwest Corner Workforce Investment Board and Board of Commissioners of Beaver, Washington and Greene Counties” brand in all publications and media items.

2. *Describe the strategies to address each key priority, identifying the goals to be achieved.*

a. *Describe how the strategies will align with the governor’s priorities outlined in the State Plan.*

See section D.1.

b. *Describe how the strategies will support the best interests of jobseekers and employers and the economic development plans for the local area, identifying key partnerships necessary to successfully implement the LWIB’s strategies. Specify the roles of specific entities and programs and how the partnerships and priorities will meet the needs of employers and jobseekers.*

SCWIB recognizes our PA CareerLink® centers as the central location of services for job seekers and employers. We feel it is necessary to maintain at least one center in each county, as the Southwest Corner is a large geographic region serving many centers of population. Our PA CareerLinks® are strategically located to meet demand. We work with our PA CareerLink® operators to ensure that the level of service is adequate to meet demand and emphasizes making a connection between job seekers and employers. Currently, the SCWIB administers three PA CareerLink® centers in its three-county area, plus one regional PA CareerLink® center that covers three LWIB areas. Due to the widespread population, SCWIB maintains the focus to keep all of these centers active and operational. SCWIB staff, with its PA CareerLink® Committee, will establish measures to determine acceptable measure of performance and will perform an annual review that will focus on a number of factors in oversight of these centers including:

- economic feasibility of operating the center
- how to evaluate effectiveness of the center’s work
- are the Business Service Teams reaching out to appropriate employers by matching efforts to high-priority industry clusters? These efforts would lead to

an increased level of career awareness with priority industries and would be beneficial for job seekers preparing for job search and job readiness activities.

- are job seekers being prepared properly for job search in the local market?
- does the PA CareerLink® have appropriate partners to strengthen job search and job seeker preparation, and are gaps being closed for the benefit of employers and job seekers?
- what tools are being used to prepare job seekers and market programs to employers?
- evaluation of the PA CareerLink® performance based on employer involvement, job seeker participation, and job placements.

SCWIB and its PA CareerLink® committee will ensure that information on customized training is available for all staff and shared with local employers. Customized training is training designed to meet the special requirements of an employer (including a group of employers); is conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual on successful completion of the training; and when the employer pays for a minimum of 50% of the training. On the occasions that these trainings are possible, and funding is acquired, PA CareerLink® staff will collect all necessary information as required by the Governor. Customized training is another opportunity that can connect employers to the workforce system and PA CareerLink®. SCWIB Title I Contractors will be responsible for working with companies receiving customized training funds.

We see great value in the on-the-job training tool as a mechanism to quickly connect the job seeker to a current opening. On-the-job training provides the employer the opportunity to train the employee to their specific needs. We recognize that some of our job seekers will require longer, more intensive training and should take advantage of classroom training opportunities to meet the needs of employers. SCWIB will market these opportunities available to local employers through all means, including, but not limited to in-center advertisements and Business Service Team outreach. With the engagement of the business community being performed by the Business Service Teams, these advantages to engagement will also be highlighted. Classroom training opportunities are discussed with potential participants during PA CareerLink® orientation sessions. SCWIB staff will continue to market and update the Eligible Training Provider list. Also, SCWIB will continually engage community partners, employers and training providers to gauge trends in employer needs and skill levels to determine industry needs in regard to training. Following employer recommendations, SCWIB will be able to determine if training should be done in traditional classroom setting, on-the-job training, or a combination of the two. SCWIB staff will work with Performance committee to determine level of funding available to perform these activities. SCWIB Title I Contractors will be responsible for the OJT contracts and ITA development with eligible participants.

To address the issue of declining and aging populations, it is incumbent upon us to build a pipeline of skilled youth ready to meet local employer needs. Therefore, emphasis will be placed on both in- and out of school populations. Making them aware

of employment trends and assisting the in gaining valuable work experience. Our youth providers will work with the appropriate partners to build career pathways for these youth. SCWIB has emphasized connecting Out-Of-School Youth with opportunities through WIA. SCWIB has required that our training providers work together that this population is recruited and served with youth program funds. To date, SCWIB has conducted multiple planning sessions and will continue to monitor the progress of youth provider efforts. These efforts and results are reported quarterly at SCWIB meetings, to the youth council and will be reviewed in the next program year when partners re-apply to be program providers. SCWIB program providers and Title I Contractors are dedicated to preparing youth for opportunities in the local community. This includes having industry specific career expos that introduce youth to not only the rigors of these jobs, but also the educational requirements to gain employment. In-school youth are reminded of the importance of science and math courses, staying out of trouble and, most importantly, graduating from high school. By introducing the youth to the opportunities in our area, and providing them with the support and assistance needed to complete high school, it is the intent of the SCWIB that they youth will be better prepared to compete and succeed after graduation. Program requirements will be established and clearly stated through the RFP and contracting processes. The SCWIB Youth Council, along with SCWIB staff establishes levels of service with contractors. These goals are measured quarterly and reported to full SCWIB and youth council.

The keys to accomplishing our priorities will be through communication with PA CareerLink® staff, Title I Contractors, youth providers and business service teams, as well as community resources that will support our effort. SCWIB strives to constantly address service and skill gaps and reporting and outreach efforts.

- c. Describe strategies for meeting the workforce needs on the local area's employers. Include strategies that support the creation and sustainability of small businesses and new emerging industries.*

We will work with Title I Contractors and business service teams to expand our outreach to local employers. As mentioned, SCWIB's PA CareerLink® Committee will set benchmark levels for outreach by the Business Service Team in each center. These levels will be reviewed and monitored to ensure local company participation and outreach. Ultimately, this should lead to increased labor market penetration for all PA CareerLink® centers. We will request the employer feedback in the design and level of service provided. Currently, businesses connected to PA CareerLink® operations are sent a survey that requests feedback on experiences with their PA CareerLink®. SCWIB has set a benchmark of at least an average of 3 out of 5 on all surveyed questions. In the event that a PA CareerLink® center falls below this level, SCWIB staff will work with PA CareerLink® committee to develop an action plan to address the shortfall. Where possible, we will partner with our economic development agencies to support their efforts in encouraging the creation and growth of small business in emerging industries. PA CareerLinks® offer workshops on small businesses and presentations for current and prospective small business owners. Information shared

may include or be focused on different small business concerns, such as tax credits or Small Business Administration programs. SCWIB will encourage Economic Development members to continually update Board with information on programs that may benefit small business owners. In meeting with local economic development agencies, including those who are members of the SCWIB or regularly participate in SCWIB functions and meetings, SCWIB will continue to position itself as the information center for business and job seekers data and requirements. This will be done through sharing of information, including any CWIA prepared documents or our 2012 Cluster Analysis, involvement with local economic roundtables and continued marketing of WIA related functions and activities.

With the emergence and growth of industries, for example the oil and gas industry, benefits have reached small businesses. Business service teams inform small businesses of programs that may benefit them. These include Keystone Works, OJT programs, and tax credits that they may qualify for. All of these programs will help them grow and assist with costs associated to that growth. The Southwest Corner has worked hard to connect small businesses to these large and growing industries. For example, in Greene County the Tri County Oil & Gas Expo was started. This group was started to educate local citizens and businesses about the industry, but has grown in so many ways. There is now a large job fair that is attended by over 1,000 individuals for the last few years. There is also a business to business expo which attracts over 100 vendors. This expo gives businesses the chance to meet and market their strengths to each other. Both of these activities were started with the purpose of connecting the community and local businesses to the industry and have proven very successful. Each is held annually in Greene and Washington Counties. Efforts similar to these are being replicated in Beaver County with the possibility of the Shell Cracker plant that may be built in the next few years. The community is being educated and the SCWIB, along with local chambers of commerce and economic development groups are assisting small businesses in being ready for the opportunities that will come. In Beaver County, RECAP, a group of employers along Route 18 are working together to share ideas and help each other grow. Small business activities are evident here and they are working together to advance the local Southwest Corner economy. Ultimately, assisting these small businesses in connecting with the supply and demand chains created by new and emerging business will benefit the entire local area.

*3. Describe plans for increasing engagement with business, industry, education, economic development, and community organizations to achieve greater participation within the local workforce system, in order to identify workforce challenges and develop strategies and solutions to address those challenges.*

SCWIB will increase engagement efforts with the entire workforce system. Updating and enhancing SCWIB website and expanding social media usage will allow for further penetration of WIB efforts into the workforce community. SCWIB will continue to emphasize and encourage invitations and attendance to all WIB meetings and functions. SCWIB will also widely distribute WIA publications such as the Industry

Cluster Report and the Oil and Gas Directory. These actions will work to further the mission and intent of SCWIB, which is to serve the entire workforce system.

*4. Describe any regional or sector strategies tailored to the LWIA's economy, and how these strategies intersect with the state's strategies.*

Through our work with our industry partnerships (focused on Transportation & Logistics; Building & Construction Trades; Oil & Gas; and Security)), the regional workforce collaborative, ShaleNET, and other regional initiatives, we reach beyond our workforce area to address common job seeker and employer needs. This may also include expansion of outreach of Rapid Response efforts.

SCWIB works extensively with the Allegheny Conference to provide support and effort to regional projects. SCWIB also maintains working relationships with LWIB Directors from surrounding regions to share best practices, offer support, and discuss collaborative opportunities. SCWIB is also a primary operator of a regional PA CareerLink® center that encompasses three LWIBS (SCWIB, Westmoreland-Fayette, and Three Rivers WIB). This center continues to operate under the state and local goal of offering an employer driven model.

SCWIB is a part of the PA Department of Education Career Clusters Initiative. This projects works to determine and simplify resources for 16 nationally-defined career clusters. The clusters are grouped in a career pathway model as one example of how a school could organize the 16 clusters into 5 manageable pathways for middle and high school students.

SCWIB has employed the assistance of another LWIB in Pennsylvania to update our industry cluster analysis. Using the Top 100 In-Demand Jobs list, we have organized six Career Pathways that group these demand jobs together; detail at least three levels for each Pathway based on skills, knowledge, and experience; and examine the resources that are available for skill acquisition in the local community. These career pathways include Sales, Production, Construction and Trades, Technical Support, and Health and Mental Health. SCWIB also continues to highlight high-priority local industries of energy, logistics and transportation, metals and metal fabrication, health care, and construction. These career pathways are detailed in this plan in section 1.C.2.b. and in the 2012 industry cluster analysis found at <http://southwestcornerwib.com/documents/2012IndustryClusterStudy-Complete.pdf>

*5. Describe the LWIB strategy to coordinate discretionary and formula-based investment across programs in support of the vision, including how the LWIB will use program funds to leverage other federal, state, local, and private resources to effectively and efficiently provide services.*

SCWIB distributes formula funds based on a percentage defined by our WIB/LEO agreement. This formula is used for discretionary funding when the discretionary

funding is available for the whole WIB area. If is specific to a defined geography then it is directed as such.

SCWIB also partners with economic development agencies, community based organizations, and other service providers to collaborate on projects to reduce duplication and maximize funds. SCWIB also works with training providers to lower the costs of training and continually searches for grant opportunities.

*6. Describe integrated cross-program strategies for specific populations and sub-populations*

SCWIB maximizes resources and eliminates duplication by encouraging staff or facilities to serve program populations that cross funding streams. PA CareerLink® participants complete a detailed pre-orientation questionnaire that will ensure that candidates will meet with proper staff members. From here, staff will determine best courses of action and make certain that there is no duplication of services and that the customer receives full service.

Ultimately, SCWIB envisions service delivery at the PA CareerLink® centers as fully operational and focused on job search for all participants. For certain populations, program eligibility must be considered before determining specific path for services, including OVR, Trade Act, dislocated workers, rapid response, GED, EARN or youth. However, focus must remain on job search.

*7. Describe the LWIB's strategies to connect youth to education and training opportunities that lead to employment, ensuring that students, parents, teachers, counselors, and school administrators have access to quality data regarding career pathways and options.*

Our providers work closely with local schools, county welfare offices, juvenile justice and local law enforcement agencies, housing authorities, job corps centers, vocational rehabilitation agencies, and community and faith based organizations to recruit participants, deliver services tailored to their needs, address potential barriers to program participation, retention or completion, and facilitate successful transitions from the program to employment or additional training.

The SCWIB has been involved with the development of Career and Industry specific studies and documents that can help parents, youth, and school personnel become better acquainted with the job market and economic outlook of our area. Specifically, the 2012 Industry Cluster analysis contains detailed information on growing and positive career outlooks through 2022. SCWIB has also been included in preparation and distribution of materials pertaining to the growing Marcellus Shale Gas industry. Books were prepared that contain breakdowns of industry job descriptions, skills and education levels required, and career pathways to obtain these jobs. SCWIB will continue to market, distribute the materials both electronically and physically and

update these studies as a means of introducing youth, school administrators and training providers to economic trends in the region.

8. *Describe the LWIB's strategies to ensure that eligible youth - including disconnected youth and youth with multiple barriers - have the opportunity to develop and achieve career goals through education and workforce training.*

Our youth program serves at-risk youth (in-school and out-of-school) including those who are economically disadvantaged, pregnant or parenting, learning disabled, physically disabled, homeless, or in foster care.

Our youth programming incorporates all of the required WIA elements, including GED preparation, life skills training, job readiness training, post secondary training, tutoring, study skills training, and instruction leading to completion of secondary school (includes dropout prevention); alternative school services; summer employment opportunities; paid and unpaid work experience; occupational skills training; leadership development; comprehensive guidance and counseling; adult mentoring; supportive services; follow-up services. Personalized assistance is tailored to each individual's learning style, educational background, and career interests and goals. Our youth service contractors work closely with social service agencies, school districts, and post secondary institutions to facilitate outreach and referral pathways that benefit participants.

These youth service providers reach out to students approaching graduation from local career and technology centers, offering orientations to the PA CareerLink® centers and helping students register on the web-based job matching system. They also serve on transition councils that help in-school youth with disabilities make a smooth transition from school to work.

## **E. DESIRED OUTCOMES**

1. *Describe the benchmarks that have been (or will be) developed in support of key priorities.*

To support our key priorities, the following desired outcomes have been established for the SCWIB and its programs:

- Increase the number of job ready, skilled individuals in the regional workforce
  - Annually increase completers in adult and dislocated worker programs
- Meet the expectations of employers
  - Customer satisfaction survey with a 3 or higher in all categories
- Increase the number of individuals who are matched with employment through the public system.
  - Exceed the prior year's total individuals entering employment
- Increase the usage of OJT.
  - Title I Contractors must demonstrate an increase in use of OJT with either job seekers or employers.

- Build clear and useful Career Pathways and work to increase the number of career aware high school graduates.
  - OSY – Increase youth enrollments in literacy and education
  - ISY – Demonstrate increased number of seniors receiving career awareness and career pathways information each program year

Performance committee will work to determine if benchmarks are reasonable and attainable. This committee will also evaluate results.

2. *Describe - and provide specific quantitative targets for - the desired outcomes and results. Local levels of performance negotiated with the governor and CEO (pursuant to Section 136(c)) are to be used to measure the performance of the LWIA and used by the LWIB to measure the performance of the local Fiscal Agent (where appropriate), eligible providers, and the PA CareerLink® delivery system in the LWIA. Attach Table 1 for WIA programs (Appendix A).*

To measure service effectiveness, SCWIB primarily uses common measures to evaluate performance of its PA CareerLinks®, Title I, and youth providers. It has established additional goals, as described in section D.1. We will use a combination of annual comparisons and narrative reporting to measure outcomes and satisfaction of priority targets.

2012 Negotiated Performance levels are found in this plan in Appendix A. The SCWIB maintains a goal to not only meet, but exceed these levels in every reporting period. SCWIB anticipates continued success at reaching these goals by ensuring that all program providers are aware of the common measure levels and reporting requirements. SCWIB has consistently been a top performer in the State in regard to these common measures. Exceeding these levels will be a system-wide effort of PA CareerLink® staff, Title I Contractors, and SCWIB staff working together to provide high-quality, and result producing services to both job seekers and employers. These measures and results are reviewed at every SCWIB quarterly meeting.

These performance levels will strengthen the commitment of SCWIB to align operations with the state's goals. Negotiated performance levels focus on re-employment, retention, wage replacement, and youth preparation. Preparing job seekers with the skills and needs of employers will connect the job seeker to the proper employers. Youth who are ready for work, possess the skills coveted by employers, and knowledgeable of local hiring opportunities and trends will produce a quality pipeline of talent. Also, always including employers in planning and discussion will continue to strengthen our employer driven system.

3. *Describe how the negotiated levels of performance support and ensure the LWIB's vision.*

We work with the state to negotiate realistic performance standards that motivate our WIA Title I and youth providers to strive for excellence in meeting the needs of local

residents and employers. By striving to not only meet, but exceed these levels in every reporting period, SCWIB accomplishes its vision. Tracking the entered employment rate and average earnings verifies that participants are being trained for jobs in high priority occupations leading to family-sustaining wages. Focus on retention rates ensures that participants and jobseekers become productive, long-time members of the local workforce. SCWIB youth providers supply participants with career pathway information which leads them to placement in education or employment, and exceeding the attainment of a degree or certificate positions youth on the path to employment with family sustaining wages. Increasing achievement in literacy and numeracy prepare youth are for further training or employment. Again, these efforts must be made through system-wide efforts with quality communication, goal-oriented focus, and provider cooperation to serve job seekers and employers.

4. *Describe any additional goals that the LWIB intends to achieve, for example, an increase in percentage of workers employed in jobs with family-sustaining wages, or an increase in the number of employers with job opportunities.*

The goals are discussed in section D.1.

5. *Describe how the performance of regional activity is tracked and measured.*

Activity is measured through quarterly performance reports and CWDS tracking.

#### **F. PLAN DEVELOPMENT**

1. *Describe the involvement of the Local Elected Official (LEO), the LWIB and stakeholders in the development of the local plan.*

Planning sessions for plan development and discussions were held on September 12 and September 19, 2012. All SCWIB board members and all Commissioners from our three-county area were invited to participate and lend guidance and suggestions to the plan. All suggestions have been noted and incorporated into the plan.

A public comment period will commence on September 24, 2012. Again, all SCWIB members and County Commissioners will be invited, along with the general public, to review the scope and contents of the plan. These comments will be recorded, and included into the plan where appropriate. Once the final draft is completed, the submission of the plan will be voted on at the SCWIB quarterly meeting on October 30, 2012.

2. *Describe the collaboration between the LWIB and representatives from economic development, education, the business community, and other interested parties, in the development of the local plan.*

Our LWIB includes representatives from economic development, education, the business community, and other stakeholders and interested parties. We relied on board

members to help make these constituencies aware of our local plan modification process and the opportunity to comment on the draft. We also notified local industry partnership coordinators and asked them to let participating employers and training providers know about the 30-day comment period.

- 3. Describe the process used to make the plan available to the public. Attach a copy of the public notice(s). (Appendix B)*

Public notices will be placed in four area newspapers. The notice will invite interested readers to visit the SCWIB website to download and review the plan. If Internet access is a problem for the interested party, they will be invited to contact SCWIB main office to request a hard copy of the plan be sent or available for pick-up.

- 4. Provide a summary of the comments received during the review period (if any) and how the comments were addressed (Appendix C).*

## SECTION II: OPERATIONAL PLAN

The operational plan makes clear how specific workforce programs will operate, administer, implement, and monitor systems and structures to achieve the vision, strategies, and goals identified in Section I. The LWIB should discuss how participant groups will be served by the programs described in the local plan including how services are delivered for employers and targeted jobseeker populations. This section includes an overview of the workforce system and its organization at the local level and descriptions of specific workforce programs and required policies.

### A. OVERVIEW OF THE LOCAL WORKFORCE SYSTEM: STRUCTURE

1. *Describe the local workforce development system, its entities and their respective roles and functional relationships. If any entities are incorporated, include corporate board functions.*

The Southwest Corner WIB has two designated WIA Title I contractors who are 501 (c) 3's: Southwest Training Services, Inc., serving Washington and Greene counties; and Job Training for Beaver County, Inc., serving Beaver County. They receive Adult and Dislocated Worker funds by designated formula. They carry out policies and procedures established by our board, report back to the board on a regular basis, respond to questions and concerns about performance, and recommend programmatic improvements, as appropriate. They also act as the point of contact for the Operator's Consortium operating each of the four PA CareerLink® centers in the Southwest Corner.

The respective corporate boards of each oversee the entity to ensure that WIA and LWIB requirements are being met and reported.

We competitively procure youth services through an annual Request for Proposal process. Program Year '12 youth providers include Southwest Training Services and Job Training for Beaver County, Inc and Intermediate Unit #1.

- a. *Describe the role of the LEO in the governance and implementation of WIA in the LWIA. In LWIAs with more than one unit of government, indicate the decision-making process between/among LEOs. Attach LWIB/CEO Agreement (Appendix D).*

The Southwest Corner is comprised of Washington, Greene and Beaver counties in southwestern Pennsylvania. An equal partnership exists between their respective units of government. Our local elected officials (LEOs) have executed an agreement to organize and implement activities pursuant to the federal Workforce Investment Act of 1998 and approved by the Commonwealth of Pennsylvania. According to this agreement, the LEOs share responsibility for appointing members of the board and youth council, providing input on our local plan, and overseeing activities. The LEOs are consulted on an as needed basis and are invited to participate in full board and committee meetings.

Any dispute between the LEOs is resolved by mutually satisfactory negotiation. Issues that cannot be resolved are submitted to binding arbitration of a four-member panel consisting of representatives from each county, and an impartial fourth representative from the governor's office.

Each of the counties in our area has three commissioners. Because Washington County has the largest population, the chairperson of the Washington County board of commissioners serves as the chief local elected official for our workforce area.

- b. Describe the role of the entity responsible for the disbursement of grant funds, as determined by the CEO. Provide the identity and contact information of that entity.*

The Boards of Commissioners of Beaver, Washington and Greene counties entered into a mutual agreement to establish the Southwest Corner Workforce Board and designate the Washington Greene County Job Training Agency, Inc., a 501(c) 3 as the fiscal agent, grant recipient, and staff to the Southwest Corner WIB. Its duties include administrative and fiscal capacities, contracting and disbursement of funds, and reporting. As staff to the WIB, the Washington Greene County Job Training Agency, Inc. also assumes leadership roles for WIB related activities.

Washington Greene County Job Training Agency, Inc. is our fiscal agent and, as such, is responsible for disbursement of our grant funds. Contact information is as follows:

President/CEO: David P. Suski

Vice President: Linda L. Bell

Address: 351 West Beau Street, Suite 300, Washington, PA 15301

Phone: 724-229-5083

Fax: 724-229-5086

Email: [dsuski@washingtongreene.org](mailto:dsuski@washingtongreene.org) [lbell@washingtongreene.org](mailto:lbell@washingtongreene.org)

Website: [www.washingtongreene.org](http://www.washingtongreene.org)

- 2. Describe the LWIB's role in the local workforce development system.*

- a. Describe the board membership and the process used to identify and select members.*

Board members are identified and appointed by our local elected officials (LEOs) based on nominations by business associations, educational agencies, labor councils, and other organizations. The number of representatives from each of the three counties in our workforce investment area is based on population, as outlined in the LEO agreement. Once appointed by LEO, SCWIB Director meets with new members and provides an orientation to SCWIB programs, practices, and history. Information includes, but not limited to WIB history, member responsibilities, our program providers, a description of programs and funding streams, and committee responsibilities. SCWIB Director and staff also ensure that all members are provided with current and vital information pertaining to workforce activities in the Southwest Corner, the surrounding

region and State.

*b. Describe the committee structure of the LWIB.*

The SCWIB has five standing committees: the Strategic Planning Committee; the Bylaws Committee; the PA CareerLink® Operators Committee; the Performance Standards Committee; and the Youth Council. In addition, ad hoc committees are convened, as needed. SCWIB Director and Chairman convene the committees and prepare information as needed. Committee activities are reported to the full WIB at quarterly meetings.

*c. Identify and describe any functions the LWIB has assumed other than those required by statute.*

Our board carries out the following functions, which are required by statute:

- Development of our local plan, in partnership with our local elected officials;
  - This includes research, preparation, convening of public and board oversight meetings, and reporting.
- Designation/certification of our WIA Title I Contractors and termination of such operators for cause, if necessary;
  - SCWIB responsible for oversight, tracking, and monitoring of all WIA activities.
- Financial, administrative and programmatic oversight of our WIA Title I Contractors and other contractors;
  - SCWIB and fiscal agent will work with providers to ensure all financial data is current and factual at all times. SCWIB monitor will ensure that all Title I Contractors, youth providers, contracted services, and PA CareerLinks® are performing at expected levels.
- Award of grants or contracts to youth services providers on a competitive basis, with input from our Youth Council;
  - Fiscal agent/staff to the SCWIB will negotiate, award and monitor all contracts for services provided within the LWIA.
- Award of contracts to providers of intensive services, if the one-stop operator consortium does not provide such services;
  - Fiscal agent/staff to the SCWIB will negotiate, award and monitor all contracts for services provided within the LWIA.
- Identification of eligible providers of training services for adults and dislocated workers; development of a budget for carrying out our duties;
  - SCWIB director works with training providers to determine eligibility for certified training provider list as well as determining available funds for training services.
- Negotiation of local performance measures with our chief elected officials and the governor;
  - Using input from Title I and youth providers, SCWIB will annually negotiate performance standards with the State. Once finalized, SCWIB distributes levels to all program providers and actual performance is

- reported to members at every SCWIB quarterly meeting.
- Coordination of local workforce investment activities with economic development strategies;
  - SCWIB Director and staff to the SCWIB meet with Economic Development organizations to provide support and information on workforce activities.
- Promotion of private sector employer participation in the local workforce investment system through industry partnerships and other vehicles.
  - SCWIB currently operates four industry partnerships that provide incumbent worker training assistance to local employers to upgrade the skills of their employees. These partnerships look to expand and include new partners in their targeted industries.

In addition to these required functions, we are engaged in several other activities:

- Tracking customer satisfaction across all PA CareerLink® centers in our region;
  - Currently, businesses connected to PA CareerLink® operations are sent a survey that requests feedback on experiences with their PA CareerLink®. SCWIB has set a benchmark of at least an average of 3 out of 5 on all surveyed questions. In the event that a PA CareerLink® center falls below this level, SCWIB staff will work with PA CareerLink® committee to develop an action plan to address the shortfall.
- Collecting data to help us meet the criteria for high performing WIBs and local PA CareerLink® centers;
  - Local PA CareerLinks® and Business Service Teams work to include more employers in workforce operations. SCWIB has set that a minimum of 50% of outreach efforts must be focused on the SCWIB's high-priority industries. PA CareerLink® centers track foot traffic, outreach efforts, UC integration efforts, and workshop attendance. This data is reported to members at every SCWIB quarterly meeting.
- Setting standards beyond the state's requirements for our PA CareerLink® Consortia (e.g., levels of performance).
  - SCWIB works with PA CareerLink® Committee to goals, levels, and efforts to expand reach of each center.

*d. Describe how the LWIB ensures timely, open, and effective sharing of information among local and state agencies, other boards, the local workforce investment system, and the PA CareerLink® offices.*

We communicate with our WIA Title I Contractors through informal meetings with our staff and quarterly meetings with our full board. These agencies serve as our primary points of contact with the PA CareerLink® sites in our area. They are also active in PA Workforce Development Association, the association that provides a forum for the exchange of information across local areas.

We work closely with other local WIBs on various initiatives including several industry partnerships and the Regional Workforce Collaborative of Southwestern PA.

Our staff maintains close contact with the PA Department of Labor and Industry via email and telephone and strives to respond to their requests for information in a timely manner.

*e. Describe the Youth Council:*

- *Describe how the Youth Council integrates a vision for youth through collaboration with youth-focused agencies and organizations within the LWIA.*

The SCYC is responsible for making recommendations to the SCWIB pertaining to the allocation of WIA Title I Youth funds. These recommendations are discussed and voted upon, and the staff to the SCWIB carries out the actions and directions of the full SCWIB. These actions include the selection of service providers. This involves a competitive process that begins with the issuance of an annual request for proposal (RFP). Proposals submitted in response to the RFP are reviewed by the SCYC and a recommendation is made to our full board. Our fiscal agent contracts for the services. Our youth services providers are required to report to the SCYC and the full board regularly concerning activities and outcomes. To avoid conflicts of interest, these providers are not represented on the SCYC.

SCYC members are professionals in fields focused on youth, with many having long been collaborators in the workforce system. SCYC works with the LWIB to provide oversight and recommendations that present area youth with a well-rounded curriculum of opportunities. Focus is always on strengthening educational opportunities and preparing for a career through skills training or post-secondary education.

- *Describe the relationship between the Youth Council and the LWIB.*

The Southwest Corner Youth Council (SCYC) serves as an advisory committee to our board. We define the scope of the SCYC's activities and determine the level of staffing and other resources available to it. The SCYC is granted sufficient flexibility to carry out its work within this framework and reports back to our board on a regular basis. The SCYC process (as described in section 2.e.i and 2.e.iii) allows for the committee to perform its RFP review, discussions and recommendations outside of the influence and direct involvement of the full SCWIB membership. This separation allows for independent decisions and well-informed recommendations to the SCWIB. Once proposals are reviewed and discussed, the SCYC makes recommendations for service providers to the SCWIB. The SCWIB will discuss the recommendations and vote on the program providers.

Our LEOs appoint SCYC members with input from our youth service providers.

