

1. STRATEGIC PLANNING: Local Area Workforce and Economic Analysis

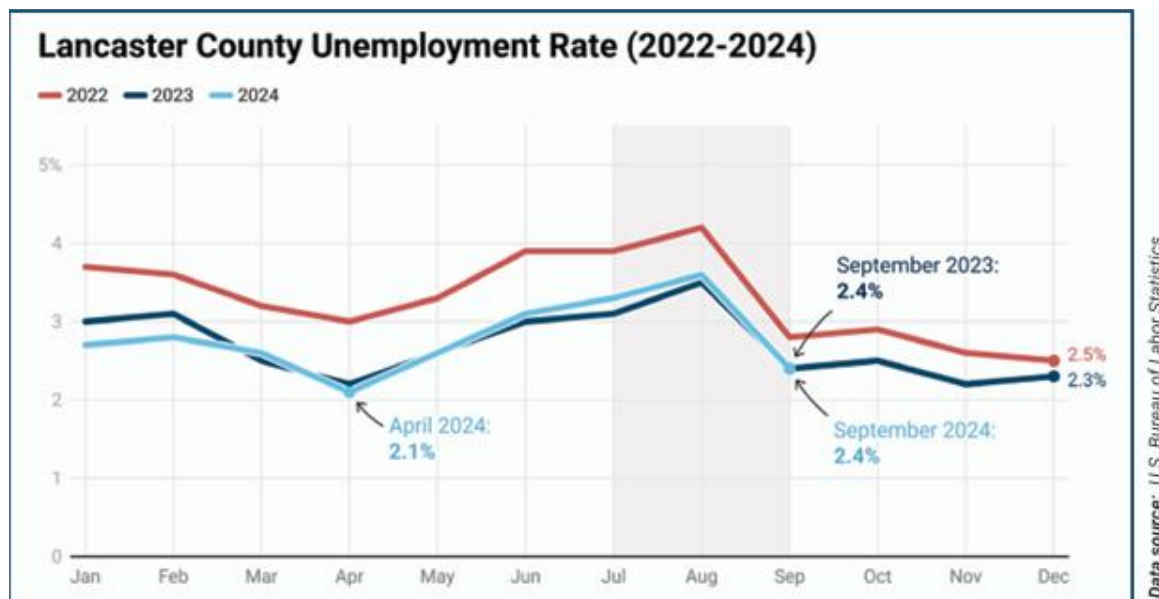
1.1. Workforce analysis - Provide an analysis of the regional workforce, including the composition of the local area's population and current labor force employment data.

Overview. Lancaster County, sometimes nicknamed the Garden Spot of America or Pennsylvania Dutch Country, is a county located in the south-central part of the Commonwealth of Pennsylvania. As of the 2022 American Community Survey, the population was 553,202. The County of Lancaster is a popular tourist destination.

The Lancaster County Workforce Investment Board, d/b/a Lancaster County Workforce Development Board, (LCWDB) oversees the workforce development activities of the local area.

As of Q3 2024, Lancaster County's unemployment rate dropped to 2.4%, its lowest September rate, and a point and a half below the national rate. This equates to 6,900 unemployed people in the county.

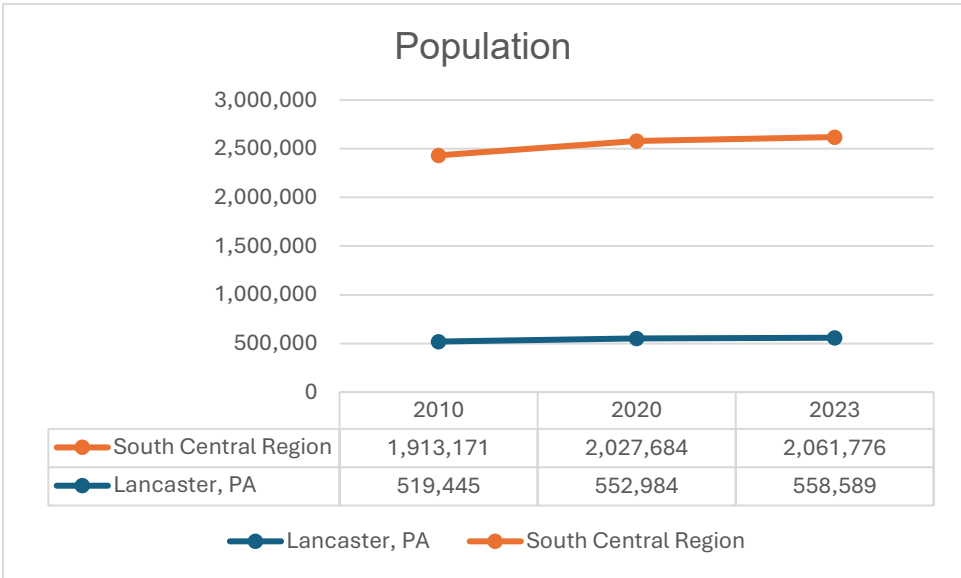
Employment Recovery. Figure 1



Source: U.S. Bureau of Labor Statistics JobsEQ® 10/30/24

Population. Figure 2 The population in Lancaster County, Pennsylvania was 553,202 per American Community Survey data for 2018-2022. The population is expected to grow by .5% annually. A study conducted by the Lancaster County Planning Commission reports that over the next five years, Lancaster County population is projected to grow to 613,208.

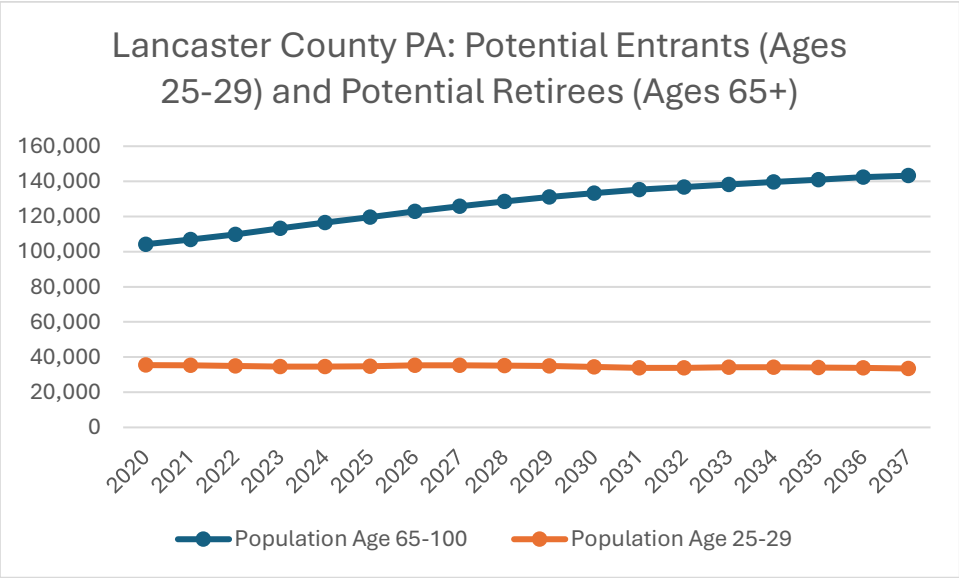
Figure 2



Source: U.S. Census 12/09/24

Age Distribution. Figure 3 represents one of the most significant long-term challenges facing Lancaster County labor market. As seen in this graph, the rate of individuals age 65+ is projected to outpace the number of individuals entering the labor market. The age shifts in Lancaster County are mirroring those across the nation and are expected to continue in the coming years. From 2000 to 2020, the County’s population of prime age workers decreased by 6.2%. With our vibrant retirement communities and healthcare facilities, the need for healthcare occupations continues to grow.

Figure 3. Potential Entrants



Source: JobsEQ® 2.15.23

Lancaster City was identified by BBC as “America’s Refugee Capital of the World” in 2017, resettling 20% more refugees per capital than the rest of the world. The variety is astounding, with public schools here reporting over 70 languages spoken by students, giving Lancaster County a worldly identity belying its Pennsylvania Dutch image.

According to the Census Bureau, over 34,609 county residents, or 6.2% of the population, were foreign born, the latest data available. The percentage rises to 12.8% in Lancaster city, where over 7,419 were born in other countries. In 2024, 17.4% of Lancaster County residents spoke a language other than English at home. This was higher than Pennsylvania, at 13%, but less than the U.S., at 22.5%.

The City of Lancaster had the most language variety-more than a third of its population speak a language other than English in their homes. In comparison, this number is 19.5% in Berks County. All surrounding counties saw increases in this population since 2000 lead by Lebanon County with 7.7% points since 2000, followed by Berks County which experienced an increase of 5.5% percentage points since 2000.

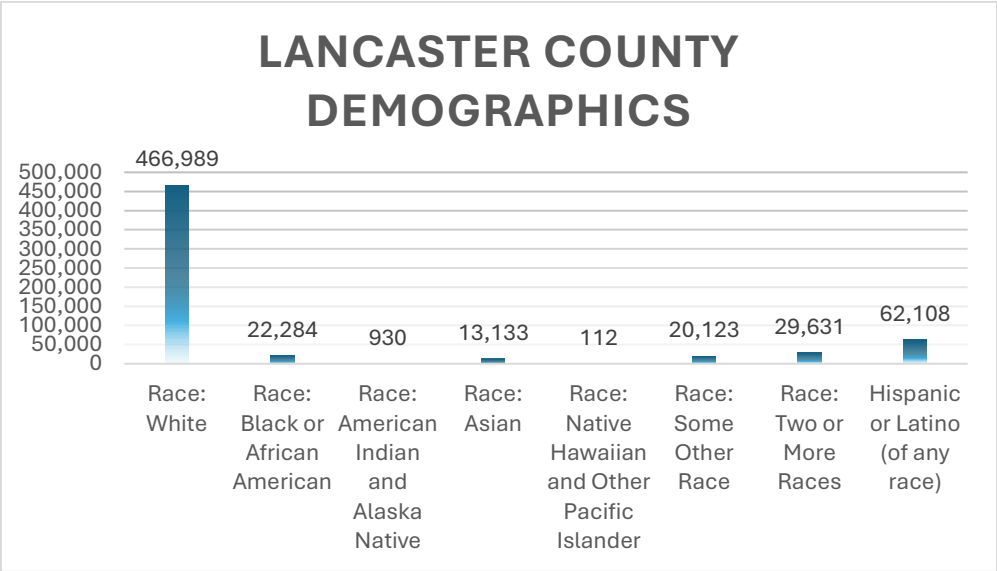
Lancaster’s Limited English Proficiency Plan (LEP), as required by Title VI of the Civil Rights Act of 1964 and the Title VI regulations, uses U.S. Census data to identify languages spoken at home by ability to speak English for the population 5 years and over. Any population that exceeds 1,000 or more individuals will require vital document translation and accommodations services at the PA CareerLink® Lancaster County and within the LWDA. Although not yet meeting the DOJ threshold for language translation requirements, there is a growing population of Haitian-Creole speakers in Lancaster County. The LCWDB is anticipating this to continue to grow and subsequently be added to the next LEP plan.

In 2024, our LEP was updated to include the following languages:

- Spanish
- Vietnamese
- German

Google Translate is also a feature on both LCWDB and PA CareerLink® websites that translate the webpages into any language.

Figure 4. Demographics



Source: JobsEQ® 12/02/24

Households. There are 211,669 households in the WDA. Of those, 44,947 consist of married couples with children under 18 years of age, while 12,137 are single-parent households, and 119,154 are households without children or that live in

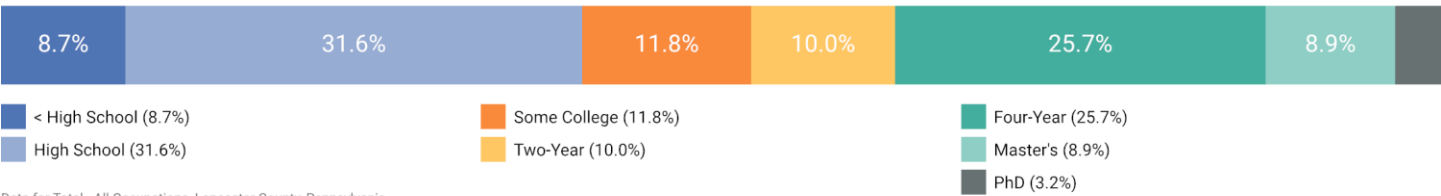
nonfamily households. 21.2% of all children in Lancaster County live in a single parent household. (Figure 4).

Education. Lancaster continues to emphasize the importance of Career Pathways and aligning educational training with the jobs available in Lancaster. **Figure 5** indicates that 69% of all jobs in Lancaster County require on-the-job training or previous work experience. The remaining jobs require advanced training in the form of degrees or certifications. Lancaster residents potentially face underemployment, as the attainment of college degrees outpaces the local job requirements. By increasing opportunities for on-the-job training, apprenticeships, obtaining industry recognized credentials and certificates, more people will be able to find employment and maintain residency in Lancaster County. **Figures 6 and 7** show long-term educational requirements forecasted through 2032, which indicate a growth in all educational levels as technology and innovation continue to shape our industries.

It is notable in Lancaster County that 12.1% of residents aged 25-64 do not have a high school diploma, which is higher than the state (7%) and national level (10.5%). Lancaster County is unique in that it is home to a population of Amish and Anabaptist (Old Order Mennonites, Groffdale Mennonites, Mennonite Church, and Church of the Brethren) individuals. The Amish, Old Order Mennonites, and Groffdale Mennonites consider their education completed between the 8th and 10th grades. Of individuals 25 to 64 in Lancaster County, Pennsylvania, 31.9% have a bachelor’s degree or higher which compares with 35.8% in the nation.

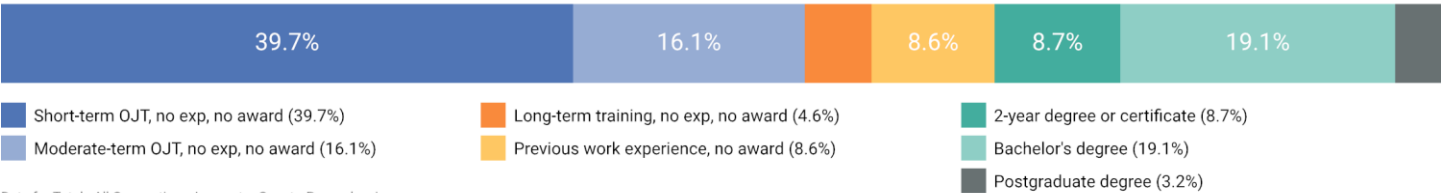
Figure 5

Educational Attainment



Data for Total - All Occupations, Lancaster County, Pennsylvania
Source: JobsEQ®. Data as of 2024Q1.

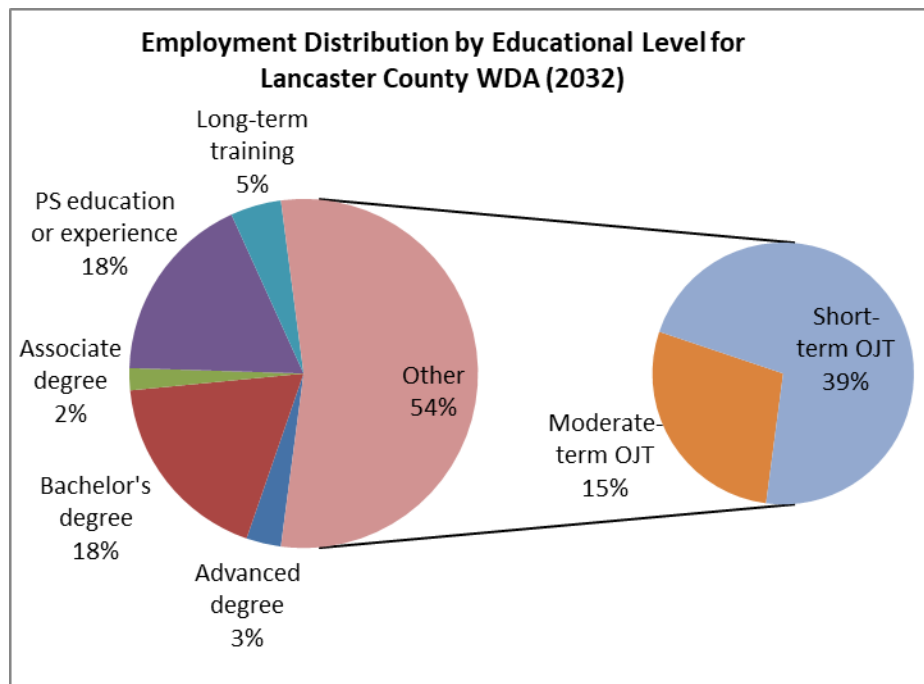
Education and Training Requirements



Data for Total - All Occupations, Lancaster County, Pennsylvania
Source: JobsEQ®. Data as of 2024Q1.

