

This WIOA regional plan outlines the strategies and actions to develop, coordinate, align and integrate workforce development programs and services across the South Central Workforce Development Planning Region.

WIOA Multi-Year Regional
Plan (PY2021-2024) | South
Central Workforce
Development Planning
Region

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1.1 Identification of the region.

This regional plan serves as a multi-year action plan to develop, align and integrate service delivery strategies to support the Commonwealth's vision, strategic and operational goals within the local workforce development areas, and the regional goals and strategies. The effective date of this modification is July 1, 2023.

The South Central Workforce Development Planning Region (SCWDPR) is comprised of the South Central Workforce Investment Board (D.B.A. SCPA Works as referenced throughout the rest of the regional plan) and the Lancaster County Workforce Development Board (referenced as LCWDB throughout the rest of the regional plan) which is comprised of the counties of Adams, Cumberland, Dauphin, Franklin, Lebanon, Lancaster, Perry, Juniata, and York.

Key Regional Committee Members:

- Jesse McCree (South Central PA Works)
- Anna Ramos (LCWDB)

SCPa Works solicited input through stakeholder sessions, public forums, and an employer survey. Invitations were distributed through regional partners, including the SC PREP partner network, SCPa Works and LCWDB.

- South Central and Lancaster WDB meetings (various)
- Sector partnership meetings (South Central and Lancaster – various)

1.2 Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals. [WIOA Sec. 106(c)(1)(D); 20 CFR 679.510(a)(1)(vii)]

South Central PA Works and LCWDB must be impactful, accessible, and driven to invest in our region's most important resource, its people, particularly our young adults and individuals with barriers to meaningful employment.

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 exists for all. Developing and investing in this foundation is central to the success of the region's workforce development system. SCPa Works and LCWDB are committed to a mission focused on unlocking the human talent that drives the development of businesses, individuals, and ultimately our region.

Regional Strategic Priorities Include:

- Employer Engagement
 - Support regional partnerships to strengthen sector and industry strategies with groups such as South Central PREP (Partners for Regional Economic Performance).

- Further develop and expand upon the 1200 business calls/surveys our region has conducted through the Engage! Program over the past two years. Alignment with economic development will help our region to prioritize turning those surveys into actionable strategies for individual businesses or sector initiatives. Primarily, the SCWDPR will hardwire these Engage! surveys into actionable strategies through sector partnerships across the two workforce development regions.
 - Prioritize the development of a region-wide apprenticeship strategy aligned with the PA Department of Labor and Industry Apprenticeship and Training Office (ATO). Within this strategy, the LWDB's envision their role as convenor and funding supporter of apprenticeships in the region. Working closely with the ATO, LWDB's will provide outreach and consultation to employers about the benefits of apprenticeship and will assist the employer with preparing RA standards in preparation to present to the Apprenticeship Council.
 - Alignment of regional sector initiatives, such as the "What's So Cool About Manufacturing?" with partners such as MANTEC and the Manufacturers' Association.
- Individual Investment
 - Work together on regional initiatives for those most affected by COVID-19, such as the ALICE initiatives through the United Way.
 - Exchange best practices amongst the service provider network spanning the two local workforce development areas.
 - Encourage the development of service delivery agreements and better align resources available to job seekers. Host annual staff sessions to share best practices and regional updates.
 - Identify ways WDBs can align and leverage our collective strength in developing robust career pathways for all job seekers (youth, adult, displaced workers, reentrants, incumbent workers, etc.) that align to job opportunities and lifelong learning through the PA CareerLink® system.
 - Grow Registered Apprenticeships (RA) and Pre-Apprenticeships (Pre-RA) as a pathway for jobseekers by increasing the number of apprenticeship and pre-apprenticeship opportunities in the region.
 - Connect with experts to identify and implement diversity, equity, and inclusion (DEI) frameworks in our services, investments, and programs.
 - Systems Connections
 - Work with Labor & Industry on initiatives such as UCX (Unemployment Compensation exhaustees) to learn and share best practices across our region to connect job seekers to the PA CareerLink® system and re-skilled.
 - Bridge the gap between education and labor by working directly with school districts, Intermediate Units (IUs), postsecondary institutions, and community organizations to cultivate our local youth talent pipeline, especially in working with K-12 and postsecondary to build career pathways that work. Enhance collaboration around Business Education Partnerships.

- Prioritize building and expanding our network of partners to support childcare, transportation, affordable housing, trauma-informed care, and other programs, especially for those most impacted by COVID-19.

key elements of our regional strategy



1.3 Describe the collection and analysis of regional labor market data (in conjunction with the Commonwealth). [WIOA Sec. 106(c)(1)(D); 20 CFR 679.510(a)(1)(iv); 20 CFR 679.560(a)(1)(i) and

The population in the SCWD Planning region was 2,047,014 in 2022 and increased by 5,849 individuals to 2,052,908 in 2023, according to Lightcast Populations Demographics Report. The region has a civilian labor force of 1,053,745 with a participation rate of 64.8%. Of individuals 25 to 64 in the SCWD Planning region, 28.3% have a bachelor's degree or higher, compared with 33.4% nationwide.

The median household income in the SCWD Planning region is \$62,987, and the median house value is \$183,238.

County Name	% of Commuters Carpooling to Work	Employed Population with Health Insurance	Median Age	Median Household Income	Per Capita Income	% Poverty Level	% Remote Workers	% Seniors 65+ Poverty Level
Lancaster County, PA	10.4%	217,615	38.7	\$69,588	\$33,568	5.7%	6.2%	6.8%
Cumberland County, PA	6.9%	108,426	40.7	\$71,979	\$38,153	4.4%	7.9%	4.4%
Dauphin County, PA	8.4%	119,017	39.6	\$63,123	\$35,061	8.4%	7.5%	7.7%
Juniata County, PA	11.4%	9,104	42.9	\$53,502	\$27,221	5.2%	6.7%	7.0%
Lebanon County, PA	9.4%	54,698	41.1	\$61,632	\$30,088	8.0%	5.8%	5.6%
Adams County, PA	8.5%	42,409	44.0	\$68,411	\$32,312	5.3%	6.1%	5.7%
Perry County, PA	12.2%	19,171	43.4	\$70,660	\$33,473	6.3%	7.8%	7.2%
York County, PA	8.1%	193,789	41.0	\$68,940	\$33,587	5.7%	5.8%	6.8%
Franklin County, PA	9.5%	60,591	41.7	\$63,420	\$31,887	5.7%	5.7%	6.0%