*3. Identify the PA CareerLink® Operator and describe the process for Operator*

*selection and the relationship of the Operator to the LWIB. Describe any anticipated changes to the Operator/Consortium, and the roles and responsibilities of the Consortium.*

Our Title I Contractors, act as the point of contact to the Operator Board of the local PA CareerLinks®. These operators have been designated by LEO agreement. These entities report to the WIB Director with any needs or concerns of the centers. Operator contacts for local PA CareerLink® center includes:

<b>PA CareerLink® Name</b>	<b>Partners in Consortium</b>
PA CareerLink® - Beaver County	<ul style="list-style-type: none"> <li>- Adult Literacy Action-Penn State</li> <li>- Beaver County Assistance Office</li> <li>- Job Training for Beaver County, Inc.</li> <li>- PA Bureau of Workforce Development Partnership</li> <li>- PA Office of Vocational Rehabilitation</li> <li>- Workman’s Compensation</li> </ul> <p><b>Operator Point-of-Contact:</b> Deb Newton, President of Job Training for Beaver County, Inc.</p>
PA CareerLink® - Greene County	<ul style="list-style-type: none"> <li>- PA Bureau of Workforce Development Partnership</li> <li>- PA Office of Vocational Rehabilitation</li> <li>- Southwest Training Services, Inc.</li> </ul> <p><b>Operator Point-of-Contact:</b> Lisa Neil, President of Southwest Training Services, Inc.</p>
PA CareerLink® - Mon Valley	<ul style="list-style-type: none"> <li>- PA Bureau of Workforce Development Partnership</li> <li>- PA Office of Vocational Rehabilitation</li> <li>- ResCare</li> <li>- Southwest Training Services, Inc.</li> </ul> <p><b>Operator Point-of-Contact:</b> Lisa Neil, President of Southwest Training Services, Inc.</p>
PA CareerLink® - Washington County	<ul style="list-style-type: none"> <li>- PA Bureau of Workforce Development Partnership</li> <li>- PA Office of Vocational Rehabilitation</li> <li>- Southwest Training Services, Inc.</li> </ul> <p><b>Operator Point-of-Contact:</b> Lisa Neil, President of Southwest Training Services, Inc.</p>

Each PA CareerLink® has assembled an operator consortium made up of partners and local service providers. While SCWIB does not anticipate changes to the Operators, changes can be made upon recommendation of point of contact, partners, and site administrators. The roles and responsibilities of the operator consortium, as highlighted in the SCWIB Operator Agreement, include:

- Operation policy and oversight of the PA CareerLink®
- Writing and maintenance of the One Stop Service Plan.
- Participate in chartering and Quality Reviews.
- Management of fiscal responsibility for the site
- Select and supervise PA CareerLink® Administrator
- Define and measure the PA CareerLink® Administrator's responsibilities in conjunction with the consortia and partners.
- Acting as liaison with the local WIB.
- Define and communicate the strategic objectives of the Southwest Corner WIB to the PA CareerLink® partners
- Monitor the adherence to the provisions of the One Stop Service Plan.
- Define and provide means to meet common operational needs,
- Facilitate the sharing and maintenance of data and submission of reports.
- Evaluate performance and implement all required actions to meet standards.
- Report performance to the Southwest Corner WIB quarterly.
- Evaluate customer needs and satisfaction data to continually refine and improve service strategies.
- Respond to community needs
- Outreach to promote PA CareerLink® services
- Recruit additional partners

*4. Identify the WIA Title I Contractor(s) for Adult, Dislocated Worker and Youth services. Describe the process for selection.*

The Southwest Corner WIB has two, designated by WIB LEO agreement, WIA Title I contractors: Southwest Training Services, Inc., serving Washington and Greene counties; and Job Training for Beaver County, Inc., serving Beaver County. This designation was done by agreement and was established when the SCWIB was created.

Our competitive request for proposal (RFP) process for youth contractors, conducted every year by our Youth Council, is designed to ensure that out-of-school and in-school youth, at-risk youth, including those who are economically disadvantaged, pregnant or parenting, learning disabled, physically disabled, homeless, offenders, and/or in foster care or aging out of foster care, are served by reputable agencies equipped to provide participants with opportunities to develop and achieve career goals through education and workforce training. Meanwhile, partnerships with various systems in which youth are involved (e.g., schools, welfare, juvenile justice, public housing, health and community services) yield opportunities to prevent youth from dropping out of school

and engage those who already left school settings.

The RFP for youth services are released annually at the beginning of February. The RFPs are listed on the SCWIB website and also in four local newspapers. Completed proposals are submitted to the main office of the SCWIB. Staff to the SCWIB review and compile, summarize, and rate the proposals based on content and completeness. These comments and ratings are collected and submitted to the SCYC for review and discussion. The SCYC makes recommendations to the SCWIB at the quarterly meeting in April. The SCWIB uses the recommendations of the SCYC, performs discussions and reviews, and takes official action to decide youth program providers. The SCWIB then tasks the staff to the WIB/Fiscal Agent with negotiating, developing, and executing contracts based on funding and the recommendations.

The following criteria are used in selecting youth services contractors:

- Program Design/Understanding of the Problem. Goals and objectives reflect the SCWIB's vision of a coordinated youth system that strengthens the connection between academic excellence and success in the workplace. Program design (including follow-up services) reflects a clear understanding of youth programming as a sequence of program elements appropriate to individual assessed need. All ten elements required under WIA are incorporated. Extent of service is appropriate.
- Performance Outcome Attainment/Soundness of Approach. There are good prospects for project success, based upon the provider's understanding of the target population and associated challenges, program accessibility, recruitment strategies, design and coordination of service components, and innovation in program design.
- Contractor Qualifications. The provider demonstrates an ability to meet the terms of the RFP, based on the quality of the proposal, the prospect for successful outcomes, and the provider's operational, financial, and administrative experience with projects of this type and scope.
- Personnel Qualifications. The personnel assigned to the project by the provider appear competent as measured by experience, qualifications, and where appropriate, education.
- Program Linkages/Partnership Building. There is evidence of productive working relationships being developed among the provider, local school systems, and other youth organizations to achieve shared goals. There is a clear indication of how participants will benefit from the collaboration.
- Cost/Reasonableness. Costs are reasonable compared to programs with similar hours of training, program design, equipment, etc.
- Program Year 12 youth contractors are Job Training for Beaver County, Inc and Southwest Training Services, and Intermediate Unit #1.

5. *Provide an organizational chart (Appendix E) that delineates the relationship among the agencies involved in the workforce development system, including the LEO and required/optional PA CareerLink® partner programs and lines of authority. The chart should reflect the distinct separation between governance and service delivery*

*structures. For incorporated entities, include the corporate board.*

See Appendix E.

- 6. Discuss the process used to determine how WIA funds are used for infrastructure, personnel, contracts, and other costs to provide the required WIA core, intensive, and training activities.*

In the SCWIB, the Washington Greene County Job Training Agency, Inc. (WGCJTA, Inc.) develops a budget for its role as a fiscal agent (this amount is no more than 10%) and for WIB staff services. The remaining adult and dislocated worker program funds are distributed to Title I Contractors based on a percentage agreed upon in the WIB Local Elected Official Agreement. SCWIB adheres to the LEO agreement for initial allocation planning and budgeting. In the event of major layoffs, company closings or other economic downturn, the SCWIB will use area need as a factor for redistribution. Often, layoffs will affect populations of multiple counties. In these instances, Title I Contractors are encouraged to direct operations to serve the area in need. If necessary, SCWIB will request additional Rapid Response funds to assist in serving the affected population. These requests are also based on area need, and funds are distributed as such.

Each Title I Contractor is then asked to develop its budget and program narrative for submission to the WGCJTA, Inc. The budget and narrative is reviewed for WIA compliance and in regard to meeting objectives set forth in the Local Plan. Title I Contractors are required to adhere to the 80% WIA obligation levels during program operations. If there are any perceived issues with reaching these levels, the funds will be recaptured and redistributed to other areas based on need.

WGCJTA, Inc. prepares an overall budget for the LWIB review. Contracts are developed, executed, periodically reviewed, and monitored. Fiscal expenditures are reported at each quarterly SCWIB meeting. Title I Contractors meet with the fiscal agent on a regular basis to ensure that expenditures are on target. If there are excess unexpended funds they are redistributed to the providers. Other sources of revenue, such as National Emergency Grants, Rapid Response, etc., may follow the agreed upon percentage of distribution or may be designated to a specific target location when justifiable (such as a plant closing in one county).

Youth funds are competitively procured. An RFP is issued annually. The RFP is developed by staff and approved by the youth council. Staff members and youth councils review the responses and make recommendations for funding to the full SCWIB Board.

PA CareerLink® Operator Consortiums develop their budgets and prepare a Resource Sharing Agreement which is reviewed by the fiscal agent staff, approved by the PA CareerLink® Operators, partners, and by the SCWIB staff.

*7. Describe any regional workforce development partnerships, including their purpose, roles, goals, objectives, and their activities that help improve LWIA performance.*

We will strengthen the linkage between economic development and workforce investment by providing customer-focused employment and training services geared towards local labor shortages and skill deficiencies, matching employment opportunities with qualified jobseekers, and supporting industry partnerships that provide a forum for companies to identify workforce challenges and develop appropriate strategies and solutions. Our efforts will help foster and sustain economic growth and increase individual earning potential.

By leveraging resources and fostering partnerships, we will be able to invest in our residents while meeting employers' needs. Our policy is that WIA training funds will be utilized only for programs on the high priority occupation list for our area or a contiguous area. This will ensure that resources are invested in fields that offer opportunities for employment and/or career growth. We will meet regularly with our WIA Title I Contractors to discuss activities and outcomes. We will also work with other partnering agencies to promote skills training opportunities that are results driven. Through our procurement process, we will align and leverage resources to meet labor market needs. Our staff will provide oversight and technical assistance to ensure that the delivery of services reflects our directives.

In addition to WIA funds, we will rely on other sources of funding (e.g., Rapid Response, national emergency grants, incumbent worker grants, stimulus funds) to address labor market issues affecting the region such as mass layoffs (e.g., coal miners), unemployment related to natural disasters (e.g., flooding), industry-wide labor shortages (e.g., advanced manufacturing), and incumbent worker skill deficiencies. When funds are available, SCWIB contracts with Title I Contractors to deliver services in proportion to their demand.

SCWIB works with the Regional Workforce Collaborative (LWIBS including Westmoreland-Fayette, Tri-County, West Central, Three Rivers and areas of West Virginia) to seek funds for projects specific to our region. Past projects include:

- Energy – ShaleNET is also a regional partnership
- National Emergency Grant focused on OJT for dislocated workers
- Adult College Completer program

*8. Describe how the strategic direction and performance goals are communicated to partners and stakeholders for PA CareerLink® planning and alignment.*

We refer to the common standards as well as the PA quality review process to establish performance goals and expectations for our PA CareerLink® centers. Our WIA Title I contractors assist us in this process as well as in communicating these goals and expectations with the other partners in each PA CareerLink® Consortium.

In addition, we review goals established by our PA CareerLink® centers as articulated in their respective strategic plans, to ensure they are aligned with our goals for the area.

Through its public meetings, SCWIB will report its strategic direction and goals to the Operators Consortium of our PA CareerLink® centers. We will ask that the goals and objectives of the Local Plan be included in the PA CareerLink® planning process. The PA CareerLink® committee will also meet with the Title I Contractors, stakeholders, and partners to discuss plans and monitor progress.

*9. Describe how the LWIB will ensure effective implementation of the local plan.*

We require quarterly performance reporting to the SCWIB. We also conduct on-going monitoring. Through our contracting process, we require monthly meetings with staff where goals are discussed. SCWIB staff also provides outreach to the community to engage participation in meeting WIB goals.

## B. OPERATING SYSTEMS AND POLICIES: SERVICE DELIVERY SYSTEM

*1. Describe the LWIA's workforce development service delivery network.*

The Southwest Corner's workforce development system consists of four full-service PA CareerLink® centers, including three comprehensive PA CareerLink® centers in Washington, Beaver, and Greene counties and one comprehensive regional PA CareerLink® center in the Mon Valley. Our focus is on collaboration and non-duplication of services. We encourage recognition of the PA CareerLink® system as the primary venue for jobseekers and employers to access services. Thanks to the cooperation of welfare program providers, all clients use this system. Local Business Service Team reps remain active on many of the local chambers and grow business relationships throughout their community by their involvement.

We are also actively involved in several industry partnerships convened to bring employers together to identify workforce challenges and develop strategies to address them. These initiatives have been created to support growth and development, primarily by promoting the creation and retention of a quality workforce through high-level incumbent worker trainings. The partnerships also are involved in creative pipeline activities geared toward introducing area youth to these career opportunities. These partnerships are focused on the industries of:

- Logistics and Transportation,
- Building and Construction Trades
- Security
- Oil and Gas

We were also instrumental in launching a manufacturing industry partnership that, among other achievements, spawned a training program called New Century Careers to address current and projected labor supply shortages among welders, machinists,

and other manufacturing occupations requiring advanced skills.

2. Provide the number, type, and location(s) of PA CareerLink® offices in the LWIA. Indicate the name of the site and identify the management position(s) at the site. Include positions such as PA CareerLink® Administrator, Manager(s), and Supervisor(s).

Site Number/ Name	Site Type	Location	Management
PA CareerLink® - Beaver County	Full Service	285 Beaver Valley Mall Route 18 Monaca, PA 15061 (724) 728-4860 diastoner@pa.gov	Site Administrator: Dianne Stoner Other: <ul style="list-style-type: none"> <li>• Alisa Hatchett /BWDP/ PA CL Supervisor</li> </ul>
PA CareerLink® - Greene County	Full Service	4 West High Street Waynesburg, PA 15370 (724) 852-2900 bacole@pa.gov	Site Administrator: Barbara Cole Other: <ul style="list-style-type: none"> <li>• Carl North /BWDP/ PA CL Supervisor</li> <li>• Terri Cooley-Taylor/ WGCJTA, Inc./ Corporate – EARN Supervisor</li> </ul>
PA CareerLink® - Washington	Full Service	Millcraft Center, Ste 150LL, 90 West Chestnut Street Washington, PA 15301 (724) 223-4500 nsninsky@pa.gov	Site Administrator: Nan Sninsky Other: <ul style="list-style-type: none"> <li>• Sherrie Sorge /BWDP/ PA CL Supervisor</li> <li>• Lisa Neil/STWS, Inc./President</li> <li>• Cindy Derrico/STWS, Inc./Vice-President</li> <li>• Christina Victor/Valley National Security/Administrative Director</li> <li>• Ron Zubaty/Penn Commercial/Asst. Director of Admissions</li> </ul>

PA CareerLink® - Mon Valley	Full Service	570 Galiffa Drive Donora, PA 15033 (724) 379-4750 c-pbrickne@pa.gov	Site Administrator: Patricia Brickner Other: <ul style="list-style-type: none"> <li>Linda Jack /BWDP/ PACL Supervisor</li> </ul>
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3. Describe how the LWIB will assess the effectiveness of its configuration of PA CareerLink® site(s), including, but not limited to, business hours and types of services offered.

Activity reports for each PA CareerLink® center is included in the quarterly SCWIB briefing book and presented during quarterly meetings. These reports contain full service reports including information on jobseeker services (numbers enrolled, attending workshops, utilizing center, and those receiving UC benefits), and business services (new employers, job orders, information phone calls, orientations, visits, and labor market info sessions). Centers also report the number of contacts made by SCWIB's high-priority industry clusters. Each center also gives a narrative report of activities occurring during each quarter. This information is reviewed by WIB members and used to measure effectiveness of each center. The CareerLink Committee of the SCWIB will also review the activities in each center and make recommendations to the SCWIB to handle and concerns, shortcomings or needs in each PA CareerLink® center.

Site Number/ Name	Business Hours	Services Offered
PA CareerLink® - Beaver County	M/W/Th/F: 8:30 AM - 4:00 PM; T: 10:00 AM - 4:00 PM (late opening due to weekly staff meetings)	Full service center - described below in section B.4.
PA CareerLink® - Greene County	T/W/Th/F: 8:30AM - 4:30PM; M: 10AM - 4:30PM (late opening due to	Full service center - described below in section B.4.

	weekly staff meetings)	
PA CareerLink® - Washington	M/T/Th/F: 8:30 AM - 4:30 PM; W: 10:00 AM - 4:30 PM (late opening due to weekly staff meetings)	Full service center - described below in section B.4.
PA CareerLink® - Mon Valley	M/W/Th/F: 8:30 AM - 4:30 PM; T: 10:00 AM - 4:30 PM (late opening due to weekly staff meetings)	Full service center - described below in section B.4.

*4. Describe the type and availability of training and employment activities and supportive services that will be made available in the LWIA and the process to assess and determine service offerings.*

Our PA CareerLink® centers offer free workshops on a variety of topics of interest to individuals who are looking for a job or interested in pursuing training. Each center also has a career resource area that is equipped with videos, books, computer software, periodicals, and newspapers as well as a bank of computers connected to the Internet, which provide access to the Commonwealth Workforce Development System (CWDS) and other online employment and training resources.

All of our PA CareerLink® centers provide core services on a universal basis. Staff schedules are coordinated to ensure that assistance is always available through the career resource areas during regular business hours.

Intensive services are provided to customers who meet the WIA Title I criteria (i.e., dislocated workers, low income adults) and who are unable to obtain employment through core services.

Training, the highest level of service, is reserved for eligible customers who complete intensive services, require additional assistance to secure employment in a high priority occupation, and have the educational foundation to succeed in training. WIA-funded individual training accounts and Trade Act grants can be applied only towards courses/programs on the state's list of certified training providers/programs.

We have conducted limited English proficiency (LEP) training for all PA CareerLink® staff in the Southwest Corner to ensure that LEP customers have access to services. PA CareerLink® forms are provided in Spanish. As per the state contract, a "language line" (a translation service) is utilized by as needed PA CareerLink® staff.

We require all of the PA CareerLink® centers in the Southwest Corner to meet the requirements for accessibility under the American with Disabilities Act (ADA) and our staff monitors each site periodically to ensure compliance. Each site promotes seamless delivery of services to persons with disabilities. Printed materials indicate that alternate formats and special accommodations (e.g., a certified language interpreter/ translator for individuals with hearing loss) are available upon request. The staffs have received training on ADA compliance and law, TTY, benefits counseling, and disability awareness and sensitivity. As a result of efforts to engage agencies geared towards assisting persons with disabilities, partnering service providers at our PA CareerLink® centers include the PA Office of Vocational Rehabilitation, Goodwill Industries of Fayette County, Transitional Employment Consultants, and Greene ARC.

Participants enrolled in training may be eligible to receive the following supportive services:

- Needs related payments (\$10/day) for adults who are unemployed and not receiving unemployment compensation and dislocated workers are who are unemployed, not receiving unemployment compensation, and who started training by the end of the 13th week following layoff (or by the end of the 8th week when informed short term layoff will exceed 6 months). (Note: Federal Regulations, CFR 663.820, indicate if individuals receiving unemployment compensation, these individuals are ineligible to receive needs related payments.)
- State needs based payments (\$10/day) for dislocated workers who are unemployed, not receiving unemployment compensation, and who did not start training by the end of the 13th week following layoff (or by the end of the 8th week when informed short term layoff will exceed 6 months). (Note: Federal Regulations, CFR 663.820, indicate if individuals receiving unemployment compensation, these individuals are ineligible to receive state needs based payments.)
- Transportation supportive services (\$5-\$10/day, depending on length of commute) for individuals who are not receiving Trade Readjustment allowances, extended benefits, or transportation money from another program, such as the PA Department of Public Welfare or the PA Office of Vocational Rehabilitation.
- Additional supportive services (e.g., stipends for clothing, car repair, eyeglasses, tools) if they are determined to be necessary for the participant to successfully complete his/her training program, or to secure or retain employment, and cannot be covered by another agency. Such payments are limited to \$500.00 a year and must be requested and approved by the case manager. These services can also be used during the 6-month retention period after receiving unsubsidized employment if deemed necessary by case manager.

(Note: Participants must be scheduled to attend classes at least 12 hours per week in order to be eligible for needs related and needs based payments.)

5. *Describe the LWIB's strategy for seamless service delivery, including the transitions among core, intensive, and training services and referral to partner services for both business and jobseeker customers.*
  - Jobseekers – Jobseekers who contact one of our PA CareerLink® centers are invited to attend an orientation, which provides information on hours of operation and services available, and how to enroll on the Internet-based system to post a resume and apply for jobs. Information obtained from jobseekers during the orientation, such as special needs or status (e.g., veterans are routed directly to the appropriate PA CareerLink® staff members, through their respective agencies). Thanks to the "universal access" feature of the Commonwealth Workforce Development System (CWDS) and the development of a standard referral form, when customers meet with staff from different agencies (partners) or transition from one level of service to another, their information follows them electronically. This yields efficiencies for the staff and convenience for customers. JobGateway will expand job search opportunities for jobseekers. Customers also benefit from the fact that staff members understand the range of services and resources that each partner offers, creating a more seamless service delivery experience for customers.
  - Employers – Employers who contact one of our PA CareerLink® centers are invited to an orientation that covers general information about services available to business through PA CareerLink® and instructions for registering on the Internet-based job posting system. Business service staff members that follow up directly to make sure employers' needs are met conducts these sessions.
6. *Describe measures developed to improve operational collaboration of workforce investment activities and programs. Include measures to identify and eliminate existing barriers to coordination.*

We ask our providers to highlight examples of successful partnerships with schools, employers, unions, or community based organizations in their quarterly reports to the board. Each quarter, our staff works with our WIA Title I contractors and PA CareerLink® Consortia to compile dozens of performance measures related to outcomes, processes, and customer satisfaction in a comprehensive briefing book designed to help board members make informed decisions. We use these data to identify areas of strength as well as potential barriers to coordination.

7. *Attach the current, fully-executed LWIB/One-Stop Partner Agreement (OSPA) to identify current, specific levels and methods of participation of each required and optional partner program in the local service delivery system (Appendix F).*
8. *Describe how individual programs, using the funds allocated under each specific Title, will align with and implement the strategies and vision outlined in the Strategic Plan section.*

Washington Greene County Job Training Agency, Inc. (WGCJTA, Inc.), who is the SCWIB grant recipient, fiscal agent, and staff-to-the-SCWIB negotiates with Title I Contractors and youth contractors to ensure that levels of service are appropriately allocated to meet goals defined in operational and strategic portions of this plan. Operation Section A.6 includes details on WIA fund allocations. Funding streams and activities will align with strategies of the SCWIB as noted in this plan. List includes the activities, but not limited to the following):

	Strategy: Promote integration of employment and training programs in the PA CareerLink®	Strategy: Work with industry partnerships, youth programs and training providers to develop shorter-term skill training opportunities	Strategy: Promote on-the-job training to employers	Strategy: Seek other related funding in order to increase training related activities
Adult	Core/Staff-assisted: <ul style="list-style-type: none"> <li>• CRC</li> <li>• Job Readiness</li> <li>• Job search</li> </ul> Intensive: <ul style="list-style-type: none"> <li>• Remediation</li> <li>• Assessment</li> </ul>	Training: <ul style="list-style-type: none"> <li>• ITAs for job seekers wanting training</li> <li>• Customized training for companies</li> </ul> Intensive: <ul style="list-style-type: none"> <li>• Case Management</li> <li>• Supportive Services</li> <li>• Transportation assistance</li> <li>• Needs-related payments</li> </ul>	Training: <ul style="list-style-type: none"> <li>• On-the-job training opportunities for job seekers</li> </ul> Intensive: <ul style="list-style-type: none"> <li>• Case Management</li> <li>• Supportive Services</li> </ul>	Training: <ul style="list-style-type: none"> <li>• Customized training for companies</li> <li>• Collaborative efforts to maximize resources</li> </ul>
++tDislocated Worker	Core/Staff-assisted: <ul style="list-style-type: none"> <li>• CRC</li> <li>• Job Readiness</li> <li>• Job search</li> </ul> Intensive: <ul style="list-style-type: none"> <li>• Remediation</li> <li>• Assessment</li> </ul>	Training: <ul style="list-style-type: none"> <li>• ITAs for job seekers wanting training</li> <li>• Customized training for companies</li> </ul> Intensive: <ul style="list-style-type: none"> <li>• Case Management</li> <li>• Supportive Services</li> <li>• Transportation assistance</li> </ul>	Training: <ul style="list-style-type: none"> <li>• On-the-job training opportunities for job seekers</li> </ul> Intensive: <ul style="list-style-type: none"> <li>• Case Management</li> <li>• Supportive Services</li> </ul>	Training: <ul style="list-style-type: none"> <li>• Customized training for companies</li> <li>• Collaborative efforts to maximize resources</li> </ul>

		<ul style="list-style-type: none"> <li>Needs Based Payments</li> </ul>		
Youth	<p>Core/Staff-assisted:</p> <ul style="list-style-type: none"> <li>CRC</li> <li>Job Readiness</li> <li>Job search</li> </ul> <p>Intensive:</p> <ul style="list-style-type: none"> <li>Remediation</li> <li>Assessment</li> <li>Career exploration</li> <li>Job shadowing</li> </ul>	<p>Training:</p> <ul style="list-style-type: none"> <li>ITAs for job seekers wanting training</li> <li>Customized training for companies</li> </ul> <p>Intensive:</p> <ul style="list-style-type: none"> <li>Case Management</li> <li>Supportive Services</li> <li>Transportation assistance</li> </ul>	<p>Intensive:</p> <ul style="list-style-type: none"> <li>Case Management</li> <li>Supportive Services</li> </ul>	<p>Training:</p> <ul style="list-style-type: none"> <li>Customized training for companies</li> <li>Collaborative efforts to maximize resources</li> </ul>

9. Describe the LWIB's role and functions in the provision of Rapid Response services, including coordination with statewide Rapid Response activities.

A Southwest Corner Rapid Response team has been organized at each PA CareerLink® site to respond to the needs of workers affected by major dislocations (i.e., layoffs of more than 50 individuals), as per the federal Worker Adjustment and Retraining Notification Act. These teams, which include representatives of our WIA Title I Contractors, are responsible for identifying resources available, forming a committee representing management and labor (including non-union employees) to provide financial and administrative assistance, and develop strategies for disseminating information about unemployment insurance, health and pension benefits, job search activities, education services, training programs (e.g., WIA, Trade Adjustment Assistance, NAFTA), social services, community and economic development activities, emergency assistance, and crisis counseling.

In the event of a major dislocation or company closing, the SCWIB coordinates efforts with the regional Rapid Response Coordinator to ensure proper services will be provided to eligible applicants. This includes attending Rapid Response meetings with the company and/or Union representatives. Information collected at these meetings is submitted, along with a detailed budget, via RFF to BWDP for consideration. Once awarded, SCWIB works to allocate the proper award amounts to the areas in need. Statistics on number of individuals served are collected and reported at quarterly SCWIB meetings. SCWIB also makes this information available to Rapid Response Coordinator, and will continue to be involved in the process to make certain needs of displaced workers are met.

When a statewide Rapid Response effort or National Emergency Grant is available, SCWIB determines if the Southwest Corner population is affected by the downturn. From here, SCWIB works with BWDP staff to develop requests, budgets, and operation plans for

the local population. SCWIB reports program activities monthly, or as required to the Rapid Response or NEG team.

### C. OPERATING SYSTEMS AND POLICIES: BUSINESS SERVICES

#### 1. *Describe the role of the Business Services Team (BST) in PA CareerLink® office(s).*

Each of the PA CareerLink® centers in the Southwest Corner has its own business service team, composed of representatives from different partnering agencies, that:

- Reaches out to local employers, especially those in key industry clusters, to let them know about services available to them through the PA CareerLink® system and to collect information about employer needs (current and future) related to worker skills, training, hiring, physical space, and other aspects of workforce development;
- Develops and implements strategies to increase the number of employers registered on the PA CareerLink® system and the number of job orders posted;
- Works with the PA CareerLink® partners to ensure that common measures are met; and
- Develops linkages with local economic development initiatives.

The business service teams are responsible for:

- conducting orientations for new employers;
- helping employers register on the Commonwealth Workforce Development System (CWDS), write job descriptions, post job orders, and identify and screen applicants;
- connecting employers to internal and/or external services or agencies that can support employer goals and meet employer needs;
- providing employers with information about grants available to train new workers (on-the-job training) or upgrade the skills of existing workers (customized job training, incumbent worker grants);
- compiling and disseminating local labor market information, including prevailing wages; and
- Providing employers, through a partnership with the PA Office on Vocational Rehabilitation, with information about employee assistance programs.

#### 2. *Describe how the LWIB will ensure that the local strategic plan and goals for business services are communicated to and linked with the BST.*

We communicate our goals and expectations for the PA CareerLink® s in our area through our WIA Title I Contractors who serve as our primary points of contact. Our staff, as well as site administrators, will plan to meet regularly with these agencies to discuss activities, review performance, and refine strategies for meeting labor market needs, including those of local employers. The Assistant Regional Director of BWDP is a member of SCWIB. The goals of the local plan and goals of SCWIB are reinforced through these regular meetings of all involved partners and providers.

#### 3. *Describe the BST outreach strategy and plans to promote partnerships and linkages with state and local businesses, professional service organizations, and trade*

*associations and to support sector engagement goals.*

Our PA CareerLink® sites employ a three-tiered approach to serving business customers. Core services are designed to meet employers' basic needs (e.g. CWDS registration, labor market information, tips for posting job openings and running automated searches for qualified candidates). Employers who require additional assistance can access intensive services that are tailored to their particular need (e.g. account executive services, job profiling, seminars and information workshops). Finally, training services (e.g. incumbent worker training, on-the-job training, customized job training) are geared toward upgrading employees' skills, alleviating chronic labor shortages, and training new workers to fill vacancies.

We share information about high-priority occupations with our Title I Contractors and other PA CareerLink® partners and direct them to encourage jobseekers to consider these fields.

Case managers through our PA CareerLink® network receive labor market information related to our industry partnerships and employers are invited to make presentations at PA CareerLink® staff meetings.

4. *Describe the LWIA's service delivery solutions for business customers, including, but not limited to, developing career ladders, industry-recognized credentialing, customized service delivery, collaborations and/or partnerships.*

Our service delivery system incorporates several innovations offering human resource solutions for business customers:

- Development of career ladders – We seek incumbent worker and customized job training grants to help employers upgrade the skills of existing workers and create pathways for them to advance into positions with greater responsibility and compensation.
- Industry recognized credentialing – One of our WIA Title I Contractors is an authorized testing center for the International Computer Driver's License (ICDL), an internationally recognized credential. The ICDL covers fundamental concepts of information technology, use of the computer, file management, word processing, spreadsheets, databases, presentations, and communications. We also offer three certification programs for youth through our partnering agencies: the National Retail Foundation's Professional Certification in Customer Service (PCCS), a three-week online course that covers many aspects of customer service; the Certiport's Internet and Computing Core Certification (IC3) which focuses on critical computer and Internet skills valued in today's academic and professional environments; and the Work Certified program designed to help jobseekers develop basic skills, learn about teamwork, and enhance their self-esteem which better enables them to find a job and keep a job.
- Customized service delivery – Our business services teams tailor their approaches to the needs of each employer. In some cases, the emphasis is on identifying qualified candidates to fill vacancies while in other cases, strategies are developed

to address skill deficiencies among incumbent workers.