Source: JobsEQ® 12.02.24

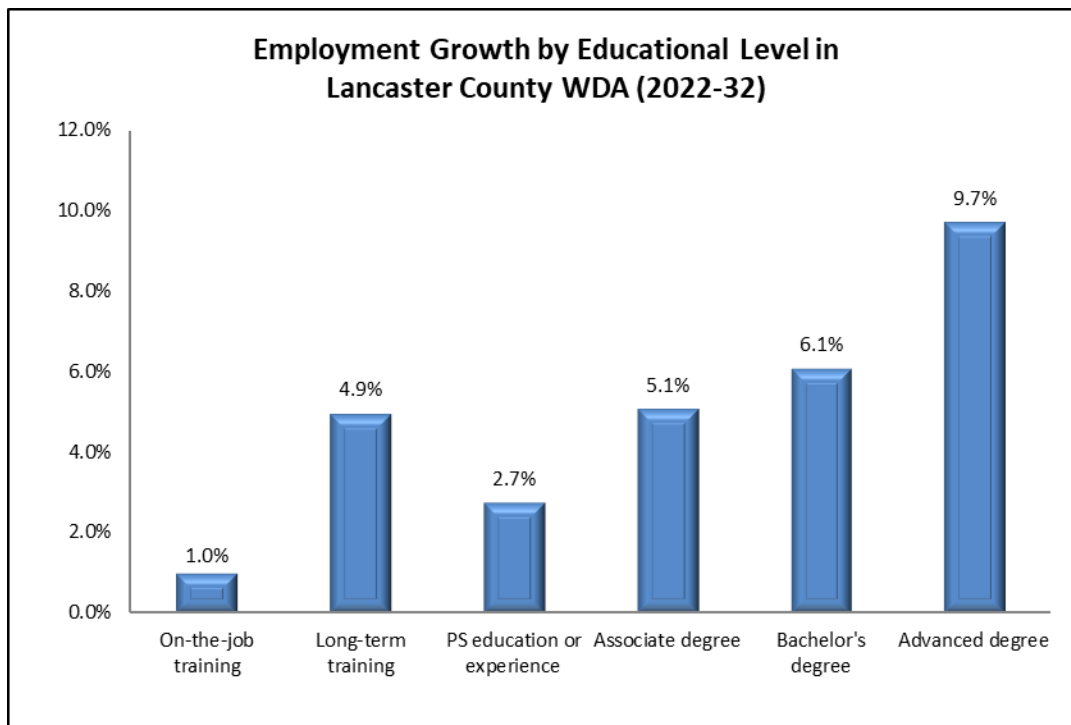
Figure 6. Employment Distribution by Educational Level



Source: Center for Workforce Information and Analysis [CWIA]

Figure 7. Employment Growth by Education Level

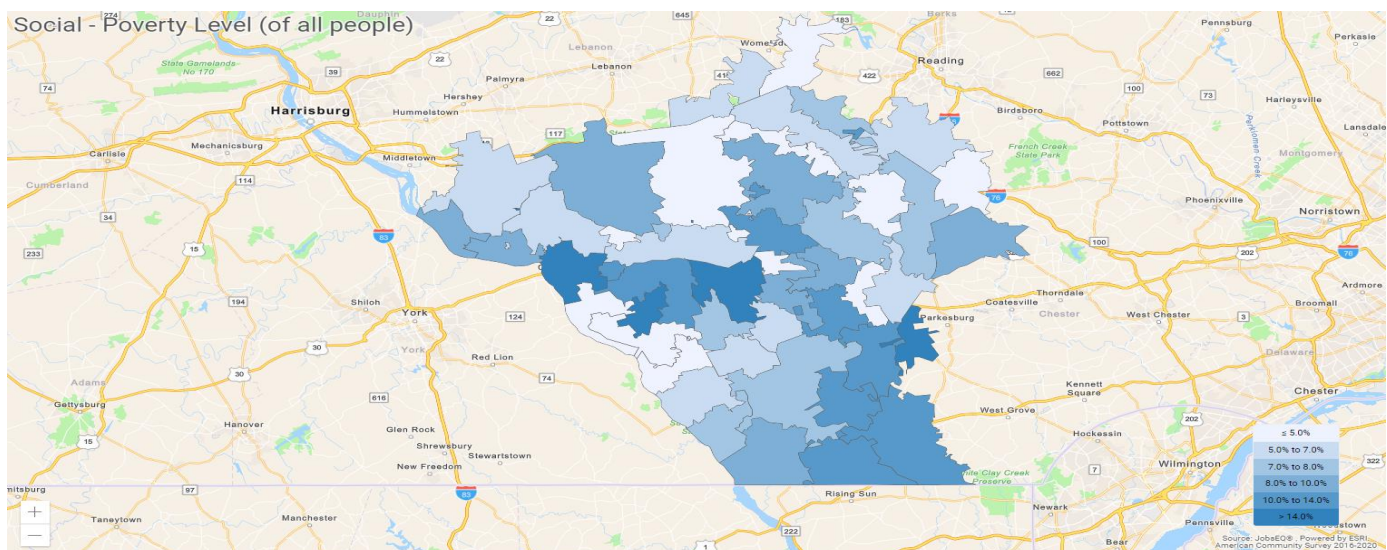
Area	Educational Grouping	Employment (2022)	Projected Employment (2032)	Percent Change (2022-32)
Lancaster County	On-the-job training	152,400	153,930	1.0%
Lancaster County	Long-term training	12,750	13,380	4.9%
Lancaster County	PS education or experience	48,960	50,300	2.7%
Lancaster County	Associate degree	5,530	5,810	5.1%
Lancaster County	Bachelor's degree	48,590	51,540	6.1%
Lancaster County	Advanced degree	8,350	9,160	9.7%



Source: Center for Workforce Information and Analysis [CWIA]

Income. The median household income in Lancaster County, Pennsylvania is \$81,458 (which is slightly higher than the state and national value (\$73,824 and \$80,610 respectively)). The per capita income is \$39,872 which is lower than the state and national average. The poverty level (of all people) in Lancaster County is 8.2%, a decrease from 2020 (**Figure 8**), and is approximately 3.5% lower than the state average and 4% lower than the national average. 8.1% of households are receiving SNAP (Supplemental Nutrition Assistance Program) and 11.2% are uninsured, which is more than double the state average of 5.6%. The cost of living in Lancaster County is 2.9% higher than the national average.

Figure 8: Poverty Level



Source: JobsEQ® 2.15.23

Housing. There are 216,592 total housing units in Lancaster (increase of 2,390 from 2020), of which 30.1% are renter occupied. This is in line with the state average, and lower than the national averages. The median household value of owner-occupied units is \$263,600. Vacancies remain critically low, at .5% for homeowners and 2.5% for rentals. Of the occupied housing units, 9.1% do not have a vehicle.

Of significance, according to the MIT Living Wage Calculator¹, a family of three (2 working adults and 1 child) typically spends \$16,079 annually, or \$1,178.5 per month for housing expenses. The living wage to support this household would be \$95,027.

Employment. As shown in Figure 9, Lancaster County has significantly recovered from the pandemic, where unemployment peaked at 41,000 (15%) in April 2020. As of 2024Q3, Lancaster’s employment levels exceeded that in 2023 by an average of 6,100 workers.

Figure 9: Total Civilian Labor Force, Employment, Unemployment, and Unemployment Rate

Annual Average Labor Force Statistics, Lancaster County WDA, 2023

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2023	291,300	283,400	7,900	2.7

Seasonally Adjusted Labor Force Statistics, Lancaster County WDA, 2024

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	293,600	285,700	7,900	2.7
February	292,200	284,500	7,700	2.6
March	292,600	284,900	7,700	2.6
April	293,100	285,400	7,700	2.6
May	293,100	285,400	7,700	2.6
June	292,600	284,800	7,700	2.6
July	292,600	284,800	7,800	2.7
August	291,600	283,600	8,000	2.7

Preliminary

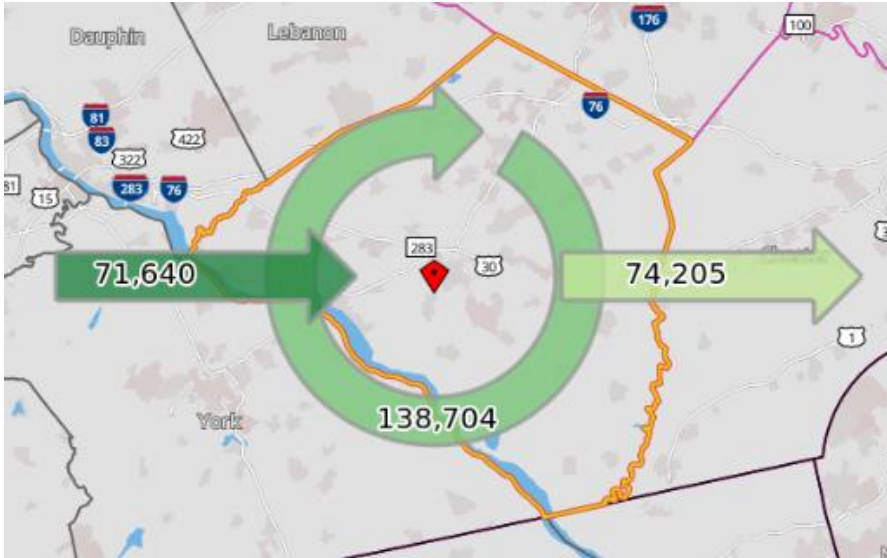
Source: Local Area Unemployment Statistics (LAUS)

The region has a civilian labor force of 289,582 with a participation rate of 66.0%.

¹ 2023 Dr. Amy K. Glasmeier and the Massachusetts Institute of Technology, “Living Wage Calculation for Lancaster County, Pennsylvania,” 2023, <https://livingwage.mit.edu/counties/42071> (accessed February 15, 2023).
Page 7 of 77

Figure 10 indicates Lancaster County attracts a higher number of commuters to our workforce than resident's who work outside of our county. Lancaster County is home and the place of work to 65.9% (138,704) of those in the labor force, while 34.1% (74,205) of residents live here, but work outside the WDA. The mean commute time is 23.8 minutes with 0.8% of workers commuting via public transportation. Due to the size of the county and lack of public transportation that reaches the outer areas, transportation continues to be a barrier for workers in Lancaster.

Figure 10



Source: Center for Workforce Information and Analysis [CWIA] 2024

Population with Barriers. Figure 11 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. 8.2% of Lancaster County residents live in poverty.

According to the Urban Institute,² most individuals released from prison held a job prior to incarceration and want legal, stable employment upon release. Research also suggests that the higher the wage, the less likely these individuals will return to crime. However, most former prisoners have trouble finding a job after release. During the time spent in prison, many individuals lose skills. A large proportion of former prisoners have low levels of educational attainment, 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.

Research obtained from Children's Rights³ 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 diploma or equivalency compared to 94% in the general population. By age 26, 4% of youth who were out of foster care had earned a four-year college degree, while 36% of youth in the general population had graduated from college. In Lancaster County, approximately 40 children age out of foster care each year.

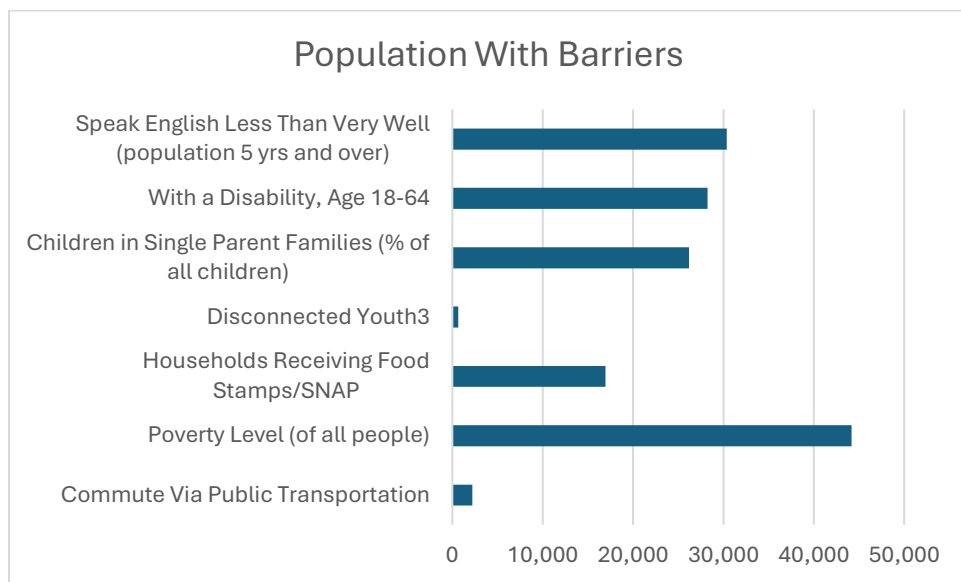
Language can be a barrier to employment, and Lancaster has 30,375 residents ages 5+ categorized as "Speak English less

² Urban Institute is a nonprofit organization dedicated to elevating the debate on social and economic policy. They conduct research and offer evidenced based solutions to improve lives and strengthen communities (www.urban.org).

³ Children's Rights is a nonprofit organization dedicated to improving the child welfare system to ensure the rights of children in foster care are upheld (www.childrensrights.org).

than very well”. Proportionately, Berks, Lehigh, Montgomery, and Philadelphia counties are the only counties that have higher language barriers than Lancaster. Due to Lancaster’s diverse refugee and immigrant population and their specialized needs, LCWDB proudly partners with agencies like Church World Services, the Literacy Council of Lancaster/Lebanon, and Lancaster-Lebanon Intermediate Unit 13 to assist jobseekers in remediating language barriers.

Figure 11. Overview of Population with Barriers in Lancaster County



Source: JobsEQ® 12/02/24

In Lancaster County, 28,255 residents identify as having a disability. Statics show that of those individuals, roughly 52% are in the Labor Force. Unemployment disproportionately affects those with disabilities at a much higher rate of 8.4% for those identified as having a disability as opposed to 3.1% of those not identified as having a disability.

According to Youth.Gov⁴, the high social and economic costs of teen pregnancy and childbearing can have short- and long-term negative consequences for teen parents, their children, and their community.

- By age 22, approximately 50% of teen mothers have received a high school diploma and 30% have earned a high school equivalency certificate, whereas 90% of women who did not give birth during adolescence receive a high school diploma.
- Approximately 10% of teen mothers complete a two- or four-year college program.
- Teen fathers have a 25 to 30% lower probability of graduating from high school than teenage boys who are not fathers.

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

The Point-in-Time (PIT) count is the number of sheltered and unsheltered homeless persons on a single night in January.

⁴ **youth.gov** (formerly FindYouthInfo.gov) was created by the Interagency Working Group on Youth Programs (IWGYP), which is composed of representatives from 21 federal agencies that support programs and services focusing on youth. The IWGYP promotes the goal of positive, healthy outcomes for youth in four significant ways: Create and Support youth.gov, Create and Support YE4C (Youth Engaged 4 Change), Identify and Disseminate Effective Practices, and Promote Enhanced Collaboration.

HUD requires that Continuums of Care perform the PIT annually to determine the number of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). At the point in time count in January 2024, there were 597 individuals in Lancaster County who were experiencing homelessness. This is an increase of 13.5% over the prior year, and the highest level since 2010.

The McKinney-Vento Homeless Assistance Act⁵ defines youth homelessness as:

- children sharing housing due to economic hardship or loss of housing.
- children living in "motels, hotels, trailer parks, or campgrounds due to lack of alternative accommodations “.
- children living in "emergency or transitional shelters.”
- children whose primary nighttime residence is not ordinarily used as regular sleeping accommodation (e.g., park benches, vehicles.)
- children living in "cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations.”

Per PA Department of Education, most recent data indicates there were 2,298⁶ students in Lancaster County who met this definition of homeless.

Within PA CareerLink® Lancaster County various partners including the Department of Human Services (Lancaster County Assistance Office), Title I Adult Re-Entry, Title I Out-of-School Youth, Title II Adult Education and Literacy, and Title III Wagner-Peyser and Title IV Office of Vocational Rehabilitation work together as a network to case manage, co-enroll to benefit the client, and strive for common measures such as a skills gain, credential attainment and employment retention and advancement.

Industry Snapshot. The largest sector in Lancaster County, Pennsylvania is Health Care and Social Assistance, employing 43,969 workers. The next-largest sectors in the region are Manufacturing (38,684 workers) and Retail Trade (31,174). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region are Manufacturing (LQ = 1.78), Agriculture, Forestry, Fishing and Hunting (1.59), and Construction (1.37).

Sectors in Lancaster County, Pennsylvania with the highest average wages per worker are Management of Companies and Enterprises (\$114,362), Utilities (\$99,967), and Finance and Insurance (\$98,292). Regional sectors with the best job growth (or most moderate job losses) over the last 5 years are Health Care and Social Assistance (+3,639 jobs), Construction (+1,518), and Transportation and Warehousing (+1,126).

Over the next year, employment in Lancaster County, Pennsylvania is projected to contract by 76 jobs. The fastest growing sector in the region is expected to be Health Care and Social Assistance with a +0.8% year-over-year rate of growth. The strongest forecast by number of jobs over this period is expected for Health Care and Social Assistance (+343 jobs), Transportation and Warehousing (+76), and Professional, Scientific, and Technical Services (+38).

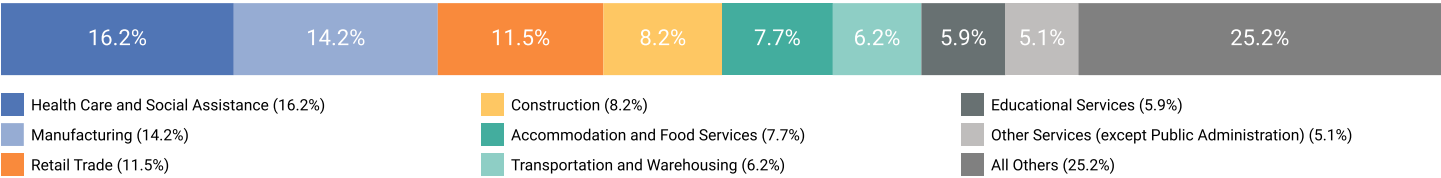
⁵ The **McKinney–Vento Homeless Assistance Act of 1987** (Pub. L. 100-77, July 22, 1987, 101 Stat. 482, 42 U.S.C. § 11301 *et seq.*) is a United States federal law that provides federal money for homeless shelter programs. It was the first significant federal legislative response to homelessness, and was passed by the 100th United States Congress and signed into law by President Ronald Reagan on July 22, 1987. The act has been reauthorized several times over the years.

(Source: https://en.wikipedia.org/wiki/McKinney%E2%80%93Vento_Homeless_Assistance_Act)

⁶ PA Dept. of Education, Education for Children and Youth Experiencing Homelessness Program 2018-19 County by Entity, December 2020, <https://www.education.pa.gov/Documents/K-12/Homeless%20Education/Reports/2018-19%20Pennsylvania%20ECYEH%20Counts%20by%20Entity.pdf>
Page 10 of 77

Figure 12

Total Workers for Lancaster County, Pennsylvania by Industry



Source: JobsEQ®
Data as of 2024Q1
Note: Figures may not sum due to rounding.

Source: JobsEQ® 12/02/24

Occupation Snapshot. The largest major occupation group in Lancaster County, Pennsylvania is Office and Administrative Support Occupations, employing 30,925 workers. The next-largest occupation groups in the region are Transportation and Material Moving Occupations (30,335 workers) and Sales and Related Occupations (24,763). 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 = 1.60), Farming, Fishing, and Forestry Occupations (1.36), and Construction and Extraction Occupations (1.32).

Occupation groups in Lancaster County, Pennsylvania with the highest average wages per worker are Management Occupations (\$113,800), Legal Occupations (\$110,200), and Healthcare Practitioners and Technical Occupations (\$96,800). The unemployment rate in the region varied among the major groups from 0.8% among Legal Occupations to 4.1% among Transportation and Material Moving Occupations. Over the next year, the fastest growing occupation group in Lancaster County, Pennsylvania is expected to be Healthcare Support Occupations with a +1.3% year-over-year rate of growth. The strongest forecast for the number of jobs over this period is expected for Healthcare Support Occupations (+179 jobs) and Healthcare Practitioners and Technical Occupations (+84). Over the same period, the highest separation demand (occupation demand due to retirements and workers moving from one occupation to another) is expected in Food Preparation and Serving Related Occupations (4,010 jobs) and Transportation and Material Moving Occupations (3,844).