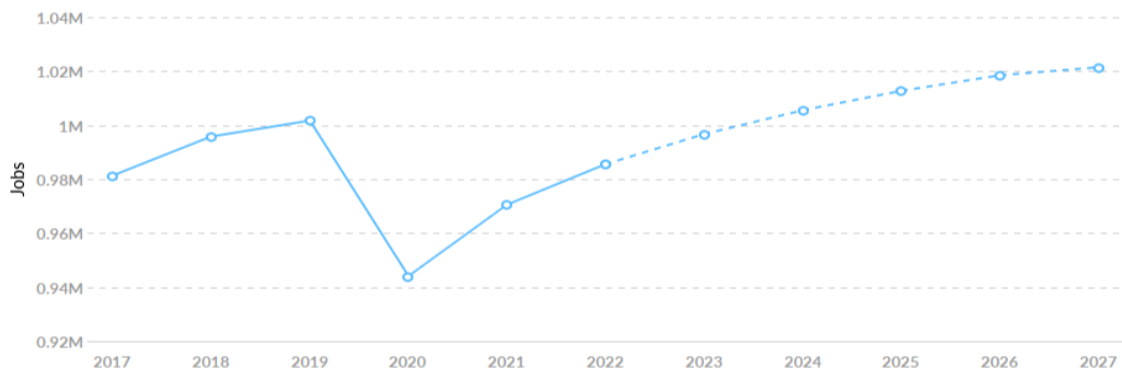
County Name	Median House Value	Median Monthly Rent	% Occupied Housing Units	% Vacant Housing Units
Lancaster County, PA	\$218,700	\$1,050	96.2%	3.8%
Cumberland County, PA	\$209,700	\$1,001	94.5%	5.5%
Dauphin County, PA	\$175,700	\$966	91.1%	8.9%
Juniata County, PA	\$154,200	\$683	83.3%	16.7%
Lebanon County, PA	\$176,000	\$879	92.9%	7.1%
Adams County, PA	\$212,300	\$932	93.2%	6.8%
Perry County, PA	\$179,400	\$758	88.4%	11.6%
York County, PA	\$183,300	\$972	94.3%	5.7%
Franklin County, PA	\$186,300	\$905	93.6%	6.4%

Employment Trends

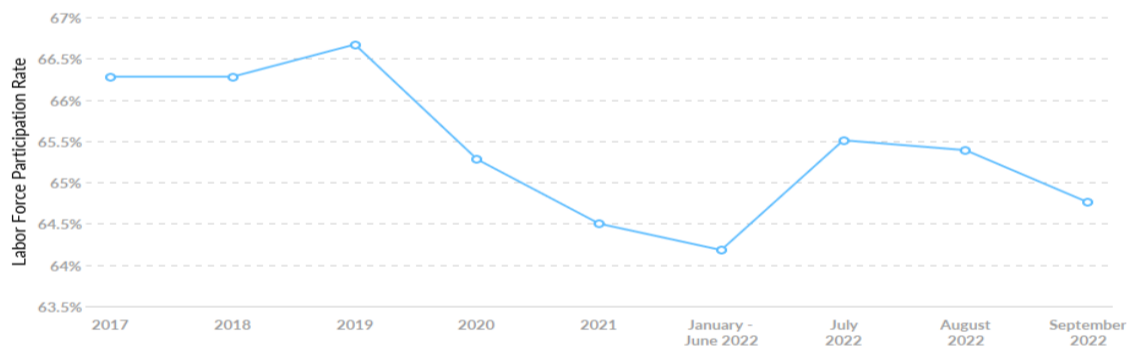
Total Regional Employment is 985,574. Jobs grew by 4,263 over the last five years and are projected to grow by 35,909 over the next five years. From 2017 to 2022, jobs increased by 0.4% in the SCWDA Region from 981,310 to 985,574. This change fell 2.0% short of the national growth rate of 2.4%. As the number of jobs increased, the labor force participation rate decreased from 65.9% to 64.8% between 2017 and 2022.

Job Trends

From 2017 to 2022, jobs increased by 0.4% in SCWDA Region from 981,310 to 985,574. This change fell short of the national growth rate of 2.4% by 2.0%.



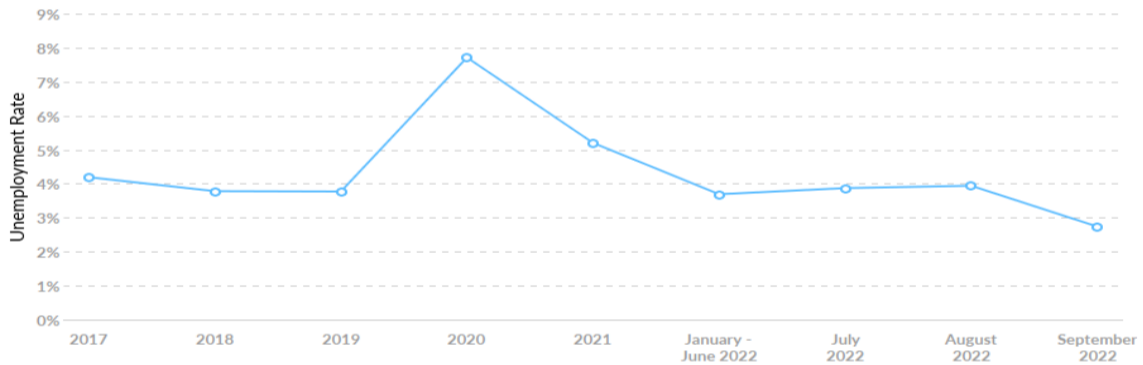
Labor Force Participation Rate Trends



Unemployment Rate:

Unemployment Rate Trends

Your areas had a September 2022 unemployment rate of 2.74%, decreasing from 4.19% 5 years before.



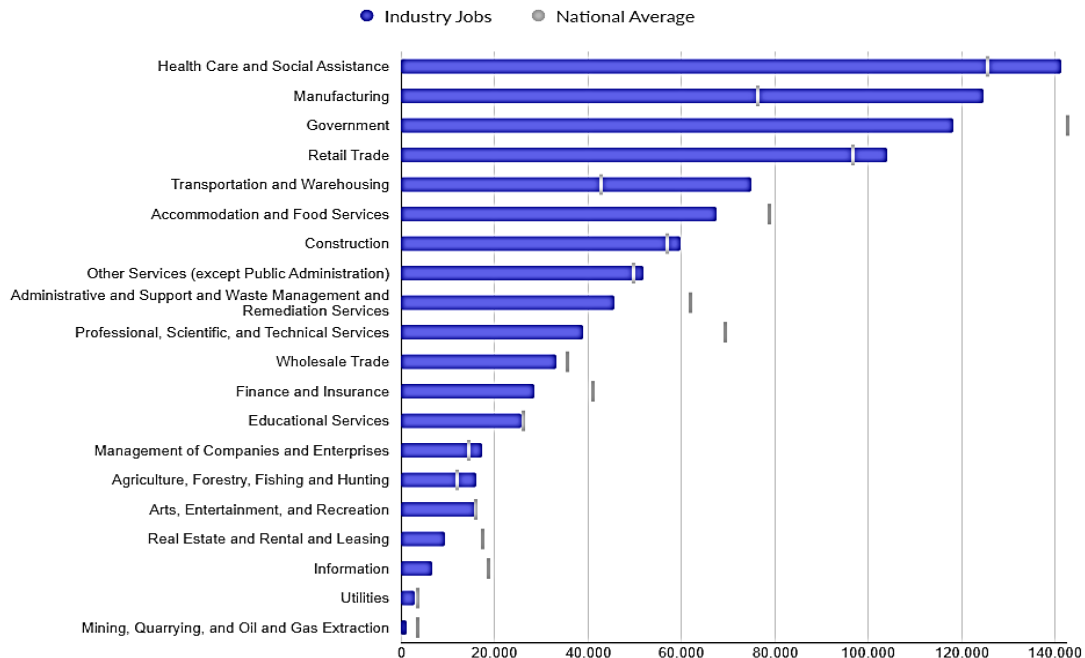
Current Average Earnings:

The current average earnings for the SCWD Planning region is \$68,092 as of 2022Q4. For comparison purposes, average earnings were \$77,511 in the Commonwealth as of 2022Q4.