- Collaboration or partnership – We convene industry partnerships in key industry clusters to provide a forum for employers' workforce concerns (e.g., chronic labor shortages, skill deficiencies) to be identified and addressed.

5. *Describe how the LWIB will ensure that BSTs offer services and resources to businesses that include, but are not limited to, lay-off aversion strategies, On-the-Job Training (OJT) and customized training opportunities, recruitment, toolkits, data visualization and other materials.*

See Section C.1.

6. *Describe the standardized metrics (e.g., repeat business, Return on Investment (ROI), labor market penetration, new hires) that will be used to measure the success and effectiveness of a BST.*

Within the present makeup and staffing patterns of the centers, we are in the process of reviewing the policies that measure the success and effectiveness of the Business Service Teams. Currently, Business Service Teams are required to provide a minimum of 50% total of all outreach efforts to companies within the SCWIB high-priority industry clusters. Through these methods, SCWIB hopes to strengthen PA CareerLink® operations in these important and growing clusters and see labor market penetration of services. These benchmarks will be reviewed, updated, strengthened and changed as needed.

#### D. OPERATING SYSTEMS AND POLICIES: PRIORITY OF SERVICE

1. *Describe the LWIB's strategies and processes for compliance with Jobs for Veterans Priority.*

In implementing our veteran's priority of service policy, we are in compliance with the veteran's priority of service provisions of the Jobs for Veterans Act (PL 107.228), 20 CFR 1010 and other relevant federal guidelines. Guidance has been provided to the PA CareerLink® staffs regarding covered veterans and their eligible spouses receiving priority of service in all employment and training programs funded in whole or part by the US Department of Labor.

Priority of service to veterans and eligible spouses is the responsibility of all PA CareerLink® staff and not limited to Veteran's representatives and DVOP staff. We monitor compliance and effectiveness of our priority of service policies by reviewing PA CareerLink® reports at our quarterly meetings and directing our oversight coordinator to monitor the one stop centers periodically.

The Jobs for Veterans Act creates a priority of service for veterans who meet the eligibility requirements for participation in training programs administered by the US Department of Labor (DOL), including WIA Title I and National Emergency Grants. According to DOL Training and Employment Guidance Letter Number 5-03, "local programs are not required to change their allocations among services to reserve funds for veterans, but are required

to ensure that eligible veteran workers are given priority over non-veterans for all available services."

In our area, veterans receive priority service in that they are matched to job orders before any other jobseeker matches are performed. In addition, each PA CareerLink® site has a local employment veterans' representative onsite.

*2. Describe the criteria used to determine whether funds allocated for employment and training activities are limited and the process that the PA CareerLink® Operator uses to apply priority.*

We consider funds "limited" when our obligation level is at or above:

- 80% of available program dollars for the first quarter;
- 85% of available program dollars for the second quarter;
- 90% of available program dollars for the third quarter;
- 95% of available program dollars for the fourth quarter

WGCJTA, Inc. fiscal agent staff works with Title I Contractors to determine obligation level and apply policy when thresholds are met. PA CareerLink® operators then inform staff of changes and the availability of funds. This information is shared with individuals seeking training funds. These participants are directed to other resources for training, if available.

*3. Describe LWIB eligibility and priority selection policy for Adults and Dislocated Workers. Attach the LWIB's Priority of Service policy (Appendix G).*

Individual training accounts (ITAs) can be used for tuition, books, uniforms, tools, and other required costs and fees associated with approved training programs, for a period of up to two years. Eligibility under the federal Workforce Investment Act (WIA) must be established for an individual to receive an ITA. Individuals in default of a student loan are not eligible. The maximum amount (cap) for ITAs is \$8,000. Training programs must be on the statewide training programs/providers list to be approved.

When ITA funds are limited, the following priority policies apply:

- Dislocated workers: Eligible customers whose primary residence is located in the Southwest Corner Workforce Investment Area – which includes Washington, Greene, and Beaver counties – are given priority.
- Adults: Eligible customers whose primary residence is located in the Southwest Corner Workforce Investment Area – which includes Washington, Greene, and Beaver counties – and who are economically disadvantaged are given priority.

Customers who are employed can qualify for an ITA if they fail to meet our criteria for "self-sufficiency" which is based on the standard developed by PathWays PA. Note: Our priority of service policy supersedes our self-sufficiency policy so lack of self-sufficiency does not guarantee receipt of an ITA.

## E. SERVICES TO ADULTS AND DISLOCATED WORKERS

### 1. *Describe how partner resources will be integrated to deliver core services to adults and dislocated workers.*

Our staff monitors the PA CareerLink® centers in our area regularly to ensure that core services are universally accessible by adults and dislocated workers who visit these sites. Core services can also be accessed remotely through the Internet-based PA CareerLink® system.

Partner resources are integrated in several ways to deliver core services through our PA CareerLink® centers:

- new customer orientations are conducted by partnering agencies on a rotating basis;
- partnering agencies share responsibility for staffing the career resource centers, presenting workshops, and coordinating onsite job fairs;
- All staff, regardless of partner affiliation, uses the Commonwealth Workforce Development System (CWDS) to enroll customers, make referrals, and document activities.

### 2. *Describe measures to ensure that intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).*

Our monitor periodically makes onsite visits and reviews sample files to verify that customers are being properly assessed to ascertain eligibility for intensive services and to confirm that these services are, in fact, being delivered as intended to eligible adults and dislocated workers, assuming funds are still available. Back up files containing documentation used to determine eligibility are also reviewed during this process.

### 3. *Describe measures to leverage resources to provide increased access to training opportunities.*

We submit applications for additional funds when possible, as well as partnering with other programs that provide training resources. We also assist potential training participants in attainment of PELL and PHEAA funds to offset training costs.

### 4. *Describe how the Eligible Training Program/Provider system is used to provide improvement of education and training opportunities in response to the needs of business and industry.*

In order to be added to the statewide training programs/providers list, a provider must complete and sign an authorization form and submit the following information: a one-page outline of the current procedure for obtaining performance levels; documentation verifying the performance information; grievance procedures; the most recent school catalog or outline/curriculum for each program; a copy of its state license; Form PDE 3808 outlining courses approved by the PA Department of Education/ Private Licensed School Act; a copy of its current accreditation certificate (if applicable); and financial statements, an

annual report or other evidence that sound fiscal practices are employed. 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 WIA Title I Contractors. Training providers are required to retain documentation to support their applications for a period of three years.

Our 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, in writing. Training providers have thirty days to appeal our decision.

The statewide training providers/programs 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.

To maintain their status on the approved statewide list, training providers must meet performance expectations and supply factual information for a consumer report system designed to help eligible participants make informed choices. Types of information include overall performance, performance for specific customer groups (e.g., wage replacement rates for dislocated workers), performance for specific sites (if the program is available at different locations), types of training provided, costs, class schedules, feedback from previous customers, and employment and wage trends and projections. The penalty for intentionally supplying inaccurate information is revocation of the training provider's status on the approved statewide list for a period of at least two years and repayment of WIA funds paid to the provider through an individual training account. Training providers with poor performance are required to develop a correction action plan, in consultation with our staff and approved by the state, which identifies the deficiency and outline specific steps to be taken to correct it.

Training providers must offer and maintain focus on trainings that provide quality outcomes, not only for the participants, but for the communities and employers in the area. By aligning their programs with the goals and expectations of the SCWIB, they are focusing their programs on skills and needs most relevant to local employers. SCWIB reviews performance of training and communicated industry needs to training providers so that programs can be developed or modified to meet industry demand.

*5. If implementing the waiver of the statutory exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for out-of-school youth, describe training services for out-of-school youth.*

The use of an Individual Training Account (ITA) for an older youth should be in accordance with and documented in the Individual Service Strategy (ISS) established for a youth. It may be used in instances where a focus of the ISS is determined to be the development of occupational skills necessary to help transition a youth to gainful employment.

If an out-of-school youth is interested in training, they must first and foremost have a high school diploma or GED. They will then be assessed with the TABE (Test for Adult Basic Education) and SAGE (System for Assessment and Group Evaluation) and a compute-a-match will be produced to see if they currently have the aptitude to be successful in a particular training field. Opportunities for remediation are readily available through the PA CareerLink® ABLÉ providers for those individuals that need to increase their academic levels. In addition, other areas are explored to see whether they are suitable candidates for training; such as the ability to take care of child care needs, having transportation to and from school, being clear of any outstanding issues with the court system, being able to support themselves while attending training, and their attitude towards going to work once training is completed. An ITA is then written based on whether youth funding is available. ITAs must be used in conjunction with other applicable training sources. If ITA and other applicable funding do not fully cover training costs, file documentation will include evidence that youth understands financial responsibilities and has a plan for meeting other identified costs.

An ITA can only be written for training programs that are on the Statewide Eligible TAA/WIA Training Program/Provider List for the current year and also be considered a high priority occupation in our workforce area. Within the Southwest Corner WIA, ITAs are funded for up to \$8,000.00 for training expenses such as tuition, books, fees, certifications, and supplies listed under program costs. Visits to the school are necessary for the youth to determine if the program and the provider is a good fit for them. Once enrolled in training, youth case managers continuously monitor progress and attendance with full documentation in case notes.

6. *Describe the approach to OJT and customized training, including identifying opportunities, marketing, networking, and leveraging resources.*
  - Customized job training (CJT): We help link local companies with education providers to develop customized job training programs that upgrade skills, enhance productivity, and promote retention of new and incumbent workers. Employers are also made aware of Industry Partnership funds (depending on Industry of employer) where consortium training is encouraged so that multiple employers may access training for a specific need. In addition, WEDNet PA funding is promoted as an additional resource for skills upgrading.

Local **WEDNet PA contacts** are:

**Community College of Allegheny County**  
Mark D. Mervos

Director, The Center for Professional Development  
Oakdale, PA • (412) 788-7365  
[allegheny@wednetpa.com](mailto:allegheny@wednetpa.com)

**Community College of Beaver County**

Merilee Madera  
Operations Manager, Southpointe  
Canonsburg, PA • (724) 480-3448  
[beaver@wednetpa.com](mailto:beaver@wednetpa.com)

**Westmoreland County Community College**

Jim Hayes  
Director of Workforce & Economic Development  
Youngwood, PA • (724) 925-4090  
[westmoreland@wednetpa.com](mailto:westmoreland@wednetpa.com)

- On-the-job training (OJT): Our WIA Title I contractors use OJTs to encourage employers to hire new workers who lack certain skills, knowledge or experience that can be acquired on the job within a relatively short time frame. In exchange for assuming the costs associated with providing the necessary training, employers are reimbursed for up to 50% of the wages they pay to OJT employees, with a limit of \$8000 per employee. A structured approach for the OJT is reviewed by WIA Job Developer/Business Service Representative with the employer to better meet desired outcomes. This approach includes a job/task outline defining what employee will be trained on; and the evaluation standard to identify success in employee being able to execute task. The OJT employee must be employed fulltime (i.e., at least 30 hours a week) and paid at least minimum wage. The length of training is determined by the specific vocational preparation level for the occupation, as defined by the US Department of Labor, and the employee's prior experience in relation to the specific position, but cannot exceed six months. Employers are expected to retain the OJT employee after the training period is over unless there are legitimate grounds for termination. Employers who fail to provide continued employment may be ineligible for subsequent OJT contracts. The provision of OJTs is subject to funding. SCWIB will be using the state OJT waiver of WIA Section 101(31)(B) to increase employer reimbursement for on-the-job training to encourage participation by small business in our area.

Employers must be in compliance with all Unemployment Compensation, Worker's Compensation, Fair Wage and Hour Act, Civil Rights, Drug Free Workplace, and other related regulations (all terms and conditions are included in the on-the-job training contract).

Outreach: One-the-job training is presented to job seekers during the orientation to services at the PA CareerLink® offices and is marketed to employers by our PA CareerLink® Business Services Teams, including the WIA job developers/business service representative. These services is publicized on our Title I Contractors' websites

and presented to employers, community based organizations, CareerLink® partners, local Economic Development partners, as well as Chambers of Commerce and local Rotaries. OJT fact sheets, brochures, direct mail campaign, and other outreach materials are used to promote OJT opportunities. Face-to-face meetings between WIA job developer and business service representatives is encouraged when possible.

Customized Training: SCWIB and its PA CareerLink® committee will ensure that information on customized training is available for all staff and shared with local employers. Customized training is training designed to meet the special requirements of an employer (including a group of employers); is conducted with a commitment by the employer to employ, or in the case of incumbent workers, continue to employ, an individual on successful completion of the training; and when the employer pays for a minimum of 50% of the training. On the occasions that these trainings are possible, and funding is acquired, PA CareerLink® staff will collect all necessary information as required by the Governor. Customized training is another opportunity that can connect employers to the workforce system and PA CareerLink®.

*7. Describe current and/or planned use of WIA Title I funds for apprenticeship training.*

We encourage apprenticeship training programs to apply for inclusion on the statewide list of approved training programs so that eligible participants can apply WIA Title I funds towards tuition. At this time, there are a limited number of approved apprenticeship programs but we have developed linkages with the PA Bureau of Apprenticeship and Training (BAT) and are planning to reconnect our local post-secondary schools, colleges and universities, and career and technology centers with our regional BAT representatives. On the employment side, meanwhile, our WIA Title I Contractors continue to make referrals to our regional BAT representatives to connect them with local area employers and provide on-the-job training and related classroom instruction opportunities that result in journey level certification. All on-the-job training funds are utilized for occupations that are recognized as high priority occupations in our area.

We have several prominent labor representatives on our board and have built a successful industry partnership for building and construction trades, which focuses on many outreach and pipeline activities designed to get area youth educated in the opportunities of an apprenticeship.

**F. SERVICES TO SPECIFIC POPULATIONS**

The Operational Plan must address service strategies for: dislocated workers, displaced homemakers, low-income individuals (such as: migrant and/or seasonal farm workers, women, minorities, individuals training for non-traditional employment), veterans, public assistance recipients, individuals with multiple barriers to employment (including older individuals, persons with limited English proficiency, persons with disabilities, and ex-offenders), and youth.

Where the LWIA employs similar service strategies for all populations, the strategies need only be addressed once. Strategies that are unique to a specific population must be described separately.

1. *Describe the strategies to provide services, such as those listed:*

- *Re-employment services*

Re-employment services are provided through the PREP (Profile Reemployment Program). Once an individual is identified for PREP, they are sent letters, by BWDP, inviting them to attend an orientation. At orientation they are made aware of all services available through the PA CareerLink® system which can assist them in finding employment opportunities prior to the exhaustion of unemployment compensation benefits. These profiled individuals are then met with, one-on-one, by local BWDP staff following their orientation and enrollment into the CWDS/Job Gateway system. When possible, Title I staff also participates in one-on-one exit interviews with PREP participants to identify service needs and make appropriate referrals.

Participants are given an assessment of their needs which includes a career plan, job match and referral to job orders, referrals to workshop opportunities, *including Work Certified™*, labor market information.

In addition, a designated UC phone line is available to all UC customers, as is FAX services and staff assistance for submitting Appeals. Staff assistance is also available for online filing of UC claims.

- *Unemployment Compensation work test*

Unemployment Compensation (UC) Work Test is the requirement for which UC beneficiaries search for new jobs. As indicated in (a.) letters are sent to PREP (Profile Reemployment Program) Individuals and the same process is followed. Also, individuals that are receiving Emergency Unemployment Compensation (EUC) are sent letters to participate in the Reemployment & Eligibility Assessment (REA) program. These individuals receive an assessment and a review of their job search actions and apprised of all of the services that are available through the PA CareerLink® system. If an individual identified for EUC fails to report or respond to the program after receiving two (2) call-in letters they are then reported to UC for sanctions.

- *Rapid Response services*

When a company downsizes, relocates or goes out of business, the impact on workers can be devastating. To ease the transition, Rapid Response is initiated for that employer/affected workers. The key to a successful Rapid Response is early intervention which can assist the workers and employers affected by the layoff, closure, disaster, etc. Initial fact-finding meetings with employer and/or union representatives and members of the Rapid Response Team are held to clarify job loss with projected lay-off date(s) and map out strategies for planning and carrying out initial rapid response activities.

Rapid Response services are triggered when the PA Department of Labor and Industry hears of a planned layoff or closure through a variety of means *i.e.*: *WARN (Worker Adjustment and Retraining Notification)*; *local media reports, local area contacts*.

Through the RR program, affected employees have the opportunity to gain access to a range of services designed to minimize the disruption associated with losing a job. Our local Rapid Response Teams including BWDP's Rapid Response Coordination Services staff, BWDP local staff, WIA staff, UC staff, and other identified groups, present information to help transition workers into reemployment as quickly as possible including:

- PA CareerLink® services and partnering programs;
- filing the appropriate paperwork for unemployment compensation;
- information on health and pension benefits;
- education and training programs;
- Trade Adjustment Act;
- Emergency support services;
- Employment Opportunities; etc...

Surveys are distributed to affected workers at RR Sessions which can be used as a planning document and can be utilized by CareerLink staff to match them to appropriate job opportunities and/or needed services.

- *Trade Act services*

The Southwest Corner PA CareerLink® staff has developed plans to achieve the goal of dual enrollment between Trade Act and WIA. The following services/processes are conducted. The Trade Adjustment Assistance Program is coordinated between BWDP and our WIA Partners (Job Training for Beaver County and Southwest Training Services). Individuals determined to be Trade eligible receive a Benefits Rights Interview (BRI) conducted by a BWDP Rapid Response/Trade Representative or BWDP Trade staff. One-on-one meetings are scheduled with a Trade Representative for assessment of suitable reemployment. If suitable employment is not available based on current education level or work experience, then individuals are referred to WIA Partners for TABE/SAGE testing. Training benefits and services are coordinated between BWDP and WIA. Additional Trade Benefits coordinated by the Trade Representative are Job Search Allowances, Relocation Allowances, and Reemployment Trade Adjustment Assistance.

The benefits for workers under the Trade Act include training, job search and relocation allowances, Alternative and Reemployment Trade Adjustment Assistance (ATAA/RTAA), Health Coverage Tax Credit (HCTC), and Trade Readjustment Allowances (TRA) income support. All of these benefits have certain deadlines and eligibility requirements.

Training for eligible individuals include basic skills, GED, prerequisite, apprenticeship, occupational and on the job training (OJT). Job search and relocation allowances help eligible individuals to look for and obtain suitable employment outside of their normal commuting area, when suitable employment is not available within their normal commuting area.

- *Services to businesses*

See C-1, *Business Service Teams*.

Industry Partnerships work to encourage participation by businesses in the workforce development system. This includes, but is not limited to, listing job openings on CWDS and recruiting for positions within the PA CareerLink®. BSTs, PA CareerLink® s and Title I are also familiar and will offer Rapid Response and Trade Act services to those who qualify due to permanent layoffs.

- *Approach to identify qualified applicants for partner programs*  
See E-1.

- *Services to Migrant Seasonal Farm Workers*

Our limited English proficiency plan ensures that non-English speakers, including migrant and seasonal farm workers, have meaningful access to programs, benefits, services and activities offered through PA CareerLink®. The “Language Line” provides translation services. Seasonal employment opportunities are posted on the PA CareerLink® system and qualified migrant and seasonal farm workers are automatically directed to these jobs. In addition, seasonal farm workers are advised about fair labor standards requirements, including the I-9 document and reporting obligations.

SCWIB adheres to details of 20 CFR 653.100 and 653.101(a). Migrant and Seasonal Farm Workers (MSFW) will receive qualitatively equivalent and quantitatively proportionate services equal to those provided to all other customer. MSFWs will receive the full range of employment services, benefits and protections including counseling, testing, and job and training referral services. In providing such services, all PA CareerLink® offices will consider the preferences, needs, and skills of individual MSFWs.

- *Services to persons with disabilities*  
See B-4.
- *Services to veterans and related eligible persons, including National Guard and returning veterans. (TEGL 22-04) (TEGL 22-04, Change 1)*

All of the PA CareerLink® centers in the Southwest Corner have a local veterans' employment representative who coordinates services for customers who have served in the armed forces. The veterans' representative works with the partnering service providers to: 1) ensure that veterans are fully enrolled in the CWDS website; 2) verify veterans' eligibility and status concerning "campaign badges"; 3) ensure that an up-to-date resume is posted, job preferences are completed, job searches are performed, and referrals to job orders are made; and 4) provide services directly and/or make appropriate referrals.

The veterans' representative participates in weekly PA CareerLink® staff meetings and provides employer recruitment, hiring, workshop, and training information to partnering service providers. The veterans' representative (where applicable) is also an integral member of the Business and Employer Service Team, participating in meetings and reaching out to local employers in high priority industry clusters. The veterans'

representative is instrumental in organizing job fairs for veterans at the PA CareerLink® centers. We will continue to promote the veterans program through publicity in the newspaper, radio, and billboards in order to enhance visibility and participation in our programs.

- *Services to TANF customers and low-income individuals:*

Individuals who receive public assistance are referred to the Employment, Advancement Retention Network for employment and training assistance. EARN services are integrated with the PA CareerLink® for job development services, as well as participants enrolling on the CDWS system. Participants are encouraged to attend PA CareerLink® workshops and other program offerings. An adult literacy provider is embedded into EARN program offerings. Our WIA Title I Contractors have a WIA-wide site license to provide Work Certified training that will result in a national work readiness certification. Through this 90-hour program, individuals will master competency in 50 areas associated with success in the workplace.

Low-income individuals are referred to the New Choices/New Options programs provided by the community colleges in our area. Services include career counseling, job search assistance, and funding for continued education to single parents, displaced homemakers, and those exploring nontraditional occupations to achieve self sufficiency.

- *Services to displaced homemakers;*

Displaced homemakers who qualify as dislocated workers under WIA Title I are eligible for a range of services including case management, supportive services, GED preparation, and, in some cases, training.

- *Services to women and minorities;*

See “Services to TANF customers and low income individuals” and “Services to displaced homemakers,” above.

- *Services to individuals with multiple barriers to employment, including:*

- *Older individuals;*

Southwest PA Area Agency on Aging and Senior Employment Center, partnering service providers within our PA CareerLink® network, serve customers who are eligible under Title V Older Workers, i.e., individuals who are 55 years old and older. In addition, our PA CareerLink® centers serve as host agencies, hire older workers as greeters.

Locally, a number of agencies provide services to older individuals. These providers include:

**Washington and Greene Counties**

Ms. Leslie Grenfell, Executive Director  
Southwest PA Area Agency on Aging, Inc.  
305 Chamber Plaza  
Charleroi, PA 15022

724-489-8080 x4420  
grenfell@swpa-aaa.org

**Washington County**

Ms. Nita D'Agostino, PathStone Corporation  
415 McFarlan Road, Suite 108  
Kennett Square, PA 19348  
(610) 925-5600 ext. 18  
ndagostino@pathstone.org

**Greene County**

Mr. Bill Magda, Director, Community Development,  
Westmoreland County Community College  
145 Pavilion Lane  
Youngwood Pa 15697  
(724) 925-4027  
magdaw@wccc.edu

**Beaver County**

Gayle Davis, Employment & Training Coordinator  
Experience Works, Inc.  
2763 Wards Ranch Rd.  
Marienville PA 16239  
(814) 927-8520  
gayle\_davis@experienceworks.org

**Beaver County**

Ms. Tracy Cherry, Senior Programs Coordinator  
Lawrence County Social Services  
241 West Grant Street  
New Castle, PA 16103  
724-658-7258  
tcherry@lccap.org

- *Persons with limited English proficiency;*  
See B-4.
- *Persons with disabilities;*  
See "Services to persons with disabilities, above"

○ *Ex-offenders*

PA CareerLink® centers in the Southwest Corner collaborate with state correctional institutions and community corrections centers through Project Reconnect, a program designed to transition ex-offenders to sustaining jobs and productive lives through the provision of a continuum of workforce development services. The PA CareerLink® staffs also work closely with county adult and juvenile probation offices

and serve as a referral mechanism for job search/ development activities.

- *Services to Dislocated worker and Trade Act eligible participants.*

Our PA CareerLink® centers are instrumental in delivering Rapid Response services to workers at risk of dislocation due to natural disasters, plant closings, business relocations, industry wide trends, etc. (For additional information, see VI-E, below.)

The Southwest Corner was one of the first areas in the state to implement employer-based training (i.e., on-the-job training for new workers and customized job training for incumbent workers) under the Trade Act.

Individuals who qualify for assistance under the federal Trade Act are also eligible for a range of services under WIA Title I. Assessment and case management for these two programs are integrated.

## G. SERVICES TO YOUTH

1. *Describe how the LWIB will promote collaboration among the public workforce system, educational system, human services, juvenile justice, and others to better serve youth who are most in need and have significant barriers to employment. This includes the provision of: career pathways, STEM education, labor market-based career development, advanced manufacturing, and energy-sector jobs.*

In selecting youth service providers, we look for organizations that are already well connected to the community yet willing and able to develop new partnerships to achieve common goals and overcome challenges. We expect our providers to work closely with local schools, county welfare offices, juvenile justice and local law enforcement agencies, housing authorities, job corps centers, vocational rehabilitation agencies, and community and faith based organizations to recruit participants, deliver services tailored to their needs, address potential barriers to program participation, retention or completion, and facilitate successful transitions from the program to employment or additional training.

Our youth service providers reach out to students approaching graduation from local career and technology centers, offering orientations to the PA CareerLink® centers and helping students register on the web-based job matching system. They also serve on transition councils that help in-school youth with disabilities make a smooth transition from school to work.

To improve linkages and the quality of referrals made by case managers, our youth service providers have developed a comprehensive database of youth serving agencies. Contacts are updated annually.

Advanced manufacturing is a growing and important industry in the Southwest Corner (as noted in sections C.2.a, b, c, and f in the Strategic portion of this plan). The importance of science and math education in these industries is not understated by SCWIB youth

providers. While traditional manufacturing jobs of the past included manual machining, current and future trends require advanced knowledge in math, engineering, and technology. Employment in this industry will deliver a family sustaining wage, and with Southwest Corner having a high location quotient for the industry (as noted in 2012 Industry Cluster Analysis), competition and opportunities will be available here in the future.

In the Southwest Corner, as is the case in many areas in Pennsylvania, energy is a high-performing industry cluster. The emergence of the Marcellus Shale and expansion of oil and gas companies have made the industry extremely important to our current and future economy. Efforts of SCWIB youth providers to educate the public include, but are not limited to, employment and education fairs, site and well visits, and hands-on learning opportunities. SCWIB has also been included in preparation and distribution of materials pertaining to the growing Marcellus Shale Gas industry. Books were prepared that contain breakdowns of industry job descriptions, skills and education levels required, and career pathways to obtain these jobs.

SCWIB will continue to market, distribute the materials on career opportunities both electronically and physically and update these studies as a means of introducing youth, school administrators and training providers to economic trends in the region.

*2. Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.*

We carefully select qualified youth service providers through a competitive process, with input from our Youth Council, and monitor these providers regularly to verify that contractual provisions and performance standards are being met. Requirements and goals are highlighted in the youth RFP. Applicants are asked to respond to each item and how they plan to address the need of the program. Responses to these items are used during the provider selection process and further discussed during contracting. SCWIB monitor will annually monitor the youth programs to ensure that proposed activities are occurring. Program strengths are highlighted and reported to SCWIB members at quarterly meetings. In the event that a provider is not performing as detailed in their proposal, or if outcomes are not at the levels necessary to meet goals of the SCWIB and the program, the provider will be required to attend sessions with the SCWIB staff to develop a plan of action to improve. These shortcomings and action plans would be reported to the youth council and SCWIB members. As noted in the RFP and the contract, SCWIB fiscal agent and staff to the WIB does reserve the right to terminate a contract if necessary.

During the review process, SCWIB staff review each proposal and score them based on a 100 total point range. These scores are used as justification when making recommendations to the Youth Council. Final scores factor in:

- Technical factors (complete package, background info, program location, ability for immediate implementation)
- Demonstrated effectiveness (prior performance, staff qualifications, references, expectation of program success)
- Program requirements (innovative recruitment, continuum of services, innovative

- program design)
- Cost (hours of training vs dollars per individual, program design, equipment, etc).

*3. Describe how policies ensure compliance with applicable safety and child labor laws.*

Our youth services contracts include a provision concerning compliance with applicable safety and child labor laws and our staff conducts regular monitoring visits to ensure that appropriate safeguards are, in fact, in place to protect our youth participants.

Prior to assigning youth to a new worksite or training facility, our youth services contractors conduct an orientation that covers program requirements, safety issues and child labor laws. Additional workshops on special topics are offered periodically, in coordination with other PA CareerLink® partners.

*4. Describe the processes used to provide initial intake, objective assessment, case management, individual service strategies, and eligibility assessments for youth. Include policies for Eligibility Verification and Priority Selection for Title I-B Youth (Appendix H).*

To ensure that eligible youth have the opportunity to develop and achieve career goals through education and workforce training, the Southwest Corner WIB carefully selects qualified youth service providers through a competitive process, with input from the Youth Council, and monitors these providers regularly to verify that contractual provisions and performance standards are being met.

The youth providers work closely with local schools, county welfare offices, juvenile justice and local law enforcement agencies, housing authorities, job corps centers, vocational rehabilitation agencies, and community and faith based organizations to recruit participants, deliver services tailored to their needs, address potential barriers to program participation, retention or completion, and facilitate successful transitions from the program to employment or additional training. The first step in the process following recruitment is program eligibility.

