

**South Central
Workforce Development
Planning Region**

Local Workforce Development Areas:

Lancaster County

SCPa Works

Workforce Innovation and Opportunity Act

Multi-Year Regional Plan

Program Years 2017-2020

Effective 1/1/2020

Modification released for public comment on August 30, 2019

Additional modifications on October 9, 2019

Region Workforce Development Area name: South Central Workforce Development Planning Region (SCWDPR)

Effective Date: January 1, 2020

1.1. Identification of the region.

- Name of the Region: South Central Workforce Development Planning Region (SCWDPR)
 - Local Workforce Development Areas:
 - South Central PA Works (Adams, Cumberland, Dauphin, Franklin, Juniata*, Lebanon, Perry, and York counties)
- *NOTE: For regional plan purposes, Juniata is not part of the South Central PREP Region but is part of the Central PREP Region.
- Lancaster (Lancaster County)
 - Key Regional Committee Members:
 - Jesse McCree (South Central PA Works)
 - Cathy Rychalsky (Lancaster WDB)
 - Key Region Committee Meeting Dates
 - The SCPA Works Planning Committee met various times in order to prepare for this plan. Specific dates of meeting include:
 - March 21, 2017—regional stakeholders meeting
 - March 27, 2017—meeting with Directors to discuss planning activities
 - April 13, 2017—meeting to review and discuss plan activities
 - May 11, 2017—meeting with Directors to discuss and update planning activities
 - June 14, 2017—attend PA L&I Planning Meeting; discussion with each Director regarding plan activities
 - July 10, 2017—meeting with Directors to discuss and update planning
 - October 9, 2019 – meeting of WDB directors to discuss modifications to the regional plan, including regional strategy and planning

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

(Overall, the composition, trends and key characteristics of the South Central Workforce Development Planning Region (SCWDCPR) has not changed substantially since the initial regional plan was created in 2017.)

The South Central Pennsylvania Regional Labor market is a growing labor market for employers and sectors and comparatively low unemployment of 3.6%. The Region also has populations with significant barriers to employment across a diverse labor force. The key employer needs focused on the identified sectors and their priority occupations and required skills require a strong and collaborative regional approach coupled with distinct local solutions for a successful matching of employer needs with job seeker skills.

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

OVERVIEW

The South Central Workforce Development Area is comprised of SCPA Works and Lancaster local Workforce Development Areas, which are comprised of the counties of Adams, Cumberland, Dauphin, Franklin, Juniata, Lebanon, Lancaster, Perry, and York. Overall, it is home to 1,977,268 citizens¹. With a ~~2016-2019~~ labor force of ~~1,011,029~~ ~~1,028,700~~ the largest sector is Health Care and Social Assistance employing 133,752 workers, represents 9% of the Gross Regional Product (GRP), with average earnings of \$56,178. The next largest sectors include Government (which includes education and law enforcement) (employs 123,355 workers, represents 12% of the GRP, with average earnings of \$73,735) and Manufacturing (employs 118,026 workers, represents 16% of the GRP, with average earnings of \$65,311)².

POPULATION

The population in the South Central Region is estimated to have increased from 1,913,121 in 2010 to ~~1,977,268~~ ~~935,926~~ in 201~~97~~, resulting in a growth of 3.4%. Over the next five years, the population is projected to grow by 2.2%. When looking at the state, the population is estimated to have increased from 12,702,379 in 2010 to 12,822,858 in 2017, resulting in a growth of 0.9%. Over the next five years, the population is projected to grow by 0.8%.

In ~~2017~~2019, the median age for the South Central Region is 40.6, while the average age is 40.5. Five years from now, the median age is projected to be 41.1. Comparatively, the current year median age for the state is 40.9, while the average age is 41. Five years from now, the median age is projected to be 41.6.

Most of the South Central Region's ~~2017-2019~~ estimated population is White Alone (85.6%), 6.1% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 2.3% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.3% are Some Other Race, and 2.5% are Two or More Races.

The state is more diverse than the region where 79.8% are White Alone, 11.2% are Black or African American Alone, 0.2% are American Indian and Alaska Nat. Alone, 3.4% are Asian Alone, 0.0% are Nat. Hawaiian and Other Pacific Isl. Alone, 3.0% are Some Other Race, and 2.3% are Two or More Races. This region's current estimated Hispanic or Latino population is 8.0%, which is just above the state (7.2%).

¹ Population estimates per Claritas

² EMSI, 2017

HOUSEHOLDS

The number of households in the South Central Region is estimated to have increased from 742,391 in 2010 to 770,047 in ~~2017~~2019, resulting in an increase of 3.7%. Over the next five years, the number of households is projected to increase by 2.3%. When looking at the state, the number of household is estimated to have increased from 5,018,904 in 2010 to 5,099,166 in 2017, resulting in an increase of 1.6%. Over the next five years, the number of households is projected to increase by 1.1%.

EDUCATION

A slightly smaller percentage of the region's population has earned an advanced degree (24.7%) when compared to the state (28.5%). The region has a higher percentage who did not graduate high school (12.7%) than the state (10.8%). Currently, it is estimated that 6.6% of the population age 25 and over in the region had earned a Master's Degree, 1.6% had earned a Professional School Degree, 0.9% had earned a Doctorate Degree and 15.6% had earned a Bachelor's Degree. In comparison, for the state, it is estimated that for the population over age 25, 8.0% had earned a Master's Degree, 1.8% had earned a Professional School Degree, 1.4% had earned a Doctorate Degree and 17.3% had earned a Bachelor's Degree.

INCOME

In ~~2017~~2019, the average household income is estimated to be \$76,251, which is just below the state (\$77,810). The average household income in the South Central Region is projected to change over the next five years, from \$76,251 to \$81,785. The average household income in the state is projected to change over the next five years, from \$77,812 to \$84,180.

HOUSING

Most of the dwellings in the region (71.5%) are estimated to be Owner-Occupied for the current year, which is slightly higher than the state (69.5%). The majority of housing units in this region (19.7%) are estimated to have been built between 1939 or Earlier for the current year, which is less than the state with one in four (25.7%) built during the timeframe.