Figure 13

Lancaster County, Pennsylvania, 2024Q1

NAICS	Industry	Empl	Current		5-Year History		1-Year Forecast			Empl Growth	Ann % Growth
			Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers		
62	Health Care and Social Assistance	43,969	\$61,467	1.09	3,639	1.7%	4,651	2,075	2,233	343	0.8%
31	Manufacturing	38,684	\$68,629	1.78	-311	-0.2%	3,755	1,558	2,335	-138	-0.4%
44	Retail Trade	31,174	\$36,324	1.16	-227	-0.1%	4,036	1,895	2,374	-233	-0.7%
23	Construction	22,430	\$69,836	1.37	1,518	1.4%	1,891	785	1,150	-45	-0.2%
72	Accommodation and Food Services	20,902	\$24,109	0.88	-202	-0.2%	3,652	1,661	2,026	-35	-0.2%
48	Transportation and Warehousing	16,821	\$56,392	1.25	1,126	1.4%	1,917	804	1,037	76	0.5%
61	Educational Services	15,940	\$61,990	0.73	-532	-0.7%	1,479	736	763	-19	-0.1%
81	Other Services (except Public Administration)	13,764	\$37,292	1.20	-29	0.0%	1,564	686	885	-6	0.0%
42	Wholesale Trade	12,805	\$68,193	1.25	124	0.2%	1,228	519	773	-65	-0.5%
54	Professional, Scientific, and Technical Services	12,585	\$78,186	0.63	674	1.1%	1,064	416	610	38	0.3%

Lancaster County, Pennsylvania, 2024Q1

NAICS	Industry	Empl	Current		5-Year History		1-Year Forecast				
			Avg Ann Wages	LQ	Empl Change	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
56	Administrative and Support and Waste Management and Remediation Services	9,600	\$42,911	0.57	-468	-0.9%	1,090	474	627	-10	-0.1%
52	Finance and Insurance	6,837	\$98,292	0.63	530	1.6%	574	241	332	2	0.0%
71	Arts, Entertainment, and Recreation	5,541	\$25,530	1.01	352	1.3%	844	350	476	19	0.3%
11	Agriculture, Forestry, Fishing and Hunting	5,336	\$56,108	1.59	213	0.8%	606	310	327	-31	-0.6%
92	Public Administration	4,396	\$62,191	0.35	-99	-0.4%	395	178	226	-9	-0.2%
55	Management of Companies and Enterprises	4,021	\$114,362	0.95	-749	-3.4%	370	141	204	26	0.6%
53	Real Estate and Rental and Leasing	3,343	\$65,909	0.69	534	3.5%	322	154	168	0	0.0%
51	Information	2,348	\$66,091	0.44	-627	-4.6%	204	83	127	-5	-0.2%
22	Utilities	1,195	\$99,967	0.85	666	17.7%	95	43	62	-9	-0.8%
21	Mining, Quarrying, and Oil and Gas Extraction	464	\$79,603	0.47	97	4.8%	42	16	27	-1	-0.3%
Total - All Industries		272,156	\$57,373	1.00	6,229	0.5%	29,597	13,089	16,584	-76	0.0%

Source: JobsEQ® 12.02.24

1.2. Economic analysis - Describe strategic planning elements including a regional analysis of economic conditions.

Lancaster County, and the South-Central Pennsylvania region, continue to house a strong manufacturing sector, health care sector, and business service sector. These industries contribute a significant amount of labor opportunities across the region, which provide family-sustaining wage careers. While jobs are plentiful, the region is like many other areas in the country, where labor availability is not in sync. Several factors play into this mismatch.

1. Shift work: many of the industries with large number of openings require shift work. A disproportionate number of those entering the workforce are seeking part-time work or first shift opportunities.
2. Wages vs. Cost of Living: While the average wage for the region is competitive, the cost of living has outpaced wages for years. Jobseekers are struggling to find job opportunities that pay livable wages.
3. Transportation: Nationally and locally, young people are holding off on getting their license. The lack of a solid and cohesive public transportation system enhances the challenge for young people to accept a job offer.

The top five occupations by employment in Lancaster County at the beginning of July 2025 (JobsEQ®) were Office and Administrative Support (SOC 43-0000; employment 30,169; location quotient .9), Transportation and Material Moving (SOC 53-0000; employment 29,728; location quotient 1.2), Sales (SOC 41-0000; employment 24,813; location quotient 1.0), Production (SOC 51-0000; employment 24,051; location quotient 1.6), and Food Preparation and Service Related (SOC 35-0000; employment 21,732; location quotient .9). These are not surprising as the top three employing industries in Lancaster County continue to be Health Care and Social Assistance (employment 45,109; location quotient 1.0), Manufacturing (employment 38,440; location quotient 1.7), and Retail (employment 30,753; location quotient 1.1) with Construction (employment 22,863; location quotient 1.3) and Accommodation and Food Services (employment 20,993; location quotient .8) rounding out the top five (JobsEQ®).

Over the next three years, South Central PA, as a region, expects occupations in the Health and Social Service industry and Construction Industry to provide the largest number of family-sustaining wages. As the region continues to rebound from the pandemic, these industries will be critical to our overall economic vibrancy. Investments in skilling and upskilling

underemployed and unemployed residents in our region will offer qualified candidates looking to return to the workforce. Apprenticeships are increasingly being used across various sectors to address workforce shortages and build skilled talent pipelines. In manufacturing, they help train workers in advanced technologies and precision skills. The Manufacturing Association has been a vital partner in this effort. In healthcare, apprenticeships support the development of critical roles like medical assistants and nursing aides. This is an emerging option in our area. In education, they offer pathways for aspiring teachers to gain classroom experience while earning credentials. Educational institutions such as Millersville University and local high schools are exploring this. In the trades, apprenticeships remain a vital model for training electricians, plumbers, and other skilled workers through hands-on learning and mentorship. Agricultural programs, such as the PA Dairy Association, are working with several companies to grow agricultural apprenticeships. The Lancaster County Workforce Development Board recognizes the opportunity to expand apprenticeship to non-traditional fields such as Healthcare and Human Services, Agriculture, Education, Information Technology, and Business Services. Registered Apprenticeship is one of many ways to ensure Lancaster has the skilled workforce it needs, as well as diversify its access to training and development while prioritizing opportunities for underrepresented workers.

As a region, we will face an ageing workforce while experiencing a decline in the number of individuals who are working overall. As such, employers across the region will be faced with heightened competition. As regional workforce systems leaders providing labor market data that demonstrates the reality of available labor, we are committed to working with our Elected Officials, businesses, training providers, and community partners to maintain a stable economy.

1.3. Skill Gap analysis - How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region and local area?

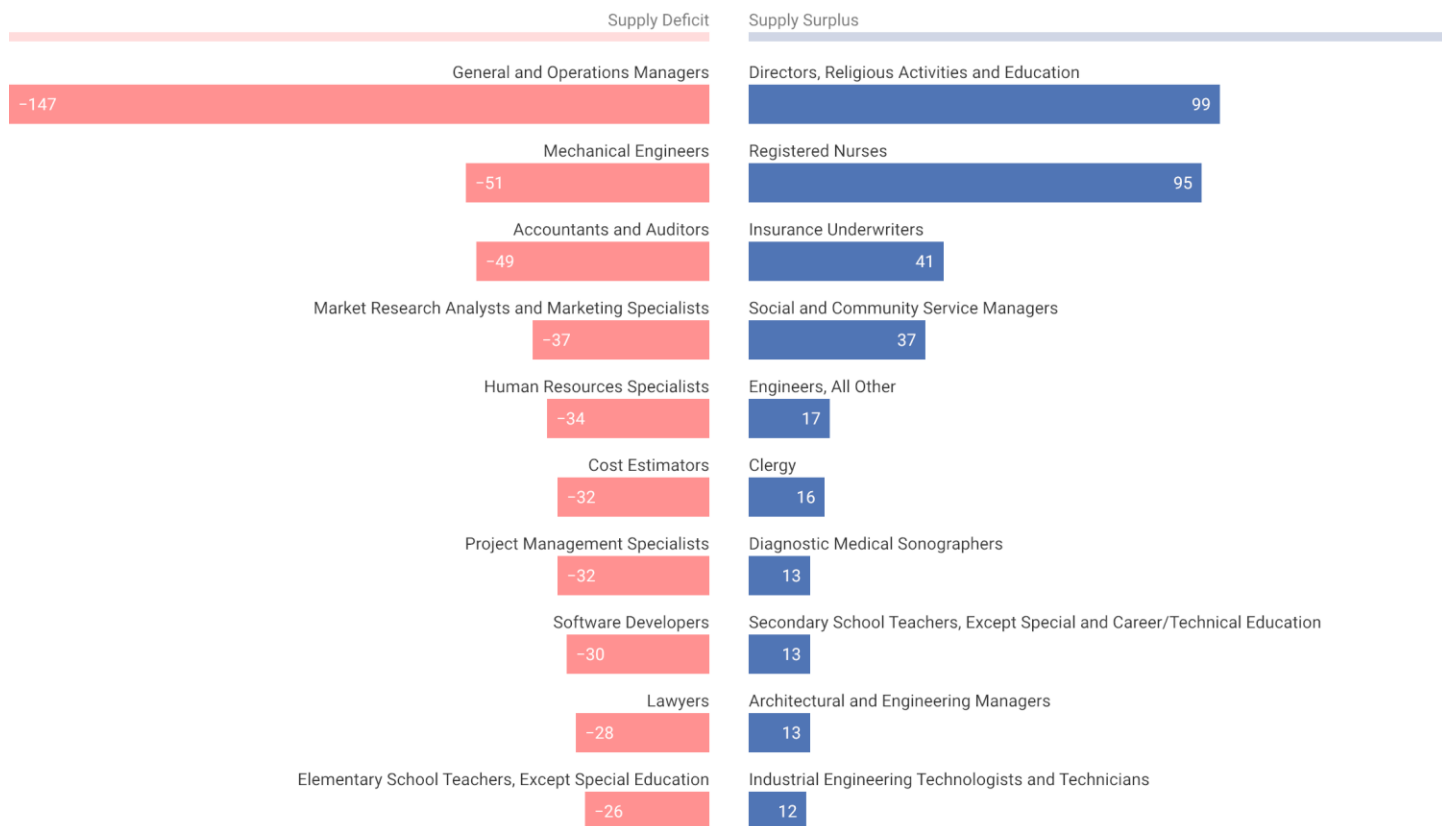
The term “skills gap” describes a fundamental mismatch between the skills that employers rely upon in their employees, and the skills that job seekers possess. This mismatch makes it difficult for individuals to find jobs and for employers to find appropriately trained workers.

Two approaches to close the skills gap are to better align our incoming workforce with the educational achievements needed to support our economy, as well as understanding the skills (both soft and hard) needed by local employers, and ensuring we have programs, training options, and support in place to assist jobseekers with obtaining these skills. By using real-time job posting data, we can see what skills employers are seeking.

Figure 14 shows potential award gaps for 2-year degrees or higher. Occupations in blue, on the right indicate a supply surplus, while those on the left in pink indicate a supply deficit. The workforce development partners in Lancaster utilize this data to prioritize training investments and workforce solutions to meet the needs of the local labor market.

Figure 14

Award Gaps
Lancaster County, Pennsylvania, Two-Year Degree or Higher Only



Source: JobsEQ®
Data as of 2024Q1

Source: JobsEQ® 12/02/24

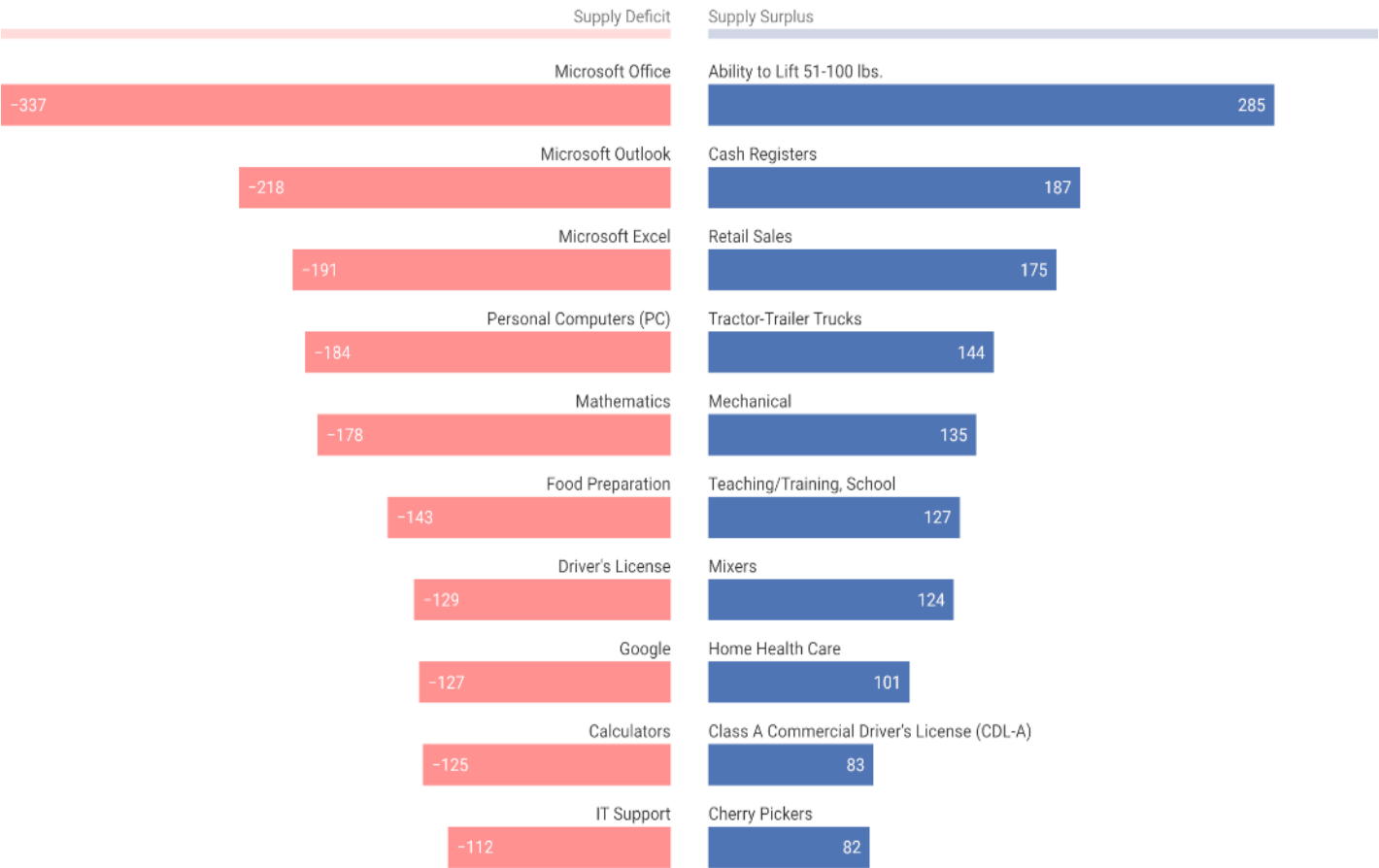
Implemented in 2020, Career Ready Lancaster! is a career pathways partnership that is focused on preparing our incoming workforce through the secondary school systems with relevant work-based learning opportunities and ensuring that our “profile of a graduate” includes the standard soft and hard skills needed for success in the job market. For example, the top skill needed in over 900 active job postings is Microsoft Office. The top soft skills include Communication, Cooperative/Team Player, Customer Service, Self-Motivated and Detail Oriented.

With strong emphasis placed on partnerships and relationships throughout the business and education community, LCWDB continues to develop and enhance its understanding of current and future skills needs. This information becomes part of regular program design and training development occurring in partnership with training providers. LCWDB has invested in staff development to better understand labor market data and enjoys the benefit of a local economist at the Economic Development Company of Lancaster, who meets regularly with LCWDB staff. These meetings led to a common position among workforce and economic development agencies, which focus on business retention and expansion of strong local businesses with little emphasis on new business recruitment.

Figure 15 and **Figure 16** details the gap between the skills workers have and the skills needed for the fastest growing occupations in Lancaster County through 2032. The most common work activity in demand by employers will be technology driven, and roughly 3/4 of all positions will be looking for workers who have experience with spreadsheet software and database user interface & query technologies.

Figure 15 shows the current skill gaps based on the current job postings in Lancaster County.

Skill Gaps
Total - All Occupations, Lancaster County, Pennsylvania



Source: JobsEQ®
Data as of 2024Q1; openings and candidate sample compiled in July 2022

Figure 16. Fastest Growing Occupations in Lancaster County

Fastest Growing Occupations in Lancaster County WDA (2022-32)					
By Volume Change:		By Percent Change: (min. employment of 500)		By Annual Demand:	
Occupational Title	Employment Change (Volume)	Occupational Title	Employment Change (Percent)	Occupational Title	Annual Demand
Home Health & Personal Care Aides	930	Medical & Health Services Managers	27.4%	Fast Food & Counter Workers	1,456
Stockers & Order Fillers	500	Software Developers	25.7%	Stockers & Order Fillers	1,380
Cooks, Restaurant	380	Subst. Abuse, Behavioral Disorder & MH Counselors	20.5%	Cashiers	1,044
Laborers & Freight, Stock & Material Movers	380	Cooks, Restaurant	19.6%	Retail Salespersons	961
Heavy & Tractor-Trailer Truck Drivers	310	Home Health & Personal Care Aides	17.2%	Home Health & Personal Care Aides	953
Industrial Machinery Mechanics	210	Industrial Machinery Mechanics	17.2%	Laborers & Freight, Stock & Material Movers	929
Hairdressers, Hairstylists & Cosmetologists	200	Nonfarm Animal Caretakers	16.9%	Waiters & Waitresses	740
Registered Nurses	200	Financial Managers	16.9%	Customer Service Representatives	616
General & Operations Managers	190	Medical Assistants	14.3%	Heavy & Tractor-Trailer Truck Drivers	613
Software Developers	180	Industrial Engineers	12.9%	Office Clerks, General	580
Construction Laborers	180	Market Research Analysts & Marketing Specialists	12.5%	Janitors & Cleaners	546
Subst. Abuse, Behavioral Disorder & MH Counselors	170	Hairdressers, Hairstylists & Cosmetologists	12.0%	Nursing Assistants	478
Medical & Health Services Managers	170	Fitness Trainers & Aerobics Instructors	11.7%	Farmworkers & Laborers, Crop, Nursery & Greenhouse	394
Nurse Practitioners	160	Mechanical Engineers	10.5%	General & Operations Managers	378
Medical Assistants	150	Social & Human Service Assistants	9.5%	Secretaries	367
Financial Managers	150	Insurance Sales Agents	8.5%	Cooks, Restaurant	357
Market Research Analysts & Marketing Specialists	140	Electricians	8.5%	Misc. Assemblers & Fabricators	336
Maintenance & Repair Workers, General	130	Shuttle Drivers & Chauffeurs	8.0%	Bookkeeping, Accounting & Auditing Clerks	336
Nursing Assistants	130	Heating, A/C & Refrigeration Mechanics & Installers	7.9%	Farmworkers, Farm, Ranch & Aquacultural Animals	334
Accountants & Auditors	130	Securities, Commodities & Financial Svcs Sales Agents	7.7%	Packers & Packers, Hand	329

As outlined earlier, 31.6% of Lancaster County possess a high school diploma, 11.8% have some college no degree which can include industry certifications, and 25.7% of residents have a college degree. An internal audit concluded that all required certifications and degree programs needed for Lancaster County can be met by the numerous quality post-secondary institutions located locally.