Industry Snapshot:

The largest sector in the SCWD Planning region is Health Care and Social Assistance, employing 141,384 workers. The next-largest sectors in the region are Manufacturing (124,802 workers) and Government (118,294).

Largest Industries



High location quotients (LQs) indicate sectors where a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Transportation and Warehousing (LQ = 1.77), Manufacturing (1.64), and Agriculture, Forestry, Fishing, and Hunting (1.38).

Industry	2017 Jobs	2022 Jobs	Change in Jobs	% Change in Jobs	2022 LQ	2022 Earnings Per Worker	2022 GRP
Transportation and Warehousing	61,462	75,090	13,628	+22%	1.77	\$64,977	\$6.44B
Manufacturing	121,636	124,802	3,166	+3%	1.64	\$80,636	\$19.89B
Agriculture, Forestry, Fishing and Hunting	17,129	16,264	-865	-5%	1.38	\$54,519	\$1.76B
Management of Companies and Enterprises	18,661	17,336	-1,325	-7%	1.21	\$142,480	\$3.09B
Health Care and Social Assistance	135,204	141,384	6,180	+5%	1.13	\$77,046	\$12.88B
Retail Trade	106,065	104,191	-1,874	-2%	1.08	\$41,460	\$8.54B
Construction	55,355	60,028	4,673	+8%	1.06	\$73,290	\$6.35B
Other Services (except Public Administration)	54,107	51,844	-2,263	-4%	1.05	\$36,926	\$2.69B
Arts, Entertainment, and Recreation	17,734	16,026	-1,708	-10%	1.02	\$30,246	\$944.03M
Educational Services	24,704	25,972	1,268	+5%	1.01	\$39,454	\$1.24B
Wholesale Trade	33,313	33,235	-78	0%	0.94	\$81,027	\$6.93B
Utilities	3,072	2,889	-183	-6%	0.88	\$166,029	\$1.96B
Accommodation and Food Services	73,340	67,588	-5,752	-8%	0.86	\$25,325	\$3.16B
Government	122,965	118,294	-4,671	-4%	0.83	\$90,718	\$13.16B
Administrative and Support and Waste Management and Remediation Services	49,278	45,798	-3,480	-7%	0.74	\$45,997	\$3.62B
Finance and Insurance	31,630	28,531	-3,099	-10%	0.70	\$106,025	\$8.46B
Professional, Scientific, and Technical Services	36,682	39,131	2,449	+7%	0.57	\$95,763	\$6.14B
Real Estate and Rental and Leasing	8,283	9,336	1,053	+13%	0.55	\$68,681	\$3.91B
Information	9,575	6,709	-2,866	-30%	0.36	\$76,762	\$2.03B
Mining, Quarrying, and Oil and Gas Extraction	1,117	1,125	8	+1%	0.35	\$88,631	\$276.59M

Regional sectors with the best job growth (or most moderate job losses) over the last five years are Transportation and Warehousing (+13,628 jobs), Health Care and Social Assistance (+6,180), and Construction (4,673). Job growth in the region is anticipated to increase by 24,760 by 2027.

Occupation Snapshot:

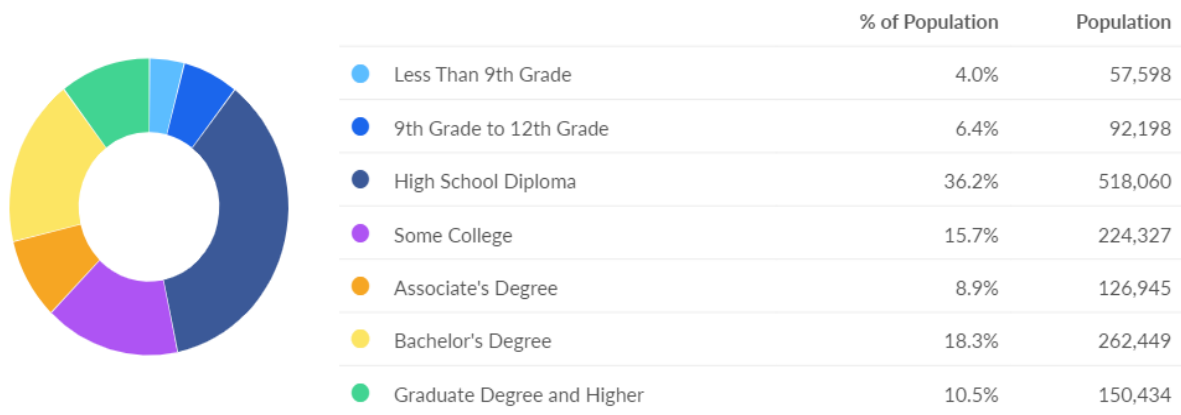
The largest major occupation group in the SCWD Planning region is Transportation and Material Moving Occupations, employing 120,770 workers. The next-largest occupation groups in the region are Office and Administrative Support Occupations (117,320 workers) and Sales and Related Occupations (77,418). High location quotients (LQs) indicate occupation groups in which a region has high concentrations of employment compared to the national average. The major groups with the largest LQs in the region are Production Occupations (LQ = 1.44), Transportation and Material Moving Occupations (1.47), and Installation, Maintenance, and Repair Occupations (1.13).

Education Levels:

Expected growth rates for occupations vary by the education and training required. While all employment in the SCWD Planning region is projected to contract by 0.0% over the next ten years, occupations typically requiring a postgraduate degree are expected to grow 0.6% per year, those requiring a bachelor's degree are forecast to grow 0.2% per year, and occupations typically needing a 2-year degree or certificate are expected to grow 0.2% per year.

Educational Attainment

Concerning educational attainment, 18.3% of the selected regions' residents possess a Bachelor's Degree (2.4% below the national average), and 8.9% hold an Associate's Degree (the same as the national average).



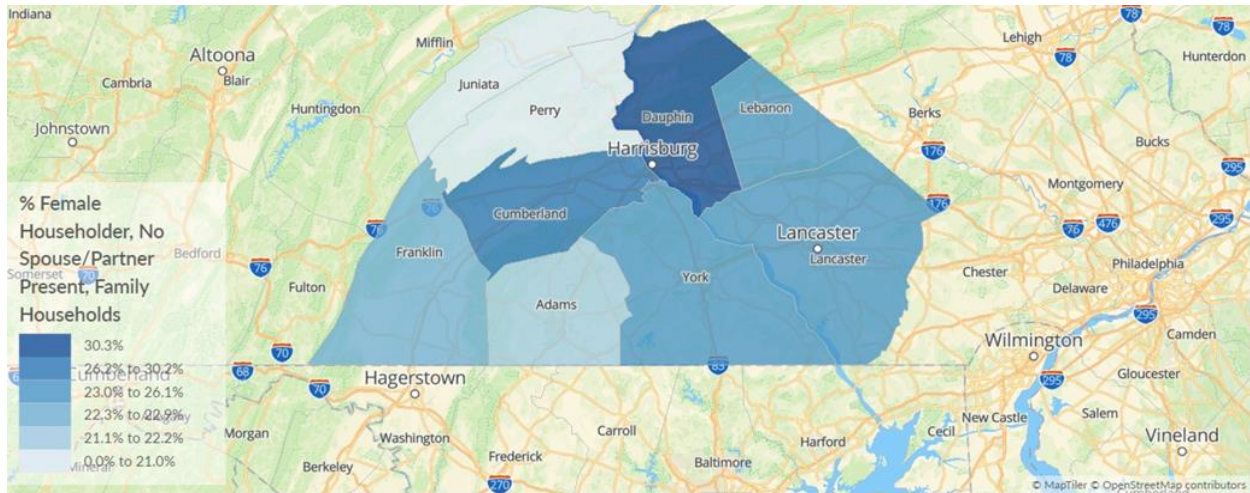
(JobsEQ, Employment by occupation data estimates as of 2020Q3. Education levels of occupations are based on BLS assignments. Forecasted employment growth uses national Bureau of Labor Statistics projections adapted for regional growth patterns.)