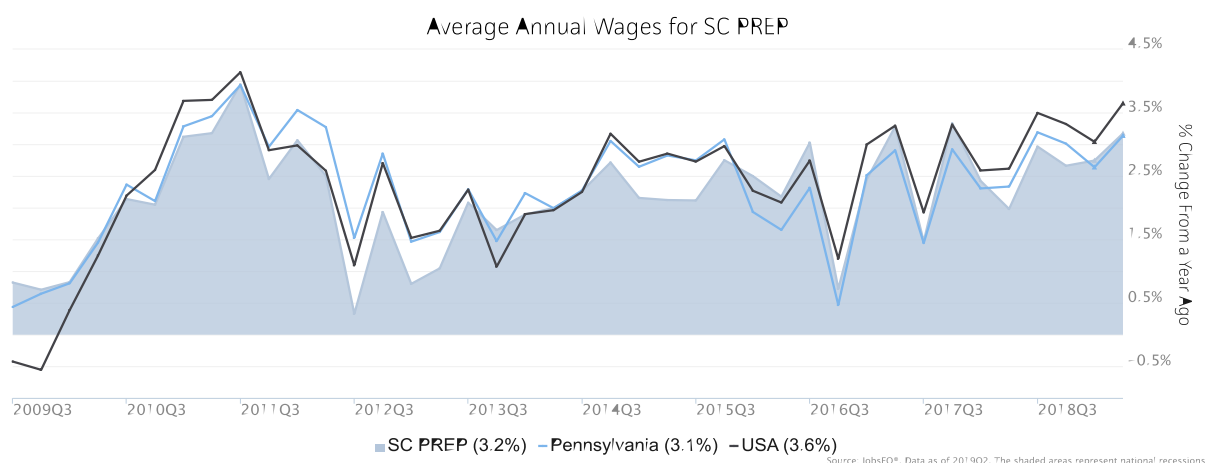
EMPLOYMENT

For the South Central Region, when looking at the employment status of the population age 16 and over more individuals are employed (61.2%) than in the state (57.7%). For the South Central Region: 0.1% are in the Armed Forces, 61.2% are employed civilians, 4.2% are unemployed civilians, and 34.5% are not in the labor force. For the state, the employment status of the population age 16 and over is as follows: 0.0% are in the Armed Forces, 57.7% are employed civilians, 5.0% are unemployed civilians, and 37.3% are not in the labor force.

In the region, more individuals hold blue collar occupations (25.2%) compared to the state (21.3%). A slightly smaller number hold white collar occupations (57.2% compared to 60.6% in the region) and 17.6% are occupied as service & farm workers compared to 18.1% in the state.

The highest percent are employed in Office and Administrative Support (14.1%) and Sales and Related Services (9.8%), which is also the highest in the state (13.8% and 10.3% respectively).

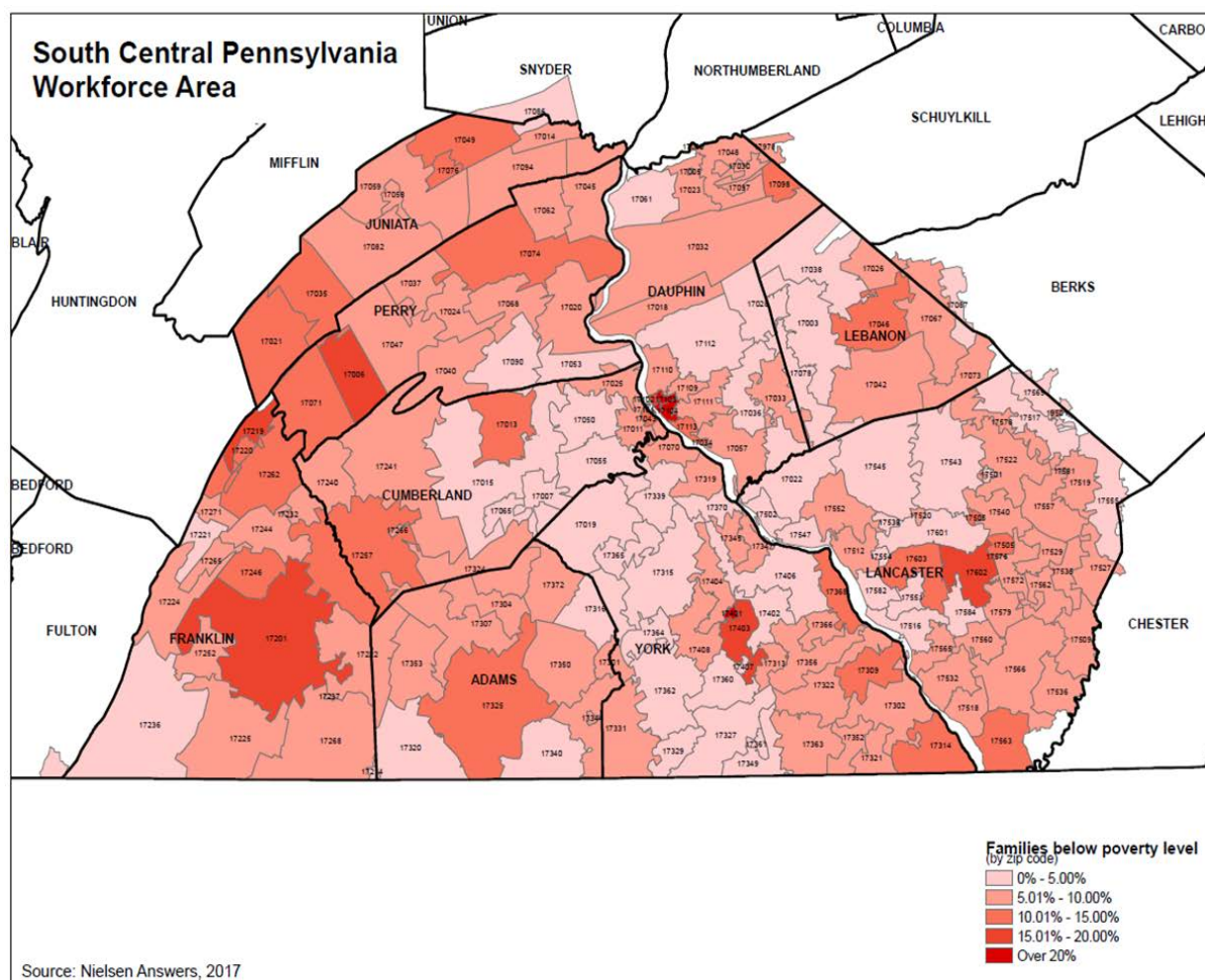
Wage Trends



The average worker in the South Central Region earned annual wages of \$48,532 as of 2019Q2. Average annual wages per worker increased 3.2% in the region over the preceding four quarters. For comparison purposes, annual average wages were \$57,025 in the nation as of 2019Q2.