Interested youth meet WIA intake worker (and parent or guardian if under the age of 18 years of age)

**Eligibility for WIA Title I-B services:** WIA Youth served must meet the federal definition of economically disadvantaged and must meet the following eligibility requirements:

- Age 14 through 21,
- A low-income individual (defined below), **and**
- Within one or more of the following categories:
- Deficient in basic literacy skills,
- School dropout,

- Homeless, runaway, or foster child,
- Pregnant or parenting,
- Offender,
- Youth needs additional assistance to complete an educational program or secure and hold employment (including disabled youth) due to one or more of the below barriers:
  - Little or no successful work experience, a long and unsuccessful work search, little if any exposure to successfully employed adults.
  - At risk of dropping out of school, having poor school attendance or behavioral problems at school.
  - Significant personal or family problems affecting daily function.
  - Limited English proficiency
  - Aging out of foster care

***Low-Income Individual is defined as:***

- a) Receives or is a member of a family that receives cash payments under the Federal, State or local income-based public assistance program;*
- b) received an income, or is a member of a family that received a total family income, for the 6-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in paragraph a., above, and old-age and survivors insurance benefits received under section 202 of the Social Security Act that, in relation to family size, does not exceed 70 percent of the lower living standard income level or the poverty guideline, for an equivalent period;*
- c) is a member of a household that receives (or has been determined within the 6-month period prior to the application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977*
- d) qualifies as a homeless individual, as defined in subsections (a) and (c) of section 103 of the Stewart B. McKinney Homeless Assistance Act;*
- e) is a foster child on behalf of whom State or local government payments are made; or*
- f) in cases permitted by regulations promulgated by the Secretary of Labor, is an individual with a disability whose own income meets the requirements of a program described in subparagraph (A) or, of subparagraph (B), but who is a member of a family whose income does not meet such requirements.*
- g) Is an individual with a disability and own income for the 6-month period prior to application does not exceed 70 percent of the lower living standard income level or the poverty guideline, for an equivalent period;*

In addition:

- All youth enrolled must be U.S. citizens or legally permitted to work in the United States and be able to provide the requested documentation.
- Selective Service- All males at least 18 years of age must be registered for selective service.
- Residency- All youth must be residents of Greene, Beaver or Washington counties

**WIA Eligibility Review Policy:** When conducting eligibility, a documented secondary staff review of eligibility determination for all WIA participants is mandatory. The WIA Eligibility Review Policy provides an additional review of WIA eligibility to ensure the individual was properly determined and correctly documented to avoid disallowed costs. All documentation will be kept in the participant file and available upon data validation request and/or monitoring of programs.

**Income Eligibility Exception:**

Up to five percent of youth served may be individuals who are not low income, provided they are within one or more of the following categories:

Exceptions:

- School dropout
- Deficient in basic literacy skills
- Behind a grade level
- Pregnant or parenting
- Individuals with disabilities including learning disabilities
- Homeless or runaway
- Offender
- Serious barriers to employment include, but are not limited to, high school dropout, limited literacy skills or English, adjudicated youth and at risk of dropping out .

**WIA Title I B Youth Program Priority Selection for Services:**

The SCWIB has developed priorities and selection for youth program services to veterans and other individuals in need of services under the WIA Title I-B Youth Program:

- Priority for services will be given to youth who are veterans and other covered persons. The regulations are defined by the statute at 38 U.S.C. 4125 (a) (1) (A) and (B).

Once determination of eligibility is completed, the youth has a one-on-one meeting with their case manager and an individual service strategy is completed along with an objective assessment. The objective assessment covers academic level, basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs.

Case management, a critical program component, especially for high-risk youth, is provided by our on-site youth providers. Our Youth providers incorporate the following elements:

- Tutoring and similar services, including dropout prevention strategies, leading to a high school diploma.
- Alternative education services
- Summer employment linked to academic and occupational learning.

- Paid and unpaid work experience
- Occupational skill training
- Leadership development, including community service
- Supportive services
- Adult mentoring during program participation
- Follow-up services for at least 12 months
- Comprehensive guidance and counseling, including drug and alcohol abuse.

5. *Describe the framework for youth programs that includes the following components:*

- *Preparing youth for post-secondary education*

Many high priority occupations require a college degree, associate's degree, certificate, or some other type of post-secondary training. Our youth service providers and PA CareerLink® partners prepare participants for four-year colleges, community colleges, trade schools, and other opportunities through tutoring, study skills training, and instruction leading to the completion of secondary school, including dropout prevention strategies.

- *Connecting academic and occupational learning*

For young people, the connection between school and work is not always obvious. Our program emphasizes academic performance (e.g., basic literacy, computation, and reasoning) as a foundation upon which occupational learning takes place. Exposure to new technologies motivates participants to stay in school, return to school, or earn an equivalency. Career awareness activities help them develop a realistic plan that reflects their own skills, interests, and attitudes. Actual and simulated work experiences facilitate occupational learning, including the acquisition of specific job skills and general workplace competencies.

- *Preparing youth for unsubsidized employment opportunities*

By assessing academic and occupational skills and interests and providing work experiences and job shadowing opportunities, our youth service providers offer participants a chance to gain insight into the kinds of occupations they might enjoy and excel at. Job search assistance is offered as a core service through the PA CareerLink® centers and intensive and training services are available to eligible youth who require additional assistance. Follow up services ensure that potential barriers to retention are promptly identified and addressed.

- *Connecting youth to the business community through intermediary entities*

Our youth participants benefit from the strong relationships that exist among our youth service providers, other PA CareerLink® partners, and local employers. In addition,

private sector representatives who serve on our board and/or Youth Council provide input that ensures that our program reflects employers' needs and meets rigorous performance standards.

6. *Describe how the LWIB incorporates the required youth program elements within the framework, including:*

- *Tutoring, study skills training, instruction leading to secondary school completion, including drop-out prevention*

Many high priority occupations require a college degree, associate's degree, certificate, or some other type of post-secondary training. Our youth service providers assess participants' skills, track their academic performance, and offer remediation, where appropriate, to help them progress and graduate on time.

- *Alternative secondary school services*

Our youth service providers partner with agencies that receive funds through Job Corps, Carl Perkins, Adult Literacy and Welfare-to-Work to support learning options for out-of-school youth.

- *Summer employment opportunities linked to academic and occupational learning*

Our summer youth employment program, an integral component of our year-round program, offers participants the opportunity to gain hands-on work experience, interact with a positive peer group, avoid "learning loss" associated with inactivity during summer months, and develop "soft" skills (e.g., promptness, reliability) that are valued by employers.

- *Paid and unpaid work experiences*

In addition to the summer youth employment program, we offer opportunities for youth to participate in work experiences, internships, and job shadowing throughout the year for the purposes of career exploration and skill development. Work experiences take place in the private (for-profit or non-profit) or public sector. WIA funds may be used to pay wages and related benefits as appropriate, according to the objective assessment and individual service strategy.

- *Occupational skills training*

Participants who are eligible for training under WIA Title I may apply individual training accounts towards courses or programs that are on the statewide list, i.e., they prepare workers for high priority occupations. We also contract with specific training providers to offer programs tailored to youth, based on need.

- *Leadership development opportunities*

We provide opportunities for youth to develop leadership skills through the following activities: community and service learning projects; peer mentoring and tutoring; organizational and team work training, including team leadership training; training in decision-making, including determining priorities; citizenship and life skills training (e.g., parenting, work behavior, budgeting); training in positive social behaviors through self-esteem building, cultural diversity training, and work simulation activities, etc.

- *Comprehensive guidance and counseling*

We recognize the pressures that face teenagers today so we partner with other agencies to provide the services they need to help them make good choices and protect their health and safety. Individual needs are ascertained during the initial intake and throughout the program.

- *Adult mentoring*

In some cases, our participants are matched with older individuals who provide guidance and support.

- *Supportive services*

We try to eliminate potential barriers to participation and program completion by referring participants to medical and/or social service providers and providing financial assistance with transportation, child care, dependent care, housing costs, uniforms or other appropriate work attire, and work-related gear and tools.

- *Follow-up services*

Our youth service providers remain in contact with participants for at least twelve months after they complete the program to make sure their transition to work or post-secondary education or training is smooth. Follow up services are tailored to individual needs. Examples include interventions to address work-related problems, assistance in advancing or securing a better job, career development and further education, work-related peer support groups, and adult mentoring.

#### *7. Describe the services provided to non-WIA eligible youth under the 5% exception.*

Under the 5% exemption, we are permitted to enroll several youth who do not meet the income eligibility criteria for WIA, provided they meet at least one of the following conditions: out-of-school without a diploma or GED; deficient in basic skills; testing one or more grade levels below appropriate grade level; pregnant or parenting; possessing one or more disabilities (e.g., learning disability); homeless or runaway; offender; or facing serious barriers to employment (see criteria, below). Once enrolled, these youth receive the exact services as WIA-eligible youth.

#### Local eligibility criteria for enrollment of youth

- Between the ages of 14 and 21, inclusive; and
- Low income (defined as 70% of the Lower Living Standard); and
- Possessing at least one of the following characteristics:
  - Deficient in basic literacy skills;
  - A school drop-out;
  - Homeless, a runaway, or a foster child;
  - Pregnant or a parent;
  - An offender; or
  - Requiring additional assistance to complete an educational program, or secure and hold employment, as defined by the local board, i.e., meeting at least one of the following criteria:
    - Having little or no successful work experience, a long and unsuccessful work search, or little if any exposure to successfully employed adults;
    - Being at risk of dropping out of school, having poor school attendance or behavioral problems at school;
    - Having significant personal or family problems affecting daily function;
    - Having limited English proficiency;
    - Having limited access to reliable transportation; or
    - Aging out of foster care.

#### *8. Describe the process and criteria for determining "serious barriers to employment."*

SCWIB youth providers work with the potential participant to determine serious barriers to employment. These youth will be identified either by the youth themselves or by a referral from another youth agency for services. The youth will be evaluated on a case-by-case basis. In the event that the youth has informed the case manager of their barriers, the youth will be referred to partner programs (i.e. mental health, shelters, law enforcement, etc.). Case managers will work with these partnering agencies to determine if the youth requires additional assistance to complete an educational program, or to secure and hold employment based on the number and type of barriers as well as assistance from other agencies. As a full service youth provider, the youth participant will receive the assistance necessary to assist in completion.

#### *9. Describe how the LWIB coordinates with Job Corps and other youth programs.*

Our youth services contractors and PA CareerLink® centers work with Job Corps, Pennsylvania Conservation Corps, juvenile justice restitution programs, schools, county welfare officers, public housing authorities, vocational rehabilitation agencies, and community and faith-based organizations to: recruit youth; deliver services tailored to their needs; make appropriate referrals; address potential barriers to program participation, retention or completion; and facilitate successful transitions from the program to employment or additional training.

## H. ADMINISTRATION AND PERFORMANCE

1. *Describe how the LWIB ensures that all partner services are made available through the PA CareerLink® center and that core services are not duplicated.*

Collectively, the services delivered by the each of our PA CareerLink® centers comprise a comprehensive one-stop shop for meeting the employment and training needs of jobseekers and businesses.

Each partner agency carries out its own mission and fulfills its own mandate while working collaboratively to manage customer flow and ensure that services are provided in a streamlined, cost-effective manner. A shared electronic information system and office network yields efficiencies and reduces duplication of effort. Staff schedules are coordinated to ensure adequate coverage during regular business hours.

Our WIA Title I Contractors offer a range of core, intensive and training services for jobseekers and employers. Other services available through our network of PA CareerLink centers are tailored to specific populations such as individuals receiving unemployment compensation (Wagner Peyser), individuals with disabilities (PA Office of Vocational Rehabilitation), welfare and food stamp recipients (WIA Title IV of the Social Security Act, The Career Development Program of the Employment, Advancement, Retention Network), older workers (Title V of the Older Americans Act), dislocated workers (Trade Assistance Act), veterans (see VIC, above).

2. *Describe any LWIA policies or guidelines implemented to support WIA Title I program operations that are not addressed elsewhere in the local plan, including information about the purpose, development, implementation, and monitoring of such policies.*

Title I Contractors are required to report any items negotiated and included in the contract and program narrative. Also, all materials supporting SCWIB from entities receiving WIA funding include the “Southwest Corner Workforce Investment Board and Board of Commissioners of Beaver, Washington and Greene Counties” brand in all publications and media items.

3. *Describe the system used to capture and report performance data.*

CWDS is the official system of record for the SCWIB and all WIA related activities. Traffic or attendance records may be kept on site, but ultimately, SCWIB will refer to CWDS for official performance data.

Performance reports prepared by the state are presented at every quarterly board meeting. Our WIA Title I Contractors are available to respond to questions or concerns.

Training providers are required to submit performance information for each program on an annual basis. Programs that are offered at more than one location require multiple entries. A copy of the audit report must be made available upon request. Failure to comply with this requirement may result in a temporary suspension or permanent removal from the statewide list of eligible training providers/programs.

4. *Describe the monitoring process and oversight criteria and procedures used to move the local workforce investment system toward LWIA goals.*

Our oversight coordinator monitors our WIA Title I Contractors, PA CareerLink® centers, and other grantees periodically to verify that activities are being carried out as directed and ensure compliance with applicable local, state, and federal laws and regulations. Monitoring reports, presented at our quarterly meetings, summarize observations from site visits and record reviews and outline corrective actions taken to address any concerns.

A copy of the SCWIB Program Oversight and Procedures Manual has been attached to this plan as a supplemental appendix – Appendix O.

5. *Describe the competitive process and non-competitive process to be used to award grants and contracts for activities carried out under WIA Subtitle I, including the process to be used to procure training services that are made as exceptions to the ITA process. Include how community-based organizations and faith-based organizations are notified of contract opportunities.*

SCWIB awards grants and contracts in a manner that promotes open and free competition. Requests for proposals, bids, and qualifications are listed on the SCWIB website, public notifications are placed in four local newspapers, and SCWIB encourages small and minority businesses to respond. Also, all bidders from previous years are automatically contacted when new opportunities arise. These bidders include community-based organizations, faith-based organizations, and other non-profit and for-profit entities.

For purchases with a unit acquisition cost under \$5,000, the purchasing officer relies on random informal price and product comparisons to determine which vendor offers the best quality and service at the lowest price. For purchases with a unit acquisition cost over \$5,000, three or more bids are solicited and evaluated in terms of responsiveness to specifications, quality of merchandise, company reputation, customer service, etc. Purchases with aggregate cost or unit acquisition cost over \$25,000 are handled in accordance with OMB Circular A-110, A-133 and the Common Rule.

We rely on noncompetitive procurement (e.g., a sole source agreement) when at least one of the following conditions is met:

- The item is available only from a single source;
- A public exigency or emergency necessitates action more quickly than is feasible under a competitive process;
- The federal grantor agency authorizes noncompetitive negotiation; or,
- A competitive process fails to produce a vendor or contractor that meets our criteria.

6. *Attach the LWIB Procurement Policy (Appendix I).*

7. *Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility, or other action by the LWIB or PA CareerLink® Operator. Attach the appeal policy (Appendix J).*

Individuals who feel they have been excluded from participation, denied benefits or employment, or subjected to discrimination under or in connection with any program or activity can file a grievance with the EO officer and/or an EO liaison.

8. *Describe the procedure(s) for individual customers to appeal a denial of eligibility, reduction or termination of services, or other adverse action by the PA CareerLink® or service provider. Attach the policy (Appendix K).*

Individual customers who feel they have been treated unfairly can file a grievance with the PA CareerLink® EO officer and/or the EO liaison.

9. *Describe the grievance procedure for PA CareerLink® staff. Attach the policy (Appendix L).*

PA CareerLink® staff members who feel that they have been discriminated against can file a grievance with the PA CareerLink® EO liaison as a first step. Any grievance can be also forwarded to the EO officer for the Southwest Corner Workforce Investment Area.

10. *Describe the administration of WIA funds used by the LWIB. Include risk management and oversight responsibilities for WIA funds, PA CareerLink® and other workforce development resources.*

SCWIB fiscal agent, the Washington Greene County Job Training Agency, Inc (WGCJTA), administers WIA funds. WGCJTA receives funds and makes payments to the PA CareerLink® centers as well as vendors and contractors, as directed by SCWIB. At the PA CareerLink® Beaver County, accounts receivable and payable are handled by WIA Title I Contractor and PA CareerLink® point of contact, Job Training for Beaver County, with revenues and expenditures reported to fiscal agent.

To facilitate oversight, SCWIB instructs our WIA Title I Contractors to report expenditures by industry cluster. This allows SCWIB staff to measure return on investment and make informed decisions about resource allocations.

Fiscal agent is responsible for the disbursement of funds in accordance with established procedures under WIA and employs checks and balances to ensure accountability. When an invoice or time sheet is submitted, it is coded to indicate the cost category and program that should be charged. Next, a voucher is prepared and forwarded to the president or vice president for approval. The voucher data is entered into the system and a daily report is printed out. At the end of the week, there is a weekly check-run of all the daily vouchers. The check is then stamped with a number and a record is filed alphabetically. Reports of these activities are contained in a

voucher schedule and the check register. Journals are maintained showing revenues, expenditures, and a trial balance. The ledgers of a general nature show the checks written against WIA accounts, receipt of funds, and a trial balance. On a monthly basis, the fiscal staff prepares a report on expenditure transactions and the budget balance.

Fiscal agent also manages the payroll for staff and work experience participants. Documentation includes time sheets, payroll statements, the payroll journal, and the check register. Expenditure transaction and budget balance reports are prepared monthly to compare actual expenditures to budgeted amounts. Reconciliation of the checking account with general and accounts payable ledgers is performed on a monthly basis.

SCWIB financial system is capable of generating accurate reports by cost category and program identifier through the use of a chart of accounts. Matching funds are recorded in the same manner. This information allows our staff to oversee, monitor, and evaluate our programs and supports our reporting and auditing functions as well. Source documentation is maintained for each WIA expenditure, and voucher documentation establishes an audit trail. Costs are allocated among funding sources based on an analysis of staff time distribution records that are maintained by our fiscal agent. Funds are drawn down in accordance with the electronic fund transfer system for no more than one day's projected expenditures. Payments are made by mail or hand delivered by bonded staff members.

Financial records are retained for at least seven years from the date of submission of the closeout report. In the event of outstanding litigation, claims, or audit exceptions, records are retained for at least seven years after the litigation; claim or audit exception has been resolved. Non-expendable property records are retained for at least seven years after final disposition of the property.

All persons authorized to receive or deposit WIA funds or issue financial documents, checks, or other instruments of payment are bonded for protection against loss.

*11. Describe measures used by the LWIB to eliminate duplicative administrative costs.*

To streamline operations and reduce costs, we encourage recognition of the PA CareerLink® system as the primary arena for the delivery of employment and training services for all jobseekers and employers. Thanks to the cooperation of welfare program providers, all welfare clients use this system. Economic development representatives serve on our PA CareerLink® business and employer service teams.

*12. Describe the property management approach used by the LWIB.*

SCWIB adheres to guidance provided in the WIA Financial Tag in regard to property management (update July 2011, Section II-11-1 through II-11-13). SCWIB maintains an inventory list that is updated and submitted to the state prior to September 30 of each year. When an item is purchased and costs more than \$5000, a number tag is

affixed and the item is added to the inventory list. SCWIB follows all rules and regulations regarding equipment and property management detailed in CFR 97.31 and CFR 97.32

The local property management policy is in accordance with the Financial Management TAG and the OMB Circular A-110, "Fiscal Agents are responsible for establishing and maintaining an adequate Property Management System." SCWIB has adopted the following policy and procedure for property management and has establishing a control system that will safeguard all property against loss, damage, and theft.

#### Identification of Equipment (Bureau Policy; 29 CFR 97.36)

- Property with a unit acquisition cost of \$5,000 or more shall be identified with WIA property identification tags issued by the Bureau of Workforce Development Partnership.
- Property with a unit acquisition cost between \$2,500 and \$4,999 shall be identified with internal SCWIB property identification tags.
- Property with a unit acquisition cost of under \$2,500 shall be inventoried but not tagged.

#### Property Safeguard Procedures

SCWIB shall provide safeguards for the protection of all SCWIB property. All SCWIB property shall be properly maintained, secured, and adequately insured. Appropriate parties may be held liable for reimbursement for stolen or damaged property when such action is warranted.

SCWIB shall use all property, equipment, or supplies purchased for a project in the program for which it was acquired as long as needed. When no longer needed for the original project or program, SCWIB shall use the property, equipment, or supplies in connection with its other federally-sponsored activities.

- Property will be stored in a safe dry area.
- Property will be inventoried at time of storage along with a description of the property.
- A SCWIB staff person will conduct the inventory.
- Property will be inventoried at least once every year, and updated for state submission every September.
- The results will be reconciled with the property records.
- All inventory records will be maintained at the SCWIB administrative office.
- If the property is transferred to another SCWIB program activity the property is then listed on the new program property inventory and removed from the prior program inventory.

#### Disposition of Property

All SCWIB property shall be disposed of in accordance with the following priorities:

- Transfer the property to another WIA program activity within SCWIB's jurisdiction.

- Trade-in on a similar piece of equipment.
- Transfer property to another Fiscal Agent for use in their WIA programs.
- Use the property for other federally supported activities.
- Transfer the property to the Bureau if the acquisition cost meets the definition of the Financial Management TAG.
- Sell property and return the proceeds by proportionate share to the same programs that were involved in purchasing the property.
- Discard the property as scrap

A control system shall be in effect to ensure adequate safeguards to prevent loss, damage, or theft of property or equipment. Any inventory not accounted for shall be investigated and fully documented.

### **SECTION III: APPENDICES**

This section provides the policies and other supporting documentation with which the LWIB demonstrates that it is complying with applicable laws and regulations. A number of elements that were part of the narrative in past local plans are now addressed in this section. Where applicable, a web link is preferred in lieu of the actual document.

#### **Required Local Plan Appendices:**

- A: LWIA Common Measures Negotiated Performance Goals
- B: Published Notice(s)
- C: Public Comments Received/Addressed
- D: LWIB/CEO Agreement
- E: Organization Chart
- F: LWIB/One-Stop Partner Agreement – *in certification process, will update*
- G: Priority of Service Policy(ies)
- H: Eligibility Verification and Priority Selection for Title I-B Youth
- I: LWIB Procurement Policy(ies)
- J: Training Provider Appeal Policy
- K: Participant Eligibility Appeal Policy
- L: PA CareerLink® Staff Grievance Procedure Policy
- M: LWIA Individual Training Account (ITA) Policy
- N: Self-sufficiency Policy

#### **Supplemental Appendices:**

- O: SCWIB Monitoring Procedures

Appendix A: LWIA Common Measures Negotiated Performance Goals

Measure	Southwest Corner WIA PY2012
	Negotiated Level
Adult Entered Employment Rate 1	80.00%
Adult Retention Rate 2	88.00%
Adult 6-Month Average Earnings	\$14,000
Dislocated Worker Entered Employment Rate 1	85.00%
Dislocated Worker Retention Rate 2	93.00%
Dislocated Worker 6-Month Average Earnings	\$16,500
Youth Degree/Certificate Attainment Rate 3	85.00%
Youth Literacy/Numeracy Rate 4	75.00%
Youth Placement Rate 3	70.00%

\*These levels are for program year 2012. Performance Goals are suggested and negotiated annually.

## Appendix B: Published Notice(s)

The Southwest Corner WIB published a notice of plan availability in four local newspapers the week of September 24, 2012. The notices ran for three days each in the Pittsburgh Post-Gazette, The Observer Reporter, The Beaver County times, and The Valley Independent. The public notice read as follows:

### **PUBLIC NOTICE**

The Southwest Corner Workforce Investment Area (SCWIA) local Workforce Investment Board for the Workforce Investment Act (WIA) is making available for public comment the Southwest Corner WIB Local Plan. This plan describes the operation and implementation of workforce development activities in Washington, Greene and Beaver counties. The plan is available for review on the SCWIB website at <http://www.southwestcornerwib.com>. Written comments, or requests for a copy of the plan, may be submitted to Washington Greene County Job Training Agency, Inc. 351 West Beau Street, Suite 300, Washington, PA 15301 or emailed to [jnobili@washingtongreene.org](mailto:jnobili@washingtongreene.org). These comments may be forwarded to the attention of Jeffrey Nobili, Corporate Manager. The plan will be available for review/comment until October 23, 2012.

*Proof of listing and payment are located at the SCWIB main office.*

## Appendix C: Public Comments Received/Addressed

1. SCWIB Local Plan states that the plan covers the period 2012-2015. This is incorrect as this plan will be for the period 2012-2016. Changes are made in the final version of the plan.
2. Business hours corrected for PA CareerLink® centers.
3. The last bullet in Section I,B,1 states that "As a result of objective Pre- and skills assessment of jobseekers conducted by Title I Contractors **and PA CareerLink® operators.**" The bullet should read, "...as a result of objective Pre- and skills assessment of jobseekers conducted by Title I Contractors."
  - Corrected in final version of plan.
4. Section I,B,2 states that SCWIB "will use state waiver to encourage small business to participate." Which waiver?
  - Waiver of WIA Section 101(31)(B) to increase employer reimbursement for on-the-job training. Noted in final version of plan.
5. Section I,B,2, states that "we will integrate the EARN program into PA CareerLink® functions." Can clarification be added to this statement? Since EARN clients have always been served at the CareerLink, does "integration" allude to the physical "co-location" of EARN programs within PACL sites? Co-location would be welcome as it serves to reduce overhead by housing all services under the same roof (benefitting both EARN centers and PACLs).
  - This has not yet been determined by the State.
6. Section I,B,2, Goal B, states that "SCWIB staff, PA CareerLink® and Title I Contractors will track these services and report to the WIB". Will data collection and tracking process be consistent with existing tools, data and resources such as "AdHoc" reports? If not, can plan specify? Clarification improves the likelihood and the ability to meet this goal B.
  - Reports and tracking should be done with existing tools to complete the reports. This is added to final version of plan.
7. Section I,B,2, Goal D, states: We will comply with these goals by participating in regional meetings, gathering information and providing it to PA CareerLink® partners and **referral**. Meaning of the word "referral" could use some clarification.
  - The word "referral" has been changed to "participants". The sharing of this type of information will benefit the system, as well as the job seeker/entrepreneur.
8. Various portions of the plan stress that the Southwest Corner LWIA presently consists of four comprehensive one-stop centers that "are strategically located to meet demand." Yet Section I,D,1 & Section I,D,2b commit to maintaining one PA CareerLink® center in each County [three centers]. Does this mean that the future local area plan is to eliminate one center? If

so, then it would seem that this local plan should also address any related concerns i.e.(how an anticipated reduction in centers would affect service delivery throughout the community? Certainly situations [and needs] change, but if this plan is anticipating such change it should also address all related concerns. If this was merely an oversight, it need only be corrected for accuracy.

- The SCWIB does commit to locating at least one PA CareerLink® center in each county of the workforce area. If any changes to service locations or operations are to occur, it will be done with proper planning and notice to allow service providers and customers to adjust to changes. At present, SCWIB is not planning for these changes. However, if any changes need to be made, SCWIB will revert to original focus of one center in each county.

9. Section I,D,1 of the plan states the WIB will ask PA CareerLink® Operators to establish internal achievement goals. It is unclear, but presumed that this bullet is referring to PACL strategic plans? Perhaps rewording the bullet can add clarity to meaning.

- The local Operator's Agreements allow for the establishment of these goals, as long as they are in addition to, and do not lessen, the common measures and goals set forth by the WIB. This has been added to the final plan.

10. Section I,D,2b of the plan states that "**youth providers will work with the appropriate partners to build career pathways for these youth.**" Other portions of this plan state that the WIB maximizes resources and eliminates duplication by encouraging staff or facilities to serve program populations that cross funding streams (Section I,D,6), and that the WIB encourages recognition of the PA CareerLink® system as the primary venue for jobseekers and employers to access services (Section II,B,1). Will SCWIB require youth services/activities be conducted at, or through the one-stop (PACL) system in order to take advantage of reduced costs and economies of scale? If so, can this verbiage be added to the plan?

- For youth participants, the PA CareerLink® is not always the primary point of entry into programs. Youth providers need the leeway to engage as many youth as possible if alternate locations can demonstrate it is a lower cost than the PA CareerLink® or can offer more access to potential youth participants.

11. Last sentence of Section I,D,4 states: "This may also include Rapid Response efforts". The meaning/objective is unclear; simple clarification required.

- Clarified in final version of plan to note that expansion of rapid response efforts may be addressed.

12. Section I,E,2 of this plan asks WIB to describe and provide **specific quantitative targets** for desired outcomes and results. Local plan responds by saying: We will use a combination of annual comparisons and narrative reporting to measure outcomes and satisfaction of priority targets. This seems vague and does not fully answer the question. Is "annual comparison" referring to an annual comparison of common measures performance outcomes? Can the

plan elaborate on what specific quantitative targets will be measured? Can the paragraph be reworded to add clarity to the meaning?

- “Annual comparisons” include comparing our local performance from year-to-year to see trends, successes or shortcomings, and comparing common measure performance to other areas. Specific targets include those listed in section D.1 of the plan.

13. Section I,F has a minor lettering error that requires correction. Section I,F is mislabeled as Section I,**E**.

- Correction made in final version of plan.

14. Portions of the plan state that WIB works with the state to negotiate realistic performance standards. One of the sub bullets in Section II,A,2,c state that WIB is “**engaged in setting standards beyond the state's requirements for our PA CareerLink® Consortia** (e.g., levels of performance)”. This bullet could benefit from further clarification to better understand/achieve the goal.

- These standards/goals would be found in the PA CareerLink® Strategic plan or in the Operator’s Agreement (these are found in Appendix F of plan).

15. Section II,A2,e,i states that our youth services providers are required to report to the SCYC and the full board regularly concerning activities and outcomes and outcomes. It goes on to say that providers are not represented on the SCYC to avoid conflicts of interest. I’m not certain if this accurately reflects operations or if it require correction?

- If a circumstance arises that a SCYC member would be considered for youth services, the member would be asked to remove themselves from voting and/or decisions on funding. This is consistent with the SCWIB conflict of interest policy.

16. Section II,A2,e,ii asks the WIB to describe the relationship between the Youth Council and the LWIB. Plan states: Our LEOs appoint SCYC members with input from our fiscal agent and youth service providers. Question: does this accurately reflect how SCYC providers are appointed? If so, then perhaps clarification would be helpful. The plan might elaborate on the type of input/data that would be appropriate and relevant from both the fiscal agent and youth service providers regarding SCYC appointments. Additionally, it is not clear at what point the full board might be advised of, or engaged/involved in this process? ...or at what point the board might have input into this process? Simple clarification would be very helpful and speaks towards LWIB's role board's relationship.

- Corrections and clarifications made on final version of plan.

17. Section II,B,1 of the plan states that the Southwest Corner’s workforce development system consists of **three** comprehensive PA CareerLink® centers in Washington, Beaver, and Greene counties and a regional PA CareerLink® center in the Mon Valley. Correction is required. The Southwest Corner’s workforce development system actually consists of **four**

full service, comprehensive PA CareerLink® centers. The fact that the PACL Mon Valley is a regional site describes only its geographical service area, not any reduction in its operational capability. It remains a full service, comprehensive, site.