To close the skills gaps on jobs requiring less than a college degree, the WDB has invested the Business Education Partnership grant into activities that raise awareness on career pathways through the Career Ready Lancaster! Partnership. Assisting businesses with incumbent worker training dollars to upskill their current workforce to meet the needs of those hard to fill positions and create competencies to showcase the career path from within to those who wish to grow through free workshops offered to HR professionals. Through SkillUp®, all Pennsylvania residents have access to over 5,000 business and desktop courses through Metrix Learning. This catalog is accessible 24/7 via internet access and provides the opportunity to earn an industry recognized credential or close an individual's skills gap by providing a Career Pathway assessment which in turn recommends the needed courses. In 2024 alone, there were a total of 597 registrations of clients with over 860 completion of courses.

Since 2020, the WDB has allocated funding to incumbent workers. This strategy allows business to invest/upskill its current workforce which in turn can avert layoffs, and open lower skill positions, which may be easier to fill. In 2023, the LCWDB allocated \$84,000 to incumbent Worker Training. Interest in this training strategy has increased as LCWDB staff has engaged local businesses on the value of this program.

The Board's Business Services Team continually validates and updates the labor market information through its real-time interactions with area employers, including data received during Rapid Response interactions. Using this information, the Board bridges skills gaps and prepares qualified candidates by enrolling individuals into a variety of education and training programs.

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

Lancaster County continues to have strong workforce development activities. Local Elected Officials, non-profit and other community leaders, as well as representatives from business and foundations regularly engage in meetings, planning, forums, and other workforce events.

Priority Sectors. The local area's priority sectors are based on demand and location quotient (measure of the relative size of the selected region's industry employment compared to the national average). Both Healthcare and Social Assistance and Manufacturing continue to lead in GDP, total employment, and demand. The concentrated sectors in our area by Location Quotient (LQ) are Manufacturing, Agriculture, Forestry, Fishing and Hunting, and Construction.

Figure 17

Priority Industry Sectors in Lancaster County, Pennsylvania, 2024Q1¹

NAICS	Industry	CURRENT			5-YEAR HISTORY			1-YEAR FORECAST				
		Empl	Avg Ann Wages	LQ	Empl Change	Trend	Ann %	Total Demand	Exits	Transfers	Empl Growth	Ann % Growth
62	Health Care and Social Assistance	43,969	\$61,467	1.09	3,639		1.7%	4,651	2,075	2,233	343	0.8%
31	Manufacturing	38,684	\$68,629	1.78	-311		-0.2%	3,755	1,558	2,335	-138	-0.4%
23	Construction	22,430	\$69,836	1.37	1,518		1.4%	1,891	785	1,150	-45	-0.2%
48	Transportation and Warehousing	16,821	\$56,392	1.25	1,126		1.4%	1,917	804	1,037	76	0.5%
11	Agriculture, Forestry, Fishing and Hunting	5,336	\$56,108	1.59	213		0.8%	606	310	327	-31	-0.6%
	Priority Industry Sectors	127,241	\$64,224	1.34	6,185		1.0%	12,835	5,532	7,083	220	0.2%
-	Total - All Industries	272,156	\$57,373	1.00	6,229		0.5%	29,597	13,089	16,584	-76	0

Source: JobsEQ®
Data as of 2024Q1
Note: Figures may not sum due to rounding.
1. All data based upon a four-quarter moving average
Exits and transfers are approximate estimates based upon occupation separation rates.

Source: JobsEQ® 12.02.24

Variety of Education and Training Providers. The Lancaster County Workforce Development Area is home to a broad array of quality education and training providers that are willing and able to adapt curricula and services as needed to meet the needs of the area's employers. Career Ready Lancaster!, the WDB's Business-Education Partnership, lists all the post-secondary providers in Lancaster County on website at www.careerreadylancaster.com. This allows jobseekers who are seeking career and training opportunities in Lancaster County to find all the schools in one location. Collaboration with the local College Presidents convened through the Lancaster Chamber, is key to staying informed on key initiatives that post-secondary institutions are working on and the challenges and opportunities that arise in being innovative on how to address workforce development priorities. Recently worked with Associated Builders and Contractors, ABC Keystone, to get their pre-apprenticeship programs approved on the Eligible Training Providers List so that youth can take advantage of careers in the construction industry as a viable career path, linked to Registered Apprenticeships.

Leaders are intentional to monitor how well our community demographics are represented. WIOA allows for a range of work-based learning (WBL) models including Pre-Apprenticeship (Pre-RA), Apprenticeship (RA), Internships, Customized

Training, Incumbent Worker Training, Transitional Jobs, and On-the-Job Training. These models target youth, adults, dislocated workers, veterans, unemployed and long-term unemployed, incumbent workers, those with barriers to employment and employers. WBL meets the needs of employers by identifying industry specific skills and training needed to keep the business competitive. WBL also benefits the worker by adding benefits like supportive services, company provided skills training, mentoring, and on-the job learning while earning a paycheck. WBL increases opportunities to diversify skilled labor and leadership within companies by removing barriers such as poverty, low education attainment, lack of housing near good jobs, higher unemployment, and lack of quality childcare and healthcare. Upskilling the workforce also supports the workforce pipeline by creating new entry level openings which can be backfilled with new workers entering the labor force. LWDB continues to execute on the grant through the PA Apprenticeship and Training office to develop and expand Pre-Apprenticeship and Registered Apprenticeships in the county, while focusing on serving all populations. The project titled, "Lancaster Builds Apprenticeship" has been successful in expanding Pre-Apprenticeship and Registered Apprenticeships (RA) opportunities in the medical field with the development of a medical assistant apprenticeship program with Union Community Care and on target to meeting the goal to serve a total of 54 unique individuals. Part of the plan for this grant is to educate the business community on the benefits of Apprenticeships as well, and that has been the focus of Career Ready Lancaster! and the LCWDB promotional material.

Outreach and Communication. LWDA has increased efforts to promote workforce development services, opportunities, and funding initiatives for business and jobseekers in the county. The website is being updated this year and refreshed with more local data on workforce trends and highlight the initiatives the WDB is leading. This will be done with the intention to create a clear vision for the organization and our position within the community in workforce development. A new strategic plan that was just completed in 2025, will drive this work with strategies tied to the goals and tactics. The WDA has participated in forums and presentations with agencies such as Economic Development Company of Lancaster, Lancaster Society for Human Resources Management and United Way of Lancaster County. The WDB has hired a high quality communications professional in-house who has developed annual reports for the organization as well as county presentation. The WDB sits on several committees throughout the county to ensure the most up to date information is shared, and to bring back information on collaboration and partnership. A re-brand of the Business-Education Partnership CRL was completed in 2024. The LWDB regularly participates in outreach events in the community, including job fairs, workshops, and informational sessions, to engage with individuals and raise awareness about registered apprenticeships

Comprehensive Case Management System. The Board continues to participate in a local coalition of local non-profit organizations that have implemented the Empower Lancaster human service case management system. It provides a common case management system for jobseekers, and other individuals seeking work-related services across the county. This inter-related database and case management system will allow the PA CareerLink® Lancaster County staff to receive and provide referrals faster and more efficiently, better coordinate common service needs, integrate supportive services efforts, and maintain common information. The case management helps to identify specific barriers that individuals in these populations face, such as lack of education, transportation issues, language barriers, or other socio-economic challenges. It is important to note that this system will complement, and not replace, the PA CareerLink® system of record. It should also be noted that Empower Lancaster does not contain WIOA client information or use of services.

Demand-Driven Activities. Individual Training Accounts (ITAs) and work- based learning, such as on-the-job training (OJT) are available to eligible individuals to close the gaps between their current skill sets and those needed to obtain family-sustainable employment. As the WDB works closely with employers utilizing RA Navigators to develop and register Pre-RA and RA programs, we view this strategy as a key pathway for individuals with barriers. Unlike traditional training programs that require a sequence of learning and then employment, RA enables people to start full-time work, be provided integrated classroom training with on-the-job training, receive wage increases and mentorship, and receive a credential endorsed by the PA Department of Labor and Industry. By connecting WIOA eligible participants to this pathway, we can also offer supportive services and case management to further support the individual and employer. This in turn contributes to a highly skilled workforce, higher retention, and better economic outcomes for both the worker and the community. Barrier removal for these activities is critical. Through appointing liaisons or mentors specifically focused on guiding youth through the apprenticeship process, providing support and information, it can

provide a more tailored outreach for a school to apprenticeship program. Pre-RA's and RA's can help employers who are seeking to diversify their workforce by targeting recruitment and training to specific populations, and by providing an earn while you learn opportunity for those who traditionally don't have access to college or training programs due to language barriers, disabilities, income and time constraints, or access in general.

Support for Individuals with Barriers: The LWDB is actively addressing barriers to participation in apprenticeships and pre-apprenticeships through a comprehensive set of strategies. To support individuals facing personal and systemic challenges, the LWDB provides wraparound services such as career counseling, transportation assistance, childcare support, and language services. These resources are designed to help participants remain engaged and successful throughout their training. The LWDB also ensures that apprenticeship programs are accessible to individuals with disabilities by incorporating necessary accommodations and support structures into program design. Furthermore, the LWDB promotes inclusive and equitable training environments by implementing diversity and inclusion initiatives that foster participation from individuals of all backgrounds. Through these coordinated efforts, the LWDB is committed to expanding access and improving outcomes in workforce development programs.

Alternative Funding Sources. The Board has secured several alternative funding resources, enabling it to serve diverse groups that may not otherwise be eligible for its primary funding streams. The WDB has participated in the largest community day of giving, Lancaster County ExtraGive in 2024. There are also other funding sources that can support RAs, including WEDnet and the GI Bill, and grants offered by the ATO and the PA Department of Community and Economic Development (DCED). The Lancaster County Workforce Development Board's work-based learning policy supports applying funding to support Registered Apprenticeship.

Business Employer Engagement: Currently, the LWDB is working to expand its existing business services with a focus on increasing the number of work-based learning activities such as On the Job Training, Pre-Apprenticeship and Apprenticeship. It is envisioned that these will include the increased involvement and engagement of employers who will contribute to, assist with, and commit to individuals learning while working. Activities that the LWDB is exploring for implementation and expansion include job shadowing, paid internships, OJT, incumbent worker training, customized training, and apprenticeship programs. The LWDB will ask employers and the sectors they represent will assist with the development by providing employer panels for employment search, assisting with mock interviews, developing employer-based career pathways, and becoming active leaders and advisors to guide center activities. Registered Apprenticeships serve as the "gold star" model of work-based learning because of their highly effective structure. RA's include multiple elements of WBL such as On-the-Job Training and related technical instruction (RTI). The portable credential and the mentoring are two aspects of apprenticeship that contribute to very high retention rates and employee/employer satisfaction. In our local effort to increase the types and number of RA's and apprentices in Lancaster County, we are also focused on ensuring there are pathways to apprenticeships through a Registered Pre-Apprenticeship. With the support of Career Ready Lancaster!, pre-apprenticeships will contribute to a skilled workforce by preparing youth with industry recognized skills and credentials upon graduation from secondary education, as well as offer a pathway for those seeking to enter apprenticeships. The Business Services Team will collaborate with the LWDB, Keystone Development Partnership and the ATO to conduct outreach to businesses regarding RA and Pre-RA. This includes providing print information, consultation, and program development. RA Navigators will continue to learn best practices by participating in the KDP Apprenticeship Community of Practice. The LWDB has designated funding for Apprenticeships in our Work-Based Learning policy. This allows Incumbent Worker Training funds, OJT funds and Supportive Services to be applied to registered programs. The board has also secured additional apprenticeship grants to accelerate the development of apprenticeships and incentivize employers. The LWDB will be the lead convener of apprenticeship expansion in Lancaster, working hand in hand with the Regional ATO representative.

Customer-Focused Services. The Board knows that coming into the PA CareerLink® Lancaster County can be intimidating for clients. We utilize an integrated Welcome Center in the PA CareerLink® Lancaster County. Staff utilize a triage process to ensure each customer receives a warm greeting along with an in-depth inquiry to determine their specific needs. They are also able to complete a survey of information to ensure that the best staff member is assisting

them. Based on the responses, the person is referred directly to the services and providers that best meet the specific requirements. We are able to pull additional information from the Digital Intake form that is used statewide. The Board continues to track calls, walk-ups, and purpose of contact. Customers are channeled to the appropriate PA CareerLink® team member for same day service.

Integrated Team Approach. The Resource Room within the center is the hub of core activities for the system. The Board's functional approach to staffing allows use of a multi-agency workforce with the Bureau of Workforce Partnership and Operations (BWPO). This approach allows most workers and staff members to be collaborative as staff members are trained in their individual roles and work together as cross-functional teams.

Relationships with Community-Based Organizations (CBOs). Lancaster County CBOs have a strong commitment to working together to serve people with barriers to employment. The WDB has committed to working more closely with local CBOs through the workforce alliance collaboration, the RFP process collaborations across sectors. This includes local government. Lancaster County strongly believes in "no wrong door to service" and focuses on collaboration.

The PA CareerLink® Lancaster County staff have a strong relationship with the Lancaster County Assistance Office of the PA Department of Human Services. Representatives of both meet monthly to discuss the approach to best serve individual clients.

Lancaster County is also home to Tec Centro, a training facility that places emphasis on servicing the training needs of the Hispanic Community. Our partnership with Tec Centro provides cohesive referrals between programs. There is Tec Centro representation on the LCWDB.

Lancaster County WDB serves as the convenor of the Business-Education Partnership called Career Ready Lancaster! This partnership brings together the education community, business community and community-based organizations with the shared goal of connecting people to careers. Over 15 CBOs are members of CRL! and actively contribute to the goals of the partnership.

Weaknesses

Limited Work-Based Learning Opportunities. Many careers in Lancaster County may be best addressed by learning on the job and/or through a mix of work and learning activities. However, the workforce system does not currently provide a robust array of relevant paid work-based learning opportunities to fill these needs. The challenges of clearances, and secondary education requirements are key factors in these challenges.

Limited Public Transportation. The current transportation system does not provide adequate access to all parts of the county where career opportunities are available and is limited in providing service to employees on second and third shift.

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

Gaps in Youth Services. There are currently no standardized mechanisms for job shadowing and/or internship opportunities for youth, and no specific business education model to teach youth about the world of work, including soft skills training, completing job applications, preparing resumes and cover letters, interviewing, or using a timecard.

Limited Resources. As indicated in the **response to 1.1 above**, many of the area's unemployed workers possess some sort of barrier to employment. Typically, the workforce system utilizes additional staffing and/or funding to help overcome or eliminate these obstacles. However, the Board may not have the depth of resources required to fully serve all those in need.

Affordable Housing. Limited affordable housing options in the community make it difficult for people to be successful on less-than-family sustaining wages. Even a starting salary of \$12 per hour provides only \$666 per month in recommended proportion of income-to-housing. Many rental units in Lancaster County only begin at \$1,200 a month.

Cliff Effect. The WDB would like to see a more gradual reduction in supportive services for individuals and families to ease the transition as they move from welfare to work.

Communication. Lack of coordinated messaging about employment needs in the community:

- What are the in-demand jobs of today and tomorrow?
- What skill sets are needed?
- What resources are available, such as transportation, and childcare? (Note: The WDB has prepared a workforce services directory aimed at employers to help them understand what resources are available.)

Awareness of Resources. Sometimes the services and resources available to jobseekers and businesses at the PA CareerLink® Lancaster County appear to be one of Lancaster County's best-kept secrets. The Board's commitment to expanded outreach has resulted in the PA CareerLink® Lancaster County being active in several Hub locations, expanding access to job fairs at community partner organizations, and committing to be a presence in community events such as Lancaster Pride and Open Streets. These efforts include identifying community access points at places like The Ephrata Library, Elizabethtown Hub, Factory Ministries, Franklin Terrace, and Probation and Parole. As a result of the pandemic, PA CareerLink® Lancaster County has implemented a YouTube channel that has workshops and resources that can be viewed "on demand". A new role, Community Connector, helps to share resources with community organizations who can then share with people in the community.

1.5. What are the local area challenges in aligning existing labor force skills and education, and training activities with the needs of regional employers?

Like so many areas, the Lancaster County labor market faces challenges to meet the labor demand, match job seeker skills to jobs, enhance incumbent worker training, reduce barriers to employment, and deal with the supply-demand mismatches. While unemployment is low, there are critical shortages of talent. As part of its ongoing efforts to help better align resources in the community, the LCWDB actively participated in the Places 2040 long-term planning efforts led by the Lancaster County Planning Commission.

Places 2040, a plan for Lancaster County, PA, published by the Lancaster County Planning Commission in October 2018: *Lancaster County has a diverse economy with companies ranging in size and industry. Lancaster County is a hub for industry clusters – from its roots in agriculture and food, to the modern technology of pharmaceuticals, to the creative and highly innovative field of live event production – the county is home to a diverse and skilled set of companies and employees who impact the world.*

One of the five guiding principles of Places 2040 is to involve the public, private, and nonprofit sectors to establish strong collaboration among key individuals, organizations, agencies, and local governments to accomplish one of the priorities, employment, supporting 21st-century industries and jobs. The goal is to strengthen existing industries, invest in emerging ones, and prepare our workforce for the future.

The LCWDB Executive Director is on the Board of the EDC; there is excellent communication and an effective working relationship/partnership.

The Economic Development Company of Lancaster County (EDC) notes that food processing and agriculture have long

been a key industry in Lancaster County, putting Lancaster County in the top 20 of U.S. counties for the agriculture and related businesses industry with business like Tyson, Pepperidge Farm, Kellogg's, and Turkey Hill creating products in the County.

EDC reports that the manufacturing industry accounts for 17% of GDP and employs 16.7% of the county's workforce. Traditional industries such as healthcare, agriculture, food processing, and tourism remain strong, but newer industries account for much of our employment, wage, and sales growth. These industries include education, professional and technical services, finance and insurance, wholesale, and retail trade as well as live entertainment.

The EDC highlights that the Clair Bros. began their family sound business in the early 1960's. Despite their low profiles, Clair Global, Tait Towers and others are very much in demand to provide technology and live entertainment services for events from large music concerts, television productions, and the Olympic Games in London. They have expanded their reach through the 2024 opening of the Academy of Live Technology, opening local pathways for education and careers in the live entertainment industry with hands on experience. Their success has led them to opening a planned second campus in Nashville, Tennessee, with the focus on collaborative music experiences there.