POPULATION WITH BARRIERS

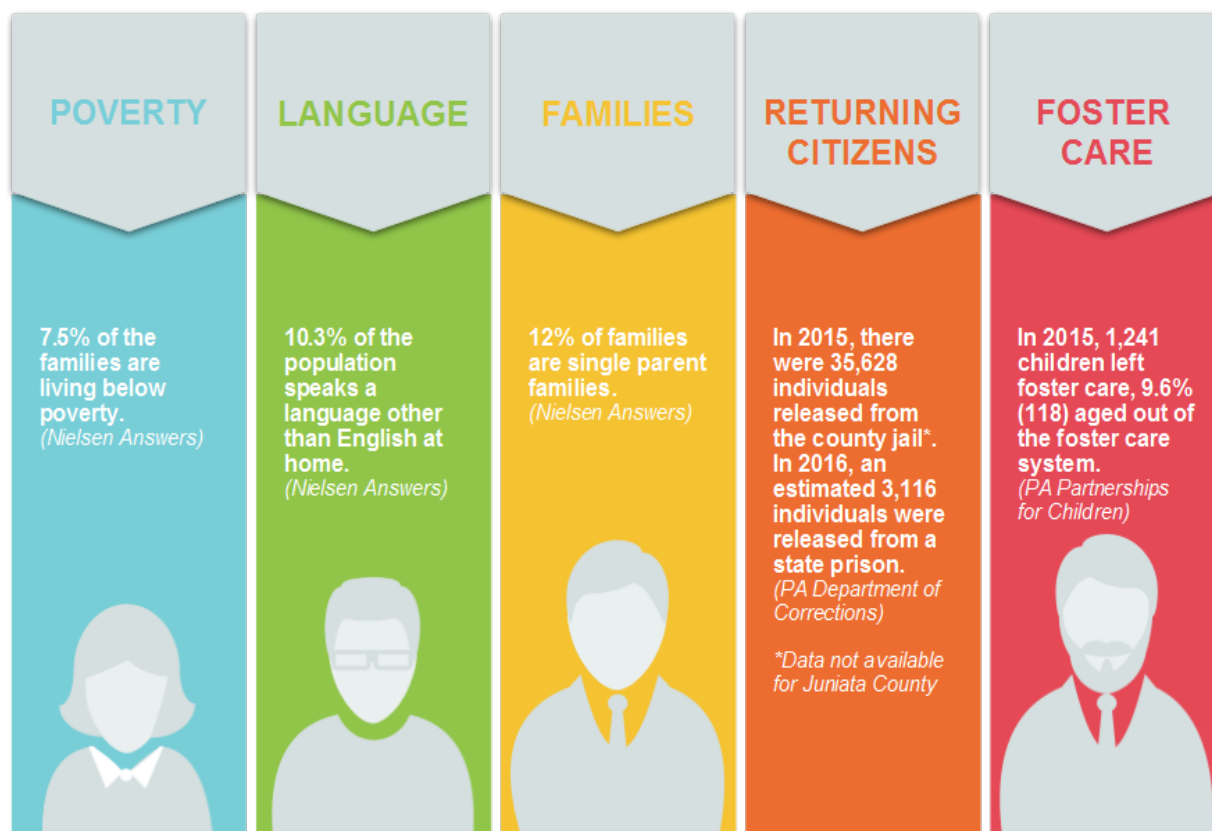
Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the region, 7.5% of families are living in poverty. There is a portion of Dauphin County (select Harrisburg zip codes) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 12.0% of households in the county considered single parent households.



According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In the South Central region, in 2016 there were 3,116 individuals released from a state prison.

Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college

degree, while 36% of youth in the general population had done so. In the region, approximately 118 children age out of foster care each year.



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

When looking at the region, 5.2% of those employed have a disability, while 15.1% of those unemployed have a disability. In the region unemployment is 151.0% higher for those with a disability (14.6%) compare to those without a disability (5.8%). There are also 15,465 students receiving services through the local Intermediate Units, with over half (53.6%) of those students having a learning disability, 8.2% have an intellectual disability, 1.1% have a speech/language impairment, 13.3% have emotional disturbances, 13.7% have health implications and 9.1% have autism.

According to Youth. Gov., the high social and economic costs of teen pregnancy and child-bearing can have short- and long-term negative consequences for teen parents, their children, and

their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents.

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

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:

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

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

In the region, in 2017 the teenage pregnancy rate was 2.6%, there were 9,427 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 4,141 youth had a juvenile disposition in 2015, and there were 4,138 births to mothers with less than a high school education.

PY 2017-2020 WIOA Multi-Year Regional Plan

SOC	Description	2016 Jobs	2021 Jobs	2016 - 2021 Change	2016 - 2021 % Change	Annual Openings	COL Adjusted Median Hourly Earnings	Typical Entry Level Education
11-3071	Transportation, Storage, and Distribution Managers	800	856	56	7%	30	\$40.38	High school diploma or equivalent
11-9061	Funeral Service Managers	64	69	5	8%	2	\$33.74	Associate's degree
15-1152	Computer Network Support Specialists	949	980	31	3%	21	\$27.90	Associate's degree
29-1124	Radiation Therapists	119	129	10	8%	5	\$32.51	Associate's degree
29-1126	Respiratory Therapists	632	690	58	9%	27	\$26.81	Associate's degree
29-2021	Dental Hygienists	1,563	1,681	118	8%	51	\$30.02	Associate's degree
29-2032	Diagnostic Medical Sonographers	365	410	45	12%	17	\$27.88	Associate's degree
29-2033	Nuclear Medicine Technologists	118	120	2	2%	3	\$30.50	Associate's degree
29-9099	Healthcare Practitioners and Technical Workers, All Other	139	155	16	12%	6	\$27.10	Postsecondary nondegree award
33-1011	First-Line Supervisors of Correctional Officers	149	152	3	2%	5	\$34.84	High school diploma or equivalent
33-1021	First-Line Supervisors of Fire Fighting and Prevention Workers	78	80	2	3%	4	\$29.66	Postsecondary nondegree award
47-2011	Boilermakers	103	105	2	2%	2	\$27.11	High school diploma or equivalent
49-1011	First-Line Supervisors of Mechanics, Installers, and Repairers	3,018	3,151	133	4%	89	\$27.66	High school diploma or equivalent
49-2021	Radio, Cellular, and Tower Equipment Installers and Repairs	92	101	9	10%	3	\$28.95	Associate's degree
49-2093	Electrical and Electronics Installers and Repairers, Transportation Equipment	76	84	8	11%	3	\$27.30	Postsecondary nondegree award
49-2095	Electrical and Electronics Repairers, Powerhouse, Substation, and Relay	149	155	6	4%	4	\$32.33	Postsecondary nondegree award
49-9012	Control and Valve Installers and Repairers, Except Mechanical Door	114	122	8	7%	7	\$27.85	High school diploma or equivalent
49-9051	Electrical Power-Line Installers and Repairers	750	903	153	20%	66	\$33.76	High school diploma or equivalent
51-2011	Aircraft Structure, Surfaces, Rigging, and Systems Assemblers	71	97	26	37%	7	\$27.30	High school diploma or equivalent