Gross Domestic Product:

Gross Domestic Product (GDP) is the total value of goods and services produced by a region. As of 2022, the total GDP in the SCWD Planning region was \$113,448,111,720. Of the sectors in the SCWD Planning region, Manufacturing contributed the largest portion of GDP in 2019 at \$19,890,867,086. The next-largest contributions came from Government (\$13,158,825,447); Healthcare and Social Assistance (\$12,877,524,260); Retail Trade (\$8,536,950,400).

Population with Barriers:

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they cannot find a job that pays a living wage. The following map and charts show the poverty levels across the region by county, percentage of a female or male single head of households, percentage with a disability, percentage foreign-born, percentage living in non-English speaking households, and percent of Seniors 65+ living in poverty. The challenges of equitably delivering workforce services across a diverse and varied region is a key priority in this plan, especially when considering the impact of COVID-19 on different populations.



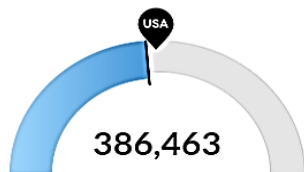
County	County Name	% Female Householder, No Spouse/Partner Present, Family Households	% Male Householder, No Spouse/Partner Present, Family Households	% Poverty Level
42043	Dauphin County, PA	30.3%	18.4%	8.4%
42041	Cumberland County, PA	26.2%	15.5%	4.4%
42133	York County, PA	23.6%	16.0%	5.7%
42075	Lebanon County, PA	23.5%	16.7%	8.0%
42071	Lancaster County, PA	23.0%	14.3%	5.7%
42055	Franklin County, PA	22.3%	15.2%	5.7%
42001	Adams County, PA	21.1%	15.4%	5.3%
42067	Juniata County, PA	19.3%	16.0%	5.2%
42099	Perry County, PA	18.8%	15.7%	6.3%

County Name	% Disabled Population	% Foreign-Born Population	Population of People Living in Non-English-Speaking Households	% Seniors 65+ Poverty Level
Franklin County, PA	15.2%	3.8%	9,964	6.0%
Adams County, PA	13.7%	3.8%	6,330	5.7%
Perry County, PA	13.7%	1.1%	2,504	7.2%
York County, PA	13.7%	4.1%	33,309	6.8%
Juniata County, PA	13.5%	2.4%	2,309	7.0%
Lebanon County, PA	13.5%	4.1%	17,182	5.6%
Dauphin County, PA	12.9%	7.7%	31,383	7.7%
Cumberland County, PA	12.1%	6.8%	23,483	4.4%
Lancaster County, PA	11.5%	5.2%	86,030	6.8%

When we consider the recent United Way of Pennsylvania research on the ALICE population (Asset Limited, Income-Constrained, Employed)¹², there is a tremendous amount of concern about the trends of the working poor. While some of the ALICE population would earn slightly more than would make them

eligible for WIOA, many still cannot sustain their family. According to UWP's research, 7% in Cumberland County live below the poverty line, while 26% are ALICE. SCPa Works, Lancaster WDA, and the public workforce system must identify ways to invest in, evaluate and advance workforce development programs that serve those in poverty and creative and innovative ways to scale investments in the working poor.

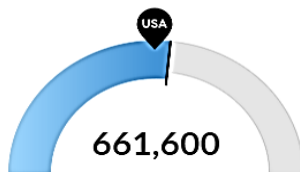
Population Characteristics:



386,463

Millennials

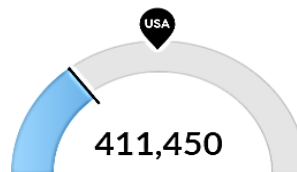
Your area has 386,463 millennials (ages 25-39). The national average for an area this size is 415,856.



661,600

Retiring Soon

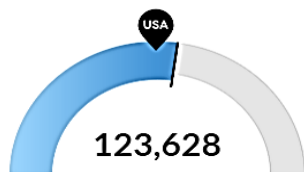
Retirement risk is about average in your area. The national average for an area this size is 605,132 people 55 or older, while there are 661,600 here.



411,450

Racial Diversity

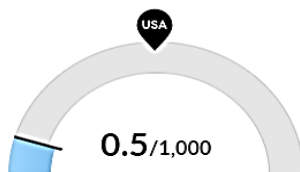
Racial diversity is low in your area. The national average for an area this size is 828,469 racially diverse people, while there are 411,450 here.



123,628

Veterans

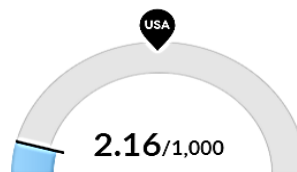
Your area has 123,628 veterans. The national average for an area this size is 109,095.



0.5/1,000

Violent Crime

Your area has 0.5 violent crimes per 1,000 people. The national rate is 3.59 per 1,000 people.



2.16/1,000

Property Crime

Your area has 2.16 property crimes per 1,000 people. The national rate is 17.8 per 1,000 people.

Highest-Ranked Occupations:



Occupation	2023 Jobs	2033 Jobs	Change in Jobs (2023-2033)	% Change	2021 Median Hourly Earnings
🚚 Transportation and Material Moving Occupations	124,975	130,284	5,309	4%	\$17.83
🏢 Office and Administrative Support Occupations	118,769	113,702	-5,067	-4%	\$18.51
🛒 Sales and Related Occupations	84,829	84,793	-36	0%	\$14.16
🏭 Production Occupations	80,909	79,712	-1,197	-1%	\$18.98
🍳 Food Preparation and Serving Related Occupations	71,315	77,042	5,727	8%	\$11.54
🏥 Healthcare Practitioners and Technical Occupations	61,437	67,693	6,256	10%	\$32.62
👔 Management Occupations	60,006	64,546	4,540	8%	\$43.15
🎓 Educational Instruction and Library Occupations	50,976	54,381	3,405	7%	\$29.25
💼 Business and Financial Operations Occupations	49,337	50,858	1,521	3%	\$32.06
🔧 Installation, Maintenance, and Repair Occupations	45,911	48,402	2,491	5%	\$23.55

1.4 Describe the regional service strategies aimed at achieving the vision and goals established for the region. [WIOA Sec. 106(c)(1)(B); 20 CFR 679.510(a)(1)(ii)]

Sharing a service delivery area between the South Central Partners for Regional Economic Performance (SC PREP) and the SCWDPR, significant advantages exist in integrating business services into one cohesive unit held accountable to workforce and economic development.

PREP Partners include but are not limited to:

- Local county-based economic development organizations.
- Small Business Development Centers; and
- MANTEC Industrial Resource Center.

PREP Business Solutions Team — Working with companies as needed to better coordinate workforce development programs with economic development partners, this team is a collaborative resource that our regional business community can rely upon for workforce services. The team supports retention and expansion services, rapidly growing companies or new industries in the region seeking assistance with up-skilling or expanding their workforce, and companies seeking to locate in the region.