- Corrected in final version to accurately represent four comprehensive PA CareerLink® centers.

18. The plan states that: Economic development representatives serve on PA CareerLink® business and employer services teams (Section II,B,1). This does not reflect present day reality? Some of the Business Service teams may have access to economic development, but none of these sites have active representation of the economic development community on our BSTs. Instead, business reps remain active on many of the local chambers and grow business relationships throughout their community by their involvement (this reference to Economic Development may require correction).

- Corrected in final version to accurately represent Economic Development connection.

19. Section II,B,4 states that each center also has a career resource area that is equipped with videos, books, computer software, periodicals, and newspapers as well as a bank of computers connected to the Internet, which provide access to the **PA CareerLink® system and other online resources**. I assume that this is referring to the Commonwealth Workforce Development System (CWDS). Simple correction required.

- Clarification made in final version of plan.

20. Section II,B,4 of the plan states that **we have conducted limited English proficiency (LEP) training for all PA CareerLink® staff in the Southwest Corner to ensure that LEP customers have access to services. Partnering service providers provides “English as a second language” classes and PA CareerLink® forms are provided in Spanish. As per the state contract, a "language line" (a translation service) is utilized by as needed PA CareerLink® staff**. I am not aware of any LEP training currently being offered at any of these PACL sites.

- Clarification made in final version of plan.

21. Plan states that each site has developed an enhancement plan to promote seamless delivery of services to persons with disabilities (Section II,B,4). While CareerLink plans do address ADA and accessibility concerns in their local plans, I'm not aware of an enhancement plan that specifically promotes delivery of services to persons with disabilities. Is this accurate? Possible correction required.

- Clarification made in final version of plan.

22. Section II,B,4 requires the removal of “Life’s Work of Western Pa” as a partner. I don’t believe that Life's work is partnering in any of our sites.

- Clarification made in final version of plan.

23. I believe that reference to the “**PA CareerLink® system**” in Section II,B,5 refers to the capabilities of CWDS? Perhaps some minor word-smithing or clarification required?
- Clarification made in final version of plan. Also, section updated to include opportunities with JobGateway.
24. Section II,B,6. Typo. Simply correct “performance measure s” to "performance measures"
- Correction made on final version of plan.
25. Section II,B,8 of the plan states: “when necessary, WGCJTA, Inc. may seek other service providers to meet SCWIB strategies and goals.” From this plan, it is not clear at what point the full board or specific committees might be advised, engaged in, or involved in this process; or at what point the board might have input into this process? Perhaps clarification would be helpful.
- Correction made on final version of plan.
26. Section II,C,2 of the plan states that WIB staff and CL administrators, meet regularly with these agencies to discuss activities, review performance, and refine strategies for meeting labor market needs, including those of local employers. While I'm not certain that this accurately reflects present practice, I like the concept it and would like to see it put into practice. Suggest we set up an action plan to follow-up and put a process in place. Follow-up recommended.
- Clarification made in final version of plan.
27. Section II,C,6 of the plan states: **We are in the process of developing a policy to create standardized metrics to measure the success and effectiveness of the Business Service Teams.** It is not clear if "standardized metrics" refers to the use of readily available tools, data and resources (such as "AdHoc" reports), or if metrics and measurement will be accomplished using new, SCWIB developed tools and methods? A note of clarification in this plan would be helpful . Additionally since this policy is still being developed, it must consider time, manpower and resources (or a lack thereof at PACL sites). Emphasis should be placed on building an efficient metric and reporting process to minimize burden on the system and/or any adverse impact on the actual delivery of services.
- Clarification made in final version of plan.
28. Section II,D,1 of the plan requires minor corrections for accuracy. The acronym LVER is not a generic term for every CareerLink’s Vet Rep, as such it is being misused throughout this section. To simplify corrections I have made suggestions in red (for deletions) and bolded/underline for suggested additions.

All of the PA CareerLink® centers in the Southwest Corner have a local veterans' employment representative who coordinates services for customers who have served in the armed forces.

The LVER **veterans' representative** works with the partnering service providers to: 1) ensure that veterans are **fully** enrolled in the PA CareerLink® **CWDS** website and complete all of the **required information**; 2) verify veterans' eligibility and status concerning "campaign badges"; 3) ensure that **an up-to-date resume is posted**, job preferences are completed, job searches are performed, and referrals to job orders are made; and 4) provide services directly and/or make appropriate referrals. The LVER **veterans' representative** participates in weekly PA CareerLink® staff meetings and provides employer recruitment, hiring, workshop, and training information to partnering service providers. The LVER (**where available**) is also an integral member of the Business and Employer Service Team, participating in meetings and reaching out to local employers in high priority industry clusters. The LVER is instrumental in organizing job fairs for veterans at the PA CareerLink® centers. We will continue to promote the veterans program through publicity in the newspaper, radio, and billboards in order to enhance visibility and participation in our programs.

- Correction made on final version of plan.

29. The plan states that WIA Title I Contractors have site licenses to provide Work Certified training (Section II,F,1). I was under the impression that WGCJTA was the only license holder for these tools. Does this require a correction?

- The Work Certified Program is not a site license, but a WIA-wide license for usage throughout the SCWIA. Clarification made in final version of plan.

30. Section II,G,4 of the plan states: **A partner provides case management, a critical program component, especially for high-risk youth**, at one of our PA CareerLink® centers... This is extremely vague and ambiguous. Greater clarification and/or detail should be added to improve the overall plan.

- For clarification purposes, "partner" changed to "youth service provider" in final version of plan.

31. Page 3 – Will there be an RFP format for Youth IP dollars?

- Industry Partnership matching funds are determined by each IP's advisory board.

32. Page 3 – What tracking format will be used to capture placement for veterans, older workers, the disabled, and ex-offenders? Is there a suggestion as to how best to capture information? Do Title I Contractors need to track characteristics of enrollments?

- Ad-hoc, normal tracking, and currently available data collection procedures should be applied to cover all demographics.

33. Page 3 – With funding limitations can statement be rephrased to indicated that students will be provided information or directed to resources for training and work experience—versus "make sure"?

- Clarification made in final version of plan.

34. Page 5 – May want to reference Allegheny Conference supported study conducted by Pennsylvania Economy League of Greater Pittsburgh “Regional Economic Impact Analysis of Proposed Petrochemical Facility.” Also, reference PA CareerLinks® role in assisting with projected jobs at “Cracker” plant and impact of increase in demand for services.
- Additions made in final version of plan.
35. Page 11 – With funding cuts to Youth Funds is it realistic to set as priority “increase work experience opportunities”? Can this be re-phrased to indicate that real-world work opportunities will be increased that include job shadowing, paid/unpaid internships, work experience?
- Clarification made in final version of plan.
36. Page 11 – Does WIB have graphic for Board of Commissioners that can be inserted in publications/media items?
- SCWIB will develop a standard reference for these items. This reference may include graphics for all parties involved.
37. Page 12 – 1<sup>st</sup>-paragraph – typo—populations
- Correction made on final version of plan.
38. Page 12 and 23 – If at all possible-could Economic Development Agencies be encouraged to sit on PA CareerLink® Business Service Teams and become partners in the One-Stops.
- SCWIB will investigate a level of partnership for Economic Development Agencies with the Business Service Teams.
39. Page 13 – Will “detailed pre-orientation questionnaire” be consistent among all Southwest Corner PA CareerLinks®, as well as tools to collect information about employers’ needs (page 28)?
- If this is an interest of the PA CareerLinks®, it can be considered.
40. Page 13 – Should all WIA youth elements be indicated as in previous local plan? These included – tutoring, study skills training, and instruction leading to completion of secondary school (includes dropout prevention); alternative school services; summer employment opportunities; paid and unpaid work experience; occupational skills training; leadership development; comprehensive guidance and counseling; adult mentoring; supportive services; follow-up services.
- Correction made on final version of plan.
41. Page 14 – Reference is made to annual comparisons and narrative reporting to measure outcomes and satisfaction of priority targets – is this information that is typically supplied for quarterly WIB briefing booklet?

- Yes.

42. Page 15 – For future plan development – would PA CareerLink® Operator Consortium member input be considered for work sessions with the WIB board?

- Operator consortium members were involved in plan development. Distribution of draft plan was sent directly to all stakeholders, including youth council, Title I Contractors, WIB members and County Commissioners.

43. Page 17 – Will WIB Membership/Committee/Youth Council Make-up be noted on WIB website?

- These items will be updated.

44. Page 18 – With funding cuts that have resulted in staffing reductions among virtually all PA CareerLink® partners, can consideration be given to set standards that meet versus exceed the state’s requirements for our PA CareerLink® Consortia?

- This will be taken into account.

45. Page 19 – typo – duplicate “and outcomes” in paragraph that describes how the Youth Council integrates a vision.

- Correction made on final version of plan.

46. Page 25 – Staff assistance *a/ways* available – Understand several PA CareerLinks® in the State are now having designated hours of self-service in the Career Resource Center due to lack of staffing. In Beaver County, Operators are looking (Jan 2013) to have workshop only in CRC with self-service access will be available in Computer-Lab area. Again, arrangement necessitated by staffing reductions.

47. Page 29 – typo – last paragraph under item #3 – “through” versus thorough

- Correction made on final version of plan.

48. Page 34 – Define State OJT waiver

- Correction made on final version of plan.

49. Page 38 –Item # 3—references to “our” staff for monitoring is in reference to WIB staff?

- Yes.

50. Page 43 – reference to brand that depicts County Commissioners – is this available?

- SCWIB will develop a standard reference for these items. This reference may include graphics for all parties involved.

Appendix D: LWIB/CEO Agreements

COUNTY OF WASHINGTON  
CONTRACT NO. 1403-99  
②

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By and between the

COUNTY OF WASHINGTON,  
Pennsylvania

and the

COUNTY OF GREENE,  
Pennsylvania

and the

COUNTY OF BEAVER,  
Pennsylvania

---

CHIEF ELECTED OFFICIALS AGREEMENT  
UNDER THE WORKFORCE INVESTMENT ACT OF 1998

Dated \_\_\_\_\_, 1999

CHIEF ELECTED OFFICIALS AGREEMENT

THIS AGREEMENT is made this            day of            , 1999, by and between the COUNTY OF WASHINGTON, a fourth class county, organized and existing under the laws of the Commonwealth of Pennsylvania, having its principal office at 100 West Beau Street, Suite 702, Washington, Pennsylvania 15301, hereinafter referred to as the ("Washington"),

A

N

D

the COUNTY OF GREENE, a seventh class county, organized and existing under the laws of the Commonwealth of Pennsylvania, having its principal office at Waynesburg, Pennsylvania 15370, (hereinafter referred to as the "Greene"),

A

N

D

the COUNTY OF BEAVER, a fourth class county, organized and existing under the laws of the Commonwealth of Pennsylvania, having its principal office at Courthouse, Beaver, Pennsylvania 15009, (hereinafter referred to as the "Beaver")

WHEREAS, on August 7, 1998, the President of the United States signed into law, Public Law 105-220, known as the Workforce Investment Act of 1998 (the "Act") (20 U.S.C. Section 9201, et seq.); and

WHEREAS, Section 16 of the Act requires that the governor of each state to designate local workforce investment areas within the state; and

WHEREAS, Thomas Ridge, Governor of the Commonwealth of Pennsylvania, (the "Governor") has designated the geographic and political subdivisions of the Counties of Washington, Greene and Beaver as a Local Workforce Investment Area; and

WHEREAS, the County Commissioners of the Counties of Washington, Greene and Beaver, as the Chief Elected Officials, recognize their responsibilities and have a willingness to make a commitment to those job seekers and employers in need of workforce investment services in the designated Local Work Force Investment Area and enter into this agreement to organize and implement activities, pursuant to the Act and as proposed by the Governor, and for purposes of administering the Act, in the Local Workforce Investment Area.

NOW THEREFORE, in consideration of the mutual promises herein contained and intending to be legally bound hereby, the parties mutually agree as follows:

**Section 1. Name of the Local Workforce Investment Area.** The Local Workforce Investment Area, as designated by the Governor, comprised of the Counties of Washington, Greene and Beaver, shall be known as the "Southwest Corner Workforce Investment Area" (the "SCWIA").

**Section 2. Establishment of the Local Workforce Investment Board.**

(a) Pursuant to Section 117 (a) of the Act, the Southwest Corner Workforce Investment Board, (the "SCWIB") is hereby established. The members of the SCWIB shall be nominated and/or appointed as set forth on Schedule "1", attached hereto.

(b) Upon certification of the SCWIB by the Commonwealth of Pennsylvania, the Chief Elected Officials shall enter into an agreement with the SCWIB to set forth the duties and responsibilities in carrying out the requirements of the Act.

(c) The modification of membership on the SCWIB may be completed, at any time, by the SCWIB, subject to the confirmation and concurrence of the Chief Elected Officials.

**Section 3. Designation of Signatory.** Washington shall be the lead county for the SCWIA and the Chairman of the Washington County Board of Commissioners is designated as the signatory.

**Section 4. Designation of Fiscal Agent.** The Washington Greene County Job Training Agency, Inc. is designated as the fiscal agent and administrative entity (the "Fiscal Agent") for the SCWIA. The Fiscal Agent shall receive, disburse and report funds; coordinate participant data and other matters associated with the Act; and handle other federal and state formula grants allocated to the SCWIA. The Counties agree that, effective with the Program Year 2000 allocations, funds shall be distributed in the SCWIA in approximately the same proportions as the SCWIB representation, i.e., 57% to Washington and Greene Counties (with Greene receiving 20% of the Washington

and Greene allocation) and 43% to Beaver County, unless otherwise directed by the funding source.

**Section 5. Transition Period.** During the transition period from July 2, 1999 through June 30, 2000, each County's existing contracts shall be assigned to the Fiscal Agent but shall retain original County identity and shall be disbursed back to the original County for use.

**Section 6. Designation of One-stop Operators.** Washington and Greene shall be responsible for the preparation and administration for program activities for the Counties of Washington and Greene and the Washington Greene County Job Training Agency, Inc. is designated as the entity responsible to carry out those activities as the One-stop Operator within the Counties of Washington and Green. Beaver County shall be responsible for the preparation and administration for program activities for the County of Beaver and Job Training for Beaver County, Inc. is designated as the entity responsible to carry out those activities and as the One-stop Operator within Beaver County.

**Section 7. Disallowed Costs.** In the event any expenditure of funds under the Act are disallowed by the Commonwealth of Pennsylvania:

- (a) The Fiscal Agent entity shall attempt to recover the disallowed expenditures of funds from the sub-grantee or vendor.
- (b) If the disallowed expenditure cannot be recovered from the sub-grantee or vendor, but is eligible for recoupment in one or more future program years, at the absolute discretion of the Chief

Elected Officials, such disallowed expenditure shall be recouped in one or more future program years.

- (c) If such funds cannot be recouped as provided above, then each County will accept repayment liability in relation to the agreed upon formula for distribution of funds, unless the disallowed expenditure can be traced to a particular individual, employer, sub-grantee or vendor within one or more County, in which case the costs will be borne by that or those County or Counties.

**Section 8. Dispute Resolution.** Any disputes and differences relating to governance and program oversight shall be resolved by negotiation. Issues that cannot be resolved by negotiation shall be submitted to the binding arbitration by a panel consisting of a representative of each County and an impartial fourth representative of the Governor's Office.

**Section 9. Term.** This Agreement shall be effective upon its execution and shall remain in effect until such time as all parties mutually act to rescind the same or the authority conferred by the federal government or the Commonwealth of Pennsylvania for the making of this Agreement ceases. Should any party desire to rescind this Agreement, formal action seeking such rescision must be taken at least six months prior to the conclusion of a fiscal year for the Act with the effective date being the close of any such fiscal year.

**Section 10. Amendments.** This Agreement may be amended at any time by the mutual agreement of all the parties hereto, which amending provisions shall be in writing and executed by all parties.

**Section 11. Binding Effect.** This Agreement shall be binding upon the successors and assigns of each of the parties hereto.

**Section 12. Severability.** In case any one or more of the provisions of this Agreement shall for any reason be held to be illegal or invalid or otherwise contrary to law, such fact shall not affect or impair any other provision of this Agreement, but this Agreement, shall be construed and enforced as if such provision had not been contained herein.

**Section 13. Execution in Counterparts.** This Agreement may be executed in any number of counterparts, each of which, when so executed and delivered, shall be an original; but such counterparts shall together constitute one and the same.

IN WITNESS WHEREOF, the County of Washington, County of Greene and the County of Beaver have caused this Agreement to be executed by their officials, duly authorized by proper resolutions, as reference to the minutes of the meetings of said parties shall disclose, as of the day and year first above written.

ATTEST:

COUNTY OF WASHINGTON

Michelle R. Miller  
Michelle R. Miller, Chief Clerk

By: J. Bracken Burns, Sr.  
J. Bracken Burns, Sr., Chairman

*per min # 619 dated 6/10/19*  
[SEAL] APPROVED AS TO FORM AND LEGALITY

Diana L. Irely  
Diana L. Irely, Commissioner

Scott H. Fergus

Scott H. Fergus  
Scott H. Fergus, Commissioner

ATTEST:

Gene Lee  
Gene Lee, Chief Clerk

COUNTY OF GREENE

By: Dave Coder  
Dave Coder, Chairman

[SEAL]

Farley Toothman  
Farley Toothman, Commissioner

John R. Gardner  
John Gardner, Commissioner

ATTEST:

Robert Cyphert  
Robert Cyphert, Chief Clerk (for)

COUNTY OF BEAVER

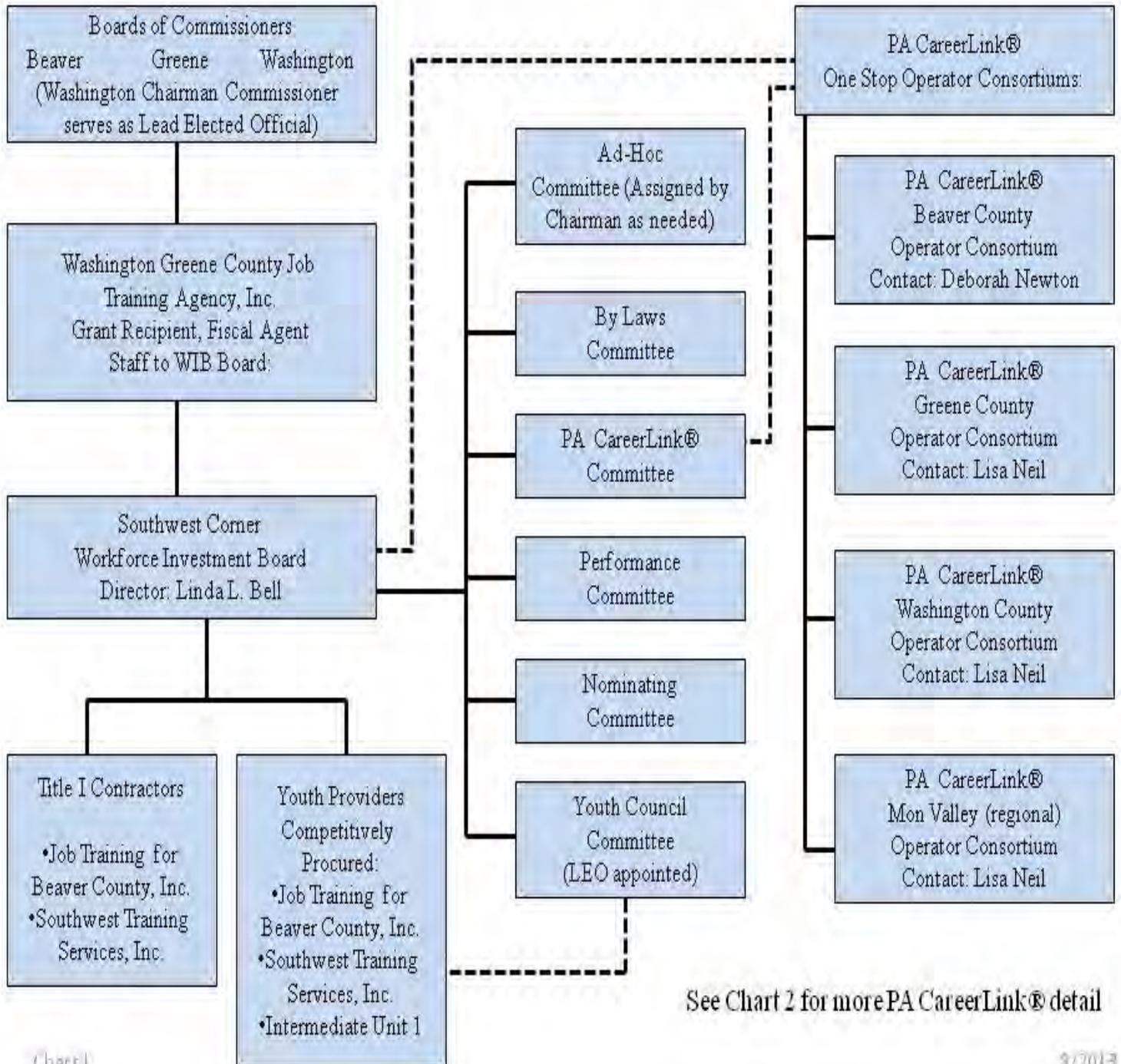
By: Bea Schulte  
Bea Schulte, Chairman

[SEAL]

Dan Donatella  
Dan Donatella, Commissioner

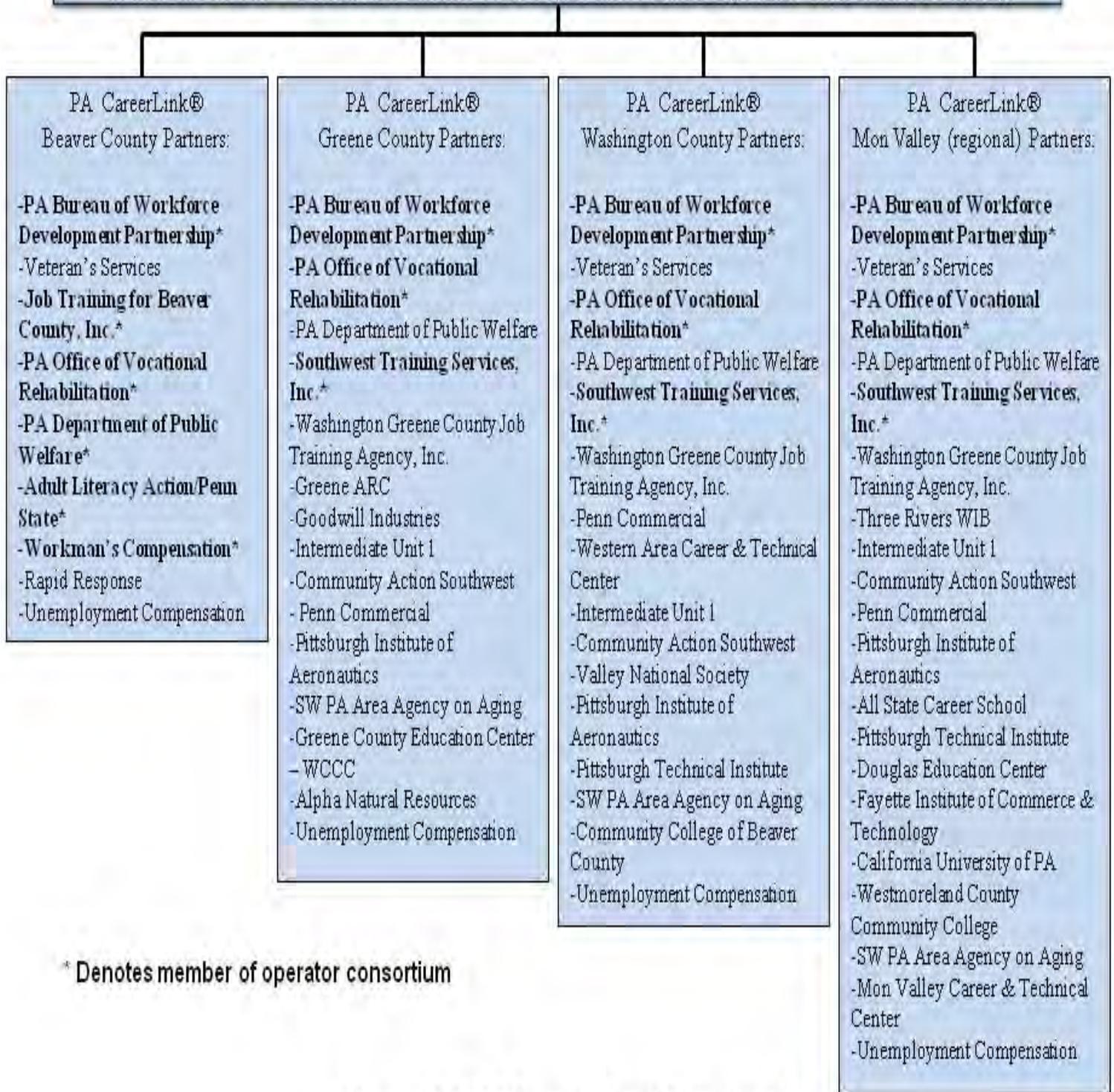
Nancy Loxley  
Nancy Loxley, Commissioner

### Southwest Corner WIB Organizational Structure – August 2013



See Chart 2 for more PA CareerLink® detail

**Southwest Corner Workforce Investment Board - (PA CareerLink® Operator Consortium/Partners)**



\* Denotes member of operator consortium

Current SCWIB Organizational Charts can be found at [www.southwestcornerwib.com](http://www.southwestcornerwib.com)

Appendix F: LWIB/One-Stop Partner Agreement

The following PA CareerLink® Partner Agreements have been certified and are included in the following pages:

**Southwest Corner PA CareerLink® Partner Agreement  
PA CareerLink® - Beaver County**

**Southwest Corner PA CareerLink® Partner Agreement  
PA CareerLink® - Greene County**

**Southwest Corner PA CareerLink® Partner Agreement  
PA CareerLink® - Washington County**

**Southwest Corner PA CareerLink® Partner Agreement  
PA CareerLink® - Mon Valley**

## **Southwest Corner PA CareerLink® Partner Agreement** **PA CareerLink® - Beaver County**

### **I. Purpose**

The purpose of this agreement is to designate the partners of the PA CareerLink® Beaver County.

### **II. Partner Responsibilities**

- The PA CareerLink® Beaver County partners will:
  - Develop and provide a seamless approach to the delivery of services
  - Participate in designing and managing the customer flow at the center
  - Participate in weekly staff meetings
  - Enter a Computer Resources and Data Sharing Agreement with respect to the PA CareerLink® Operating System
  - Enter all clients into the PA CareerLink® Operating System
  - Enter all job orders into the PA CareerLink® Operating System
  - Treat data contained in the PA CareerLink® Operating System as confidential
  - Respect each other's organizational practices and management structures in the provision of services.
  - Each partner must make available to customers the Core Services that are integral to that Partner's programs, and participate in the operation of the One-Stop System consistent with the terms of this Agreement and the requirements of the authorizing laws.
- Services provided (Core, Intensive, Training, Other):  
*See Attached Sheet*

### **III. Costs**

- All partners are in agreement that they will provide for the overall operations of the PA CareerLink® system, as detailed in the PA CareerLink® Resource Sharing Agreement.

### **IV. Referrals**

- Methods
  - An assessment process and referral forms have been developed to coordinate the delivery of services and follow-up.
  - Affiliated partners and human service organizations have come on site for tours and information about the CareerLink one-stop services and to do presentations to the staff to share information on the services that they have available the process for accessing the services.
  - Partners have made a commitment to deal expeditiously with referrals and follow-up so that there is a smooth delivery of service with a priority of convenience to the customer.

- Forums for exchanging information to enable partners and staff to maintain knowledge and understanding of what each partner and affiliate can offer are ongoing.

#### V. Integration

- Attach a description detailing how customers and resources are integrated at the PA CareerLink® Beaver County.

#### VI. Term of Agreement

- This Agreement shall be effective January 1, 2013 and terminate December 31, 2016.
- The duration of this agreement shall be three years from the effective date.
- Termination—The Southwest Corner Workforce Investment Board may terminate this Agreement upon 90 day's written notice to the Operator and/or Partners with or without cause. Cause includes but is not limited to:
  - Failure to meet required performance standards
  - Failure to comply with this Agreement.
  - Failure to comply with policies and standard operating procedures as established under the authority of the Southwest Corner Workforce Investment Board.

#### VII. Modification

- Circumstances--This agreement may be modified at any time by written agreement of the parties.
- Authority to Modify--Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this agreement.

#### VIII. Governance

- Line of Authority—*see attached organizational chart*
- When fulfilling services for the PA CareerLink® system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located but not providing services through the PA CareerLink® system are not under the functional supervision of the PA CareerLink® Administrator. At the time that a co-located partner begins to provide PA CareerLink® services, co-located staff falls under the functional direction of the PA CareerLink® Administrator, in accordance with the formal PA CareerLink® Administrator job description.

#### IX. Reporting Requirements

- Partners to this agreement are required to submit reports to the site administrator, the operators, the fiscal agent, and the Southwest Corner Workforce Investment Board as requested or defined.
- See attachment for defined reports.

**X. Impasse Resolution**

- Any substantive difference between the parties, which reach an impasse, will be handled as follows:
  - Between Operator and Partner—the parties will attempt to resolve the issue. If the impasse is not covered by the Southwest Corner Workforce Investment Board/Operator Agreement, the Southwest Corner WIB will be notified in writing by the Operator at least 10 days prior to the next scheduled Southwest Corner meeting for resolution.
  - Between Partners—The PA CareerLink® Administrator will convene discussion among partners. If resolution cannot be reached, the Administrator will forward the impasse to the Operator for resolution.