Regional Employer Demand

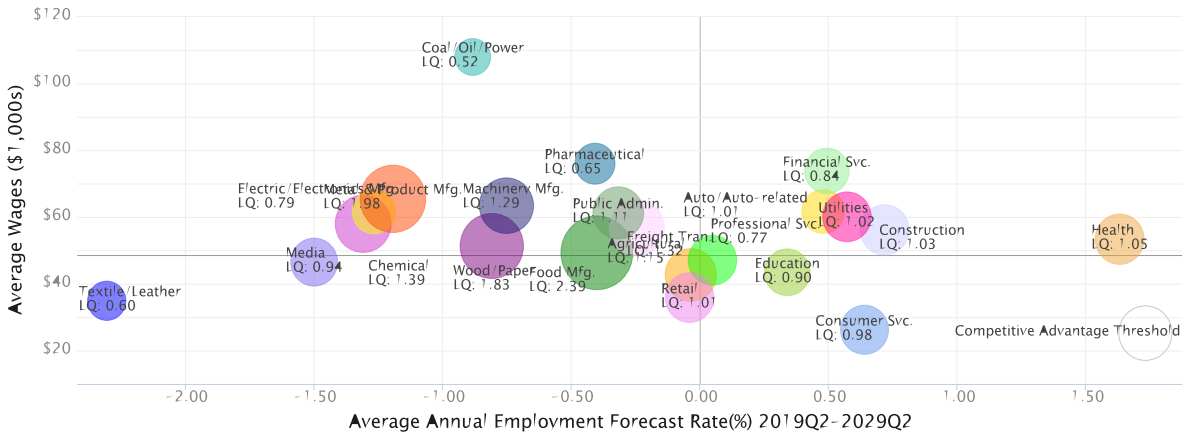
The South Central Workforce Development Planning Region has a significant and growing employer base. Comparing the density of the employment concentration (through Location Quotients), concentrated employment opportunities in the region and historical and emerging sector trends help better understand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

High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. In the region Wood, Wood Products and Publishing, Agriculture and Food Production and Logistics and Transportation are the largest sectors with the highest LQs in the individual workforce areas. Industry Clusters

A cluster is a geographic concentration of interrelated industries or occupations. The industry cluster in the South Central region with the highest relative concentration is Food Mfg. with a location quotient of 2.39. This cluster employs 26,525 workers in the region with an average wage of \$49,327. Employment in the Food Mfg. cluster is projected to contract in the region about 0.4% per year over the next ten years.

PY 2017-2020 WIOA Multi-Year Regional Plan

Industry Clusters for SC PREP as of 2019Q2



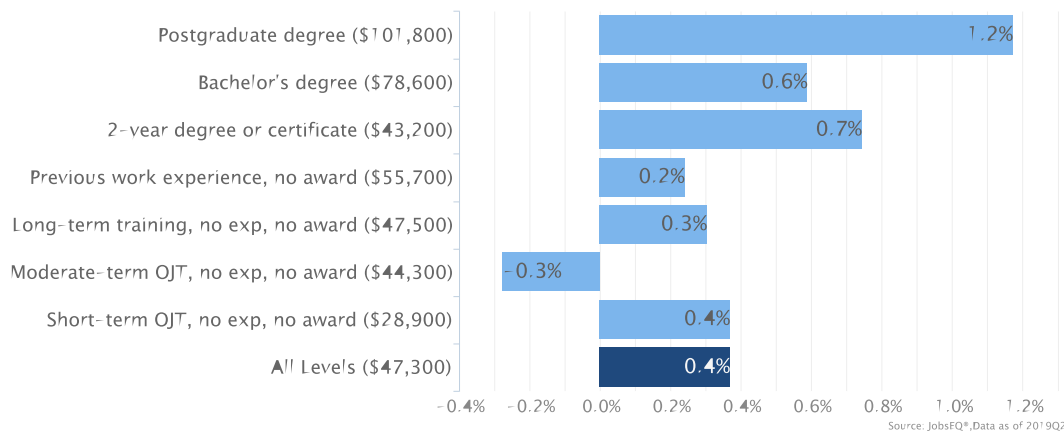
Industry Cluster Statistics for Total South Central Workforce Development Planning Region												
	Agriculture and Food Processing	Advanced Manufacturing	Building and Construction	Biomedical	Business Services	Education	Energy	Health Care	Hospitality, Leisure & Entertainment	Logistics & Transportation	Real Estate, Finance & Insurance	Wood, Wood Products & Publishing
2015 Employment	49,504	70,135	64,941	5,252	78,243	70,908	17,627	133,812	92,553	50,861	35,989	25,794
Employment Growth (2010-2015)	2,865	3,592	2,177	-687	8,666	-3,649	241	7,923	4,242	8,506	750	-1,617
2010 employment	46,639	66,543	62,764	5,939	69,577	74,557	17,386	125,889	88,311	42,355	35,239	27,411
Percent Growth (2010-2015)	6.14%	5.39%	3.47%	-11.57%	12.40%	-4.89%	1.39%	6.29%	4.80%	20.08%	2.13%	-5.90%
Lancaster County WDA Location Quotient	2.03	1.33	1.47	0.48	0.61	0.78	0.56	1.09	0.92	1.21	0.79	2.78
South Central WDA Location Quotient	1.44	0.98	1.04	0.54	0.74	0.88	1.09	1.05	0.87	1.85	0.76	1.69

Source: Quarterly Census of Employment and Wages

Education Levels

Expected growth rates for occupations vary by the education and training required. While all employment in the South Central Region is projected to grow 0.4% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 1.2% per year, those requiring a bachelor's degree are forecast to grow 0.6% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.7% per year.

Annual Average Projected Job Growth by Training Required for SC PREP



~~According to EMSI, when looking at Location Quotient by industry the region is heavily clustered in: Military Armored Vehicle, Tank, and Tank Component Manufacturing (LQ=44.10) and Chocolate and Confectionary Manufacturing from Cacao Beans (LQ=41.79).~~

~~Additionally, the region is heavily clustered with Manufacturing and Mining and Quarrying industries. The region is heavily clustered in:~~

- ~~• Military Armored Vehicle, Tank, and Tank Component Manufacturing~~
- ~~• Chocolate and Confectionary Manufacturing from Cacao Beans~~
- ~~• Other Guided Missile and Space Vehicle Parts and Auxiliary Equipment~~
- ~~• Motorcycle, Bicycle, and Parts Manufacturing~~
- ~~• Current Carrying Wiring Device Manufacturing~~

Another way to measure the skills gap is to compare current educational attainment levels with projected employment growth by educational level. The need for workers with an advanced degree and positions with long term training needs are projected to grow the most. It is projected that 17.7% of occupations will require a Bachelor's Degree, while currently on 15.6% of the population holds that degree.