Local Business Services Team – Each local PA CareerLink® will continue to host monthly business service team meetings to identify opportunities with local employers and encourage local job seekers to pursue education and training opportunities to meet local demand. Events such as speed interviewing and employer pre-screening will be continued.

Industry Sector – The Industry Partnership groups are vital in identifying critical training needs in each sector and providing input on how and where on-the-job training, incumbent worker training, career pathways, and apprenticeships can be used most effectively to help the regional economy grow. This participation provides a strong voice for common training needs and strategic solutions. As the Industry Partnerships identify new skill and training gaps, we work with the region's educational partners to develop new training programs and services to fill employment and training gaps to keep the industry competitive. To increase competitiveness, SCPa Works WDA recently increased the cap on ITA funding to align more closely with the LCWDB. Business Service Teams will explore the expanding opportunities for apprenticeship and educate both companies and job seekers on available funding. Current Industry Partnerships across the region are IT, Manufacturing, and Construction.

Apprenticeship Strategy - SCPa Works and LCWDB made apprenticeship a significant part of our business engagement strategy. Business service staff have been tasked with cultivating new/ alternate apprenticeship opportunities within our region. SCPa Works and Lancaster Workforce Board had staff participate in the last Keystone Development Partnership (KDP) Registered Apprenticeship Navigator program and successfully graduated. Our region has four staff or community partners enrolled in the current cohort of the KDP Navigator program to become subject matter experts and certified.

Both LWDB's envision a highly trained Business Services staff that is knowledgeable in apprenticeship and pre-apprenticeship and can continue to advise local businesses and industry partnerships of the need for and return on investment of the apprenticeship model. Business Services staff will inform businesses of the financial support for apprenticeship utilizing incumbent worker training, on-the-job training, and supportive services. BST's will include RA and Pre-RA in their business toolbox.

While all BST are cross-trained, staff identified as RA Navigators will be best positioned to assist employers who are interested in apprenticeship. Referencing the RA Navigator and ATO Coordination Checklist, RA

Navigators will field initial interest, meet with potential sponsor, engage the ATO to initiate the Information Request Form and Orientation Session, debrief with ATO on next steps, assist sponsor in program development, assist in preparation of registration packet, support during Pennsylvania Apprenticeship and Training Council (PATC) presentation, and provide ongoing support as needed, including funding support.

SCPA Works and LCWDB recently developed and received board approval on our formal Apprenticeship policy. This policy will guide the PA CareerLink® staff to engage job seekers and businesses in apprenticeship successfully. Through our many industry partnership groups (IP), sector work, and DCED-funded Engage! program work with local economic development corporations, SCPA Works has uniquely positioned itself to articulate the need for apprenticeship in our region. The LCWDB was recently awarded an Apprenticeship Builds America (ABA) grant through the PA Department of Labor and Industry. A key grant objective is to create a multi-year Apprenticeship Strategic Plan. This plan will include regional collaboration between LCWDB and SCPA Works.

As the unemployment rate drops to pre-pandemic levels and talent acquisition becomes difficult for our industry partners, the need for apprenticeships and pre-apprenticeship programs becomes essential. Our direct apprenticeship strategy is cultivating single-company apprenticeships and working on the collaborative model through our IP/Business Education Partnership groups. This cooperative model builds cohorts of smaller businesses, which generally would not consider apprenticeship development a sustainable process due to low annual staffing demands. Building an apprenticeship cohort of multiple similar companies to develop a shared learning curriculum, onboarding process, and recruitment strategy, as well as a multi-year commitment, is the key to apprenticeship growth in our region. SCPA Works and LCWDB will also focus on nontraditional apprenticeship models, specifically in industries that in the past would not be considered viable apprenticeship pathways due to the complexity of the work or the traditional requirements of higher education. As technology has improved, many industries have found that standard-bearers of postsecondary education may not be required for industry success. SCPA Works and LCWDB will consult with the industry to develop apprenticeships for these unique industries.

LWDB's will rely heavily on the expertise of the ATO and the Keystone Development Partnership's Apprenticeship Community of Practice to stay current on all apprenticeship standards and best practices. Both boards will engage in the ATO's Professional Development Days that are geared towards specific groups including Workforce Boards and Staff and PA CareerLink® staff and partners. Workforce Professionals are encouraged to utilize resources found on the PA CareerLink® website including the Registered Apprenticeship Desk Guide for PA CareerLink® staff and the Employer Needs Assessment.

In our role as convenors, we will work to connect employers, sponsors, and training providers in the development of RA. We will continue to work with our local Career and Technical Education providers (CTE) as potential Related Technical Instruction (RTI) providers as well as Pre-RA sponsors.

As part of the ABA grant in Lancaster County, the Lancaster County Career and Technology Center will be registering their secondary Medical Assistant curriculum as a Pre-Apprenticeship aligned with Union Community Care's Medical Assistant RA. Both LWDB's will assess and encourage CTE's to become Pre-RA and RA sponsors and/or RTI providers.

Connecting with Targeted Populations – An essential component of workforce development is the seamless connection of job seekers with employers. Job matching is the fundamental service connecting job seekers and employers. The Business Service Teams will continue to focus on increasing the number of submitted job postings, employer screening opportunities, and matched interviewing events focusing

on targeted populations, including veterans, persons with disabilities, the ALICE population, and individuals impacted by the criminal justice system.

Coordinating with Adult Education – To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, the WDBs will work with their Adult Education partners to identify strategies that improve access. For example, dual enrollment into Title I and Title II programs will be encouraged, including an Individual Service Strategy or Individual Employment Plan that works towards common program goals. A coordinated approach to recording Common Measures in PA's workforce development system of record will provide the best outcomes possible.

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

Career Ready Lancaster! (CRL!) – Career Ready Lancaster! (CRL!) is a business-education partnership supported and convened by Lancaster WDB, whose purpose is to develop a competitive, skilled workforce for a strong local economy. CRL! connects schools and businesses to increase work-based learning opportunities for local students, engages with industry-specific employer groups to ensure training and skills are aligned with business demand, and works together to continuously identify and create career pathways in-demand industries in our region for more equitable access for job seekers. These pathways include a variety of "on" and "off" ramps and help guide jobseekers to the training required for the job, which can include industry certifications, technical training, degree programs, apprenticeships, and upskilling or on-the-job training.

SkillUp® PA – SkillUp® PA is a statewide initiative to build a workforce ecosystem that supports positive economic development. SkillUp® PA offers PA residents 24/ online access to high-quality training modules, industry certifications, and tools to identify individual career pathways.

LCWDB has partnered with local high schools and businesses to create customized training and curriculum using SkillUp® PA and offers in-person workshops to assist learners in accessing this resource.

Interest in this e-learning platform has greatly increased since the pandemic, as users are looking for training tools that are accessible online and asynchronous. After each completed course or skill track, users are encouraged to add this education to their resume and online profile to increase their employability and competitiveness.

This Career Pathways E-Learning tool from New York Wired is available to all Pennsylvania residents. Middle and high school students and community members actively use SkillUp® PA. SkillUp® Lancaster offers cohort training on the most in-demand skills identified by local and regional employers. The pandemic allowed our community to utilize virtual services in relation to in-demand skills. Calling upon the many opportunities in SkillUp® Lancaster, the LWA has been offering programs to cohorts of residents who need to develop or enhance skills and earn credentials.