Fortunately, Lancaster County offers a variety of opportunities to build or improve the occupational skills and knowledge base of the area's labor force through the offering of a wide range of training resources—including classroom style, online, and on-the-job training. LCWDB provides a variety of workforce development programs and resources through strategic partners, including higher education institutions, small businesses, and nonprofit organizations.

Lancaster County has a wealth of technical and work-based training institutions, including Thaddeus Stevens College of Technology, Harrisburg Area Community College (HACC), Central Penn College, and Lancaster County Career and Technology Center. It is also home to many technical education facilities, as well as four-year institutions (both public and private). These include Millersville University of Pennsylvania, Franklin and Marshall College, Elizabethtown College, Pennsylvania College of Health Sciences, and Pennsylvania College of Art and Design, Lancaster Bible College, Lancaster Theological Seminary, and Eastern Mennonite University-Lancaster as well as other regional higher education institutions.

The LCWDB leads the Career Ready Lancaster! (CRL!) initiative. Facilitated by one of the LCWDB members, the group of business leaders, educators, community agency leaders, and students, CRL! is driven to ensure a relevant Career Pathway System is in place for every student as well as every jobseeker entering the workforce. CRL! operates at a local/community level, consisting of a partnership among employers and employer organizations, postsecondary colleges, universities and training providers, career technology centers, primary and secondary schools, workforce and economic development agencies, labor groups, and social service providers to offer a variety of Pathways Programs of Study for youth and adult learners. The Career Pathways System has defined expectations, processes, and policies to guide the development and delivery of Pathways Programs of Study and clarifies the roles and responsibilities of all involved stakeholders.

The LCWDB has been integral in the Workforce Alliance work, collaborating with local partners including EDC and the Lancaster Chamber of Commerce to complete asset mapping of resources for the county. Through this data collection and collaboration, the LCWDB is helping to identify not only a resource for providers, but where there are gaps in service, overlap in service, and opportunities for collaboration and expansion to support the workforce needs of Lancaster County.

The LCWDB offers SkillUp® Lancaster, a Career Pathways E-Learning tool from New York Wired to all Lancaster County community members. SkillUp® Lancaster is actively used by middle and high school students as well as community members. SkillUp® Lancaster offers cohort training on the most in-demand skills identified by local and regional employers. The pandemic provided our community with the opportunity to utilize virtual services in relationship to skills most in need. 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 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.

In 2020, LCWDB began to authorize incumbent worker training. These funds are reserved to support the development of workers who demonstrate the skills and desire to further their career. As employers' partner in these investments, a designated member of the WDS staff and the BST ensures that the opportunities opened through this upskilling are integrated into job posting procedures. Additionally, the businesses are provided with relevant referrals to those openings. They are active in working with local connections to publicize these opportunities, such as speaking with the Lancaster Society of Human Resource Management (SHRM).

The PA CareerLink® Lancaster County has been successful in establishing hubs throughout the county to meet the employment needs of target populations in their own community rather than expecting them to come to the PA CareerLink® Lancaster County. These partnerships provide jobseekers and businesses with access to PACL services, right in their backyard. This has been successful not only in meeting clients in their own neighborhoods but has opened the door for more collaboration with organizations or expanded services.

It goes without saying that the workforce continues to be one of the top challenges facing the business community. Lancaster County, although rich in many assets, is no different with workforce challenges. However, it should be recognized that Lancaster County has strong leaders, non-profit entities, for-profit entities, government, and associations. Time and time again, the leaders across each of these areas have come together to identify ways to collectively address economic and workforce challenges, reduce duplicative services, enhance services to provide equitable access to quality training and work, and seek funding to support county efforts. The recent work of the Workforce Alliance, led by the LCWDB and the Chamber, is a prime example of this collaboration. Through Asset Mapping of Workforce programs throughout the county, for the first time there is a designated workspace to discuss what programs are missing, who can work together, and how this asset map can shape the face of workforce development programs in the County.

2. STRATEGIC PLANNING: Vision and Goals

2.1. Local Board's Strategic Vision and Alignment with the Governor's Strategic Vision - What are the local board's strategic vision and goals for preparing its workforce and its strategy for achieving the vision and goals? How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the state's workforce development system, as well as any of the goals and strategies articulated in the regional plan?

Vision. The Lancaster County Workforce Development environment is characterized by innovative opportunities for job seekers, employers, and community partners to achieve their maximum potential.

Mission. The Lancaster County Workforce Development Board seeks to align fiscal resources and provide strategic direction for Lancaster County jobseekers and employers.

The Lancaster County Workforce Development Board (LCWDB) sees the opportunity to be the lead convener of workforce initiatives for the collective county. It envisions a workforce that is diverse and equipped with foundational academic skills, and specific occupational skills that fit the needs of local employers. It sees the importance of investing in the prospective workforce with equal access to education resources, career exploration opportunities and a diverse job market where there is equal opportunity for all workers and prospective workers. In addition, it sees an environment

where individuals find success and satisfaction in their careers and in the financial regards that flow from them. It envisions a system that is responsive to workforce needs as they emerge with the power and influence to make change happen.

The Board's goals flow from its vision of the economy, the workforce, and the community as it evolves in the years to come. It realizes that there are many general strategies that point toward the goals that it has set for its efforts. These broad and diverse strategies lead to action plans, that is, specific programs, projects, or tasks with specific and measurable outcomes that are regularly evaluated that become the focus of the Board, its staff, and its community partners.

LCWDB Strategic Pillars/Objectives:

Pillar 1: Strategic Leadership for Workforce Development

Strategic Objective 1: Lead workforce development improvements by accelerating the cycle of assessing needs, investing in promising solutions, and addressing impact for the business community.

Strategic Objective 2: Educate the community about the workforce development priorities for Lancaster County.

Pillar 2: Impactful and Intentional Programs & Outcomes

Strategic Objective 3: Create a 'standard of excellence' across all service delivery to increase the engagement of stakeholders in quality programs.

Strategic Objective 4: Facilitate intentional connections and collaborations that build trusting relationships for and between business and community organizations.

Strategic Objective 5: Go beyond standardized data to better understand the impact and fairness of outcomes across the workforce development system.

Pillar 3: Addressing Barriers to Increase Accessibility

Strategic Objective 6: Evaluate fairness of the distribution of funds and programs to ensure they are meeting the needs of our community.

Strategic Objective 7: Create awareness of barriers for success through data collection and outreach to promote a welcoming workforce environment.

Pillar 4: Building Operational Capacity & Excellence

Strategic Objective 8: Cultivate robust professional development experiences.

Strategic Objective 9: Prioritize and enhance internal standard operating procedures

Strategic Objective 10: Expand the Board's capacity for unrestricted funding

To effectively evaluate the strategic plan and ensure we are meeting our goals, we should establish a comprehensive dashboard that tracks all key tactics aligned with our objectives. This dashboard should be reviewed at every board meeting to assess progress, identify challenges, and adjust strategies as needed. Additionally, each tactic should be tied to individual staff goals, fostering accountability and ensuring alignment with the overall plan. Regular team evaluations should also take place to encourage collaboration, address roadblocks, and celebrate successes. By integrating this structured review process, we can maintain focus, adapt proactively, and drive measurable progress toward our strategic goals.

The Board's strategy to achieve its vision and goals reaches beyond the entities that carry out the core programs. Our Title I, Youth, Adult and Dislocated Worker programs are managed by vendors procured through the Request for Proposal process at the Board level. In an effort to ensure a standard of excellence across all programs, the LCWDB will outline in the RFP, that all providers must obtain workforce credentials, relevant to the programs they are administering. Core services are also supported by all required PA CareerLink® partners and oversight of all programs is by the One Stop Operator. To ensure the vision of the LCWDB is a part of the program efforts of the PA CareerLink®, the Site Administrator has a dotted line of supervision to the Assistant Director of the LCWDB. Key staff members and partners serve on advisory councils with our local post- secondary institutions and collaborate on training opportunities with all local training providers. There is also a Local College President's consortium that has been meeting for several years, which the LCWDB is a key partner in the workforce conversation with the higher ed facilities. The LCWDB makes it a priority to continue to grow partnerships and engage in all workforce development conversations at the county level with key organizations, to drive further alignment of services. As an example, over the past few months LCWDB has partnered with the Lancaster STEM Alliance to support their annual Workforce Summit by co-branding the event with the LCWDB and Career Ready Lancaster!, the LCWDB's business-education-partnership initiative. The LCWDB drives the alignment of resources, services and career exploration opportunities through the successful business education partnership, Career Ready Lancaster! This partnership continues to grow with engagement from all audiences at every meeting and averages over 100 attendees at every quarterly meeting.

www.careerreadylancaster.com

The Board is also committed to ensuring our programs and resources meet the needs of our community. In addition to advisory councils and committees that are supported, there is a concentrated effort to support our Manufacturing and Healthcare Industry Partnerships. Out of these efforts, the Board is a key partner with the Manufacturing Associations Industry Partnership Grant and committed to growing the number of Lancaster County businesses participating in the partnership and educate the businesses on the available resources. Within the Healthcare industry, engage with and assist the Lancaster Chamber with the US Chamber *Talent for Tomorrow* grant goals with exploring apprenticeship paths within the Healthcare industry. Most recently, the LCWDB funded a Disconnected Youth Study, facilitated by TPMA who conducted focus groups with youth across the county so we can first-hand hear what the reasons are that the out of school youth (16-24), are not employed, enrolled in post-secondary or engaged in one of our programs. The feedback and information received from this study would help drive the goals of the LCWDB Youth Committee and fuel the advocacy efforts for youth voices needed in the development of our programs and evaluation of services. There were several themes discovered through this process that deserve to be shared to address inequities, inefficiencies and gap of services within our workforce and educational systems:

- Youth want teachers to treat them with care and show up authentically in the classroom to help them succeed.
- Young people want teachers, counselors, and workforce partners to validate their larger dreams and aspirations and help them find options related to those.
- Youth are willing to work for decent pay and want employers to treat them as whole people.
- Social relationships at school and work can be a source of motivation and support but can also be anxiety-inducing and difficult to navigate.

Best Practices for Supporting Disconnected Youth

Temporary Assistance for Needy Families (TANF) Youth Program Funding - Use of TANF funding can help partner organizations and or community organizations provide the necessary programs that will align with the needs of the local workforce development board.

Youth Hubs (Hub and Spoke Model) - A system of neighborhood hubs to conduct outreach and engage youth

Youth Listening Sessions - Conduct within the centers and neighborhoods where disconnection rates are high

Youth Advisory - Councils involving youth as partners can increase youth participation and involvement

Mental Health - Pennsylvania has a guide specifically for workforce development professionals.

As discussed in the response to 2.1 above, the mission of the Board is ***The Lancaster County Workforce Development Board seeks to align fiscal resources and provide strategic direction for Lancaster County jobseekers and employers.*** The goals that it has established to support its mission are aligned with the governor's vision and goals as articulated in the Commonwealth's WIOA combined state plan. Moreover, these goals collectively promote the economic growth and self-sufficiency of Lancaster County by improving the overall quality of its labor force and increasing the productivity of its businesses and directing efforts to get more people into family-sustaining-wage jobs.

Commonwealth Goal 1: Apprenticeship and Career & Technical Education: Expand opportunities for individuals to enter into Registered Apprenticeship and Registered pre-Apprenticeship programs, assist employers in building Registered pre-Apprenticeship and Registered Apprenticeship programs, and increase the coordination with Career & Technical Education in these efforts.

Aligning with the Governor's goal of increasing registered apprenticeships and pre-apprenticeship, and employing 26,500 registered apprentices in the Commonwealth, the board is utilizing an Apprenticeship Expansion grant to support five local intermediaries to serve as "Apprenticeship Navigators". The role of the Navigator is to work with businesses, training institutions, and industry organizations to assist in preparing and presenting Registered Apprenticeship applications to the ATO. By increasing our technical knowledge and "boots on the ground" approach, these Navigators, along with the Keystone Apprenticeship Alliance and PA Apprenticeship and Training Office (ATO), aim to add new apprenticeships annually in Lancaster County, focusing on non-traditional occupations and promoting a variety of individuals to enter traditional apprenticeships.. Lancaster County has three registered pre-apprenticeships including Construction, Manufacturing, and IT. These sponsors include ABC Keystone, Manufacturers Association of South Central PA, and NuPaths. Our goal is to include Agriculture, Healthcare, and Transportation and Logistics pre-apprenticeships to increase and diversify the current workforce pipeline by attracting underrepresented populations including women, minorities, individuals with disabilities, veterans, socioeconomic disadvantaged, those who speak English as a second language and those who were previously incarcerated.

Utilizing local data to prioritize investments in Career Pathways, LCWDB envisions opportunities at all levels to prepare and train people to move through Career Pathways. Career Pathways are not always a vertical path but can move between industries and skill levels. Ensuring job preparation and training is available at all levels including prevocational training and transitional jobs, pre-apprenticeships, certifications, workforce training, degree programs, apprenticeships, and incumbent worker training, while providing supportive services and career navigation ensures that Lancaster has a healthy workforce pipeline that attracts and retains talent locally.

The Lancaster County Workforce Development Board will continue to leverage relationships with RA stakeholders including the Business Education Partnership Career Ready Lancaster!, participation in local industry advisory and Perkins committees, membership in regional Industry Partnerships with South Central PA Works and Berks and Chester Workforce Development Areas, business consortia meetings through local chambers of commerce, and industry specific organizations such as the Manufacturer's Association of South Central PA and ABC Keystone. Apprenticeship Navigators will remain connected to the Keystone Apprenticeship Alliance.

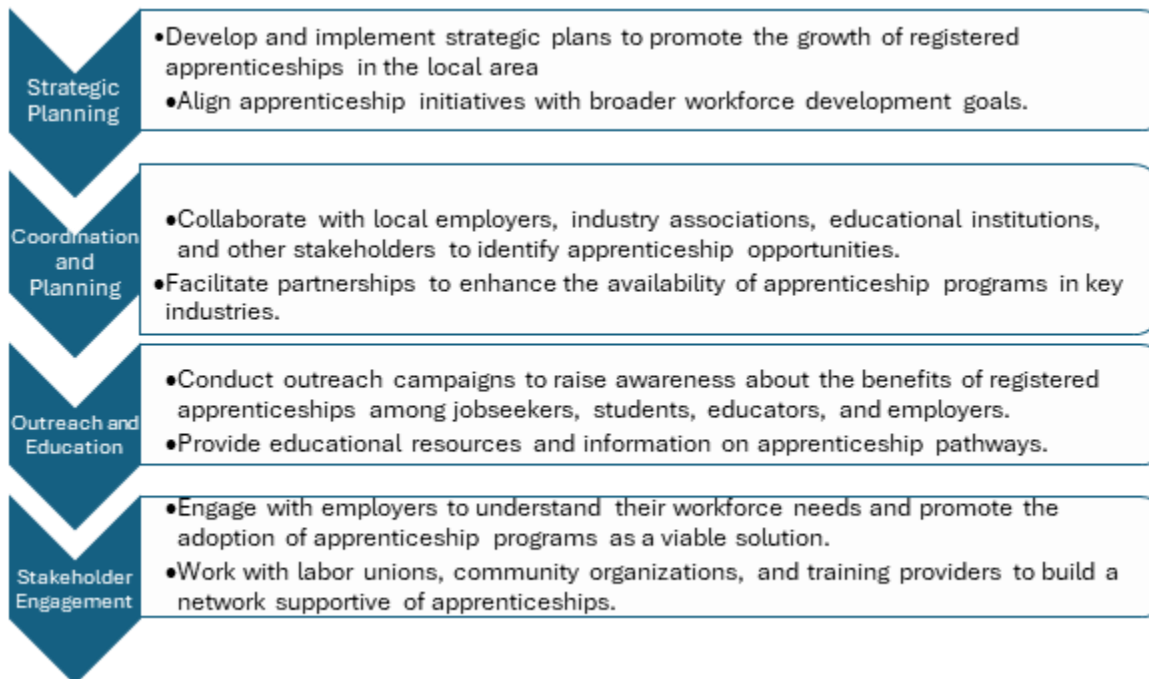
The Lancaster County Workforce Development board also is utilizing a variety of funding support for activities related to our apprenticeship initiatives. Utilizing WIOA funding specifically, On-the-Job Training (OJT) contracts with employers can support on-the-job learning component of RA through wage reimbursements up to 50%. OJT may be used with both

job seekers and current workers already employed by the business, depending on the funding available. Individual Training Accounts (ITA) funds can be used to support the related technical instruction (RTI) component of an RA program, including tuition, fees, books, equipment, and other training-related costs. The WDB has and continues to leverage all funding for apprenticeship as they are able. Incumbent Worker Training (IWT) funds are available to support incumbent worker apprentices. WIOA-eligible individuals can receive additional supportive services that help them participate in an apprenticeship, including fees, books, supplies, childcare, transportation, tools, and uniforms.

Last program year, LCWDB established the following goals in relation to the Business Services contract that delivers WIOA Title 1 Business Services:

- Designation of Apprenticeship and Training Coordinator as permanent role on Business Services Team
- Referrals to the WDB for Apprenticeship Funding agreements and addendums (10 & 5 per year)
- Sponsor consultations for Registered Apprenticeship and Pre-Apprenticeship (20 per year)
- Sponsor Registration Assistance (3 per year)

The Lancaster County Workforce Development Board plays a crucial role in supporting and promoting registered apprenticeships within our region. Our role in registered apprenticeship programs includes:





By fulfilling these roles, the LCWDB contributes to the overall success of registered apprenticeship programs, fostering economic development, meeting the needs of employers, and providing valuable career opportunities for individuals in the local workforce. This strategy and focused plan are how we will deliver our value to the business community that they cannot get anywhere else and put us in the leadership role of workforce development as the “go to” resource. That is why through our strategic planning process, setting *Strategic Leadership in Workforce Development* as Goal #1 allows for all the other priorities to be built to support that position.

Commonwealth Goal 2: Sector Strategies and Employer Engagement: Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.

The Board’s Priority Pillar 1 and 2, “Strategic Leadership for Workforce Development” and “Impactful and Intentional Programs & Outcomes”, both have objectives and tactics themed around community engagement of stakeholders and quality programs that meet the needs of business and job seekers that drive economic impact. Through our strategic planning process, we convened focus groups of key stakeholders in the community from education, business and partner (and non-partner) organizations, to hear from them a rating and feedback as to how we are meeting their needs and what

Page 28 of 77

could be improved. These key stakeholders included Board Members, local chambers and SHRM chapters, and Industry Partnerships.

The themes that emerged from the conversations were very enlightening and confirmed the need for more awareness around the services and resources we provide as an organization and the confusion on how to access those resources. The business, education partnership that the LCWDB convenes called Career Ready Lancaster! is in its 5th year of existence as a partnership. CRL! has created a space for business and education to create a common language on how to describe a well prepared workforce. That consists of skilled candidates, not just the technical skills but “essential skills” like integrity, teamwork, resilience, communication. These essential skills are what businesses were struggling to find in their new hires and not willing to spend the time to train them on either. Through this partnership, resources have been created utilizing real-world examples to teach these skills in the classroom. Scenario cards have been made and printed and will be distributed to all schools in the county to utilize in the classroom and beyond.