2017 Est. Pop Age 25+ by Edu. Attainment	1,356,036	
Less than 9th grade	62,810	4.63%
Some High School, no diploma	110,039	8.11%
High School Graduate (or GED)	536,128	39.54%
Some College, no degree	209,531	15.45%
Associate Degree	103,026	7.60%
Bachelor's Degree	211,375	15.59%
Master's Degree	89,926	6.63%
Professional School Degree	21,172	1.56%
Doctorate Degree	12,029	0.89%

Source: Claritas, 2017 estimates

Employment Growth Rates by Educational Attainment Level for Total South Central Including Lancaster County

Area	Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
Total South Central	On-the-job training	482,620	503,100	4.2%
Total South Central	Long-term training	50,600	55,240	9.2%
Total South Central	Some PS education or past experience	147,460	157,510	6.8%

Total South Central	Associate degree	19,510	20,970	7.5%
Total South Central	Bachelor's degree	157,030	166,190	5.8%
Total South Central	Advanced degree	33,390	36,690	9.9%

Source: Center for Workforce Information and Analysis

Analyzing job postings lets us see the type of skills and certifications our employers are searching for in a candidate. Candidates with recruitment, management, training, sales, scheduling and leadership are frequently sought after. Commercial Drivers License and Registered Nurse are the most requested certifications.

Top Hard Skills

Skill	Postings with Skill
Recruitment	161,820
Management	139,612
Training	130,060
Sales	110,643
Driving	108,584
Customer Service	94,567
Retailing	86,607
Insurance	86,430
Communications	72,223
Operations	66,704

Source, EMSI 2017

Top Soft Skills

Skill	Postings with Skill
Scheduling (Project Management)	139,510
Leadership	48,387
Leading	35,220
Learning	21,804
Coordinating	15,105
Listening	13,365
Cleanliness	10,387
Ethics	10,239
Mental Health	7,376
Creativity	6,497

Source: EMSI, 2017

Top Certifications

Certification	Postings with Certification
Commercial Driver's License (CDL)	145,457
Registered Nurse	24,888
Licensed Practical Nurse	9,917
Nurse Practitioner	5,031
Board Certified	4,531

Certified Nursing Assistant	2,311
Transportation Worker Identification Credential (TWIC) Card	2,042
Licensed Vocational Nurses	1,915
Certified Benefits Professional	1,404
Medical License	1,391

Source: EMSI, 2017

Key Sectors

The following sectors account for the largest amount of jobs in the region.



Health Care and Social Assistance

- Has the highest number of jobs and is projected to continue to grow (currently employs 10% above the national average)
- Registered Nurses is a top occupation in the region and Registered Nurses continues to be a top job posting
- Employs the highest paying occupations
- Personal Care Aides and Registered Nurses are among the fastest growing occupations as well as High Priority Occupations
- Registered Nurse, Licensed Practical Nurse, Nurse Practitioner, Certified Nursing Assistant, Licensed Vocational Nurse, Medical License, Family Nurse Practitioner and

- Patient Care Technician are among the top certifications requested by employers
- Currently training employees at a rate faster than needed to meet regional demand

Government

- One of the top employing industries in the region, although is projected to decline
- Number of jobs in this sector is 17% below the national average
- Teaching occupations make up the majority of employment opportunities in this sector
- The top 5 occupations in this sector have experienced a decline in the past 5 years and that decline is projected to continue over the next 5 years
- The regional training programs related to education are graduating fewer candidates than are needed to meet regional demand
- Residents are leaving the region to seek employment opportunities in this sector
- Accounts for highest amount of region's exports and imports

Manufacturing

- One of the top employing industries in the region and employs 53% above the national average (although is declining)
- When looking at Location Quotient, Manufacturing is heavily clustered in the region (and more so in Juniata County than the other counties)
- Most entry level occupations require a high school diploma or equivalent
- Manufacturing has the greatest economic impact on the region
- Laborers and Freight, Stock, and Material Movers, Hand is the fastest growing occupation in the region
- Workers are likely commuting into the region for employment opportunities
- Accounts for 14% of regional unemployment, which is higher when compared to the state (8%)

Retail Trade

- One of the largest employers and is projected to remain fairly consistent over the next few years
- Retail Salespersons, Cashiers, Stock Clerks and Order Fillers and Customer Service Representatives are among the largest occupations
- Stock Clerks and Order Fillers and Cashiers are among the fastest growing occupations
- First-Line Supervisors or Retail Sales Workers, Retail Salespersons, Cashiers, Customer Service Representatives, and Stock Clerks and Order Fillers are among the top posted positions
- Sales, customer service, and retailing are among the top skills employers look for
- While this industry tends to hire large numbers of employees and positions are accessible to those with minimal education, they do not offer family sustaining wages

The labor market in the South Central Workforce Development Planning Region offers tremendous opportunity for employment for individuals with its diverse economy based upon diverse employment sectors including Health Care, Government, Manufacturing and Retail Trade. Further research and analysis will identify sub-sectors that could include Advanced Manufacturing, Food Processing, and Information Technology. With a majority of the education and training requirements for jobs being WIOA-friendly work-based learning (including On-the-

Job Training, Long-Term Training, or some Post- Secondary or Prior Experience), this bodes well for considering increasing emphasis on Apprenticeship type programs and Incumbent Worker Training.

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

South Central PA Works and Lancaster WDB must be impactful, accessible, and driven to invest in our region's most important resource, its people, and particularly our young adults and individuals with barriers to meaningful employment. In light of the low unemployment rate, South Central WDB and Lancaster WDB recognize the collective need to be a catalyst for bringing those with barriers to employment into the labor force through harnessing employer demand for previously untapped labor pools. Currently, the surplus of job openings in relation to those officially considered unemployed puts into sharp focus our regional goal to help remove barriers and unlock a collection of talent for regional businesses.

We believe that in order to drive economic progress and success, we must build a strong foundation that supports our region as a place where the opportunity for growth and prosperity exist for all. Developing and investing in this foundation is central to the success of the region's workforce development system. Both SCPa Works and Lancaster WDB have recommitted ourselves to a mission focused on unlocking the human talent that drives the development of businesses, individuals, and ultimately our region.

The South Central Workforce Development Planning Region Workforce Board Directors convened a meeting of stakeholders to discuss and prioritize the key workforce development issues for the region. Among the key Regional Strategic Priorities (and scoring highest in the prioritization) included:

- Working on soft skills; working to embed in the school systems and hold student accountable
- Address basic skills remediation needs of job seekers
- Improve and enhance incumbent worker training and keep current employees well trained
- Work together to combine ideas, break out of the silos
- Educate and change the attitudes of students in school and their parents to see more than college as an option for good career focused jobs
- Raise the awareness among the system of the skill gaps prevalent in the region.

These priorities (and others) have caused the South Central region to examine their strategic efforts and has resulted in the SCWDPR charting a new strategic direction in our effort to be impactful, accessible, and driven to invest in our region's businesses and people. We are pursuing new solutions that, among others:

- Reform the process for job-seekers, particularly those with barriers to employment, to find, prepare for, and acquire employment in growing local industry clusters by investing in employer-designed curriculums and short- term training programs;
- Be a convener and a catalyst for regional businesses to reach and retain previously untapped labor pools by providing work-ready investments, demand-driven short-term training and supportive services that help workers stay employed;
- Identifying strategies for better serving, training and up-skilling the working poor, sometimes referred to as ALICE (asset-limited, income-constrained, employed). These individuals are working jobs that often are low-paying, and therefore do not qualify for public assistance programs such as WIOA. We believe this population can be more effectively served by the public workforce system.
-
- Attract Local, State, and National level resources that align with the needs of our region and provide flexibility to explore innovative programming models and implement promising national practices;
- Strengthen relationships with our business community to clearly understand current and projected labor demand, support sector-driven training models that lead directly to employment, and invest in the development of our future workforce.
- Bridge the gap between education and labor by working directly with school districts, Intermediate Units, Post-Secondary Institutions and community organizations to cultivate our local youth talent pipeline.