In addition, the LCWDB, with the support of the Youth Council, targets the K-12 education system through funding and overseeing a variety of career and STEM-oriented programs such as:

- Community-based Career Counselors embedded in the school setting to support guidance and career planning.
- A variety of paid internships, long-term career exposure activities, and incentivized career awareness programs
- Access to certifications and credentials, including the ACT® National Career Readiness Certificate
- Opportunities for pre-apprenticeships and apprenticeships
- Camps or activities that promote STEM education and occupational skills training targeted to under-represented populations.
- Public access to EdgeFactor, an engaging multi-media tool that showcases careers, industries, and virtual workplace tours.

Postsecondary Collaboration – The Regional Businesses Services Teams regularly engage regional education providers in relation to information exchange resulting from industry partnership meetings and curriculum development. A recent project involves HACC utilizing Perkins V funding to support training and local county-level tech programs supplying the demand for newly developed classes and training. These partnerships have garnered cooperative relationships with the program councils and resource-sharing. Working with one provider in the region on a pilot project allows proof of concept and the opportunities to share successful models with other stakeholders to replicate. To ensure robust training opportunities are available to South Central jobseekers, SCPA Works and LCWDB will analyze and identify any gaps within the Eligible Training Provider Lists and work collaboratively to increase the types of trainings and providers on the ETPL identified by local labor market data.

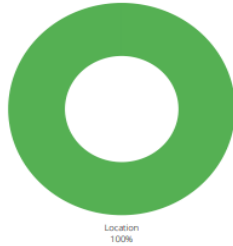
Junior Achievement-Connecting students to the workforce sooner and with a viable career path plan is key to meeting the over 50,000 current job openings in the last 30 days within the Lancaster, York, Harrisburg, and Lebanon areas (JobsEsq 9/13/22). Junior Achievement of South-Central PA (JA) believes a key factor in bridging this workforce gap is helping students and adults better understand the career opportunities available in the region and the skills, education, and training needed to gain employment. Building on the successful launch of the JA Inspire Virtual program for middle and high school students, Junior Achievement of South-Central PA has also expanded the program's reach to adults. JA Inspire is free to school districts in the South-Central Prep Region and has connected over 30,000 students with 80+ exhibitors over the past two years. Schools have expressed the ongoing need for flexibility and access to this career platform during the school year. It assists them in meeting Chapter 339 goals of collecting career exploration artifacts. Students love the high-tech JA Inspire platform that simulates being in an auditorium, visiting virtual booths, and being able to apply for jobs or safely connect with the employer. Last year, JA Inspire piloted "live days," where the fair was open to the public and advertised to adult job seekers. The event was publicized through the local PA CareerLinks®. This year, the event will be open from March-June to adult job seekers instead of live days. In partnership with Lancaster's Pathway Home grant, the virtual career fair will also be available to inmates of Lancaster County Prison through secured internet access. Lancaster WDA and South-Central WDA will partner again on this event and have virtual PA CareerLink® booths available on the platform with resources and provide promotion and outreach in their respective areas.

South Central PA CEDS SWOT:

In 2022, led by the SC PREP Group and supported by SCPa Works, a Comprehensive Economic Development Strategy (CEDS) planning process was commissioned. As a part of the CEDS development, regional stakeholders participated in a series of SWOT sessions. The following are key findings from the various sessions:

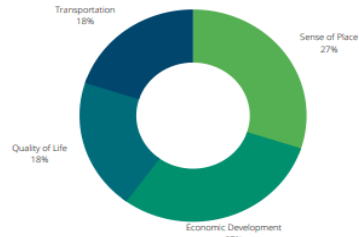
In-person session groups were asked to unanimously identify and rank regional "strengths". The charts below reflect the strengths top categories and how they were ranked in all in-person sessions.

Category Ranking #1



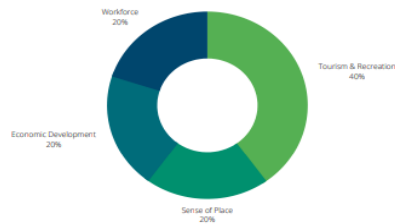
All eleven groups determined the location of the region was the highest-ranking strength of the area.

Category Ranking #2



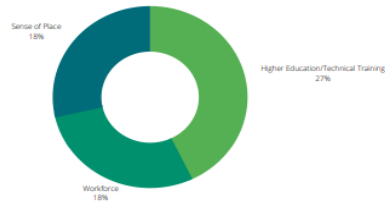
The second-ranking strengths include factors in the following categories: Sense of Place, Economic Development, Quality of Life, and Transportation.

Category Ranking #3



The third-ranking strengths include factors in the following categories: Tourism and Recreation, Sense of Place, Economic Development, and Workforce.

Category Ranking #4



The fourth-ranking strengths include factors in the following categories: Higher Education/Technical Training, Workforce, and Sense of Place.

Higher Ed/Technical Training & Workforce

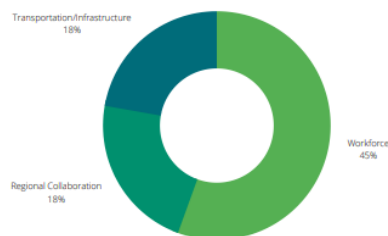


The third and fourth regional strengths include "Higher Education/Technical Training" and "Workforce" factors. Higher Education/Technical Training factors include the quality and diversity of post-secondary educational options in the region.

Workforce strengths include the regional collaboration between the education sector and the workforce sector, the region's support of industrial manufacturing-based jobs, regional workforce ethic, and the overall quality of the regional workforce talent.

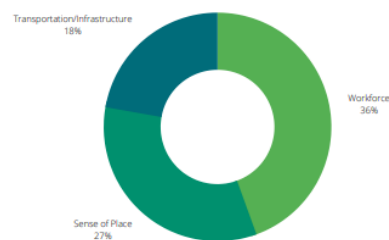
In-person session groups were asked to unanimously identify and rank regional "weaknesses". The charts below reflect the weaknesses top categories and how they were ranked in all three in-person sessions.

Category Ranking #1



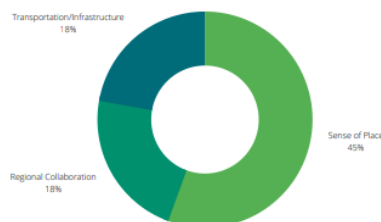
The first-ranking weaknesses include factors in the following categories: Workforce, Transportation/Infrastructure, and Regional Collaboration.

Category Ranking #2



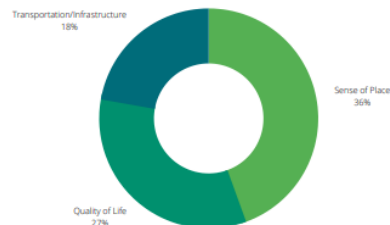
The second-ranking weaknesses include factors in the following categories: Workforce, Sense of Place, and Transportation/Infrastructure.

Category Ranking #3



The third-ranking weaknesses include factors in the following categories: Sense of Place, Regional Collaboration, and Transportation/Infrastructure.

Category Ranking #4



The fourth-ranking weaknesses include factors in the following categories: Sense of Place, Quality of Life, and Transportation/Infrastructure.

Workforce

"The last top strength identified is "Workforce" factors. Workforce opportunity factors include focusing on educational opportunities for the regional labor force and how to "strengthen" the regional workforce.