The LCWDB is part of an alliance that has formed to create a unified voice to define the benchmarks needed in a community to be successful for there to be economic vitality and growth. The Workforce Alliance is made up of the Lancaster Chamber, Economic Development Company of Lancaster, Community Action Partnership of Lancaster and the LCWDB. Together, this group has been meeting to analyze the steps forward to create a county-wide workforce strategy and visual that will clearly define goals and the measurements to meet them. Aligning the programs/services and providers offering them to ensure that initiatives and investments are being put into the programs that are needed to drive the critical industries in our county is essential to avoid duplication and redundancy of efforts. The LCWDB has led the charge by funding an asset map study of all workforce development activities in the county and continues to be the lead convener of workforce initiatives.

Internally, the Board developed goals for the Business Services Team of PA CareerLink® Lancaster County, with a focus on new initiatives to engage, serve, and better understand the needs of the local business community. Those goals include outreach consisting of job fairs, increased number of employers on PA CareerLink®, local recruiting events, increased work-based learning training and intentional employer information sessions/workshops. With the focus on these goals, our staff will have a better understanding of what the needs are of our local businesses and position themselves to assist in the recruitment from within our Adult, Dislocated Worker, EARN and Youth programs.

Commonwealth Goal 3: Youth: Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.

The Youth Committee, a committee of the Board, has established four main priorities of focus to invest funding to increase opportunities for youth. These include **Youth Services Directory, Youth Symposium Day, Targeted Barrier Remediation (Transportation), and Increased Work-Based Learning Opportunities**. Within each of these priorities are a component of work-based learning.

- **Youth Services Directory:** Utilize information as a county resource to connect youth to opportunities and educators/businesses to support services. Data-mine for areas of focus for barriers, services and training and educational opportunities; utilize community wide survey to represent equitable county wide participation; input information into a usable one stop document; design for external use for Kiosk microsite; resource share with Career Coordinators & local youth based community based organizations and government organizations; track usage through Kiosk and website analytics; develop review & update plan annually.
- **Youth Symposium Day:** In partnership with Career Ready Lancaster! and the school districts, pull together resources and panelist to speak on topics driven by the youth. Refine goals of symposium day to include soft skills, discovering talents, and exploring careers; reviewing other areas to identify best practices for youth event; create buy-in from local school districts & CBOs; design event logistics in an equitable way to include location, speakers/activities and participation; solicit support for event through both business and education based

presentations.

- **Targeted Barrier Remediation (Transportation):** Create short term and long term goal of transportation subcommittee; identify key partnerships already active in this area; determine best committees and studies to be a part of; identify targeted group for pilot program or CBO support.
- **Increased Work-Based Learning Opportunities:** Identify work-based learning partners for placement; identify key skills and provide training on expectations; develop plan for summer work experience program to include 1 months prior to summer & summer (May-August); utilize current opportunities as launching pad for learning; using work based learning partners as a guide, set realistic number of participants for relaunch year; ensure proper placement & fit; identify needed program support & mentoring; kick off work-based learning for summer experience with symposium.

The LCWDB strategic plan Pillars #2 and #3, “Impactful and Intentional Programs and Outcomes”, “Evaluate fairness of the distribution of funds and programs to ensure they are meeting the needs of our community.” have tactics focused on addressing youth barriers and program opportunities specifically for youth to explore career pathways. With the Disconnected Youth Study as the driver of focus for youth initiatives and having Kiosk machines out in every high school in the county, there is a clear path to engage and educate youth on what options are available to them.

Commonwealth Goal 4: Continuous Improvement of the PA CareerLink® System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.

Throughout the LCWDB strategic plan development process, there was continuous effort to differentiate who the PA CareerLink® was and who the Workforce Development Board was. Community partners were vocal that there was a need for better collaboration to utilize these partners as part of the customer flow process and support/value them as such entity within the workforce ecosystem as well. Pillar #2 of the Strategic Plan of the Workforce Development board outlines the objectives of achieving this:

Pillar 2: Impactful and Intentional Programs & Outcomes

Strategic Objective 3: Create a ‘standard of excellence’ across all service delivery to increase the engagement of stakeholders in quality programs.

Strategic Objective 4: Facilitate intentional connections and collaborations that build trusting relationships for and between business and community organizations.

Strategic Objective 5: Go beyond standardized data to better understand the impact and fairness of outcomes across the workforce development system.

The Board will work with the Site Administrator of the PA CareerLink® Lancaster County to develop an Operating Plan that will stem from and support the LCWDB strategic plan. This will be done through facilitated meetings with PA CareerLink® staff who will be tasked with growing the number of entities that are part of the workforce system.

It is imperative that services are provided to meet the customer where they are. Workforce hubs have been created throughout the county by partnering with organizations who provide free space for staff to utilize to meet customers and provide workshops. Workshops are in-person and virtual and there is now an App that folks can utilize to make appointments or schedule for a workshop and just inquire about services 24/7. Meeting people where they are and not waiting for them to walk in the door.

The LCWDB created and launched its first Annual Report in paper and electronic format. This document highlighted a years’ worth of impact from grant deliverables to employer testimonials and showcased staff out and about within the

county educating on labor/employment data. A newsletter called Workforce Connections has been established to share what opportunities are available for engagement from businesses and others. A proactive outreach and involvement campaign has been started and will grow now with these resources in place.

Commonwealth Goal 5: Barrier Remediation: Develop strategies to ensure the workforce development system is equipped to support individuals with barriers to employment in finding and maintaining self- and family-sustaining employment.

Encourage businesses to utilize the lens of viewing all people as viable options to meet workforce needs, whether that is by skilling them up into higher paying positions or hiring a diverse workforce by practicing a skills-based approach. Through outreach and awareness efforts managed by the LCWDB and CRLI, workforce resources such as incumbent worker training funds, paid work experience candidates and funds, and on-the-job training opportunities are shared with businesses.

There are several other resources available to businesses to address their workforce challenges that assist in bringing people onboard who may have barriers such as language needs that community partners can assist by providing services which enable the employee to thrive in the work environment.

Justice impacted individuals is another target audience that faces barriers to employment that the staff of the PA CareerLink® are focused on assisting and advocating for so that they are seen as viable employment options through paid work experience opportunities or OJT.

Transportation and childcare continue to be top barriers faced by individuals looking for employment. The LCWDB is focused on bringing awareness to these and other fairness issues and convening key stakeholders to brainstorm on solutions with a community-by-community focus. This type of approach seems more tangible rather than addressing it as a county-wide strategy.

Commonwealth Goal 6: Addressing Workforce Shortages in Critical Industries: Prioritizing investment in industries that are critical to the economic prosperity of the Commonwealth.

The LCWDB has engaged in a formal contract with the Economic Development Company of Lancaster to assist in quantifying the impact of the workforce development activity that LCWDB engages in or supports. Through this partnership EDC has created labor force data presentations and accompanied the LCWDB in presenting it at various locations across the county. The presentation highlighted the key industries in Lancaster that are driving the economic vitality of the county and which have the highest GDP. It also focuses on the demographics of the workforce of those industries, which unveils a concerning aging workforce in key economic driving industries, manufacturing and healthcare. The aging workforce coupled with decreasing prime age workers and shrinking graduating classes, has shed light on key target priorities for the Workforce Alliance partnership to coordinate for the county and that is a need to increase the labor force number with recruitment/retention initiatives with businesses. The asset mapping study was the first step in this direction, to see where there are already supports and in what industries and identifies where there are gaps. Now that the data has been verified and validated, the partnerships that the LCWDB lead will drive the work of establishing the goals to grow the labor force and ensure the workforce pipeline to the key industries in the county for continued economic prosperity for the Commonwealth.

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

As shown in the Performance Measures Table included as **Attachment 1**, the Board and the local elected officials have agreed to adopt the levels of WIOA performance that have been established by the governor for the Commonwealth. The Board's workforce goals discussed in the **response to 2.1 above** fully support these measures and the Board further

promotes performance achievement by including these factors as part of its expectations in agreements with subcontractors and the center partners.

The Board gauges its progress in meeting planned outcomes through the following indicators that are regularly reviewed and reported by the Performance Committee:

- Number of first visits and total visits to the PA CareerLink® Lancaster County center
- Number of persons completing occupational skill training and/or receiving certifications
- Number of Metrix Learning users⁷
- Number of high school equivalency diplomas achieved
- Number of individuals enrolled in EARN⁸
- Number of individuals enrolled in Career Connections Job Search program
- Number of e-mail contacts; Facebook, Twitter, and LinkedIn followers

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

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

Organization Chart. An Organization Chart that depicts the structure of the Lancaster County Local Workforce Development Area is included as **Attachment 2**.

Local Elected Officials. The local elected officials are the Lancaster County Commissioners. They appoint each Board member based on his or her knowledge and skills related to workforce development. They then rely on this expertise as they delegate employment and training activities to the Board for handling and oversight. There is one County Commissioner assigned as the Board Liaison for workforce development for the County, who attends the bimonthly board meetings. The Executive Director and Board Liaison meet on the off months to discuss workforce initiatives at the county level.

Fiscal Agent and Administrative Entity. The Commissioners have appointed the Board as the Fiscal Agent and Administrative Entity. As Fiscal Agent, the Board is responsible for maintaining effective control over and accountability for all funds, property, and all other WIOA assets, while safeguarding all such assets in accordance with generally accepted accounting principles. As the Administrative Entity, it serves as the employer of record and is responsible for hiring and managing the local workforce board staff.

Workforce Development Board. The Lancaster County Workforce Development Board is the successor to the Lancaster County Workforce Investment Board. It was established to carry out the enhanced and additional mandates of the WIOA of 2014. The Board serves as the lead organization in Lancaster County for workforce planning. It is responsible for overseeing local workforce activities, including administering WIOA funding; analyzing the labor market to identify needs; selecting workforce program providers; coordinating services with education and other community partners; convening, brokering, and leveraging resources; engaging employers; developing Career Pathways Plans for targeted occupations. Additionally, it is charged with utilizing technology to improve services for employers and jobseekers; negotiating local performance accountability measures; identifying best practices to replicate and expand; and ensuring accessibility for individuals with disabilities.

⁷ Metrix Learning is a self-directed on-line training platform that includes course offerings that assist in skills upgrading.

⁸ EARN - Employment, Advancement and Retention Network is a program for welfare and low-income individuals.

with serious barriers to gaining and maintaining employment by providing comprehensive case management, remediation, education with special emphasis on individuals with limited English proficiency, skills training, work activities, job placement and retention activities, as well as providing supportive services, including payment for childcare.

The Board has created the PA CareerLink® Lancaster County center to serve as its primary one- stop service location. Using this structure, a multitude of employment, education and training, and social service organizations provide workforce assistance to employers, jobseekers, and others who are seeking to increase their skills.

Currently, the Board consists of 19 members, 11 of whom are from business and workforce, including representatives from the priority clusters. Additionally, the Board includes representatives from labor, education, social services, and elected officials. It meets bimonthly.

Board Committees. The standing committees of the Board are the Executive Committee, the Finance Committee, and the Youth Committee. Committee members may include non-Board members who are appointed by the Board Chair. Generally, the Committee Chairs are private sector members of the Board. Each group meets as needed to carry out the duties of its committee. In addition to the Board Standing Committees, the Board engages with community partners to develop strategies that address the barriers that low-income individuals and families face through a Local Management Committee.

An overview of each committee is provided below:

- **Executive Committee** acts for the Board in between its regularly scheduled meetings on those issues of policy that require timely action to meet statutory compliance. It does not usurp those specific functions, powers, and duties that are reserved by the Board under its agreement with the Chief Elected Officials.
- **Finance Committee** assists with fiduciary responsibilities of the Board by reviewing financial reports, budgets, expenditures, and internal controls. It reviews the annual audit.
- **Youth Committee** provides a forum for interested parties who provide youth leadership, expertise, and who actively engage in setting goals for youth activity and youth programs. It establishes strategies for the workforce development of youth residing in the local area.

PA CareerLink® Operator. In compliance with the WIOA and related federal and state regulations, the Board completed its competitive procurement process to secure its One-Stop Operator. As of July 2022, the One Stop Operator is Equus Workforce Solutions.

The Site Administrator who is employed by the One Stop Operator, manages the day-to-day operations in the PA CareerLink® Lancaster County, with assistance from managers of partner agencies, including BWPO and Title I.

In accordance with WIOA, the One-Stop Consortium is responsible for the management of the PA CareerLink® Lancaster County. This management occurs through the Site Administrator, whose duties include:

- ☐ Ensure that the role of all required partners in the PA CareerLink® Lancaster County center has been defined, identified, and integrated into the service delivery system.
- ☐ Implement and augment the integrated services structure within the PA CareerLink® Lancaster County center, as designed by the Board and enabled via the Memorandum of Understanding (MOU) with all core and required partners operating at the site.
- ☐ Monitor operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- ☐ Evaluate service delivery (e.g., timing, type, format) across providers and partners as well as across customer segments and identify opportunities to optimize services.

- Develop, implement, and monitor customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to the Board for continuous improvement.
- Implement and monitor the negotiated One-Stop partner MOU.
- Develop an understanding of and use all required technologies to access and report on necessary data (i.e., PA CareerLink®).
- Establish and monitor metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams.
- Develop and implement a plan for continuous improvement that engages all partners operating at the centers.
- Convene a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Hold regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.
- The administrative responsibilities of the One-Stop Operator will include:
 - Convene regularly scheduled meetings and/or conference calls with Board staff.
 - Present a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
 - Assign a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Board staff.
 - Provide a monthly activity report for the Board.

WIOA Providers. The entities providing WIOA Title I, Title II, Title III, and Title IV services are detailed in the One-Stop Location and Program Services Chart included as **Attachment 3**. In addition to the One-Stop Location providers, several other local community-based organizations are engaged and collaborate with the PA CareerLink® to meet the job seeker and business needs. Those entities consist of the Lancaster Chamber and Economic Development Company, who assist in outreach and networking with our local business community. Partnerships like these are crucial to understanding the business climate and needs of our local businesses to ensure we are providing the workforce they need.

Lancaster County WDA does not currently have YouthBuild or Employment and Training Activities under the Department of Housing and Urban Development available in the local area. YouthBuild, administered by the Office of Workforce Investment's Division of Youth Services, is accessible through a competitive grant process in which the LCWDB is interested in pursuing but doesn't currently have any active awards. Ongoing discussion is occurring with the Lancaster County Redevelopment Authority to evaluate the feasibility of accessing Employment and Training activities funding.

Procurement Process. The Board has the following policy for competitively procuring services:

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

1. Issuance

- a. A legal notice will be sent to the local newspaper announcing the availability of the RFP and the process to receive the RFP package.

- b. The LCWDB may choose to notify interested bidders that the RFP and related documents are available online. Information regarding the postings will be clearly outlined in all notices to potential bidders.
- c. Letters inviting bidders to contact the LCWDB for the RFP packet are available to be mailed or emailed by LCWDB staff for businesses on the LCWDB mailing list. Lists may be developed using electronic searches for specialized providers, such as audit and tax services.
- d. The Board will post the RFP publicly on our website
- e. Under normal circumstances, the Board will issue the RFP at least 30 calendar days prior to the due date for submission.

2. Duration

Generally, RFPs are released for up to three years with an option to renew for up to two additional years.

3. Format and Content of the RFP

- a. The RFP contains information in sufficient detail to ensure full and open competition among qualified contractors.
- b. In the case of the selected contractor, the proposal will become part of the formal contract.

4. Pre-proposal Conference

At the discretion of the Board, a pre-proposal (bidders) conference may be held to afford the Board an opportunity to emphasize portions of the RFP considered especially important, allow the Board to formally respond to written questions previously submitted by bidders, and allow the bidders to ask the Board additional questions in writing on forms provided during the pre-proposal conference. If held, a written transcript of all questions and answers will be mailed or posted on the specified website to all recipients of the basic RFP no later than five workdays after the conference to give contractors maximum response time. Responses become a formal part of the RFP.

5. Receipt of Proposals

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

6. Selection of Service Providers

Service providers will be selected consistent with the Act and rules and regulations of the funding sources and to the extent possible, will be selected on a competitive basis. For all contracts, the Board will establish standards to be followed in making determinations of demonstrated performance. All such determinations will be in writing and completed prior to the award of a contract. All proposals will be evaluated utilizing the criteria set forth in the WIOA Regulations. Proposals will be scored using an award criterion and point system.

7. Awards to Service Providers

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

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

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

8. Projected Procurement Summary. The current One Stop Operator began operations on July 1, 2022, and is

contracted through June 30, 2025, with one additional renewal option (for the period July 1, 2025 to June 30, 2026) available. The board will procure a new operator at least every 4 years.

9. **Equal Opportunity and Civil Rights.** The Board has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution related to equal employment opportunities and civil right protections.

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

The Board works collaboratively with the entities that are carrying out workforce programs to support service alignment in the local area. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as **Attachment 3**. The alignment of local goals and strategic planning with the Governor's goals, as outlined in Pennsylvania's WIOA Combined State Plan, is detailed in Section 2.1, including specifics on how they align with the local vision and objectives.

Service Alignment. In 2022 the Board issued a Request for Proposal for a One-Stop Operator, in accordance with Workforce System Policy – PA CareerLink® System Operator. This competitive procurement resulted in Equus Workforce Solutions being identified as the One-Stop Operator (OSO). The OSO coordinates the local PA CareerLink® activities, functioning as the liaison between the Board and the system partners, and ensuring that all services and available resources are properly aligned to carry out the vision of the Board.

Supporting its workforce efforts, the Board has established the comprehensive PA CareerLink® Lancaster County center that is located at 1046 Manheim Pike, Lancaster PA 17601. Its primary phone number is (717) 509-5613. Partner and service information is also available on the website at <http://www.jobs4lanaster.com>.

PA CareerLink® Lancaster County is open Monday-Friday from 8:30am-5pm. Staff can schedule appointments outside of normal operating hours as needed. In addition, staff meet customers at community access points and virtually. As a result of the pandemic, virtual services were created such as online live workshops, recorded videos, and online registration processes. During the pandemic, PA CareerLink® Lancaster County Title I team transitioned services overnight. The launch of a jobseeker hotline, business hotline, and YouTube Channel were established and operative in less than six hours. Based on customer demand as well as special events, such as career expos and/or job fairs, the center may also be open for alternative hours as needed. Recent recruitment events have been held later in the day to accommodate daytime underemployed workers or those seeking a career change.