● The SCWDPR intends to hold bi-annual regional stakeholder meetings to discuss these issues. Additional topics that will be considered in 2020 will be transportation and the issues surround spatial mismatch. Spatial mismatch is a mismatch between where jobs are located and where job seekers live is pervasive and contributes to unemployment and longer periods of joblessness for job seekers. This phenomenon is particularly acute for low-income residents who earn hourly wages. Spatial mismatch highlights the lack of transportation connections, significant geographic gaps between where employers operate and where their likely employees reside, and, at times, the poor quality of the job that does not justify long commutes for job seekers. South Central regional leaders are highly aware of these challenges and the respective WDB leaders will identify ways we can help to alleviate these concerns for our region's workforce.

The SCWDPR has worked and will continue to work closely with their economic development partners both through Partners for Regional Economic Performance (PREP) (see below in Section 1.4) to confirm the economic development priorities. As an example of the integration with economic development, the SCPa Works recently awarded the Capital Region Economic Development Council (CREDC) the One Stop Operator contract. This is a deliberate and planned effort to engage in a real-time manner the regional economic development system in the American Job Center/ PA CareerLink®

system. Similar collaboration will occur in the Lancaster Workforce Development Area.

In addition, the planning region has had tremendous success with the Engage! program, funded through the Department of Community and Economic Development (DCED). This program provided \$375,000 to implement a regional business calling program that leverages the expertise of local economic development corporations, the regional public workforce development system and the numerous PREP partners that provide value-add services to regional businesses. As a region, we made nearly 400 business calls with completed surveys and provide follow-up and aftercare services to any interested company. SCPa Works, Lancaster WDB and PREP group strongly believe that a successful business calling and retention program must focus on 1) effectively targeting businesses in key growth sectors in our region; and 2) placing emphasis on developing and implementing aftercare plans (including referrals and technical assistance) that effectively respond to company needs; and 3) matching and aligning public resources to provide deeper business engagement and better return on investment. [JM1]

The SCWDPR also works with the South Central Assembly (<http://www.southcentralassembly.org/>) to identify and address critical needs of the region including areas such as transportation and housing. The South Central Assembly is a consortia of regional agencies and organizations that meet regularly to discuss strategies and potential policy solutions to some of the challenges in South Central PA regarding access to transportation and housing. Both the Directors of South Central PA Works and the Lancaster County Workforce Development Board attend these meetings and have regular connection with these leaders.

1.4. Describe the regional service strategies aimed at achieving the vision and goals established for the region.

By developing stronger partnerships with the Partners for Regional Economic Performance (PREP), SCPa Works is undertaking a significant project to better integrate workforce development and economic services. Because the PREP region is exactly the same of the SCWDPR, we realize the advantage of an effort to integrate business services into one, cohesive unit that is held accountable to both workforce and economic development. Thus, through the PREP group, SCPa Works is already closely working with the Lancaster Economic Development Council to create more collaboration between the two workforce development areas.

Engage Grant –

Lancaster WDB and SCPa Works continue to expand and build upon the successful Engage! program, funded through the Department of Community and Economic Development (DCED). The Engage! grant implements a regional business calling program that leverages

the expertise of local economic development corporations, the regional public workforce development system and the numerous PREP partners that provide value-add services to regional businesses. In 2018-2019 program year, our network of partners made nearly 750 business calls with completed surveys and provided follow-up and aftercare services to any interested company. Our region strongly believes that a successful business calling and retention program must focus on 1) effectively targeting businesses in key growth sectors in our region; and 2) placing emphasis on developing and implementing aftercare plans (including referrals and technical assistance) that effectively respond to company needs; and 3) matching and aligning public resources to provide deeper business engagement and better return on investment. As we expand the Engage! program, our region will see a deeper and strengthened relationship between the workforce and economic development systems.

PREP Business Solutions Team —

In order to better coordinate workforce development programs with economic development partners, SCPa Works is implementing a regional business solutions effort held accountable to the strategic regional goals of South Central Pa Works and the Partners for Regional Economic Performance (PREP) of South Central PA, to establish one collaborative resource that our regional business community can rely upon for workforce services.

In order to build a strong integrated relationship between workforce and economic development services in the region for business that are seeking retention or expansion services from both economic and workforce development, a PREP Business Solutions Team will be formed on an ad hoc basis. As needed, SCPa Works will also establish a PREP Team that will assist rapidly growing companies or new industries in the region that are seeking assistance with up-skilling or expanding their workforce.

Key Team Members

- Economic Development agencies:
 - PREP Partners including but not limited to:
 - Local County based economic development organizations
 - Small Business Development Centers
 - MANTEC Industrial Resource Center
- SCPa Works
 - SCPa Works Business Lead (single point of contact)
 - SCPa Works Regional Business Services Team (RBST) representatives located in our region
 - Lancaster WDB Business Lead
- To hold the PREP Business Solutions Team accountable to both economic and workforce development, the- single point of contact's (Business Lead's) performance will be evaluated based on a set of metrics agreed upon by SCPa Works and PREP leaders (most likely, a variation on the Business Solutions Dashboard). SCPa Works will be the employer of records, and a portion of the

Business Lead's salary will be divided on each PA CareerLink® resource sharing agreement (RSA) (to become the Infrastructure Funding Agreement on January 1, 2018).

~~Business Solutions Dashboard — In conjunction with the PREP Partners, SCPa Works will develop a Business Solutions Dashboard of shared outcomes to which the PREP Team will be held accountable. Each year, the PREP group and SCPa Works will monitor and reevaluate the Dashboard to identify the appropriate metrics and performance indicators to which the PREP Team will be held accountable.~~

~~The Local Workforce Development Boards comprising the South Central Workforce Development Planning Region may consider a role of the One Stop Operator to review, compile and provide reporting related to the Business Solutions Dashboard.~~

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

The South Central Workforce Development Planning Region is currently undergoing a significant strategic planning process to implement a comprehensive sector strategy that will provide a framework for business and job seeker services, align its programs and investments, develop community partnerships, and create a new board governance structure.