**XI. Compliance Reference Documents**

- The parties to this agreement agree to comply with the following reference documents:
  - Southwest Corner WIB Local Plan
  - Southwest Corner WIB Strategic Plan
  - PA CareerLink® Policy
  - Other local plans as developed.
- All parties to this Agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

**Southwest Corner  
Workforce Investment Board**

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Neil Bassi, Chair

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Linda Bell, Director

---

Local Elected Official

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Job TRAINING for Beaver County, Inc  
Partner Company Name

01.01.13  
Date

Deborah L. Newton  
Signatory Printed Name

Deborah J. Newton  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

BEAVER COUNTY ASSISTANCE OFFICE  
Partner Company Name

1-1-2013  
Date

VERONICA SEERY  
Signatory Printed Name

Veronica Seery  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

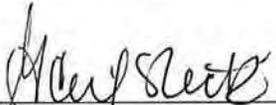
**Addendum to One-Stop Service Plan**

- Training for OVR staff will be at the discretion of the local OVR District Administrator/Manager. OVR staff supervision and direction will be the responsibility of the local OVR District Administrator/Manager.

New Castle District Office of Vocational Rehabilitation  
Partner Company Name

4/16/13  
Date

Gail C. Steck  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Adult Literacy Action Penn State Berks  
Partner Company Name

1-1-13  
Date

Nancy Woods  
Signatory Printed Name

Nancy Woods  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

WCOA  
Partner Company Name

5-21-13  
Date

Stevi Leech  
Signatory Printed Name

Stevi Leech  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

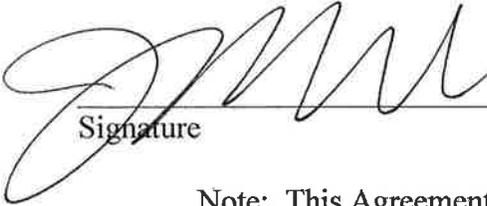
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

BWDP  
\_\_\_\_\_  
Partner Company Name

4/12/13  
\_\_\_\_\_  
Date

JIM RABENOLD  
\_\_\_\_\_  
Signatory Printed Name

  
\_\_\_\_\_  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**Southwest Corner  
Workforce Investment Board**



Neil Bassi, Chair

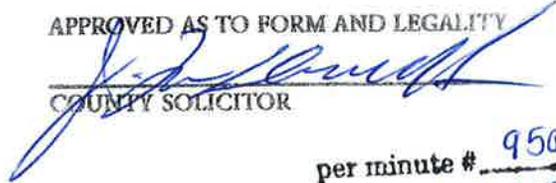


Linda Bell, Director



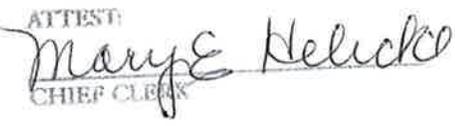
Local Elected Official

APPROVED AS TO FORM AND LEGALITY



COUNTY SOLICITOR

ATTEST



CHIEF CLERK

per minute # 950  
dated 6/6/13

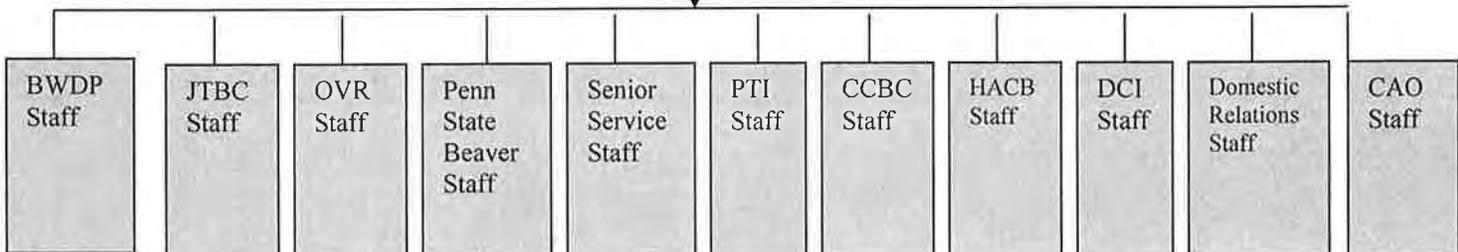
# PA CareerLink® Beaver County Partner Organizational Chart

**Southwest Corner  
Workforce Investment Board**  
**Mr. Neil Bassi, Chairperson**  
**Linda Bell, SWCWIR Director**

**Pennsylvania CareerLink® Beaver County  
Operator Consortium/Full-Time Partners:**  
Nancy Woods, Adult Literacy Action / Penn State Beaver  
Deborah Newton, Job Training for Beaver County, Inc.  
Gail Steck, Office of Vocational Rehabilitation  
Frank Staszko, Bureau of Workforce Development Partnership  
Veronica Seery, Beaver County Assistance Office  
Diane Dayton-Crawford, WC Office of Adjudication, Western District

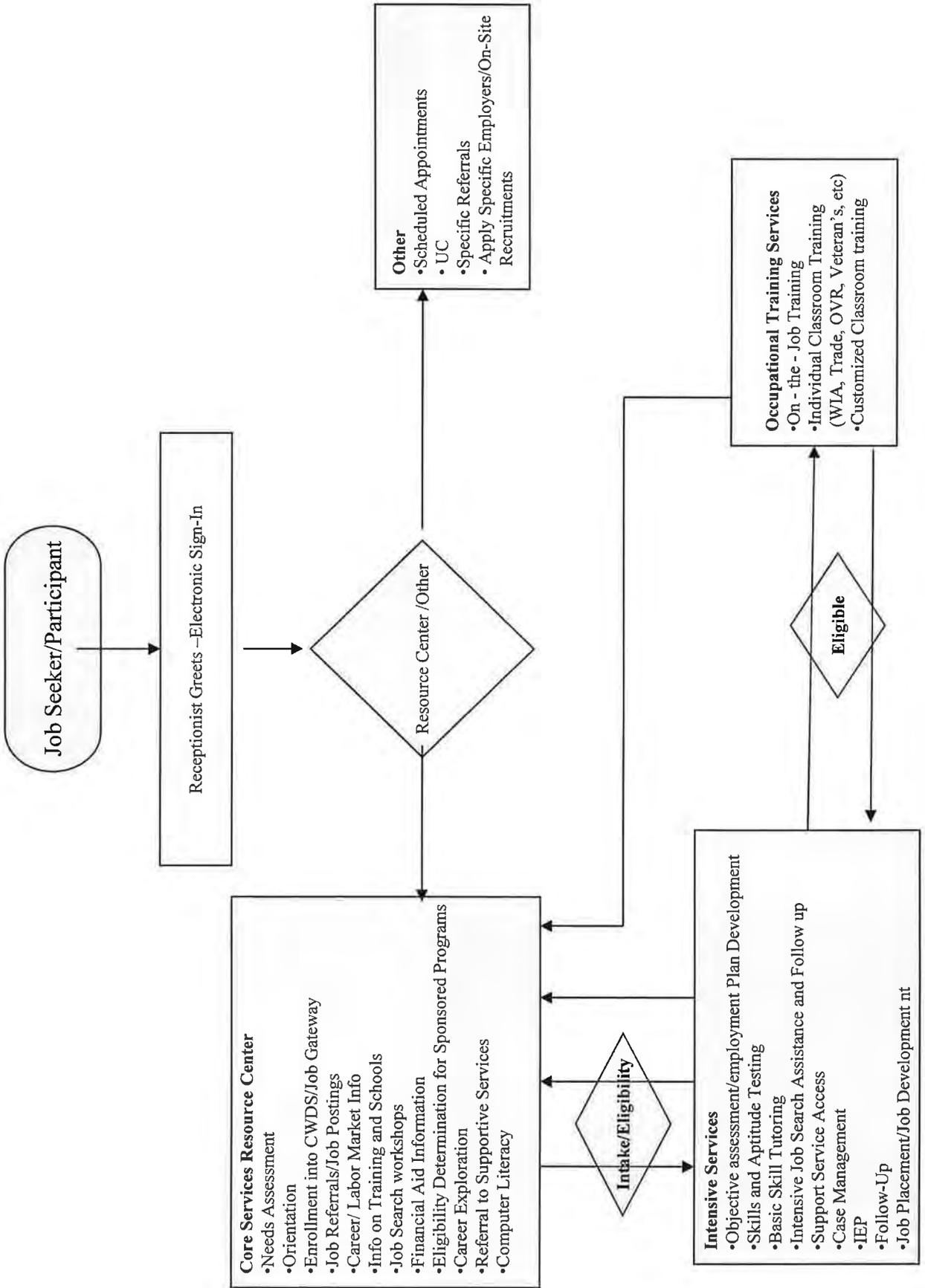
**PA CareerLink Administrator, Beaver County**  
**Dianne J. Stoner**

**Pennsylvania CareerLink® Beaver County Associate Partners**  
Patti Hanley, Pittsburgh Technical Institute  
Jan Kaminski, Community College Beaver County  
Tracy Cherry, Senior Services of America (In-Kind)  
Brian Yaworsky, Housing Authority of the County of Beaver  
Peggy Tiderman, DCI Career Institute  
Marian E. Vendemia, Penn State Beaver/ Continuing Education Department  
Gayle Davis, Experience Works, Inc. (In-Kind)  
Frank Platz, Domestic Relations of Beaver County Courts  
Donald Neill, Adult Probation and Parole Department  
TJ Bable, Juvenile Probation Office  
Robert Liken, Liken Staffing Services  
Denise Kempa, Beaver County Career and Technology Center  
George Dudley, Tyler Youth Group, Inc.



# Job Seeker/Participant Services

## Customer Flow



## **Southwest Corner PA CareerLink® Partner Agreement**

### **PA CareerLink® - Greene County**

#### **I. Purpose**

The purpose of this agreement is to designate the partners of the PA CareerLink® Greene County.

#### **II. Partner Responsibilities**

- The PA CareerLink® Greene County partners will:
  - Develop and provide a seamless approach to the delivery of services
  - Participate in designing and managing the customer flow at the center
  - Participate in weekly staff meetings
  - Enter a Computer Resources and Data Sharing Agreement with respect to the PA CareerLink® Operating System
  - Enter all clients into the PA CareerLink® Operating System
  - Enter all job orders into the PA CareerLink® Operating System
  - Treat data contained in the PA CareerLink® Operating System as confidential
  - Respect each other's organizational practices and management structures in the provision of services.
  - Each partner must make available to customers the Core Services that are integral to that Partner's programs, and participate in the operation of the One-Stop System consistent with the terms of this Agreement and the requirements of the authorizing laws.
- Services provided (Core, Intensive, Training, Other):  
See Attached Sheet

#### **III. Costs**

- All partners are in agreement that they will provide for the overall operations of the PA CareerLink® system, as detailed in the PA CareerLink® Resource Sharing Agreement.

#### **IV. Referrals**

- Methods
  - An assessment process and referral forms have been developed to coordinate the delivery of services and follow-up.
  - Affiliated partners and human service organizations have come on site for tours and information about the CareerLink one-stop services and to do presentations to the staff to share information on the services that they have available the process for accessing the services.
  - Partners have made a commitment to deal expeditiously with referrals and follow-up so that there is a smooth delivery of service with a priority of convenience to the customer.

- Forums for exchanging information to enable partners and staff to maintain knowledge and understanding of what each partner and affiliate can offer are ongoing.

#### **V. Integration**

- Attach a description detailing how customers and resources are integrated at the PA CareerLink® Greene County.

#### **VI. Term of Agreement**

- This Agreement shall be effective January 1, 2013 and terminate December 31, 2016.
- The duration of this agreement shall be three years from the effective date.
- Termination—The Southwest Corner Workforce Investment Board may terminate this Agreement upon 90 day's written notice to the Operator and/or Partners with or without cause. Cause includes but is not limited to:
  - Failure to meet required performance standards
  - Failure to comply with this Agreement.
  - Failure to comply with policies and standard operating procedures as established under the authority of the Southwest Corner Workforce Investment Board.

#### **VII. Modification**

- Circumstances--This agreement may be modified at any time by written agreement of the parties.
- Authority to Modify--Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this agreement.

#### **VIII. Governance**

- Line of Authority—see attached organizational chart
- When fulfilling services for the PA CareerLink® system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located but not providing services through the PA CareerLink® system are not under the functional supervision of the PA CareerLink® Administrator. At the time that a co-located partner begins to provide PA CareerLink® services, co-located staff falls under the functional direction of the PA CareerLink® Administrator, in accordance with the formal PA CareerLink® Administrator job description.

#### **IX. Reporting Requirements**

- Partners to this agreement are required to submit reports to the site administrator, the operators, the fiscal agent, and the Southwest Corner Workforce Investment Board as requested or defined.
- See attachment for defined reports.

**X. Impasse Resolution**

- Any substantive differences between the parties, which reach an impasse, will be handled as follows:
  - Between Operator and Partner—the parties will attempt to resolve the issue. If the impasse is not covered by the Southwest Corner Workforce Investment Board/Operator Agreement, the Southwest Corner WIB will be notified in writing by the Operator at least 10 days prior to the next scheduled Southwest Corner meeting for resolution.
  - Between Partners—The PA CareerLink® Administrator will convene discussion among partners. If resolution cannot be reached, the Administrator will forward the impasse to the Operator for resolution.

**XI. Compliance Reference Documents**

- The parties to this agreement agree to comply with the following reference documents:
  - Southwest Corner WIB Local Plan
  - Southwest Corner WIB Strategic Plan
  - PA CareerLink® Policy
  - Other local plans as developed.
- All parties to this Agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Pittsburgh Institute of Aeronautics  
Partner Company Name

5/30/13  
Date

Suzanne Markle  
Signatory Printed Name

[Handwritten Signature]  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

WGCJTA, Inc.  
Partner Company Name

4-8-13  
Date

David P. Suski  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Intermediate Unit 1  
Partner Company Name

April 8, 2013  
Date

Mr. Charles F. Mahoney, III  
Signatory Printed Name

Chel + Mahoney III  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Office of Vocational Rehabilitation      4.17.13  
Partner Company Name      Date

Lori Kaczmarek  
Signatory Printed Name

Lori Kaczmarek  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

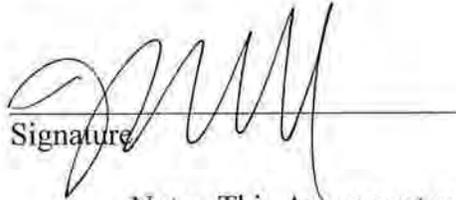
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

BWDP  
\_\_\_\_\_  
Partner Company Name

4/12/13  
\_\_\_\_\_  
Date

Jim RABENOLD  
\_\_\_\_\_  
Signatory Printed Name

Signature  


Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Goodwill of Southwestern PA  
Partner Company Name

4-8-13  
Date

Amy Kocmar  
Signatory Printed Name

Amy Kocmar  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

ADDENDUM TO ONE-STOP SERVICE PLAN

Training for OVR staff will be at the discretion of the local OVR District Administrator/Manager.

OVR staff supervision and direction will be the responsibility of the local OVR District Administrator/Manager.

District Administrator		Date	4.17.13
Site Administrator		Date	

No signature sheet sent!



**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Southwestern Pennsylvania  
Area Agency on Aging, Inc.  
Partner Company Name

April 5, 2013  
Date

Leslie Grenfell, Executive Director  
Signatory Printed Name

  
Signature

**Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.**

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Community Action Southwest  
Partner Company Name

4-5-2013  
Date

Darlene J. Bigler  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

COUNTY OF GREENE  
Partner Company Name

4/15/13  
Date

CHRISTOPHER J. MORRIS, President  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Greene Arc, Inc  
Partner Company Name

5-30-13  
Date

Cynthia L. DIAS  
Signatory Printed Name

Cynthia L. Dias  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Greene Co. Exp. Center  
W. C. C. C.  
Partner Company Name

5/30/13  
Date

Nancy J. Davis  
Signatory Printed Name

Nancy J. Davis  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**Southwest Corner  
Workforce Investment Board**

*Neil Bassi*

Neil Bassi, Chair

*Linda Bell*

Linda Bell, Director

*Ram May*

Local Elected Official

ATTEST:  
*Mary E Hellicko*  
CHIEF CLERK

APPROVED AS TO FORM AND LEGALITY

*[Signature]*  
COUNTY SOLICITOR

per minute # 950

dated 6/6/13

The following staff is needed to ensure a seamless delivery of services at the PA CareerLink Greene County:

Community Action Southwest: The person is an instructor who provides GED and remediation services. They also provide information for homeless individuals (HUD grantee).

BWDP: These individuals include: Two CareerLink Specialist positions; 1 Employment Interviewer; 1 CareerLink Program Supervisor; 1 Clerk Stenographer and the PA CareerLink Administrator. These employees perform the labor exchange function in the PA CareerLink. The CareerLink Program Supervisor is the Core Services Supervisor. Their customers are both the job seeker and the employer. Services include referral and placement of the unemployed, underemployed and economically disadvantaged of Greene County. The CL Specialist positions will concentrate on services to the business community. The Clerk Stenographer functions as clerical and technical support to the BWDP and CareerLink staffs. BWDP is part of the Operator Consortium.

Office of Vocational Rehabilitation: Staff works with individuals with disabilities to enable them to prepare for, get and keep employment. OVR is also part of the Operator Consortium.

Washington Greene County Job Training Agency: This employee oversees the EARN Program, which is employment and training for individuals receiving public assistance.

Greene County Assistance Office: Employees rotate in this position. The employees are part of the Employment and Training Unit from the CAO. They provide the wrap-around services to welfare clients that enable clients to re-enter the workforce.

SWPA Human Services Area Agency on Aging: This individual is a job developer who provides employment and training to individuals age 55 and older.

Penn Commercial Business and Technical School: This individual functions as a recruiter/financial aid assistant and will empower job seekers to find schools and financial aid for attending schools on the State Certified List.

Southwest Training Services Inc. (this agency is the WIA Title 1 provider): Two of these individuals provide a full-time on-site case manager and an employment specialist. A tester, job developer, youth case manager and summer managers will fulfill the other position on a rotating basis. Employees work with the economically disadvantaged, dislocated workers, youth, disabled and unemployed customers providing employment and training services including ITAs, OJT's and TAA. SWT, Inc. is also a part of the Operator Consortium.

Intermediate Unit I: This person is an instructor who will test and instruct individuals in need of GED services. They will also provide assistance with the Workplace Essential Skills program.

Westmoreland County Community College: This individual functions as a recruiter/financial aid assistant and will empower job seekers to find schools and financial aid for attending schools on the State Certified list.

PIA Truck Driving Program: This individual functions as a recruiter/financial aid assistant and will empower job seekers to find schools and financial aid for attending schools on the State Certified list.

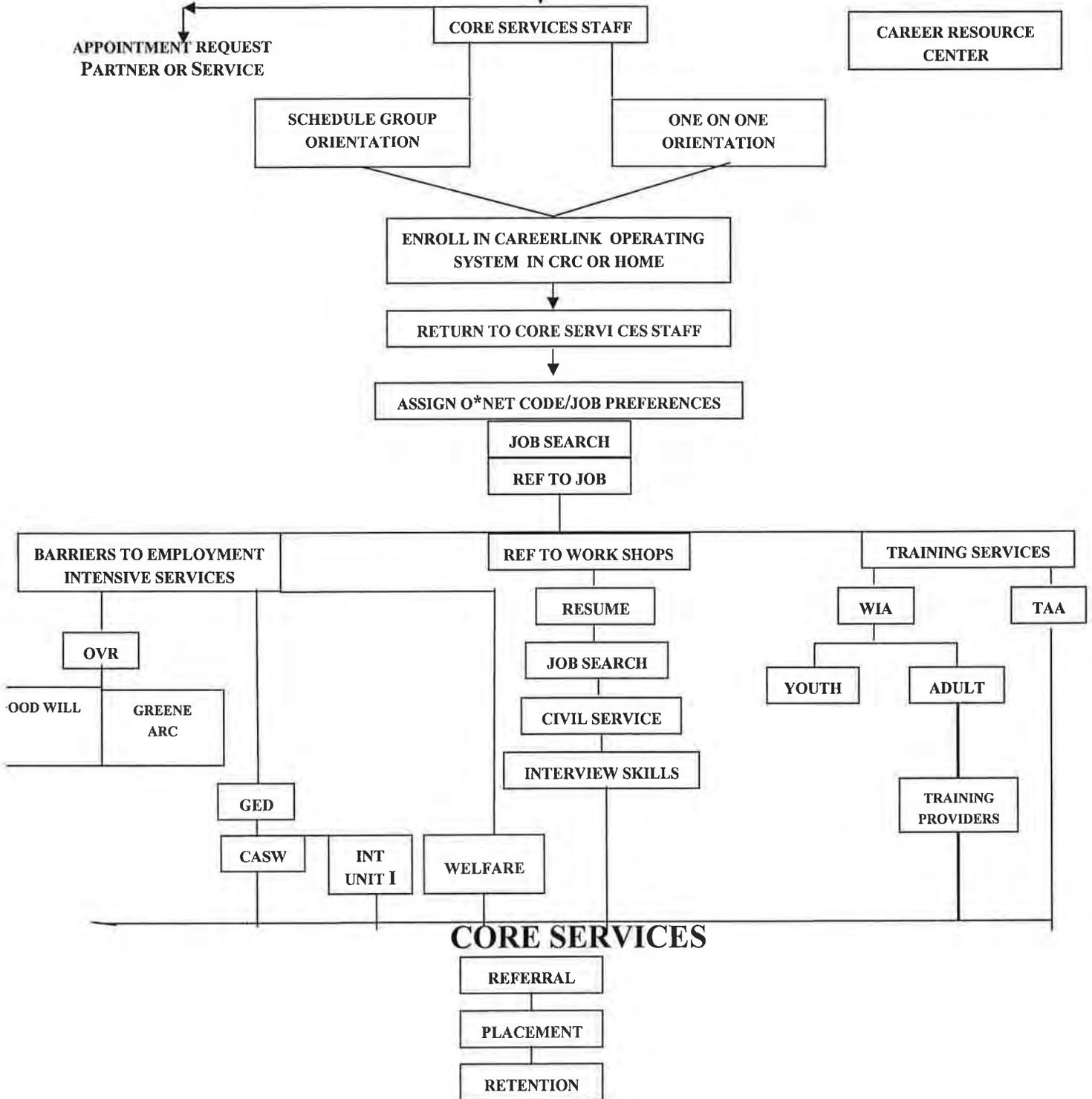
Goodwill Industries Southwestern Pennsylvania.. They provide contract services for OVR clients.

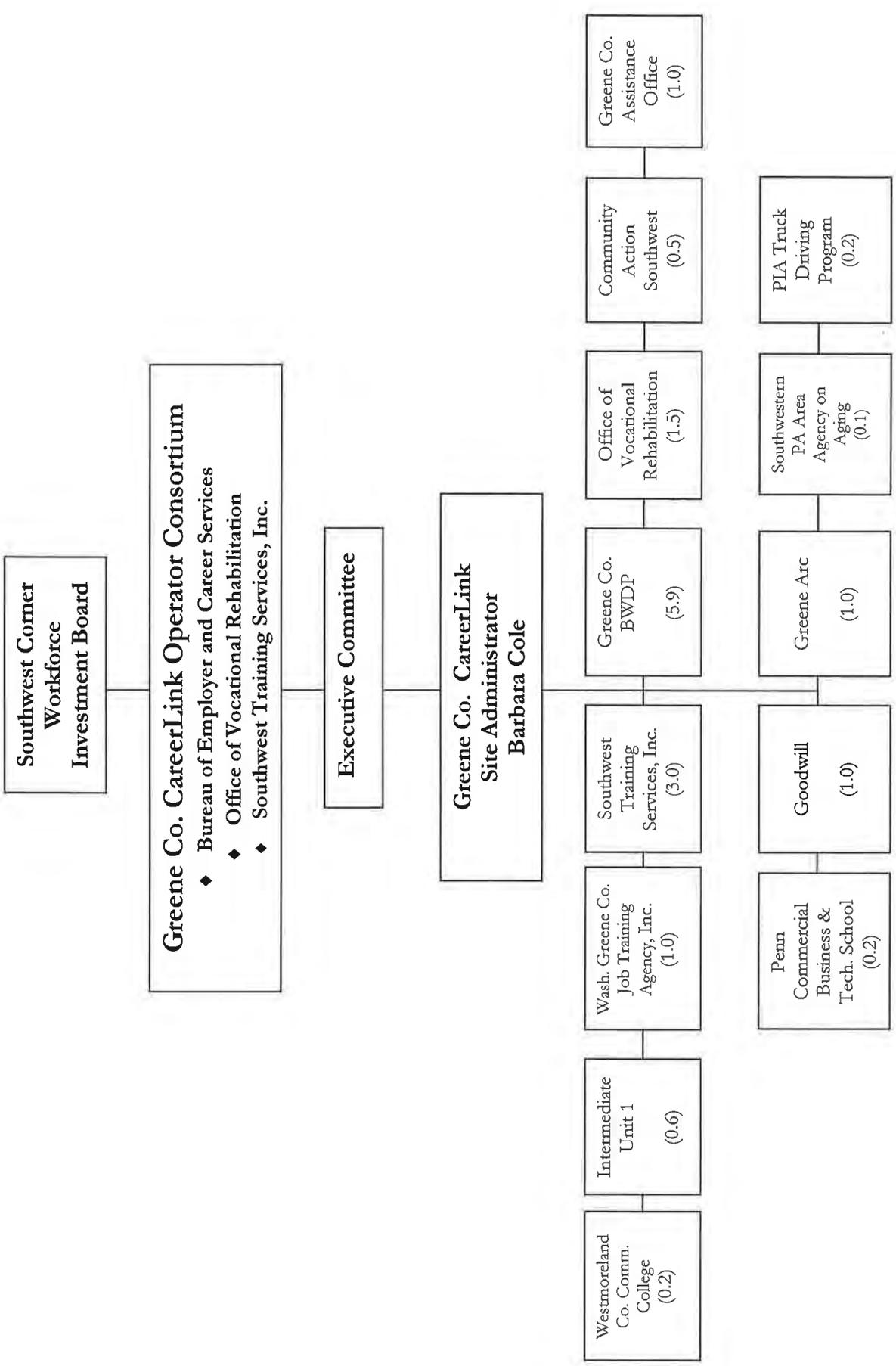
Greene ARC; Provides contract services to OVR.

# CUSTOMER FLOW

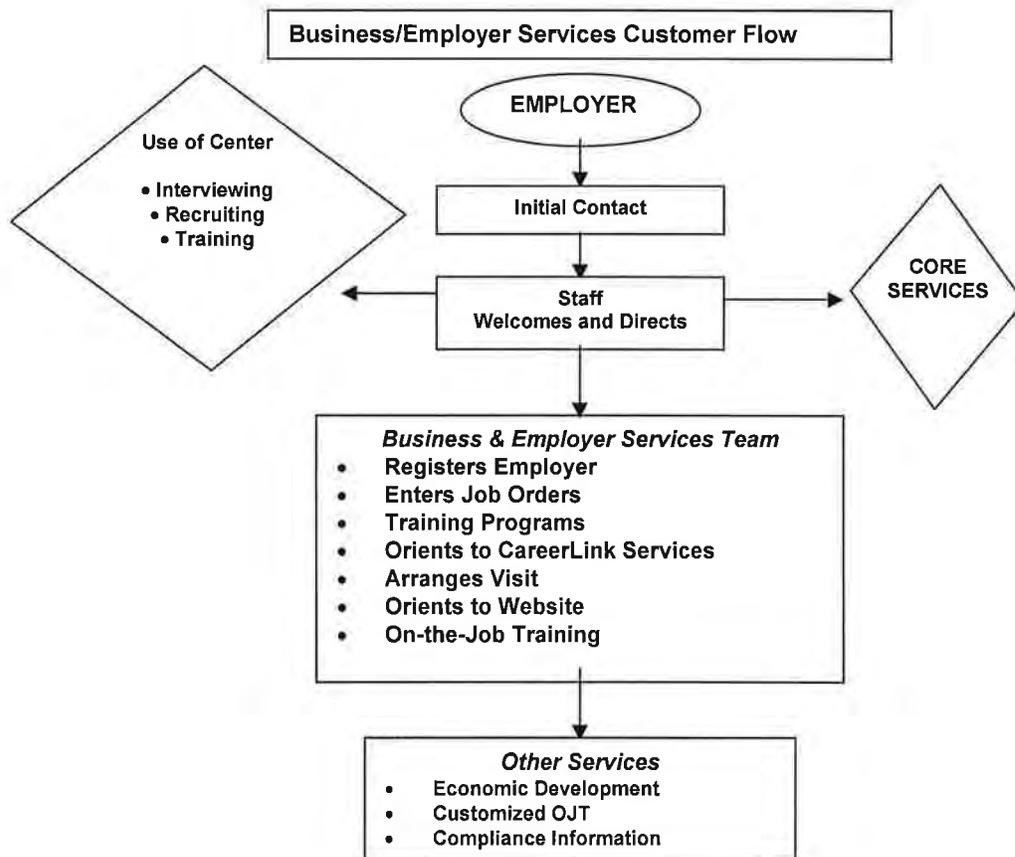
PA CAREERLINK GREENE COUNTY

SIGNS IN AT GREETER'S DESK





## Customer Flow



- Describe how business customers move from entry through exit

Business Customers will either talk on the phone or in person with a member of Business Services Team. The phone tree identifies extensions by function as opposed to agency. If it is the first contact the PA CareerLink has with an employer the following steps are followed:

1. Orientation to the PA CareerLink.
2. Orientation to Employer and Business Services available.
3. Orientation to CareerLink Operating system.
4. Registers employer.
5. Enters job listings.
6. Shows employer how to search the PA CareerLink Operating System for available applicants.
7. Staff assesses other services required by the employer.
8. An employer can choose self-service or to have staff assisted services.
9. Other services available in the community explained, such as Customized Job training, economic development services and compliance information.

If the PA CareerLink has more Business Customers than the Business Services Team can handle at one time, staff that provides core services is able to post job listings and help employers use the website.

## **Southwest Corner PA CareerLink® Partner Agreement**

### **PA CareerLink® - Washington County**

#### **I. Purpose**

The purpose of this agreement is to designate the partners of the PA CareerLink® Washington County.