The Career Resource Center (CRC) serves as the focal point of the PA CareerLink® Lancaster County center. With respect to Self Service Career Services, staff are available to assist individuals in enrolling on the Internet-based system, browsing written material and signing up for scheduled workshops and events. A team approach is utilized to assist customers, which involves the cooperation and collaboration of staff from multiple departments (i.e., case managers, workshop facilitators). Services are customer-focused, meaning each client is seamlessly connected directly to the programs and activities that best meet their specific needs and goals.

To make the best possible referrals, an intake form captures each person's contact information, employment history, veteran's status, possible barriers to employment, and reason for the initial visit. This information, along with a personal interview with the customer, helps staff identify the programs and services which may be most beneficial. Referral to the appropriate partner and/or outside organization is determined jointly by the staff person and the customer to ensure his or her specific needs and requirements are fulfilled.

The PA CareerLink® Lancaster County includes a wide variety of partners that customers may be referred to for

specialized services. A brief overview of each along with their key services is provided below.

Veterans and eligible spouses are given priority of service. A triage form is used to help identify those veterans who may have special needs. The form is provided to the on-site veteran representative and the person is called in for specialized services. Based on individual need, the staff may refer the veteran to training options and/or job placement. Staff may also refer a veteran to the OVR or other social service agencies for help with disabilities or more comprehensive needs.

Individuals that are basic skills-deficient have their education needs met by the Adult Basic Education and Literacy providers. Currently, these providers are the Lancaster-Lebanon Intermediate Unit 13 and the Literacy Council of Lancaster Lebanon. Their services include assessment, remediation, high school equivalency preparation, and high school equivalency testing. As discussed in the response to the **response to 3.7 below**, the title II providers serve as important on-ramps into the workforce system. Referrals and co-enrollments are made between the workforce and education programs.

Individuals who receive public assistance are referred to the PA CareerLink® center by the Lancaster County Public Assistance Office. Through the Employment, Advancement, and Retention Network (EARN), they are assisted with job search, job development, and training programs based on their specific needs, interests, and requirements. EARN services and staff are fully integrated and co-located within the center.

Older individuals who may be eligible under Title V are referred to the AARP Foundation or the Lancaster County Office of Aging for Senior Community Service Employment Program (SCSEP) services. In addition, the PA CareerLink® Lancaster County center often serves as a host agency and may place these older workers as greeters. Moreover, older workers have additional resources available to them through the Social Security Administration Office, and OVR.

Returning citizens receive guidance and counseling to prepare for employment. PA CareerLink® staff who deal exclusively with reentry individuals encourage them to participate in workshops to help reinstate their driver's license as well as to have their record expunged, when applicable. Workshops geared to returning citizens focus on landing a job with a criminal background as well as financial literacy, credit rebuilding, and fair housing.

Individuals with disabilities who are eligible under WIOA Title IV access services provided by the Office of Vocational Rehabilitation (OVR), a co-located partner in the PA CareerLink® Lancaster County center. OVR helps them secure and maintain employment and independence; helping them become qualified trained members of the workforce. Eligible customers receive multiple, individualized services such as diagnostic testing, vocational counseling and guidance, vocational evaluation, restoration, occupational training, and job placement. OVR also provides both eligible and potentially eligible 14- to 21-year-old in-school youth with disabilities pre-employment transition services. OVR Business Services Team staff provides multiple services to the business community designed to assist them with onboarding pre-screened qualified WIOA title IV eligible individuals with disabilities.

Underemployed individuals may access a range of Basic Career Services through the Career Resource Center of the PA CareerLink® Lancaster County center. Moreover, those individuals who are determined to be eligible for the WIOA Adult, Dislocated Worker, or Youth program may also receive Individualized Career Services and/or Training Services. Details about Basic Career Services, Individualized Career Services, and Training Services are provided in the **response to 4.8 below**.

Unemployed individuals are also served through the system. Staff participate in Rapid Response activities, Reemployment Services and Eligibility Assessment (RESEA) orientations. They provide re-employment services, the Unemployment Compensation Work Test, and Trade Adjustment Act services to help impacted workers return to work as quickly as possible.

Low-income individuals may access Community Services Block Grant (CSBG) home assistance and weatherization programs that help eligible families make minor home repairs and/or reduce energy consumption and overall energy

bills through the installation of cost-effective energy conservation measures.

Persons with limited English proficiency are assisted by one of the bilingual staff members of the PA CareerLink® Lancaster County center, or through the telephone interpretation services of Propio, a language line. Such persons may also be referred to one of the partners providing Adult Basic Education and Literacy services, such as the Lancaster-Lebanon Intermediate Unit 13 or the Literacy Council of Lancaster Lebanon.

Migrant or Seasonal Farm Workers (MSFWs) are not a significant population in Lancaster County. However, these individuals can access services through the center. They receive the full range of employment services, benefits, and protections, including counseling, testing, and job and training referrals. In providing such services, staff will consider the preferences, needs, and skills of the individual MSFW.

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

3.3. Adult and Dislocated Worker training activities - Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The Board regularly reviews the type of programs available to adult and dislocated workers in the local area including training services available through the Eligible Training Provider List. This process is completed through a review of current activities related to performance, surveys of local employers and their intermediaries, and a comparison of program delivery type/availability to peer best-in-class local workforce development areas both within the Commonwealth as well as in other states. Through this review, the Board identifies service gaps, confirms the need for specific services with employer and sector groups, and adjusts policies and programming to address identified needs as may be required.

For example, because of the Board's most recent program analysis, it has identified a need for additional work-based learning activities. Therefore, the Board is exploring the development and expansion of OJT, customized training, work experience, internships, co-op programs, job shadowing, apprenticeships, transitional jobs, and similar programs to meet any unique/specific skill needs of employers in the region. The Board often conducts gap analysis to identify any potential gaps in services.

The WDB provides access to workforce services at the PA CareerLink® Lancaster County center. In addition to partner programs, it also competitively procured services as needed to meet local labor market needs.

The WDB is a member of the Local Management Committee and directly procures the operator of the EARN and Work Ready programs. Individuals enrolled in these programs may access training (both classroom and work-based) through co-enrollment in the WIOA Adult program or referral to KEYS or ELECT.

Upon entry in the system, individuals are directly referred to the specific services that best meet their needs. As may be required, interpretation and/or translation services may be utilized to assist customers who are not native English speakers.

Adult and Dislocated Worker workforce activities are provided under the broad categories of Self-Service, Enhanced, and Personalized Career Services, to include Training Services. Self-Service and Enhanced Career Services are available to any customer, while Personalized Career Services (including training services) are reserved for individuals who meet WIOA eligibility requirements.

With the implementation of WIOA, there is no longer a sequence of service requirements. Therefore, individuals who are determined eligible and suitable for Adult or Dislocated Worker services do not have to participate in any type of Individualized Career Service activity prior to being enrolled into Training Services.

Priority of Service. Priority of Individualized Career Services and Training services is given as follows:

Level 1 Veterans and eligible spouses who meet the statutory priority (public-assistance recipient, other low-income individuals, including the underemployed or basic-skills deficient) and Adult program eligibility receive the **highest level** of priority for services.

Level 2 Other individuals (not veterans or eligible spouses) who meet the statutory priority and Adult program eligibility receive the second level of priority for services.

Level 3 All other veterans and eligible spouses who meet Adult program eligibility receive the third level of priority for services.

Level 4 Other individuals (not veterans or eligible spouses) who do not meet the statutory priority but do meet Adult program eligibility receive the fourth level of priority for services.

The intake process requires that all customers be identified in one of four categories and all required documentation to support this level determination is collected. The customer is identified as level one, two, three, or four; to align with the afore mentioned levels.

The Board uses the Test of Adult Basic Education (TABE) to determine if an individual is basic skills deficient. The Board will consider serving customers who reside outside of Lancaster County as funds are available.

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

Overview. The Youth Committee of the Lancaster County WDB has been engaged in providing high-quality youth development activities to target the population of youth and their families for the last 15 years. It closely follows the demand-driven connection of the Board to local and regional area industries, area priority occupations, and the career pathways that support them.

Moving forward the Youth Committee plans to extend the availability of youth development activities and offer more varied activities to a wider group of youth populations in Lancaster County through various funding sources (i.e., TANF, WIOA, and other grant opportunities). It intends to expand outreach to serve more youth and young adults with a greater variety of services throughout the summer break and the school year.

Through partnerships and strategic collaborations, the Board and Youth Committee will:

- Support and continue to work with school districts targeting youth with barriers by aligning programming and services in alignment with PA Department of Education's Career and Education Work Standards and utilize the PA Future Ready Index as a common form of measurement and progress.
- Continue to lead and actively contribute to Career Ready Lancaster!, a business-education partnership that uses a data driven, supply and demand approach to ensure youth and residents of Lancaster are Career Ready.
- Implement innovative resources to support work-based learning, career awareness, exploration, and acquisition with a focus on STEM careers.
- Strengthen partnerships with youth serving organizations to identify, engage, recruit, and enroll as many target population youth and young adults as possible. This collaboration will serve to engage school districts and community partners to provide career education and career-connected learning including job shadowing, service

learning, internships, postsecondary educational tours, employer presentations, STEM assembly presentations from community-based organizations, and career exploration that is linked to high priority careers.

Youth Committee. The Youth Committee reviews the strategies, investments, procurement, program models/services, progress, and performance related to youth and young adult services. Committee membership consists of Board members and non-members that collectively constitute a broad representation of key stakeholders and youth-serving partners, including employers, labor unions, higher education institutions, and others. The Youth Council leverages its members' experience, expertise, and insight to coordinate and expand the availability of high-quality workplace preparation strategies for youth and young adults.

The Youth Committee reviews and determines the direction for youth program design, including the development of models/services provided by its providers. This oversight ensures youth and young adults, especially priority populations, have access to the WIOA Youth 14 program elements directly and/or through referral as needed. The Youth Committee supports program policies and procedures that connect youth and young adults with co-enrollment opportunities based on the youth Individual Service Strategy (ISS) and goals. Through an emphasis on the ISS plan to outline benchmarks, goals, achievements, and outcomes youth and young adults along with assistance from program staff can maximize the leverage resources. These opportunities include programs such as WIOA Adult, Adult Basic Education, Job Corps, and TANF.

To meet its planned 75% WIOA expenditure rate, the Board provides fiscal direction to the Youth Committee as it pertains to utilizing WIOA funding. The Youth Committee also ensures that services are aligned with WIOA Youth priorities and local needs in alignment with WIOA requirements.

The Youth Committee oversees work experience activities, policies, and expenditures to make certain that Lancaster County's youth and young adults can participate in summer employment and other employment-related activities available throughout the school year including Career Exploration, pre-apprenticeship programs, internships, and post-secondary attainment.

WIOA Youth Eligibility Requirements. The Board and Youth Committee review and approve all outlines and tools for WIOA Youth documentation requirements, including the policy for "requires additional assistance to complete an education program or to secure and hold employment" for eligibility and enrollment for WIOA Youth program services. To enroll in WIOA Youth programming, a youth must provide documentation to determine eligibility for the following requirements:

- Age (In-School Youth are 12-24 years old and Out-of-School Youth are 16-24 years old)
- Authorization to Work
- Residency
- Selective Service Registration (if applicable)
- School Status
- Low Income Determination (if applicable)
- Barrier Status (School drop-out; pregnant/parenting; youth with a disability; individual in foster care/aged out; homeless or runaway; offender; basic Skills deficient; English language learner; requires additional assistance)

The Board has adopted the following policy regarding an eligible youth who "requires additional assistance to complete an educational program, or to secure and hold employment", as a youth or young adult who meets one or more of the following criteria:

- Has a poor work history (been fired from one or more jobs within the last six months, OR has a history of sporadic employment, such as "has held three or more jobs within the last 12 months, and is no longer employed")
- Has received a low score on a pre-employment skills assessment or letter from employer stating youth does not possess skills required for employment

- Has been actively seeking employment for at least two months but remains unemployed or underemployed. This includes a youth with no employment history, a youth with limited part-time experience (those working on an as needed or seasonal basis), and youth actively seeking full-time employment, but have only achieved part-time employment.
- Is currently at risk of dropping out of school, as determined by referral from a school staff person, probation officer, or other responsible person with documentation evidencing chronic poor attendance or discipline problem during the last 12 months, or has educational underachievement (i.e., less than a cumulative 2.0 grade point average).

Job Corps. In our region, a Job Corps Career Transition Specialist is co-located at the PA CareerLink® Lancaster County. This allows a direct connection with Title 1 Youth and OVR Youth who are co-enrolled in Job Corps. Additionally, an Admission Counselor located out of Berks County, PA utilizes the PA CareerLink® Lancaster County for in-person meetings with Lancaster youth. Job Corps conducts outreach and presentations to local school districts and participates in PA CareerLink® activities such as Job Fairs and Youth Workshops.

TANF Youth Development: TANF YDP funding allows us to serve an additional youth in a variety of programmatic activities such as career counseling, career exploration and awareness, paid work experience, and career readiness training. Our tiered structure allows us to serve youth as young as 12 years old (or completed 5th grade) up to age 24 starting with a Middle School Career Awareness. This stipend-based program allows youth to explore one of 6 career tracks, complete job shadowing and company tours, use tools to develop soft skills and financial literacy, and complete a project demonstrating their new skills. Youth ages 16-24 can participate in stipend-based career exploration program which includes hands on occupational experience. This program also includes the WIOA 14 elements and can include an industry certification. In partnership with the local school districts, students can be referred to a Career Counselor for assistance with developing and completing a Career Path Plan that includes post-secondary plans such as workforce, military or continued education and training. Students enrolled in career planning have the opportunity to go on in-person or virtual field trips, earn a credential, complete job-shadowing, and participate in paid work experience. Lastly, TANF will support 95 youth in paid work experience with a local employer at a minimum of \$12/hour. This is an increase from \$10.35/hour and can be authorized up to \$15/hour depending on industry/occupation. All WIOA Youth Program Elements are incorporated into TANF YDP programming. The Mix and Equus share TANF youth services; their overall total is 95 youth enrolled with an overall goal of 90% completion of Paid Work Experience.

To be verified as a qualified participant for the TANF YDP an individual must:

1. Be between the ages of 12 (or has completed the 5th grade) and 24 years at the time of enrollment.
2. Have proof of Social Security Number (SSN).
3. Have proof of identity.
4. Be a U.S. citizen or a TANF-eligible non-citizen.
5. Be a PA resident.
6. Have personal monthly gross earned income that does not exceed 235% of the FPIG.

Youth must meet the above criteria and be a TANF-eligible recipient either through TANF receipt or TANF income-eligibility. The youth's sole monthly gross earned income shall establish their qualification unless the youth is legally married or has children and is residing in the same home as the child(ren)'s other parent. In those instances, the gross earned income of the youth and their spouse, or the other parent of the child(ren) will apply, and the family's household size will include the youth, spouse, or other parent of common child(ren) residing with them, and the child(ren). Proof of income must be dated within the last 30 days. Personal monthly gross income verification is required only at the time of enrollment.

The local WDB, in collaboration with Department of Human Services (DHS), Bureau of Employment Programs (BEP) in regard to the TANF Youth Development Program funding, ensures compliance with the TANF Youth Development Program regulations and guidelines.

TANF Funding Incentives: LCWDB Incentives are built into the TANF YDP program to reward and encourage participants to complete work-based learning and activities. An incentive structure is approved by the Board at the start of the program year and aligns with the Board incentive policy, PP #206. The incentive structure is presented to the youth at the time of enrollment.

OSY (WIOA) Provider. Prioritize recruitment and services with skill-building programs, collaborative efforts with employers through PWEs to facilitate sustainable employment opportunities and economic development with community partners such as United Way of Lancaster County, Community Action Partnership and Tec Centro. Recruitment is prioritized through incentives for youth participants as they achieve major milestones in training, education, and employment. Overall goal is 75 youth enrolled in program year with 100% of youth meeting leadership development, financial literacy. 90% of youth meeting GED completion.

WIOA Youth Program Element	Local Provider Organization	Activity Time and Needs Meet
Tutoring, Study skills training and instruction leading to secondary school completion, including dropout prevention strategies	EQUUS and Lancaster County School districts	Activity Time: Year around There are 2 Career navigators, and the process is to enroll students in a career path plan training program called, Design your future series (14 Elements). As needed, referrals are submitted for youth who may need additional assistance with tutoring. This could be a referral to IU13, or a connection to a similar organization. We also provide information folders to all schools to provide to any youth who is considering dropping out of school. This gives them resources to explore alternative options.
Alternative secondary school offerings or dropout recovery services	EQUUS, Local School districts and IU13	Activity Time: Year around Any individual who comes to us and has not completed high school or earned a high school equivalency is referred to a local Adult Education provider to enroll in HSE classes.
Paid and Unpaid work experiences with an academic and occupational education component.	EQUUS, The Mix, Lancaster County School districts	Activity Time: Year around 21 Youth are enrolled in PWE with academic and occupational education components. All participants will have the opportunity to complete a paid work experience with an employer that aligns with their career interest.
Occupational skills, training with a focus on recognized postsecondary credentials and in-demand occupations.	EQUUS and Lancaster County School districts, Tec Centro, IU13	Activity Time: Year around If an individual is interested in pursuing post-secondary education, we make the appropriate referrals to programs like Tec Centro, IU13, Adult/Dislocated Worker Program etc. We also assist with making connections to local schools and provide information regarding completing the FAFSA.
Leadership development activities community services peer centered activities	EQUUS and Lancaster County Schools	Activity Time: Year Around In our Design Your Future curriculum, we cover building a professional brand and how to present yourself as a leader in the community. We discuss topics like influence, authority, personal integrity, relational abilities, conflict management, and character.
Supportive Services	EQUUS and The Mix	Career Navigators work alongside the youth, they are discussing any potential barriers that could prevent them from gaining and retaining employment or completing post-secondary education. As appropriate, we are making connections to community resources as well as utilizing supportive service funding.
Adult Mentoring	EQUUS	Through paid work activities, the youth are partnered with worksite supervisors and on-site mentors to help them learn appropriate workplace skills. We also coordinate guest speakers as a means to motivate the youth.