Through research, data and labor market intelligence, SCPa Works has identified key sectors in the region that are critical to driving economic growth both for businesses and job seekers. These sectors, which represent a majority of our region's total economic output and employment, include advanced manufacturing, healthcare and logistics and transportation. SCPa Works is aligning the majority its resources, programs, investment and initiatives around these sectors in order to achieve a stronger return on investment for the community as a whole. Building Industry Partnership groups around each of these three key sectors, then, becomes a critical part of our effective employer engagement.

The SCWDPR is committed to strengthening relationships within our business community so we can clearly understand current and projected labor demand, support sector-driven training models that lead directly to employment, and invest in the development of our future workforce. For example, South Central and Lancaster also use employer input to validate that these key industries and occupations are in demand in our region. As part of our sector strategy, and to provide employer feedback on the key occupations, skills and training that are in the highest demand; both boards convene a number of employer roundtables (known as Industry Partnerships). These roundtables provide a forum for SCWDPR to gather market intelligence so we can align our investments, initiatives and programs where our region's

businesses will see the highest return on investment. Findings include:

~~The SCWDPR held a focus group meeting in March, 2017 and queried the attendees regarding their priorities for sector initiatives. The attendees were asked to prioritize the key workforce needs for the South Central region. The top six priorities related to sector strategies included:~~

- Increase the listening to employer and their requests
- Talk with businesses to ensure they are on board and have effective communication with the public workforce system
- Develop flexibility in the system regarding the innovative use of funding
- Implement apprenticeship programs
- Promote and increase the use of internships
-

Lancaster WDB and SCPa Works are collaborating with the Manufacturers Association of South Central PA (MA) on a NextGen sector partnership in advanced manufacturing. MA serves all of SCPa Works service area, plus Lancaster, so a partnership with MA has been conducive to the service region as well as high-demand occupations in manufacturing. The NextGen partnership has focused on four key initiatives: better marketing for manufacturing companies; developing pre-apprenticeship programs; implementing college and career readiness programs; and improving recruitment. This regional collaboration should be an effective template for working together on other sector partnerships, such as healthcare and IT.

~~Through these methods, the SCWDPR will explore methods to increase the role of and value with sectors in the South Central region.~~

~~The SCWDPR will also utilize the opportunities of the Next Gen Sector initiative to update and address the sector needs of the South Central Workforce Region. Through the Next Gen Sector initiative the SCWDPR and the two Local Workforce Development Boards will develop more in depth and strategic initiatives to address needs in areas that may include Advanced Manufacturing, Health Care, and Logistics & Transportation. These region wide initiatives will support and complement specific individual areas.~~

The SCWDPR is also pursuing non-federal funding opportunities around specific areas of sector growth. For example, the two SCWDPR workforce areas are in the beginning stages of formalizing a partnership agreement with the National Fund for Workforce Solutions (NFWS), which funds the development and expansion of employer-led workforce collaborative around the county. ~~Some of the specific areas of collaboration for this type of grant revolve around building regional initiatives around key sectors, specifically healthcare, advanced manufacturing and STEM occupations. The collaborative work with NFWS has included developing programmatic strategies for serving the ALICE population (asset-limited, income-constrained, employed), recruiting and retaining young people between 20-29 for advanced manufacturing careers, and working with adjudicated youth.~~

The sectors identified above, through the engagement with employers, training providers, and other stakeholders will identify the critical knowledge, skills and abilities (KSA's) that are critical to the success of those key skill positions with an emphasis on credentials and work-based learning to meet those KSA's. Based on past experience, these skills will include essential

skills (also called soft skills) of work ethic, teamwork, critical thinking etc. and the occupational skills including specific terminology and skills related to Healthcare, Advanced Manufacturing and Logistics & Transportation. These could include credential like areas such as Certified Nursing Assistant, Computer Numerical Control Operator, and Commercial Driver's License, respectively.

1.6. Describe how the region will connect employer labor force requirements and occupational demands with the region's labor force, including individuals with barriers to employment.

SCPa Works and Lancaster WDB are keenly aware of the challenges faced by our community, especially those with the highest barriers to employment. Therefore, It is critical that SCPa Works and Lancaster WDB align our local and regional plans around strategies that are designed to serve our job seeker populations that have these barriers to employment, such as poverty. For example, 68.3% of citizens in our region that are living below the poverty level are either unemployed or out of the labor force. Helping those individuals who seek employment and those who face barriers to finding employment that pays a family-sustaining wage are key priorities for both SCPa Works and Lancaster WDB. Another critical category of those with the highest barriers to employment is the long-term unemployed, a group who, since the end of the Great Recession, has faced significant employment challenges in both Pennsylvania and the entire country.

The South Central Workforce Development Planning Region held a focus group of stakeholders in March, 2017 to identify and then prioritize the options for working with and addressing individuals' needs with barriers to employment. Among the top six priorities included:

- Share effective and best practices across the region
- Pool similar programs to eliminate duplication and better utilize funding
- Increase and focus the use of On-the-Job Training
- Increase the accessibility and use of regional transportation (and transportation in general) to better serve the job seekers without reliable transportation
- Work closely and negotiate with employers to help them better understand the benefits of hiring ex-offenders

Through this prioritization the SCWDPR will explore and develop services and programs to better assist and engage job seekers with barriers to employment and improve the employment opportunities accordingly.

The South Central Workforce Development Planning Region believes that an essential component of workforce development is the seamless connection of job seekers with employers. Through the extensive PA CareerLink® system, SCPa Works and Lancaster WDB will continue to offer a job-matching system that provides information about job seekers, increases the quality and quantity of job postings, while increasing employer screening and recruitment capabilities. Both WDBs are committed to enhancing workforce

development services provided at the PA CareerLink® and continue to focus their coordinated efforts on increasing the job placement of individuals in targeted populations, including veterans, persons with disabilities, and ex-offenders.

Lancaster WDB has recently hired PA CareerLink® specialists that are placed as various hubs in the region, such as in under-served communities, areas that are not close to a PA CareerLink® or public areas that reach populations that need services. Lancaster and SCPa Works are discussing ways to collaborate across WDB areas, such as in Columbia (Lancaster County) that is close to York County. We are exploring ways to work more collaboratively with these hubs, access points or satellite offices that can cross WDB boundaries and service job seekers and businesses where they are at.

The Office of Vocational Rehabilitation (OVR) provides services to individuals with disabilities in the South Central Region to help them secure and maintain employment and independence. These services are designed to ensure individuals with disabilities become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skilled workers available to business in the region.

Additionally, OVR provides multiple services and technical assistance to the business community designed to assist them with hiring and retaining employees with disabilities, thus helping to satisfy occupational demand.”

In order to provide strategic direction around how work together to better to serve these targeted populations, the SCWDPR proposes regular meetings at the Board Committee level. In addition, developing shared data tracking systems and other coordinated service delivery strategies may be among the future initiatives that both workforce boards will undertake in order to better serve job seekers with barriers to employment.