#### **II. Partner Responsibilities**

- The PA CareerLink® Washington County partners will:
  - Develop and provide a seamless approach to the delivery of services
  - Participate in designing and managing the customer flow at the center
  - Participate in weekly staff meetings
  - Enter a Computer Resources and Data Sharing Agreement with respect to the PA CareerLink® Operating System
  - Enter all clients into the PA CareerLink® Operating System
  - Enter all job orders into the PA CareerLink® Operating System
  - Treat data contained in the PA CareerLink® Operating System as confidential
  - Respect each other's organizational practices and management structures in the provision of services.
  - Each partner must make available to customers the Core Services that are integral to that Partner's programs, and participate in the operation of the One-Stop System consistent with the terms of this Agreement and the requirements of the authorizing laws.
- Services provided (Core, Intensive, Training, Other):  
See Attached Sheet

#### **III. Costs**

- All partners are in agreement that they will provide for the overall operations of the PA CareerLink® system, as detailed in the PA CareerLink® Resource Sharing Agreement.

#### **IV. Referrals**

- Methods
  - An assessment process and referral forms have been developed to coordinate the delivery of services and follow-up.
  - Affiliated partners and human service organizations have come on site for tours and information about the CareerLink one-stop services and to do presentations to the staff to share information on the services that they have available the process for accessing the services.
  - Partners have made a commitment to deal expeditiously with referrals and follow-up so that there is a smooth delivery of service with a priority of convenience to the customer.

- Forums for exchanging information to enable partners and staff to maintain knowledge and understanding of what each partner and affiliate can offer are ongoing.

#### **V. Integration**

- Attach a description detailing how customers and resources are integrated at the PA CareerLink® Washington County.

#### **VI. Term of Agreement**

- This Agreement shall be effective January 1, 2013 and terminate December 31, 2016.
- The duration of this agreement shall be three years from the effective date.
- Termination—The Southwest Corner Workforce Investment Board may terminate this Agreement upon 90 day's written notice to the Operator and/or Partners with or without cause. Cause includes but is not limited to:
  - Failure to meet required performance standards
  - Failure to comply with this Agreement.
  - Failure to comply with policies and standard operating procedures as established under the authority of the Southwest Corner Workforce Investment Board.

#### **VII. Modification**

- Circumstances--This agreement may be modified at any time by written agreement of the parties.
- Authority to Modify--Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this agreement.

#### **VIII. Governance**

- Line of Authority—see attached organizational chart
- When fulfilling services for the PA CareerLink® system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located but not providing services through the PA CareerLink® system are not under the functional supervision of the PA CareerLink® Administrator. At the time that a co-located partner begins to provide PA CareerLink® services, co-located staff falls under the functional direction of the PA CareerLink® Administrator, in accordance with the formal PA CareerLink® Administrator job description.

#### **IX. Reporting Requirements**

- Partners to this agreement are required to submit reports to the site administrator, the operators, the fiscal agent, and the Southwest Corner Workforce Investment Board as requested or defined.
- See attachment for defined reports.

**X. Impasse Resolution**

- Any substantive differences between the parties, which reach an impasse, will be handled as follows:
  - Between Operator and Partner—the parties will attempt to resolve the issue. If the impasse is not covered by the Southwest Corner Workforce Investment Board/Operator Agreement, the Southwest Corner WIB will be notified in writing by the Operator at least 10 days prior to the next scheduled Southwest Corner meeting for resolution.
  - Between Partners—The PA CareerLink® Administrator will convene discussion among partners. If resolution cannot be reached, the Administrator will forward the impasse to the Operator for resolution.

**XI. Compliance Reference Documents**

- The parties to this agreement agree to comply with the following reference documents:
  - Southwest Corner WIB Local Plan
  - Southwest Corner WIB Strategic Plan
  - PA CareerLink® Policy
  - Other local plans as developed.
- All parties to this Agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

WGITA, Inc  
Partner Company Name

1/8/2013  
Date

DAVID P. SUSK,  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

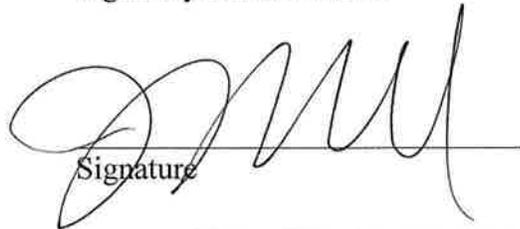
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

BWDP  
\_\_\_\_\_  
Company Name

4/12/13  
\_\_\_\_\_  
Date

JIM RABENOLD  
\_\_\_\_\_  
Signatory Printed Name

  
\_\_\_\_\_  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

WACT C  
Company Name

5/17/13  
Date

JOSEPH P. JAWNETTI  
Signatory Printed Name

Joseph P. Jawnetti  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

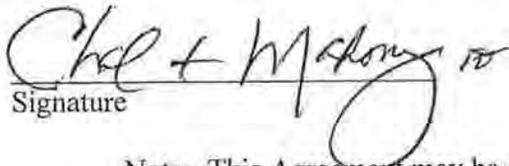
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Intermediate Unit 1  
Company Name

April 26, 2013  
Date

Charles F. Mahoney, III  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

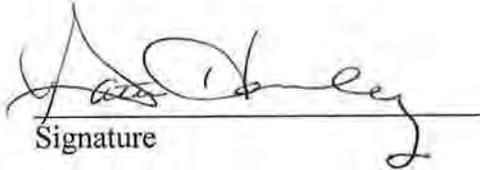


**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

PITTSBURGH TECHNICAL INSTITUTE 4-18-13  
Company Name Date

Parri Vanley  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Pittsburgh Institute of Aeronautics  
Company Name

4/18/13  
Date

Suzanne Markle  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Community Action Southwest  
Company Name

4-19-2013  
Date

Darlene J. Bigler  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

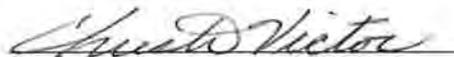
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Valley National Security Service  
Company Name

5-2-13  
Date

Christina Victor  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

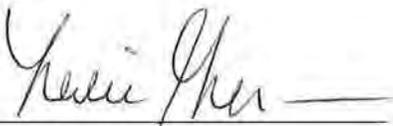
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Southwestern Pennsylvania  
Area Agency on Aging, Inc.  
Company Name

April 17, 2013  
Date

Leslie Grenfell, Executive Director  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

CCBC  
Company Name

4/18/13  
Date

Melissa D Denardo  
Signatory Printed Name

Melissa D. Denardo  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.



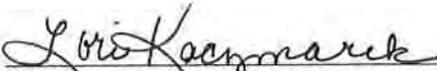
## ADDENDUM TO ONE-STOP SERVICE PLAN/PARTNER AGREEMENTS

Training for OVR staff will be at the discretion of the local OVR District Administrator/Manager.

OVR staff supervision and direction will be the responsibility of the local OVR District Administrator/Manager.

In addition, participation in the following partner activities vary by PA CareerLink based on arrangements between PA CareerLink Site Administrator, OVR staff and local OVR District Administrator/Manager:

- Participation in weekly staff meetings
- Entering of clients in the PA CareerLink Operation System
- Entering of job orders into the PA CareerLink Operation System

  
District Administrator/  
District Manager

4.18.13

Date

  
PA CareerLink Site Administrator

4.18.13

Date

**Southwest Corner  
Workforce Investment Board**



Neil Bassi, Chair

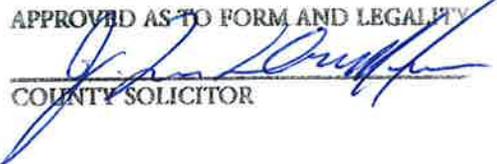


Linda Bell, Director



Local Elected Official

APPROVED AS TO FORM AND LEGALITY



COUNTY SOLICITOR

ATTEST:



CHIEF CLERK

per minute # 950  
dated 6/6/13

**ATTACHMENT A - LIST OF SERVICES PROVIDED BY CAREERLINK**

**1. CORE SERVICES:**

- a. Determination of individual eligibility for services
- b. Outreach, intake (including worker profiling) and orientation to other services available through the CareerLink delivery system (via group presentation and/or Career Resource Center (CRC) coverage)
- c. Initial assessment of skill levels, aptitudes, abilities, and supportive service needs
- d. Job search and placement assistance, career counseling where appropriate
- e. Provision of employment statistics information and labor market information such as job vacancy listings, job skills necessary to obtain jobs, local in-demand occupations, earnings and skill requirements
- f. Provision of performance information and program cost information on eligible providers of training services
- g. Provision of information regarding local performance on local performance measures
- h. Provision of accurate information relating to the availability of supportive services available locally
- i. Provision of contact information regarding filing of claims for unemployment compensation
- j. Assistance in establishing eligibility for Welfare To Work activities
- k. Assistance in conducting programs of financial aid assistance for training and education
- l. Follow-up services, including counseling regarding workplace, for WIA participants who are placed in unsubsidized employment for not less than 12 months after the first day of employment
- m. Other core services as determined by a partner agency's governing legislation.

**2. INTENSIVE SERVICES:**

- a. Comprehensive and specialized assessments of skill levels
- b. Development of individual employment plans to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the individual's employment goals
- c. Group counseling
- d. Individual counseling and career planning
- e. Case management for individuals seeking training services
- f. Short term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct to prepare individuals for unsubsidized employment or training
- g. Other intensive services as determined by a partner agency's governing legislation.

**3. TRAINING SERVICES:**

- a. Occupational skills training, including training for nontraditional employment
- b. On-the-job training
- c. Programs that combine workplace training with related instruction which may include cooperative education
- d. Training programs operated by the private sector
- e. Skill upgrading and retraining
- f. Entrepreneurial training
- g. Job readiness training
- h. Adult education and literacy activities provided in combination with services described in items above
- i. Customized training conducted with a commitment by an employer or group of employers and individuals upon successful completion of training
- j. Follow-up services, including counseling regarding the workplace, for WIA participants who are placed in unsubsidized employment for not less than 12 months after the first day of the employment
- k. Other training services as determined by a partner agency's governing legislation.

**ATTACHMENT B - CUSTOMER & RESOURCE INTEGRATION**

The PA CareerLink® Washington County is organized by function so that staff is assigned to, and identifies themselves with, services (such as outreach, assessment, training, etc) as opposed to agencies or programs.

The Site Administrator ensures the fulfillment of operational functions/service delivery and develops/promotes functional and cross-functional teams for Job Seeker and Business Services.

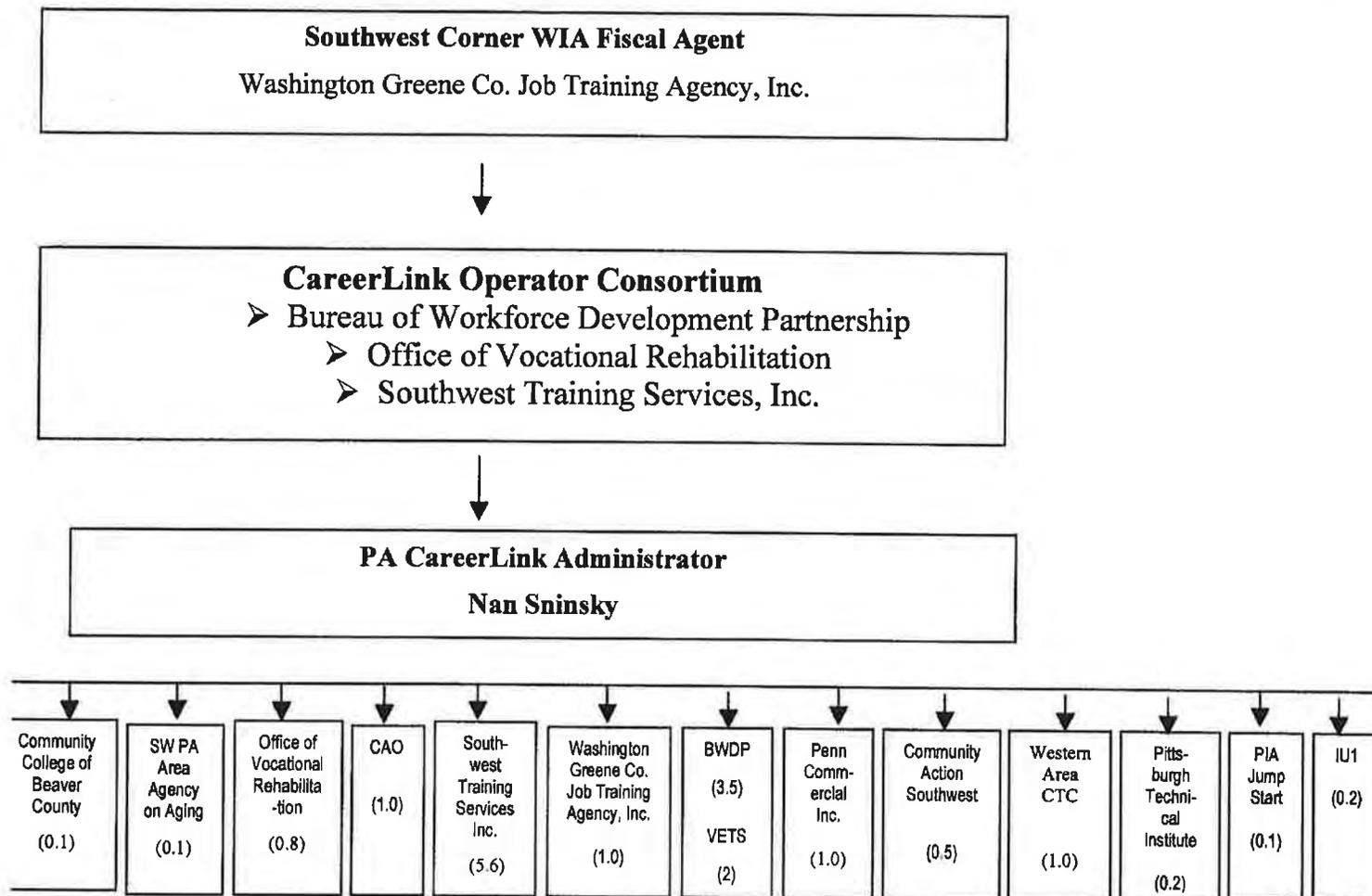
Through periodic inquiry, open communication, and quarterly meetings the Site Manager and partner agency Supervisors, maintain their knowledge of partner programs, policies and procedures that affect service delivery.

Partners facilitate efficient customer flow through participation in core, intensive, and training services.

Partners collaborate via the cross-partner Business Services Team to conduct employer outreach to reduce/eliminate duplication of services and to ensure services are meeting the needs of Business customers.

The Site Administrator aims to achieve PA CareerLink® goals through active cooperation and participation of partners in cross-functional activities and in the analysis of PA CareerLink® fiscal needs.

**ATTACHMENT C – ORGANIZATIONAL CHART**



**ATTACHMENT D – REPORTS**

Business Services Satisfaction (quarterly)
Employer Contact Tracking (monthly)
Equal Opportunity (quarterly)
Foot Traffic (daily)
Job Seeker Satisfaction (quarterly)
Operators (monthly)
Statistics (monthly)
TAA Trade Adjustment Act (quarterly)
UC WIB Resolution (quarterly)
Veterans' Services (quarterly)
WIB (quarterly)

## **Southwest Corner PA CareerLink® Partner Agreement**

### **PA CareerLink® - Mon Valley**

#### **I. Purpose**

The purpose of this agreement is to designate the partners of the PA CareerLink® Mon Valley.

#### **II. Partner Responsibilities**

- The PA CareerLink® Mon Valley partners will:
  - Develop and provide a seamless approach to the delivery of services
  - Participate in designing and managing the customer flow at the center
  - Participate in weekly staff meetings
  - Enter a Computer Resources and Data Sharing Agreement with respect to the PA CareerLink® Operating System
  - Enter all clients into the PA CareerLink® Operating System
  - Enter all job orders into the PA CareerLink® Operating System
  - Treat data contained in the PA CareerLink® Operating System as confidential
  - Respect each other's organizational practices and management structures in the provision of services.
  - Each partner must make available to customers the Core Services that are integral to that Partner's programs, and participate in the operation of the One-Stop System consistent with the terms of this Agreement and the requirements of the authorizing laws.
- Services provided (Core, Intensive, Training, Other):  
See Attached Sheet

#### **III. Costs**

- All partners are in agreement that they will provide for the overall operations of the PA CareerLink® system, as detailed in the PA CareerLink® Resource Sharing Agreement.

#### **IV. Referrals**

- Methods
  - An assessment process and referral forms have been developed to coordinate the delivery of services and follow-up.
  - Affiliated partners and human service organizations have come on site for tours and information about the CareerLink one-stop services and to do presentations to the staff to share information on the services that they have available the process for accessing the services.
  - Partners have made a commitment to deal expeditiously with referrals and follow-up so that there is a smooth delivery of service with a priority of convenience to the customer.

- Forums for exchanging information to enable partners and staff to maintain knowledge and understanding of what each partner and affiliate can offer are ongoing.

**V. Integration**

- Attach a description detailing how customers and resources are integrated at the PA CareerLink® Mon Valley.

**VI. Term of Agreement**

- This Agreement shall be effective January 1, 2013 and terminate December 31, 2016.
- The duration of this agreement shall be three years from the effective date.
- Termination—The Southwest Corner Workforce Investment Board may terminate this Agreement upon 90 day’s written notice to the Operator and/or Partners with or without cause. Cause includes but is not limited to:
  - Failure to meet required performance standards
  - Failure to comply with this Agreement.
  - Failure to comply with policies and standard operating procedures as established under the authority of the Southwest Corner Workforce Investment Board.

**VII. Modification**

- Circumstances--This agreement may be modified at any time by written agreement of the parties.
- Authority to Modify--Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of this agreement.

**VIII. Governance**

- Line of Authority—see attached organizational chart
- When fulfilling services for the PA CareerLink® system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located but not providing services through the PA CareerLink® system are not under the functional supervision of the PA CareerLink® Administrator. At the time that a co-located partner begins to provide PA CareerLink® services, co-located staff falls under the functional direction of the PA CareerLink® Administrator, in accordance with the formal PA CareerLink® Administrator job description.

**IX. Reporting Requirements**

- Partners to this agreement are required to submit reports to the site administrator, the operators, the fiscal agent, and the Southwest Corner Workforce Investment Board as requested or defined.
- See attachment for defined reports.

**X. Impasse Resolution**

- Any substantive differences between the parties, which reach an impasse, will be handled as follows:
  - Between Operator and Partner—the parties will attempt to resolve the issue. If the impasse is not covered by the Southwest Corner Workforce Investment Board/Operator Agreement, the Southwest Corner WIB will be notified in writing by the Operator at least 10 days prior to the next scheduled Southwest Corner meeting for resolution.
  - Between Partners—The PA CareerLink® Administrator will convene discussion among partners. If resolution cannot be reached, the Administrator will forward the impasse to the Operator for resolution.

**XI. Compliance Reference Documents**

- The parties to this agreement agree to comply with the following reference documents:
  - Southwest Corner WIB Local Plan
  - Southwest Corner WIB Strategic Plan
  - PA CareerLink® Policy
  - Other local plans as developed.
- All parties to this Agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

**Southwest Corner  
Workforce Investment Board**

---

Neil Bassi, Chair

---

Linda Bell, Director

---

Local Elected Official

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

All-STATE CAREER school 4-8-13

Partner Company Name

Date

Paul J Bullock

Signatory Printed Name



Signature

**Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.**

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

WGCTA, Inc  
Partner Company Name

4/8/2013  
Date

DAVID P. SUSKI  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

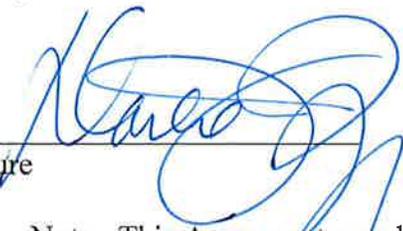
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Community Action Southwest  
Partner Company Name

4.9.2013  
Date

Darlene J. Bigler  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

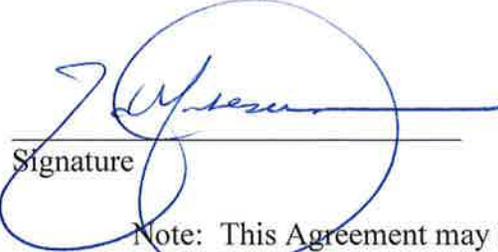
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Douglas Education Center  
Partner Company Name

4-12-13  
Date

Jeffrey D. Imbrescia  
Signatory Printed Name *President / CEO*

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Fayette Institute  
Partner Company Name

4/10/13  
Date

Michael Washko  
Signatory Printed Name

Michael Washko  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Mon Valley CTC  
Partner Company Name

8 APR 13  
Date

Bradley L. DeLoe  
Signatory Printed Name

Bradley R. DeLoe  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

PITTSBURGH INSTITUTE OF AERONAUTICS (PIA)  
Partner Company Name

4/9/13  
Date

Suzanne Markle  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

PITTSBURGH TECHNICAL INSTITUTE 4-4-13  
Partner Company Name Date

PATTI HANLEY  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Southwestern Pennsylvania  
Area Agency on Aging, Inc.  
Partner Company Name

April 8, 2013  
Date

Leslie Grenfell, Executive Director  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.



**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Washington CAO

April 9, 2013

\_\_\_\_\_  
Partner Company Name

\_\_\_\_\_  
Date

David E. Reese

\_\_\_\_\_  
Signatory Printed Name

  
\_\_\_\_\_  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

WESTMORELAND COUNTY  
COMMUNITY COLLEGE  
Partner Company Name

4/9/13  
Date

PATRICK E. GERITY  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Intermediate Unit 1  
Partner Company Name

April 8, 2013  
Date

Mr. Charles F. Mahoney, III  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

Office of Vocational Rehabilitation                      4.17.13  
 Partner Company Name                                              Date

Lori Kaczmarek  
 Signatory Printed Name

Lori Kaczmarek  
 Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

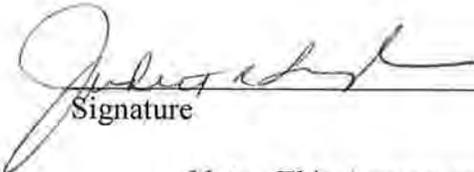
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

CALIFORNIA UNIVERSITY OF PA  
Partner Company Name

04/17/2013  
Date

JUDITH R. LAUGHLIN  
Signatory Printed Name

  
Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

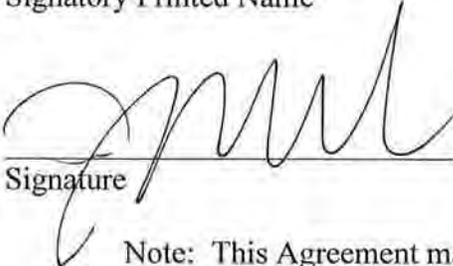
**XII. Authority and Signatures**

- The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

BWDP  
 \_\_\_\_\_  
 Partner Company Name

4/12/13  
 \_\_\_\_\_  
 Date

JIM RABENOUD  
 \_\_\_\_\_  
 Signatory Printed Name

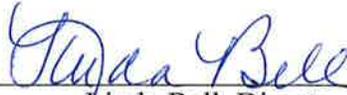
  
 \_\_\_\_\_  
 Signature

Note: This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to the Agreement, shall constitute one and the same agreement.

**Southwest Corner  
Workforce Investment Board**



Neil Bassi, Chair

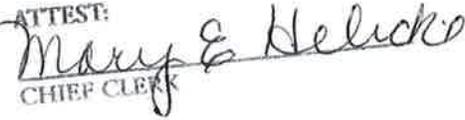


Linda Bell, Director

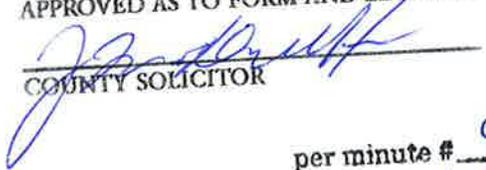


Local Elected Official

ATTEST:

  
CHIEF CLERK

APPROVED AS TO FORM AND LEGALITY

  
COUNTY SOLICITOR

per minute # 950  
dated 6/6/13

## Appendix G: Priority of Service Policy(ies)

The following priority of service policies apply **only when funds are limited** (see definition, below) and no additional funding (e.g., stimulus funds) is available:

- WIA Title I Adult: priority is given to public assistance recipients and other low income individuals who are at or below the poverty income level or 70% of the lower living standard income level.
- WIA Title I Dislocated Worker: priority is given to individuals who reside in the Southwest Corner Workforce Investment Area (i.e. principle dwelling or home located in Washington, Greene or Beaver counties).

Within these parameters, individuals are served on a first come first served basis.

The Jobs for Veterans Act creates a priority of service for veterans who meet the eligibility requirements for participation in training programs administered by the US Department of Labor (DOL), including WIA Title I and National Emergency Grants. According to DOL Training and Employment Guidance Letter Number 5-03, "local programs are not required to change their allocations among services to reserve funds for veterans, but are required to ensure that eligible veteran workers are given priority over non-veterans for all available services."

In our area, veterans receive priority service in that they are matched to job orders before any other jobseeker matches are performed. In addition, each PA CareerLink® site has a local employment veterans' representative onsite.

Individual training accounts (ITAs): When ITA funds are limited, the following priority policies apply:

- Dislocated workers: Eligible customers whose primary residence is located in the Southwest Corner Workforce Investment Area – which includes Washington, Greene, and Beaver counties – are given priority.
- Adults: Eligible customers whose primary residence is located in the Southwest Corner Workforce Investment Area – which includes Washington, Greene, and Beaver counties – are given priority.

## Appendix H: Eligibility Verification and Priority Selection for Title I-B Youth

The Southwest Corner WIB has established processes for youth eligibility selection.

Local eligibility criteria for enrollment of youth:

- Between the ages of 14 and 21, inclusive; and
- Low income (defined as 70% of the Lower Living Standard); and
- Possessing at least one of the following characteristics:
  - Deficient in basic literacy skills;
  - A school dropout;
  - Homeless, a runaway, or a foster child;
  - Pregnant or a parent;
  - An offender; or
  - Requiring additional assistance to complete an educational program, or secure and hold employment, as defined by the local board, i.e., meeting at least one of the following criteria:
    - Having little or no successful work experience, a long and unsuccessful work search, or little if any exposure to successfully employed adults;
    - Being at risk of dropping out of school, having poor school attendance or behavioral problems at school;
    - Having significant personal or family problems affecting daily function;
    - Having limited English proficiency;
    - Having limited access to reliable transportation; or
    - Aging out of foster care

Under the 5% exemption, SCWIB youth providers are permitted to enroll several youth who do not meet the income eligibility criteria for WIA, provided they meet at least one of the following conditions:

- Out-of-school without a diploma or GED;
- Deficient in basic skills;
- Testing one or more grade levels below appropriate grade level;
- Pregnant or parenting;
- Possessing one or more disabilities (e.g., learning disability);
- Homeless or runaway;
- Offender; or
- Facing serious barriers to employment (see criteria, above).

Once enrolled, these youth receive the exact services as WIA-eligible youth

## Appendix I: LWIB Procurement Policy(ies)

The general procurement practice of the Southwest Corner WIB is to award grants and contracts in a manner that promotes open and free competition. We post our requests for proposals, bids, and qualifications on our website, place public notifications in the newspaper, and encourage small and minority businesses to respond.

SCWIB awards grants and contracts in a manner that promotes open and free competition. Requests for proposals, bids, and qualifications are listed on the SCWIB website, public notifications are placed in four local newspapers, and SCWIB encourages small and minority businesses to respond. Also, all bidders from previous years are automatically contacted when new opportunities arise. These bidders include community-based organizations, faith-based organizations, and other non-profit and for-profit entities.

For purchases with a unit acquisition cost under \$5,000, the purchasing officer relies on random informal price and product comparisons to determine which vendor offers the best quality and service at the lowest price. For purchases with a unit acquisition cost over \$5,000, three or more bids are solicited and evaluated in terms of responsiveness to specifications, quality of merchandise, company reputation, customer service, etc. Purchases with aggregate cost or unit acquisition cost over \$25,000 are handled in accordance with OMB Circular A-110, A-133 and the Common Rule.

We rely on noncompetitive procurement (e.g., a sole source agreement) when at least one of the following conditions is met:

- The item is available only from a single source;
- A public exigency or emergency necessitates action more quickly than is feasible under a competitive process;
- The federal grantor agency authorizes noncompetitive negotiation; or,
- A competitive process fails to produce a vendor or contractor that meets our criteria.

For youth providers, we carefully select qualified youth service providers through a competitive process, with input from our Youth Council, and monitor these providers regularly to verify that contractual provisions and performance standards are being met.

## Appendix J: Training Provider Appeal Policy

### SUBMISSIONS

The Southwest Corner Workforce Investment Board's designated staff will review all applications submitted for re-certification. Providers will be notified no later than 30 days from receipt of the information whether their application has been approved or denied.

SCWIB will review all the courses/programs submitted and notify the training provider of their decision to approve or deny the application(s). If the application(s) would be missing any items and or considered to be incomplete, the designated SCWIB staff person will notify the training provider and allow the provider to update or resubmit your application(s). SCWIB will forward all approved applications to the state.

If the application is considered approved, it will be "electronically" submitted to the Bureau of Workforce Development Partnership, Certification Coordination Services for review and determination of eligibility to furnish training to WIA eligible participants. The provider will be notified through e-mail if the course(s)/program(s) have been approved, pending or denied. The Bureau of Workforce Development Partnership, Certification Coordinator Services (Dept. of Labor & Industry) will review, determine eligibility and certify each program and/or course of training within 30 working days.

### DENIAL OF SERVICE

If a training program is denied, the SCWIB, Inc will issue a denial notice within twenty 30 days of receipt of a completed application. A separate notice will be required for each training program being denied. The notice will clearly identify the program being denied and the specific reasons for the denial. The denial notice shall also advise the training provider of its right to appeal the local WIB's decision within twenty 30 days of the date of the denial as outlined in Section titled Appeal Process.

### PUBLICATION OF LIST

Training providers will have tentative local approval upon acceptance and approval of the program application by the local WIB. Training providers will appear on the statewide list after the Department of Labor and Industry agency verifies the eligibility, or 30 working days have elapsed, whichever occurs first. As new programs are submitted and approved throughout the year, the statewide list will be updated on an ongoing basis. If the program is found to be ineligible for the statewide list, the local WIB will cease to approve additional ITAs for that program.