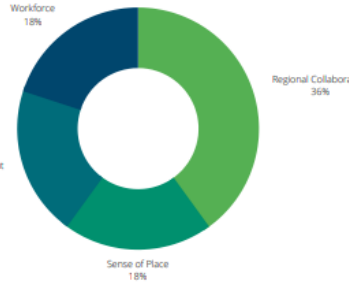
In-person session groups were asked to unanimously identify and rank regional "threats". The charts below reflect the threats top categories and how they were ranked in all three in-person sessions.

Category Ranking #1



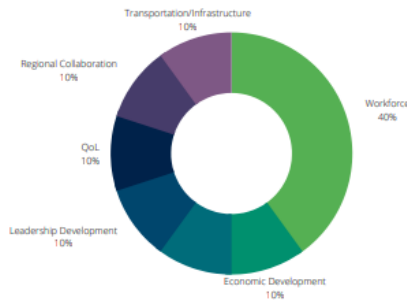
The first-ranking threat include factors in the following categories: Leadership Development and Workforce.

Category Ranking #2



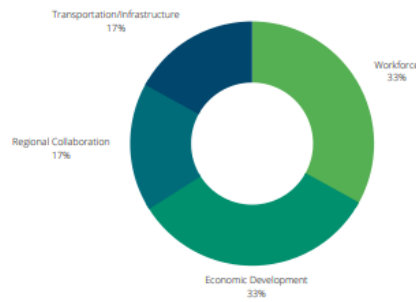
The second-ranking threat include factors in the following categories: Regional Collaboration, Sense of Place, Leadership Development, and Workforce.

Category Ranking #3



The third-ranking threat include factors in the following categories: Workforce, Economic Development, Higher Education/Technical Training, Leadership Development, QoL, Regional Collaboration, and Transportation/Infrastructure.

Category Ranking #4



The fourth-ranking threat include factors in the following categories: Workforce, Economic Development, Regional Collaboration, and Transportation/Infrastructure.

Workforce

The top identified threat of the region is related to "Workforce" factors. Threats identified include workforce migration (out of the region), the local "brain drain", low labor force participation rates, and labor force competition amongst regional employers.



1.5 Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region. [WIOA Sec. 106(c)(1)(C); 20 CFR 679.510(a)(1)(iii)]

Manufacturing – a critical sector in our region that contributes the highest proportion of regional GDP and a sector that is rapidly aging out of key occupations over the next 5-10 years. The Manufacturers' Association of South Central PA (MASCPA) works with nearly 25 employers in the Industry Partnership The group has identified the following skills gaps:

- Welding
- Machine Operators
- Drivers CDL A/B
- HVAC Systems
- Lean manufacturing

MASCPA is a group apprenticeship sponsor and currently operates 9 RA programs including Automation Robotics Technician, Industrial Maintenance Electrician, Industrial Maintenance Mechanic, Industrial Manufacturing Technician, Machinist, Mechatronics and Quality Control Technician. MASCPA also administers a Manufacturing Pre-Apprenticeship in the South Central region and has participation from SC and Lancaster high school youth. The Lancaster WDB financially supports these pre-apprentices with supportive services and has a goal to increase pre-apprenticeship enrollment year over year. Both SCPA Works and Lancaster WDB serve as convenors to connect local schools to this opportunity by promoting information sessions. MASCPA also sponsors a Manufacturing Pre-Apprenticeship. MASCPA's RA and Pre-RA programs are identified in Lancaster's ABA grant as expansion partners.

Healthcare – The fastest growing sector in our region, with the highest occupational gap (Healthcare practitioners); the COVID-19 pandemic has created even more gaps in certain occupations, such as home health aides and long-term care workers. In the healthcare sector, several industry associations, such as LeadingAge and Pennsylvania Healthcare Association (PHCA), are actively engaging in collaborative section work. Training programs targeting the skills below have been created with healthcare sector employers, including Certified Nursing Assistant and Medical Billing Assistant.

- Certified Nursing Assistant (CNA)
- Home Healthcare
- Patient Care
- People Skills
- Critical Care

In 2022-2023, the South Central region saw an expansion in healthcare apprenticeships with UPMC and Union Community Care. UPMC was awarded a PA Smart Grant to expand Certified Nursing Assistant and Medical Assistant and Union Community Care successfully registered Certified Clinical Medical Assistant. LWDB's will continue to convene healthcare employers and promote RA and Pre-RA as pathways to careers in the medical industry. Lancaster is working with Lancaster County Career and Technology Center to connect a Medical Assistant Pre-Apprenticeship to both RA's.

Information Technology – A smaller but growing industry group that spans health, manufacturing, finance/banking, and professional services. This industry has an extremely low unemployment rate and many "opportunity occupations" that are well-positioned for career pathway growth. This Industry Partnership group comprises nearly 40 companies (Deloitte, KPMG, Capital Blue Cross, and PSECU). Participants also serve on several subcommittees that include:

- Talent, Supply, and Diversity
- Innovation

The IT Industry Partnership is currently exploring a Group Registered Apprenticeship model. A survey is being sent to all participating employers to determine the highest occupational need(s). The region also supports NuPaths RA and Pre-RA in various ways including supporting grant applications and applying TANF Youth funding to eligible students. Industrial Resolution LLC also serves as a pre-apprenticeship

sponsor for IT Professional. Lancaster is working to re-invigorate this Pre-RA that has been dormant throughout the pandemic.

Hospitality/Tourism – The industry hardest hit by the COVID-19 pandemic; the opportunity to provide targeted support for re-skill and up-skill into other industries. In some instances, the pandemic temporarily displaced 60% of accommodation, hospitality, and tourism jobs in April/May 2020. These industry projections will likely change as we find out more about the impact on this industry. However, early data sources show that the Leisure & Hospitality industry has not recovered nearly as quickly as other industries. According to data from Harvard and Brown Universities, the Leisure & Hospitality sector is still down almost 27% from pre-pandemic levels. Other sectors, such as Retail & Transportation/Professional & Business Services are almost back to levels last seen in February 2020. The goal will be to identify alternate career paths, assess skill gaps to transition, and employ strategies to rapidly re-skill those displaced in these industries.

STEM Logistics 2.0 Occupational Group – SCPa Works is exploring this rapidly changing sector, particularly how the nature of warehousing is moving quickly from manual labor to automation, robotics, AI, and big data. The types of jobs in logistics and warehousing are changing dramatically and quickly. Fully automated warehouses, artificial intelligence, robotics, and big-data warehouse management systems are just some of the trends significantly shifting the occupational composition in logistics and supply chain companies. Warehouses will likely need as many software developers and engineers as they do manual labor in the not-too-distant future. The potential for STEM jobs is remarkable, but those seismic shifts will not be without displacing thousands of manual labor jobs. The types of jobs being developed in currently under-construction warehouses in Franklin and Cumberland counties are software developers, mechatronics, and electrical engineers and technicians.

Junior Achievement of South Central PA currently operates a registered STEM Pre-Apprenticeship in partnership with the local IEC. The pre-apprenticeship offers students over the course of their secondary school career the chance to earn a Pre-Apprenticeship certificate by participating in various STEM activities.

Lancaster/Berks Construction Next Generation Partnership – This partnership, formed in 2019, exists to bring awareness to the industry and create career pathways in our region. This partnership encompasses business champions across Lancaster, Lebanon, and Berks Counties, who are setting and exceeding benchmarks for the industry. This partnership has recently joined forces with Career Ready Lancaster! to leverage existing support and align priorities under the business-education partnership.