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

The SCWDPR has not discussed this issue regionally in great detail. The commuting percentages cited below demonstrate this is primarily a local workforce development area issue. Working closely with the One Stop Operator and PREP partners both South Central and Lancaster may conduct a series of meetings to discuss strategies that may help us establish a uniform means to identify regional transportation challenges, such as: the in-flow and outflow of commuters between the two workforce areas; a needs assessment of transportation challenges (in conjunction with Chambers of Commerce, Department of Transportation and other stakeholders); and the need for innovative strategies to identify and serve rural areas with job seekers with high barriers to employment.

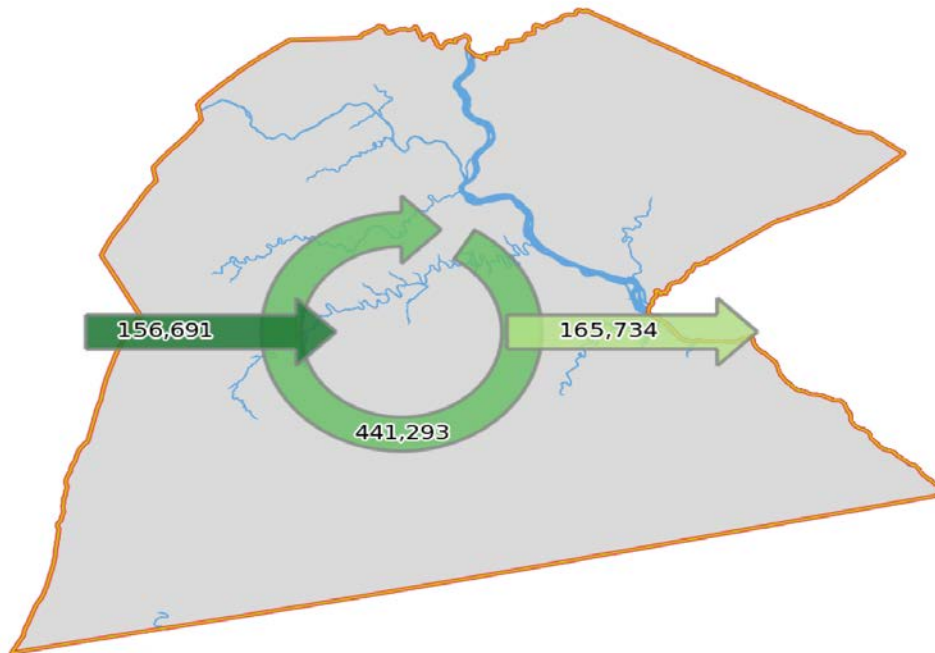
As noted above, transportation challenges is directly related to spatial mismatch. This is a mismatch between where jobs are located and where job seekers live and is pervasive and contributes to unemployment and longer periods of joblessness for job seekers. This is

particularly acute for low-income residents who earn hourly wages. South Central Planning region has identified this as a key priority for our collective work, particularly in light of low unemployment and increased demand from employers for workers. Transit coverage rates in the region are hinged on prior investments in public transit that cannot address all the gaps to connect affected areas. Public transit systems are primarily concentrated in metropolitan areas to capitalize on population density, centers of employment, retail accessibility, and cultural and recreational attractions.

We believe there is an opportunity to work collaboratively to identify key ways in which we can act as a convener of employers, educational institutions and economic development agencies to implement creative, effective strategies for alleviating this spatial mismatch.

As an example of some of the data that SCWDPR will use to determine the most effective strategies for jointly serving our region's labor shed, see the graph below that depicts the commuting patterns in South Central WDA.

South Central Workforce Development Area - Transportation and Commuting Patterns



The South Central Workforce Development Planning Region (SCWDPR) has significant transportation issues within their local workforce development areas. As noted in the map above, the inflow of persons and outflow are virtually the same with significant persons working and commuting within the region. Further analysis of this will require sub-pockets of activity to stratify the commuting patterns for workers. SCPa Works region has 74.1% of the individuals living and working within the SCPa workforce area and Lancaster workforce area has 69.7% of individuals living and working within the Lancaster workforce area. These are significantly high percentages compared to some other regions in the Commonwealth (Source: Center for

Workforce Information and Analysis).

Each local area will need to conduct analysis of sub-areas of the region to confirm the commuting patterns within specific counties and areas. The I-81, I-83, US Route 30, US Rte 322 corridors, to name a few, offer commuting patterns that address sub-areas within the region.

The South Central Workforce Development Planning Region is fortunate to have comparatively outstanding transportation opportunities with multiple modes of transportation. This includes an excellent interstate and major highway system, the advantage of a quality rail system with Amtrak passenger trains and a significant regional airport. Based on our experience, the Partners for Regional Economic Performance (PREP in general and the Capital Region Economic Development Corporation (CREDC) specifically have historically taken an aggressive view of the transportation needs to address the skill shortages of the region's growing economy. Key strengths include the outstanding highway network but a weakness is the ability of job seekers to have reliable transportation at the right time and the right commuting patterns to meet employer needs. This will be regularly reviewed and updated to address the skill shortages across the region.

The SCWDPR also works with the South Central Assembly (<http://www.southcentralassembly.org/>) to identify and address critical needs of the region including areas such as transportation and housing. The SCWDPR will continue to work with all stakeholders engaged in the various modes of transportation to address the needs of employers and job seekers.

Often times the key to successful work outcomes is the delivery of supportive services consistently across the region. This may include child care, transportation, and other services necessary to meet the job seekers' needs in support of successful work experience. While supportive services are based upon local policies, the SCWDPR will continue to review supportive services as needed based on common needs of employers and job seekers.

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

The South Central Workforce Development Planning Region will explore opportunities to define and establish administrative cost arrangements regionally in the next year. The SCWDPR will continue to pursue diverse funding streams and explore innovations in cost-sharing with both formula and competitive funding where appropriate. As the need arises the SCWDPR will determine appropriate methods to charge and allocate administrative costs based upon the OMB Uniform Circular, WIOA regulations, Department of Labor & Industry guidelines and the Generally Accepted Accounting Principles (GAAP). In the past two years, South Central and Lancaster WDBs have shared compliance and monitoring staff. These partnerships have resulted in increased efficiency for work boards – the South Central region envisions these types of partnerships continuing in the future.

Currently there are no significant administrative costs associated with the regional planning activities. Should these administrative costs develop (for example, sharing costs for shared monitoring and quality assurance or labor market information) then these will be addressed at

that time.

Based on past experience (in particular with the current regional and local multi-year WIOA planning efforts), the Lancaster Workforce Development Board has assumed the lead of the fiscal agent. Based on this experience and the specific circumstance of the project, either Lancaster or SCPa Works will assume the fiscal responsibilities.

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

Each local area will negotiate individually with the Commonwealth.

South Central and Lancaster may conduct a series of meetings to discuss strategies that may help us establish a uniform means to appropriately negotiate joint performance measures as guidance evolves and is presented from Federal and State sources.