### REJECTION/REMOVAL of PROGRAMS/PROVIDERS FROM THE STATEWIDE LIST

Local WIBs are responsible for determining subsequent eligibility of its training programs/providers. Training providers should deliver results and provide factual information in order to retain eligible training provider status. A provider's course(s)/program(s) may be rejected or removed from the statewide list of eligible training programs for one or more of the following reasons:

- Training does not lead to employment in a high priority occupation;
- Program fails to meet minimum levels of performance; or

- Failure to reapply for program eligibility certification.

Additionally, training providers, as well as their programs, may be rejected or removed under the following conditions:

- Inaccurate information regarding a program is intentionally supplied to the Department of Labor and Industry. A termination of eligibility will occur and remain in effect for a period of not less than two (2) years.
- The Department of Labor and Industry determines that an eligible provider has substantially violated the requirements of the Act. The provider's eligibility to receive funds will be terminated until the Department of Labor & Industry approves a corrective action plan.
- All of the provider's programs fail to meet or exceed established performance levels. The provider's eligibility to receive funds will be suspended by the Department of Labor & Industry, after consultation with the LWIB, for a period of not less than one (1) year.
- Training provider violates state and/or local laws; or
- The training provider's financial stability has been compromised and fiscal management has been documented.

## REPAYMENT

Providers determined to have intentionally supplied inaccurate information or to have subsequently violated any provision of Title I of WIA or the supporting federal regulations may be removed from the statewide eligible provider list. A provider whose eligibility is terminated under these conditions shall be liable to repay, *from non-Federal funds*, all adult and dislocated worker training funds received during the period of noncompliance.

## APPEAL PROCESS

The purpose of the appeal process allows an opportunity to challenge actions initiated by a LWIA or the Department of Labor and Industry.

### LOCAL LEVEL APPEAL

An appeal at the local level includes:

- The rejection of training course(s)/program(s) for inclusion on the Statewide List by a LWIB
- Denial of continued eligibility due to unsatisfactory performance
- Suspension of eligibility due to non-compliance or violation of WIA

The appeal must be electronically filed through the PA CareerLink® [www.cwds.state.pa.us](http://www.cwds.state.pa.us) and submitted to the LWIB not later than 20 working days from the date of the rejection notice. Any documentation supporting the training provider's case must be available upon request by the LWIB and/or Department of Labor and Industry, Bureau of Workforce investment. For those providers who do not have Internet access, the appeal must be submitted, in writing, to the LWIB within the 20-working day time frame.

The LWIB will issue a decision, not later than 20 working days from the date of the appeal request.

### STATE LEVEL REVIEW

An appeal at this level includes:

- The rejection of training program(s) by a LWIB

- Denial of continued eligibility due to unsatisfactory performance for a period of one year.
- Suspension of eligibility due to non-compliance or violation of WIA for a period of two years, and
- Termination of Eligibility

If the training provider is dissatisfied with the LWIB's decision, the training provider will have 20 working days from the date of the LWIB's decision to electronically file a request for a review by the Department of Labor and Industry, Bureau of Workforce Investment through the PA CareerLink® website [www.cwds.state.pa.us](http://www.cwds.state.pa.us).

#### STATE LEVEL APPEAL

If the training provider is dissatisfied with the Department's Initial Determination, the training provider may electronically file a request for a hearing before an impartial Commonwealth Hearing Officer through the PA CareerLink® website [www.cwds.state.pa.us](http://www.cwds.state.pa.us).

## Appendix K: Participant Eligibility Appeal Policy

### GENERAL:

The Complaint and Hearing Procedures for the Southwest Corner WIB provides for the following:

- The Opportunity to file a complaint,
- The Opportunity for an informal conference for resolution, and
- The Opportunity for a hearing and notice of recourse.

Any individual applying or participating in a program sponsored by the Southwest Corner WIB and alleging a violation of the Workforce Investment Act, its regulations, or other agreements related to the Act, shall be afforded the opportunity to seek resolution of such allegation(s) by filling a complaint.

Any complaint of the Act, programs, regulations, or agreements must be in writing, prior to the filing of a formal complaint.

### STEPS:

- 1 The Opportunity to file a Complaint:

The Complainant will be required to meet with a designated representative of the Southwest Corner WIB and /or the immediate supervisor to explain the complaint and seek an informal resolution to the problem(s).

- 2 The Opportunity for an Informal Conference:

- A If no resolution results from the informal meeting, the complainant must file, in writing, a complaint within (5) days with the Southwest Corner WIB and request an informal conference to be held within (10) days of the receipt of the request.
- B At the Informal Conference, the complaint and its allegation(s) will be informally discussed, seeking a resolution.
- C Not later than (10) days following this conference, Southwest Corner WIB will submit its findings to the complainant.
- D Included in the findings will be notification of the right to request a hearing.

- 3 The Opportunity for a Hearing:

- 4 If the complainant is not satisfied with the results of the informal conference, he/she must so inform the Southwest Corner WIB within (5) days of receiving the findings and request a hearing.
- 5 After receiving the request for the hearing, the Southwest Corner WIB will appoint an impartial hearing officer, who will attempt to resolve the issue(s) and render an independent decision.
- 6 The hearing will be held within 30 days from the date on which the complaint was filed.
- 7 The Hearing Officer will send out notification of the hearing, in writing to all parties concerned, stating the date, time, and place of the hearing and the issues to be heard.

- 8 All parties have the right to be accompanied by an attorney (at their own expense), or other duly authorized representative; and all parties must attend the hearing.
- 9 The Hearing Officer will issue a written decision, to all parties in attendance, within 60 days of the filing of the complaint. The decision will include:
  - A A synopsis of the facts.
  - B A statement of reasons for the decision.
  - C Notification of recourse.
  - D All correspondence will be mailed certified with a return receipt requested.
- 10 Notice of Recourse:
  - A If the complainant is not satisfied with the decision, or has not received a decision within 60 days of filing the complaint; the complainant has the right to request a review of the complaint by the Governor.
  - B The request for review must be submitted to the Deputy Secretary for the Bureau of Workforce Investment within ten (10) days of receipt of the adverse decision; or if no decision is received within 15 days from the date on which the decision should have been received from the Hearing Officer.
  - C A review will be conducted on behalf of the Governor and a decision will be issued within 30 days from the date of the request.
  - D The decision rendered on behalf of the Governor is final.
  - E The decision rendered on behalf of the Governor is final unless the U.S. Secretary of Labor exercises the authority for federal level review in accordance with the provisions of Subsection 627.601 of the Act, Complaints and Grievances at the Federal Level.
  - F The Secretary's decision is final.

\_\_\_\_\_  
Signature of Participant

\_\_\_\_\_  
Signature of Witness

\_\_\_\_\_  
Date

\_\_\_\_\_  
Date

## Appendix L: PA CareerLink® Staff Grievance Procedure Policy

### *Complaint Processing Procedure*

#### *Narrative*

The Office of Equal Opportunity (OEO) in the Department of Labor & Industry, has designated responsibility for the development and implementation of procedures for processing complaints alleging violations of the nondiscrimination and equal opportunity provisions in Section 188 of the Workforce Investment Act (WIA) and the Department of Labor's regulations, 29 CFR Part 37. Section 188 of WIA prohibits discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief in both participation and employment; and against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity. The nondiscrimination regulations of WIA prohibit discrimination in all aspects of the administration, management and operation of WIA Title I financially assisted programs or activities.

The OEO has developed and adopted procedures for processing complaints alleging violations of the equal opportunity and nondiscrimination provisions of WIA Title I assisted programs and/or activities. All recipients of WIA Title I financially assisted programs or activities will be required to comply with this procedure as provided.

For purposes of WIA, the term recipient is defined, to include the Governor, as:

- (1) State level agencies that administer, or are financed in whole or in part, with WIA Title I funds;
- (2) State Employment Security Agencies;
- (3) State and Local Workforce Investment Boards,
- (4) LWIA Grant recipients;  
One-Stop Operators;  
Service providers, including eligible training providers;  
On-the-Job Training (OJT) employers;
- (8) Job Corps Contractors and Center Operators, excluding the operators of federally operated Job Corps Centers;
- (9) Job Corps national training contractors;  
Outreach and admissions agencies, including  
Job Corps contractors that perform these functions;  
Placement agencies, including Job Corps contractors that  
perform these functions; and
- (12) Other National Program recipients; and

(13) One Stop Partners, to the extent that they participate in the One Stop system

Complaints may be filed by:

- ✓ Applicants/registrants for aid, benefits, services or training
- ✓ Eligible applicants/registrants
- ✓ Participants
- ✓ Employees
- ✓ Applicants for employment
- ✓ Service providers (the organization involved is one which may be attributed a racial, national origin or other characteristic entitled to protection under WIA).
- ✓ Eligible service providers

*Complaint forms for filing allegations of discrimination at the local, state and federal levels can be obtained from the EO Liaison in the CareerLinks, the Local WIA EO Officer, the Office of Equal Opportunity, or directly from CRC. Complaints must be filed within 180-days from the date of the alleged occurrence of discrimination. Complaints filed after the 180-day time period will be forwarded to CRC. The Director of CRC, for good cause shown, may extend the filing time beyond 180 days.*

*Individuals, specific classes of individuals, or authorized representatives may file complaints/allegations of discrimination regarding CareerLink issues may file a complaint with the Equal Opportunity Liaison in the CareerLink who forwards them directly to the State Equal Opportunity Officer.*

*Individuals, specific classes of individuals, or authorized representatives may file complaints/allegations of discrimination about LWIA programs or services with the Local Workforce Investment Area's Equal Opportunity Officer, or directly with the State Equal Opportunity Officer. Complainants are also made aware of their right to file allegations directly with the USDOL Civil Rights Center (CRC).*

NOTE: Complaints/allegations do not have to be submitted on the prescribed complaint form in order for them to be considered valid complaints or allegations. Discrimination complaints may be submitted to:

*Local Workforce Investment Area Equal Opportunity Liaison*

*or*

Mrs. Merry-Grace Majors, Director  
Office of Equal Opportunity  
Department of Labor & Industry  
Room 514 Labor & Industry Building  
Seventh and Forster Streets  
Harrisburg, PA 17120

1-800-622-5422  
TDD/TTY 1-800-654-5984 or PA Relay 71

or

Director, Civil Rights Center  
U.S. Department of Labor  
200 Constitution Avenue, NW  
Room N-4123  
Washington, DC 20210  
(202) 219-7026  
TDD (202) 219-7003

Complaints filed by the complainant or his/her authorized representative must be filed in writing and must contain the complainant's and respondent's name and address, date alleged incident of discrimination occurred, a description of the allegations with enough detail to allow a determination by the Civil Rights Center (CRC) or Department of Labor & Industry about jurisdiction over the complaint, whether or not the complaint was filed in a timely manner, apparent merit, and, if true, whether the allegations would violate any of the nondiscrimination and equal opportunity provisions of WIA, and the complainants or his/her authorized representative's signature.

*Procedures for Complaint Processing at the Local Workforce Investment Area Equal Opportunity Officer Level*

Upon notification of a discrimination complaint, the LWIA EO Officer must inform the complainant of their right to file a complaint and have it investigated at the local, state or federal level. *All complaints filed with the LWIA Equal Opportunity Officer must be immediately reported to the EO Officer in the Department of Labor & Industry.*

*If the complainant elects to attempt resolution at the local level, the LWIA EO Officer, based on consultation with the State OEO, will conduct fact-finding/investigation at the local level in consonance with procedures outlined in the WIA.*

*The LWIA Equal Opportunity Officer shall meet with the complainant or his/her authorized representative within ten (10) business days from the date of receipt of the written allegations, to conduct a fact finding or investigation of the circumstances underlying the allegations and attempt to informally resolve the issue(s). The LWIA EO Officer's findings will be submitted in writing to the complainant not later than ten (10) business days following the fact-finding/investigation. The written notification shall include notice of the complainant's right to request a formal investigation by the EO Officer at the state level if a satisfactory resolution is not accomplished at the local level.*

*If the Complainant is dissatisfied with the attempted informal resolution, he/she must inform the LWIA EO Officer and the EO Officer at the State level within five (5) business days of receipt of the unsatisfactory decision and request a formal investigation by the State Equal Opportunity Office.*

*All complaints filed at the local level must be documented on the WIA/SESA local complaint log that is submitted to the State Equal Opportunity Office on a quarterly basis.*

Procedures for Complaint Processing at the Local Workforce Investment Area State Equal Opportunity Office Level

**Acceptance of Complaint**

If it is determined that the OEO has jurisdiction over the complaint/allegation filed, within ten (10) days of receipt, the Equal Opportunity Officer will send an acknowledgment of receipt of the letter to the complainant and advise him/her of the following:

- (1) Their right to be represented in the complaint process;
- (2) A list of the issues raised in the complaint;
- (3) A statement of whether the issue will be accepted for investigation or rejected by the OEO; if rejected, the reason for the rejection; and
- (4) The right to seek resolution through the Mediation/ Alternate Dispute Resolution (ADR) process. NOTE: If the complainant elects resolution through ADR, the complaint will be forwarded to a Mediator.

The Respondent will be notified that a complaint alleging discrimination has been filed and is being processed. He/she will also be advised if the complainant elects mediation as the means of resolution.

Otherwise the Equal Opportunity Officer will meet with the complainant and/ or his/her authorized representative and the respondent, within 15 days from the date of receipt of the written allegations, to initiate a fact finding or investigation of the circumstances underlying the allegations, and attempt to informally resolve the issue(s). If the complaint is resolved informally, the resolution will be documented and maintained in the OEO files.

If the Complainant is dissatisfied with the attempted informal resolution or prefers to have a formal investigation, an investigator will be assigned to the case. The investigator will interview the complainant, respondent and witnesses for both parties as identified by the parties. At the conclusion of the investigation, a *Notice of Final Determination* will be issued. *The Notice of Final Determination* will be strictly based on the evidence obtained during the investigation. The notice will be issued within 90 days of filing the complaint. The written notice will include, for each issue raised, a decision on the issue(s), an explanation of the reasons underlying the decision, or a description of the way the parties resolved the issue(s) and notification of recourse.

If by the end of the 90 days, the OEO has not completed processing the complaint or fails to issue a notice of Final Determination, the complainant or his/her representative may, within 30 days of the expiration of the 90-day period, file a complaint with the Director, Civil Rights Center (CRC) who may extend the 30 day time period for good cause shown.

If the Notice of Final Determination is issued during the 90-day period and the Complainant is dissatisfied with the decision, the complainant is advised of his/her right to file a complaint with the CRC within 30 days of the date on which the complainant received the *Notice of Final Determination*

### Non-Acceptance of Complaint

If a complaint is not within the jurisdiction of the OEO or CRC, is not timely filed, or does not have apparent merit, the complainant will be immediately notified in writing stating the reason for the lack of jurisdiction, i.e.

- ✓ the basis for the complaint is not covered by the prohibitions set forth by 29 CFR Part 37;
- ✓ the complaint was not filed within the prescribed 180-day time-frame or
- ✓ the complaint is against an entity that is not a recipient of WIA Title I financial assistance as defined by 29 CFR Part 37.

If the complaint is not within the jurisdiction of the Office of Equal Opportunity or the Civil Rights Center, but within the jurisdiction of another federal grant making agency, the complaint will be returned to the complainant, stating the reason(s) for the lack of jurisdiction. The complainant will be advised of the appropriate agency that handles the complaint.

If a complaint alleges discrimination by an entity that operates a program or activity financially assisted by a federal grant agency other than DOL but participates as a partner in a CareerLink, the following will apply:

- ✓ If the complaint alleges discrimination on a basis prohibited by Section 188 or Civil Rights laws, the OEO and the grant making agency will have dual jurisdiction over the complaint.

If the complaint alleges discrimination on a basis that is prohibited by Section 188 of WIA but not by any Civil Rights laws enforced by the federal grant-maker, the complaint will be referred to CRC who has sole jurisdiction over the complaint.

PA CareerLink Staff Complaints Form

Name:	
Job Title :	Partner Affiliation:
PA CareerLink Site:	Phone Number :

What is your complaint? (Please continue on a separate sheet if required)

Have you spoken to the PACL Administrator about your complaint?	Yes	No
-----------------------------------------------------------------	-----	----

Date you spoke to the PACL Administrator

If you have not spoken to the PACL Administrator please explain why not:

If you have spoken to the PACL Administrator please explain why you are not satisfied with their response

Do you have any suggestions on rectifying this matter?

## Staff Complaints Form (cont.)

### TYPES OF COMPLAINTS

- **Direct Discrimination.** Direct discrimination means refusing to employ someone, or offer them training or promotion, explicitly on the grounds of their race, gender, sexuality or disability. This can be expressed in various ways - fear of their being victimized; "customers wouldn't like it, etc. The key question in a direct discrimination claim is 'why the staff member received less favorable treatment?' Was it on the grounds of gender, race, disability, sexuality, etc? Or was it for some other reason? If gender/race grounds were the reason for the less favorable treatment, direct discrimination is established. The reason why the discriminator acted on gender/race grounds is irrelevant. Conscious motivation is not required. An inference can be drawn from primary facts where the manager's explanation is inadequate or unsatisfactory.
- **Indirect Discrimination.** Indirect discrimination occurs where some service within our site applies a requirement or condition which is such that the proportion of is one gender (or race) who can comply is considerably smaller than the proportion of the other gender (or race) - it cannot be justified and it is to the person's detriment.
- **Direct Disability Discrimination.** This occurs if our site discriminated against a disabled person if, for a reason which relates to the disability, they treat him/her less favorably than they treat (or would treat) others to whom that reason does not (or would not) apply, and the manager cannot show that such treatment is justified. A manager is under a duty to take reasonable steps (adjustments) to prevent any arrangements, or any physical features of the premises, from placing a disabled person at a substantial disadvantage compared to those who are not disabled. Failure to comply with this duty amounts to discrimination unless it can be justified.
- **Victimization: Race, Sex and Disability.** Victimization is unfair treatment of anyone who has brought a complaint under race, sex or disability discrimination legislation. It is specifically included in each of the relevant Acts and is treated as an additional offence, with extra penalties. It is sufficient for a complainant alleging victimization to establish that s/he had done a protected act (e.g. previously alleged that the colleague/manager had discriminated or given evidence in a discrimination case).
- **Health & Safety Complaints.** All staff members have a duty to protect themselves and others in the workplace and comply with the employer provision for health and safety. However should a member of staff encounter or be issued with an instruction that they feel puts them or others at risk, they should raise the matter with their manager. Our site must provide adequate training, supervision and maintain work equipment and the environment to comply with the Health and Safety at Work Act (1974) and other Employment Laws (Employment Rights Act 1996). Should line management

### Staff Complaints Form (cont.)

be unable to deal with the concerns, the worker could refuse to perform that particular task. The worker(s) should refer their complaint through the internal reporting system or Safety Committee. They can also make a complaint using this procedure.

- **Violence Complaints.** Our site recognizes violence and aggression as being any incident in which an employee is abused, including verbal abuse, bullied, harassed, threatened or assaulted in circumstances arising out of the course of his or her employment. Our site is under a duty both at common law and under Section 2 of the Health and Safety at Work Act to take adequate security precautions when it is reasonably foreseeable that employees may suffer violence in the course of their work. Where an employee is a victim of violence, and inadequate safety measures have been taken, the employee can claim damages for negligence and/or resign and claim constructive dismissal. Our site will meet its statutory obligations to conduct suitable and sufficient risk assessments, so as to ensure that violence and aggression in the workplace is reduced or eliminated where it is practicable. If a member of staff feels that their safety is compromised, they should refer their concerns through the internal reporting system or safety committee. They can also make an informal or formal complaint under this procedure.
- **Complaints about Racial Abuse.** An employer subjects an employee to racial abuse or harassment where the employer has control over the circumstances in which the abuse occurred sufficient to have prevented it happening. This includes where the alleged offender is not an employee. Failure to investigate a complaint of harassment could be found to be discrimination.
- **Harassment and Bullying.** Our site defines bullying as the misuse of power to intimidate somebody in a way that leaves them feeling hurt, vulnerable, angry, or powerless. Bullying can be carried out for example by colleagues, customers and managers. Our site defines harassment as any unwanted conduct affecting the dignity of men and women at work. It can include persistent, or a serious single incident of, unwanted physical, verbal and non-verbal conduct. The perception that some forms of behavior are "harmless fun" or "compliments" is not acceptable when they are unwelcome, offensive or not returned. Harassment can sometimes be unintentional. However, the determining issue is how the staff member is affected, not the intent. Therefore, it is important in relation to sexual harassment, to distinguish between relations entered into mutually by both parties and relations initiated by one party, which are not reciprocated.

## Appendix M: LWIA Individual Training Account (ITA) Policy

Individual training accounts (ITAs) can be used for tuition, books, uniforms, tools, and other required costs and fees associated with approved training programs, for a period of up to two years. Eligibility under the federal Workforce Investment Act (WIA) must be established for an individual to receive an ITA. Individuals in default of a student loan are not eligible. The maximum amount (cap) for ITAs is \$8,000. Training programs must be on the statewide training programs/providers list to be approved.

When ITA funds are limited, the following priority policies apply:

- Dislocated workers: Eligible customers whose primary residence is located in the Southwest Corner Workforce Investment Area – which includes Washington, Greene, and Beaver counties – are given priority.
- Adults: Eligible customers whose primary residence is located in the Southwest Corner Workforce Investment Area – which includes Washington, Greene, and Beaver counties – and who are economically disadvantaged are given priority. Customers who are employed can qualify for an ITA if they fail to meet our criteria for "self-sufficiency" which is based on the standard developed by PathWays PA.

Note: Our priority of service policy supersedes our self-sufficiency policy so lack of self-sufficiency does not guarantee receipt of an ITA.

## Appendix N: Self-Sufficiency Policy

The Southwest Corner Workforce Investment Board (SCWIB) defines "self-sufficiency" as the ability to meet one's own and one's dependents' basic needs – i.e., food, housing, clothing, health care, child care, taxes, and transportation – without relying on public assistance. The household earnings necessary to achieve self-sufficiency vary depending on individual circumstances, but is never less than 150 percent of the official poverty guidelines or Lower Living Standard Income Level as defined by the US Department of Health and Human Services and revised annually in accordance with Section 673 of the Omnibus Budget Reconciliation Act of 1998.

Note: The SCWIB priority of service policy supersedes the SCWIB self-sufficiency policy. Lack of self-sufficiency does not guarantee receipt of intensive and/or training services.

**SOUTHWEST CORNER WORKFORCE INVESTMENT AREA  
PROGRAM OVERSIGHT and MONITORING  
PROCEDURES MANUAL**

**INTRODUCTION:**

This manual outlines the oversight and monitoring procedures used to insure that Service Providers, Contractors, and CareerLinks of the Southwest Corner Workforce Investment Board are providing services that are in compliance with the Workforce Investment Act of 1998. A Risk Assessment will be done to determine High or Low risk. Low risk sites will be monitored at least every other year. Single Audits from Contractors will be reviewed each year. CareerLinks will be monitored once each year. This method will also help to identify those Service Providers in need of technical assistance. Forms to be used follow this general introduction.

**1. SCHEDULE OF SITE VISIT:**

Call or write to a site representative to schedule an appointment to review the following areas as applicable:

- a. Verify Agreements/Contracts/ITAs are on file, signed, and dated.
- b. Participant records for eligibility, attendance, and/or payroll.
- c. Equal Opportunity personnel and/or materials.
- d. Americans with Disabilities requirements.
- e. Fiscal Records to include account cards, financial aid records, pay records, deposit slips, etc.
- f. Interview participants.

**2. DESK REVIEW:**

A review of Agreements, Contracts, Fiscal records, and Reports submitted to fiscal agent will be conducted for Service Providers, Contractors, and On the Job Training Sites prior to the on-site visit. A Risk Assessment will also be completed prior to the visit.

**3. ON SITE REVIEW:**

Upon arrival at the site to be monitored, introduce yourself to the Site Representative, review questionnaire if already answered, and check ADA compliance.

Systems Review Questionnaires:

- a. Provision of Core Services
- b. Provision of Intensive Services
- c. Training Services
- d. Supportive Services
- e. On the Job Training
- f. Youth Activities

- g. Equal Opportunity/Affirmative Action/Grievance Procedures
- h. ADA compliance
- i. Customer Satisfaction

#### **4. SYSTEMS REVIEW:**

The Oversight Coordinator/Monitor will utilize the Monitoring Tool and Questionnaires as applicable to each program.

- a. Specific program
- b. Contract or Agreement
- c. Equal Opportunities
- d. ADA compliance
- e. Prevention of Fraud and Abuse

#### **5. PARTICIPANT INTERVIEWS:**

Participant Interviews will be conducted individually and privately, away from site staff or service provider. If the participant is not present during the site review, a questionnaire can be left at the site or sent to the participant for completion. Participants may also be interviewed by telephone. Questionnaires used for this purpose will address services received or receiving through WIA programs, services and activities.

#### **6. FISCAL REVIEWS:**

Fiscal Review Questionnaires will be completed as appropriate for the system(s) being monitored. These questionnaires will include:

- a. ITAs (on the State list)
- b. Service Providers
- c. Contractors
- d. On the Job Training (State and Local requirements)
- e. Attendance/Payroll Verification
- f. Summary of Questioned Costs Form

#### **7. MISCELLANEOUS:**

- a. A Fiscal Report will be completed prior to the site visit for each title/contract. Source for the report include invoices from the site or service provider submitted to the Fiscal Agent. The Oversight Coordinator would use this data to verify all costs while on the site. Review will include a minimum of one month of expenditures.
- b. In addition to the questionnaires the Oversight Coordinator will review a random sampling of participant records and any other documents dealing with the contract.

- c. Prior to the exit conference, evaluate all data from questionnaires and records. If necessary, get clarification from the site representative.
- d. Identify and recommend corrective action on any deficiencies and/or areas of concern noted during the review. Note these on the Exit Conference Worksheet.
- e. If there is evidence or information, which suggests possible fraud or abuse, reevaluate the data in question. If it still appears to be fraud or abuse, it must be documented and reported in accordance with current Policies and Procedures.

**8. EXIT CONFERENCE:**

An Exit Conference will be held in person or by telephone with the site representative after all interviews and reviews are completed.

- a. All findings and areas of concern will be discussed.
- b. Subrecipient response will be noted.
- c. Attendance/Payroll verification discrepancies will be noted.
- d. Site will be informed of any recommended corrective action(s).
- e. Monitored Site will respond, in writing, to any findings within thirty (30) working days.

**9. PREPATION OF THE OVERSIGHT/MONITORING REPORT:**

- a. Review and complete all forms.
- b. Compile report utilizing the following format:
  - i. Staff Response Form
  - ii. Oversight/Monitor Report
  - iii. Scope of Review
- c. Program Review
  - i. Program Review Questionnaire
  - ii. Participant Interviews
- d. Fiscal Review
  - i. Fiscal Questionnaire
  - ii. Oversight/Monitor Fiscal Report
  - iii. Summary of Questioned Costs (if any)
  - iv. Attendance/Payroll Verification
- e. Desk Review
- f. Findings and Recommendations, as applicable
- g. Any Attachments
- h. Exit Conference

**10. REPORTS TO WORKFORCE INVESTMENT BOARD:**

All site monitoring reports will be submitted to the Workforce Investment Board at the quarterly board meeting. This is to include all reports of sites monitored since the last WIB meeting.

11. **STAFF RESPONSE:**

- a. This form is to ensure that the President and Vice President are aware of any problems at a particular site and that they are in agreement with the Oversight Coordinator/Monitor's Report.
- b. The Report will first go the President, then Vice President, and thirdly to the Site. In the event there is a finding, the Site representative will also be notified to assist in corrective action.
- c. If the President and Vice President are in agreement with the report, it is signed, dated, and returned to the Oversight Coordinator.
- d. If either or both is/are in disagreement with the report, they must state their reason on the form and return it to the Oversight Coordinator for re-evaluation. If the Oversight Coordinator still determines that it is a finding, it will be resubmitted to the President for a final determination.
- e. The completed Report will be signed by the President and Vice President and sent to the monitored Site, within thirty (30) working days.

12. **SUBMISSION OF REPORT:**

The following will be sent to the Site via e-mail:

- a. Oversight Coordinator/Monitor Report
- b. Summary of Questioned Costs, if any
- c. Findings and Recommendations, as applicable

13. **SITE RESPONSE:**

If there is a finding, the Site must respond, in writing, to WGCJTA, Inc. within thirty (30) working days as to any corrective action taken or planned. If no response is received, the President will contact the Site representative by telephone, followed by written notice about their response. If still, no response is received within fifteen (15) days, the President will determine whether the Site will be given additional time to respond or to begin Termination Proceedings or any other appropriate action against the Site.

14. **FINAL DETERMINATION:**

- a. If the Site is in agreement with any finding(s) and takes the recommended corrective action, no Final Determination is necessary. The Oversight Coordinator will conduct a follow-up review.
- b. If the Site is not in agreement with the report, the Oversight Coordinator will re-examine the findings. If necessary, another visit will be conducted to

examine the data relating to the finding(s). The Oversight Coordinator will issue another report stating whether the finding is still valid or not.

- i. If invalid, the Site will be informed in writing that the finding is invalid and no response is necessary.
- ii. If valid, the Site will be informed that it must comply or the President of WGCJTA, Inc. will take further action.

15. **FOLLOW-UP REVIEW:**

- a. Within ninety (90) days of the Site Response approval, the Oversight Coordinator will conduct a follow-up visit to ensure that the corrective action was taken. The Follow-Up Review Form will be utilized.
- b. If the finding is due to a reporting requirement, a follow-up can be conducted in-house. The Site will be informed by e-mail of the outcome. For all other findings, an on Site follow-up will be conducted.
- c. The Follow-Up Report will be completed and submitted for approval, utilizing the Staff Response Form.
- d. When the Report is approved, the Site will be sent a Follow-Up Review Report.
- e. If the Site is still deficient, the President will determine what action is to be taken.
- f. If corrective action has been taken on all deficiencies and the Follow-Up Review has been completed, the monitoring process is complete.

16. **OJT CONTRACT REVIEW:**

- a. An on Site visit will be conducted to verify Contracts and Requirements are being followed.
- b. Participant Interview(s) will be conducted.
- c. Payroll Verification will be matched to invoices.
- d. Verify Job Description and Training Outline.
- e. Site Satisfaction Interview.

17. **YOUTH PROGRAMS:**

In School, Out of School, and Year Round Youth Programs will be monitored using Youth Training Program Procedures.