The priorities identified under Lancaster-Berks Construction Connection include:

- Broaden Work Based Learning
- Connections to area schools
- Corporate activities
- Apprenticeship and Training

Expand Inclusivity, Diversity, and Unity in the Industry with a focus on the following:

- Latino talent

- Women
- Returning citizens

Tackle legislative Issues that inhibit growth and competitiveness, including:

- Apprenticeship ratios
- Responsible contractor ordinances
- Industry advocacy

Within this Industry Partnership, ABC Keystone serves as a group apprenticeship sponsor for 13 different occupations. They also operate a Pre-RA program for Building Trades. Through Lancaster’s ABA grant, ABC Keystone has been identified as an apprenticeship expansion partner. Lancaster will look to increase and financially support apprentices in this program.

South Central Construction Industry Partnership- A new Industry Partnership, South Central is in the planning phase of developing this group. SCPa Works will collaborate with Lancaster to enhance communication and partnership between regional industry leaders.

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 LCWDB are keenly aware of the challenges faced by our community, especially those with the highest barriers to employment. Therefore, SCPa Works and LCWDB must align our local and regional plans around strategies designed to serve our job-seeker populations with these barriers to employment.

The most significant challenge in the South Central labor market is the disruption to the workforce due to COVID-19. A critical component of our workforce strategy will be to:

1. Identify individuals who choose to return to the labor market.
2. Evaluate barriers to employment remaining once the pandemic disruptions have subsided.
3. Identify what sectors/industries those job seekers have been displaced from.
4. Coach individuals on alternate career pathways and educational opportunities to address skill gaps.

The region is home to many postsecondary institutions. These institutions engage with the Region's Workforce Boards to align new and existing programs with current and future employment opportunities. WDB staff participation on Councils and training provider participation on the WDB Board of Directors support the connection of labor market demand to skill development.

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 LCWDB will continue offering a job-matching system that provides information about job seekers, increases job postings' quality and quantity, and increases 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 individuals impacted by the criminal justice system.

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 businesses 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.

Regionally, the engagement of individuals impacted by the criminal justice system and the education of employers in Fair Chance Hiring practices have been prioritized. Both SCPa Works and Lancaster serve this population through PA CareerLink® programs, county reentry coalitions, and engagement with criminal justice system partners.

One of the LCWDB staff members was recently certified through JobsEQ, a labor market data source, as JobsEQ Fit. Her knowledge of labor market data will complement the current analysis provided through South Central WDB to enhance the level of materials provided throughout the region.

To provide strategic direction around working together to serve these targeted populations better, 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 to serve job seekers with barriers to employment better.

Many times, a barrier to employment can be related to lack of industry or digital literacy skills. Apprenticeship can be a key solution to remediate this barrier because an apprenticeship is an “earn while you learn” model. Therefore, a jobseeker can secure full-time employment and receive technical and on-the-job training through the employer. The LWDBs will continue to work with employers to increase the number of apprenticeship opportunities that exist in the region.

A few resources to connect jobseekers to apprenticeship and pre-apprenticeships are:

1. Explore the Eligible Training Provider List Registered Apprenticeship training list
2. Connect jobseekers to Apprenticeship USA’s job finder at <https://www.apprenticeship.gov/apprenticeship-job-finder>
3. Share information on how/when to apply to apply for joint sponsored apprenticeships.
4. Host Apprenticeship job fairs when there is adequate opportunities available
5. Inform participants of the supportive services available to apprentices
6. Encourage sponsors to hire jobseekers in partnership with PA CareerLink® and the financial benefits available to support the hiring include On-the-Job training and Individual Training Accounts.

1.7 Describe the coordination of transportation and other supportive services for the region.
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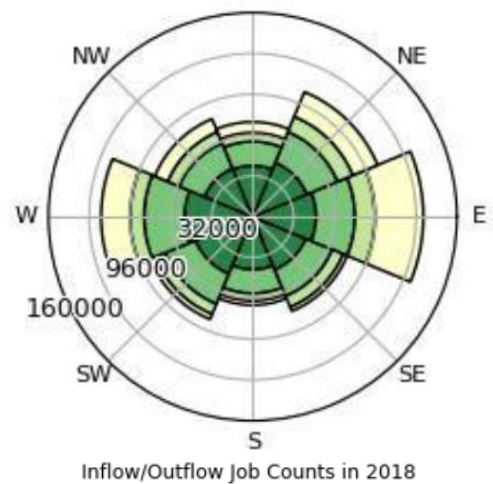
The South Central Workforce Development Planning region is committed to leveraging and aligning our workforce development activities to improve our citizens' access to transportation. Working closely with the South Central Partners for Regional Economic Performance (PREP), the region will explore a series of meetings to discuss strategies to establish a uniform means to identify regional transportation challenges. Challenges such as in-flow and outflow of commuters in the 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.

The region has an extensive network of community-based organizations, partners, and government agencies that provide supportive services to customers. Transportation is one of the biggest challenges for the region in terms of workforce development. Outside of having one's vehicle, there is a patchwork of for-profit and county-based transportation agencies such as Capital Area Transit, Red Rose Transit, Rabbit Transit, commuter services, and other local service providers to help workers travel and from work. Commuter Services is a viable option for job seekers who can use the service to help them carpool. However, there is no significant regional planning body that is coordinating all these disparate transportation providers.

Jobs by Distance - Work Census Block to Home Census Block

2018		
	Count	Share
Total Private Primary Jobs	751,996	100.0%
Less than 10 miles	365,421	48.6%
10 to 24 miles	195,107	25.9%
25 to 50 miles	79,830	10.6%
Greater than 50 miles	111,638	14.8%

Job Counts by Distance/Direction in 2018
All Workers



Inflow/Outflow Job Counts in 2018



- 150,573 - Employed in Selection Area, Live Outside
- 179,743 - Live in Selection Area, Employed Outside
- 601,423 - Employed and Live in Selection Area

<https://onthemap.ces.census.gov/>

1.8 Describe the region's strategy to increase participation on the statewide eligible training provider list.

Training providers are actively encouraged to apply for ETPL certification. While each local region has its own process, each training provider is given guidance on best practices in developing programming to meet ETPL standards. We strive to use our industry partnerships to peer review the training and give guidance as to the program's validity from the local industry's perspective. In 2021 one major local postsecondary learning institution registered every certification training on the ETPL list. With the support from both teams and the State, we are confident that our regional ETPL offerings will double in size.

1.9 Describe how the region established administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region. [WIOA Sec. 106(c)(1)(E); 20 CFR 679.510(a)(1)(v)]

The South Central Workforce Development Planning region consists of two Local Planning areas with a long history of collaboration. SCPa Works and LCWDB share expertise within the existing staffing structures whenever possible. When outside costs are identified, a cost-sharing agreement will be explored.

1.10 Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach an agreement with L&I on local performance levels for and report on the performance accountability measures described in section 116(c), for each of the local areas within the planning region. [WIOA Sec. 106(c)(1)(H); 20 CFR 679.510(a)(1)(viii)].

Each local area (South Central and Lancaster) will negotiate individually with the Commonwealth. South Central and Lancaster may discuss strategies for negotiating at a regional level in the future.

(All content in this document was cited from Lightcast® Populations Demographics Report, JobsEQ, and Census.)