Follow-up Services for at least 12-months after program completion	EQUUS and The Mix	When a youth completes from our program or exits, staff will maintain contact with that youth for 12 months. During this time, we are using various contact methods to check in on the status of the youth. We are checking to see if they are still enrolled in education programming or still employed. As appropriate, we offer incentives to those individuals who qualify.
Comprehensive guidance and counseling including drug and alcohol abuse counseling	EQUUS, SACA, Manos House	By utilizing tools like O*net, we are able to guide the youth as they explore and learn more about themselves, their interests and abilities. We are then able to explore how those interests and abilities align with various occupations. We make referrals for youth in need of alcohol and drug abuse counseling to organizations such as Manos House. SACA.
Integrated education and training for a specific occupation or cluster	EQUUS and The Mix	If an individual is interested in pursuing post-secondary education, we make the appropriate referrals to programs like Tec Centro, IU13, Adult/Dislocated Worker Program etc. We also assist with making connections to local schools and provide information regarding completing the FAFSA.
Financial literacy education	EQUUS, The Mix	Activity Time: Year around Through digital software all youth will have interactive literacy through videos and activities to learn about the importance of financial literacy. As part of our Design Your Future curriculum, we cover topics like calculating net income, tracking spending, setting goals, making a spending plan, adjusting the plan. We review various budgeting apps and how they can assist in budget planning and tracking.
Entrepreneurial Skills training	EQUUS and The Mix	Activity Time: Year Around In our Design Your Future curriculum, we review the fastest growing self-employment opportunities, types of entrepreneurship, business planning and development. We also host guest speakers throughout the year to talk about their journey as entrepreneurs.
Services that provide labor market information about in-demand industry sectors and occupations	EQUUS, The Mix, Local Business partners	Activity Time: Year Around Youth in Lancaster County receive local labor marketing information from our youth coordinator from local workforce board (LCWDB) and other local CBOs. In our Design Your Future curriculum, we explore local labor market information, in demand occupations, career pathways. We also explore educational requirements for various occupations and learn about the programming available in our area. We utilize the available workshops at the PA CareerLink® to guide the youth in resume preparation, application techniques and mock interviews.
Postsecondary preparation and transition activities.	EQUUS	Activity Time: Year Around We assist with career fairs to connect youth with local education institutions. We assist with coordinating visits to local education institutions to learn more about programming. We assist with supportive services as needed to address any potential barriers. We also make referrals as needed for tutoring.

Career Pathways: LCWDB and PA CareerLink® Lancaster County is in collaboration with CRLI, WIOA providers and other CBOs to create career pathways trainings that are available to all businesses in Lancaster County, PA. Career Pathways are available on the Career Kiosks funded by the LCWDB TANF funds and are available to students and job seekers throughout Lancaster County.

Older Youth: LCWDB conducted a survey on Disconnected Youth, and researched how to keep re-engage with youth between the ages 18-24 that have not completed high school nor in the labor force. The data collected is currently being used by the local board to emphasize the need for GED completion and more paid work experience opportunities for older youth. The Business Services team at PA CareerLink® Lancaster County identifies prospective businesses during business engagement to serve as host organizations for youth. Businesses can contribute in monetary or non-monetary ways such as 1. Increasing the youth's pay 2. Extending the youth's internship 3. Participating in employer activities such as conducting a workshop, speaking to the youth, participating in PA CareerLink® activities. The Youth staff works closely with the County Assistance Office to send letters of interest directly to families who are receiving TANF benefits. Our

programmatic goal is that 50% of youth served are receiving one type of TANF benefit such as cash, medical, or SNAP and the other 50% are eligible based on income.

LCWDB Youth Programs Coordinator is responsible for connecting with local community-based organizations in Lancaster County and other industries to provide employment opportunities to youth between the ages of 16 and 24.

The Program Monitor & Compliance Coordinator at the LCWDB is responsible for program monitoring on a quarterly basis. This includes file, program and fiscal monitoring. Letters to the providers are provided indicating any areas of non-compliance or need for improvement.

LWDB Tracking and Reporting:

John Moser (717) 735-0333 jmoser@lanastercountywib.com

TANF Provider:

Equus

PA CareerLink® Lancaster County, 1046 Manheim Pike, Lancaster, PA 17601

Contact: Holly Simmons (717) 509-5613 hsimmions@jobs4lanaster.com

3.5. Coordination between Title I and Title II - How will the local board coordinate WIOA Title I workforce investment activities with adult education literacy activities under WIOA Title II?

Both the Adult Education and Workforce System make cross-referrals between Title I and Title II programs. Co-enrollment in Title I and Title II is also promoted. To further coordinate services, Adult Education offers presentations on its programs to workforce customers on-site at the PA CareerLink® center. Moreover, as described in response 3.3 above, the Title II programs serve as on-ramps for adults who are basic skills deficient so that they may begin career pathways via the workforce system.

The Board believes that the Title II services are necessary for its customers and critical in the overarching mission of its work. It is committed to continue working in partnership with the Title II providers as they develop their local applications. The Board will review the applications for Title II programming to ensure that educational opportunities will align with the targeted employment needs of the region. Specifically, the Pennsylvania Department of Education (PDE) will establish procedures, and accompanying rubrics and documentation, for Title II application to be provided to local boards to review for alignment with their local plan. After reviewing and evaluating the applications, the local boards will be responsible for submitting recommendations to PDE and will also be responsible for providing technical assistance later in the process.

Representation of Title II Adult Education and Literacy exists within the system. Regular communication and active participation are necessary on both Title II and the Board's part for smooth and integrated services of its customers. The Board invites the Title II Adult Education and Literacy to present their local applications at both a PA CareerLink® Lancaster County staff meeting as well as at a Board meeting.

3.6. Wagner-Peyser Act - Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system.

Coordination of Roles and Responsibilities. The PA CareerLink® Lancaster County center is managed by a Site Administrator who is employed by the One-Stop Operator. This position is supported as a shared cost amongst PA CareerLink® partners and is managed by the One Stop Operator. The Site Administrator is employed by Equus Workforce Solutions. The Site Administrator functionally supervises all staff, coordinates services, and is accountable for the center's performance measures. The Site Administrator oversees all teams to ensure the services and operations of the center are executed efficiently and in adherence with the WIOA and TANF rules and regulations.

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

The model of service delivery within the PA CareerLink® Lancaster County center is designed to ensure improved service for all customers regardless of the funding source; promote a culture emphasizing customer satisfaction, embed continuous improvement and communication; and apply more effective gathering and use of data. The center staff, both contracted staff and the merit staff, are charged with delivering:

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on both skills and jobs with personalized and customized workforce advice and recommendations.
- A service concentration with the fewest service entry procedures possible to maximize customer satisfaction.
- Easy access to a comprehensive series of services that are responsive to the needs of the individual.
- An increased set of options for how services are accessed, including a virtual presence to reach customers outside of the center.

Improving Program Partner Integration. Currently, program partner integration is addressed through regular discussions and guidance from the Board to the center's Site Administrator regarding the quality of their functional supervision and service coordination. The Board recognizes the importance of coordination and will charge the One-Stop Operator to provide this function. The Operator will be responsible for assessing current gaps in the service delivery system, strengthening current partnerships, and facilitating seamless referrals between partners. The One-Stop Operator and Site Administrator are tasked with making sure that the PA CareerLink® Lancaster County is represented as a whole, not by individual partner.

Referral Mechanism. Following assessment and determination of service needs, referrals are made through both formal and informal processes, such as electronic referral systems, in-person introductions, or emails to establish appointment times. Staff members document these referrals through case notes in CWDS, the State system of record. The One-Stop Operator will formalize processes for all partners and standardize these processes.

Orientation and Customer Flow. An orientation is presented at the PA CareerLink® Lancaster County center. It is the gateway for WIOA registration and participation in WIOA Individualized Career Services and Training Services. All customers are urged to attend this session, in person or virtually, especially those interested in or in need of WIOA services, including: (a) customers who are potentially interested in WIOA-funded services, (b) customers who inquire by phone or at the center about WIOA-funded services, including Training Services, and (c) customers who are referred by community organizations and partners.

The orientation includes an overview of PA CareerLink® Lancaster County center services, including WIOA. The WIOA program is described as "services" (not as a program) comprising three categories: (a) Self-Service; (B) Enhanced services, including Workshops, Career Fairs, mock interviews and additional events. This is ideal for those who need some assistance. The final option (c) is Personalized Career services which include more case management style services and assistance. This option could also lead to training if determined to be appropriate.

The registration form is a uniform document that captures all data needed for PA CareerLink®. Staff members also use a customized IEP to assist the jobseeker in goal setting. Copies are shared with partner programs, with the individual's permission.

Staff Development. Beginning with the Program Year 2023 Memorandum of Understanding (MOU), the partners have included Collaborative Staff Development as a requirement of the MOU.

3.7. Core program facilitation - How will the local board work with the entities carrying out core programs to:

- **Expand access to employment, training, education, supportive services, and co-enrollment for eligible individuals, particularly individuals with barriers to employment.**
- **Facilitate the development of Career Pathways in core programs (specify on-ramps from adult education).**
- **Improve access to activities leading to a recognized postsecondary credential (industry-recognized certifications or portable, and stackable certifications).**

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

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

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

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

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

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

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Vocational rehabilitation counselors determine eligibility for and work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. As a core partner, OVR provides Vocational rehabilitation services for people with disabilities. Eligible OVR customers receive multiple

services that may include but not be limited to, diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR recognizes the value of customer access to various services and resources and encourages co-enrollment across programs as appropriate.

In addition to face-to-face meetings, to collect eligibility documentation, the LCWDB purchased licenses for staff to utilize a secure platform (DocuSign) to collect electronic signatures and documentation. To truly meet the customers where they are in their employment journey, this platform allows for a seamless eligibility process and has greatly streamlined the eligibility phase for our customers.

Career Pathways. Once WIOA eligibility has been determined, the Provider and the customer develop a specific, customized career strategy called an Individual Employment Plan (IEP). It identifies the customer's particular career goals, occupational interests, work experience, job skills, training needs, and employment barriers. As part of this process, they review the targeted sectors in the local area to determine a customer's suitability and interest in these occupations and industries. They also identify the customer's need for supportive services, such as transportation and/or childcare assistance. Career Pathways are available on the Career Kiosks located throughout Lancaster County including most high schools, libraries, IU13, PA CareerLink®, and a variety of community agencies.

As indicated in the Board will focus on defining career pathways within the priority sectors of **agriculture, manufacturing, healthcare and social assistance, construction, and transportation and logistics.**

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

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

Moreover, the Title II programs serve as on-ramps to begin career pathways for adults aged 16 and older who face barriers to employment such as being basic skills deficient, low-income, and English language learners.. Programming includes beginner level literacy instruction to support college and career readiness. Instruction is also provided for English language learners and workforce and workplace preparation activities. Extensive case management is provided to participants that help students address barriers to participate (such as transportation, childcare, housing, and healthcare). The local area works in tandem with Title II staff, referring customers between education and workforce programs, supporting the alignment of core programs and system partners. Only Title II staff can determine Title II eligibility.

Additionally, as customers are referred by the WIOA Contractor to other programs, (and vice versa), they may also be enrolled into those additional programs, such as veterans' services, mature services, vocational rehabilitation, and others. For example, contracts between the Board and the Department of Human Services connect Temporary

Assistance for Needy Families (TANF⁹)-program customers into the regular processes of the PA CareerLink® Lancaster County center.

PA CareerLink® customers are strong candidates for Pre-RA and RA paths to employment. Staff can utilize the Eligible Training Provider List (ETPL) to view RA opportunities in the region. Jobseekers are also encouraged to use www.apprenticeshipfinder.gov to view open apprenticeship opportunities. Lancaster offers registered apprenticeship navigators to help identify and improve access to Registered Apprenticeships and Pre-Apprenticeships. Additionally, internal trainings on these opportunities are held across programs so that career navigators can assist in evaluating these options for their clients. The availability of funding made these options attractive for qualified job seekers as they can receive the following kinds of support: supportive wrap around services through the Apprenticeship Building America (ABA) Grant, training support through cross program collaboration with ITA and OJT opportunities, CareerReadyLancaster! Connections meetings, as well as incumbent worker training. These multiple layers of support can increase access to apprenticeships for all job seekers.

A new position created at the PA ATO, Apprenticeship Jobseeker Liaison will be critical as a resource to help educate, promote and connect jobseekers to Pre-RA and RA opportunities. Through Professional Development Days, more staff will be trained to assist jobseekers and businesses connect to apprenticeships. Lancaster currently has 2 staff completing the Registered Apprenticeship Navigator training.

The planned universal use of the *Empower Lancaster* case management system between the center partners as well as by other community organizations further promotes the co-enrollment of individuals into other programs in the local area. It is important to note that individualized case management provides for the special and unique needs of each customer, especially those with barriers to employment. This model allows the staff of the PA CareerLink® Lancaster County to connect with probation officers, school counselors, and others from throughout the social service system; leveraging the resources that are available for this important function. Specifically, Empower Lancaster is used as a way for local organizations to refer potential jobseekers to the PA CareerLink® Lancaster County. Currently, this system is only being used as a referral – out system for customers who are solely funded under the United Way grant received by the LCWDB. It should be noted that PA CareerLink® will remain the system of record for all WIOA customers and business activity.

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

Training Services Overview. Historically, the Board has primarily used Individual Training Accounts (ITAs) to fund occupational skills training activities for its customers. Based on a customer's specific needs and circumstances, they may choose to enroll in training activities using an ITA, earn as you learn, or a work-based learning program. Moreover, an ITA-funded training may also be completed with work-based learning activities, such as OJT, customized training, apprenticeships, and internships. Such coordination will be clearly identified in the customer's IEP.

Each customer will be given the option of selecting the training provider that best meets his or her needs from any of the entities that are included on ETPL as well as any organization that has been deemed suitable for work-based learning activities.

An overview of the Board's ITA and work-based learning policies is as follows:

ITAs. The Title I provider may enroll individuals determined eligible for training services into occupational skills training programs using an ITA. The Board has adopted the following policies for providing ITAs.

Cost - Adult, Youth and Dislocated Worker

⁹ The Temporary Assistance for Needy Families (TANF) program is designed to help needy families achieve self-sufficiency. States receive block grants to design and operate programs that accomplish one of the purposes of the TANF program. Source: <https://www.acf.hhs.gov/ofa/programs/tanf>

- \$10,000 funding cap over a two-year (104 week) funding period.
- Other required costs of training as outlined in the school catalogue are included in the cap.
- If the participant qualifies for funding from other sources, reimbursement from these sources will be considered and the level of WIOA funding will be reduced accordingly.
- If WIOA funds and those from other sources are insufficient to cover full tuition and other costs, the provider is required to assess the customer's need and to assist in the arrangement for private funding.

Labor Market Demand

- Training must be in a demand occupation within the local labor market or approved as a Registered Apprenticeship program. Training is oriented to full-time, unsubsidized, permanent employment in the occupation(s) trained for at a competitive wage.

Location

- Training, if conducted in person, must be located within Lancaster County or an adjacent county that is within reasonable commuting distance unless training is not available in that market area.
- A legitimate request outside the area will be considered individually if costs are reasonable and customary for the service and travel and lodging expenses are not required to participate.

Other

- All other factors being equal, the Board reserves the right to select the most cost-effective training option.
- The Executive Director may waive the conditions contained in this policy for extraordinary circumstances and funding considerations.

Work-Based Learning. The Board has implemented the use of work-based learning programs, such as work experience, internships, co-op programs, apprenticeships, incumbent worker training, and transitional jobs to meet any unique/specific skill needs of employers in the area. The following are WBL priorities for the LWDA:

- Targeting high-growth industries for potential work-based learning opportunities.
- Educating employers, including chambers and industry associations, about how work-based training can enhance their businesses by decreasing turnover and improving productivity.
- Assisting businesses by streamlining work-based learning paperwork requirements.
- Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
- Identifying career pathways in the targeted sectors that align with work-based learning activities.
- Including work-based learning as part of its agendas and topics of discussion during business forums and summits
- Requiring the BST to actively promote work-based learning as key service for local businesses.
- Establishing time periods and caps for work-based learning activities.
- Updated WBL Policy to include funding structure to support Registered Apprenticeship programs including application of Incumbent Worker Training, On-the-job Training, as well as related technical instruction, ETPL approved training, and supportive services for the job seeker. The board plans to incorporate a Pre-Apprenticeship policy in 2025.

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

The LWDB utilizes its business education partnership, Career Ready Lancaster!, to connect and coordinate workforce programs with relevant secondary and postsecondary educational offerings. We are intentional within CRL! to include

superintendents from across all school districts to share best practices and coordinate the relationship between businesses and educational institutions. This also includes after school providers, which the LWDB convenes a group on a quarterly basis to collaborate and share resources and opportunities. The LWDB also has a strong partnership with the Lancaster STEM Alliance as well to coordinate activities and support strategies in work-based learning and career exploration opportunities. The STEM Alliance's mission is to coordinate and support educational opportunities for all students in the county in STEM careers. They have the landscape of all elementary and secondary schools. This past year, the LWDB co-sponsored the Workforce 2030 Summit with the Lancaster STEM Alliance to show the intentional alignment of business and education working together on workforce development strategies. We also partner with the Lancaster Lebanon IU13 on Educator Industry Tours, focused on bringing educators out to businesses where they have real world experiences within different industries related back to science, technology, engineering and math, which is then brought back to the classroom and shared with students.

The Board further promotes local Career and Technical Centers and secondary schools through dual enrollment programs. Additionally, it utilizes Chapter 339 Career Guidance Plan Development as a coordinated effort for college and career readiness. The Board provides access to postsecondary opportunities and financial aid information through the PA CareerLink® Lancaster County system, and its statewide list of approved training providers.

The Lancaster County WDB collaborates with local Perkins recipients such as Lancaster County Career and Technology Center, Thaddeus Stevens College of Technology, Harrisburg Area Community College (HACC), School District of Lancaster, and Octorara School District to ensure that training programs align with industry needs and high priority occupations. The post-secondary educational institutions engage in the PA CareerLink® Lancaster County as partners. Lancaster County board staff participate in Advisory committees and Perkins meetings and provides labor market information including High Priority Occupation, demand, and wage data.

The local area's Title II Adult Education and Family Literacy Program enhances workforce services by providing Adult Basic Education (ABE), Adult Secondary Education (ASE), and English Language Acquisition (ELA) activities where there is a need. It also supports a tutoring program that offers one-on-one and/or small group instruction or volunteer classroom aides. This program prepares students for and supports them in achieving a successful transition to postsecondary education/training or employment. It integrates digital literacy, employability skills and workforce preparation activities into its services. Its basic skills instruction incorporates activities that require the use of technology, promote critical thinking, and build self-management skills, such as utilizing resources and information, understanding systems, and working with others.

The Adult Education and Family Literacy Program also integrates career awareness and career planning activities, including using those activities as the context for basic skills instruction. Case management activities in support of transition are offered in a variety of ways: integrated into instruction, stand-alone group activities, and one-on-one case management support. The activities include introducing students to and helping them use the resources available through L&I and the PA CareerLink®; helping students identify employment and career pathways that align with their skills and interests and that lead to jobs that pay; and supporting students through the application process for employment or training.

Apprenticeship and Pre-Apprenticeship are key workforce strategies that include educational components in a structured training program. The LWDB is working closely with the Lancaster County Career and Technology Center to develop and align CTE programs with RA's and register these programs as Pre-RA's. Additionally, the LWDB has met with several educational institutions including Millersville University to submit grant funding and support for apprenticeships. An example of this is Precision Cobotics and Millersville University, who are growing their model to pre-apprenticeship with the LWDBs assistance. LWDB is consistently talking with local K-12 educators about the value of pre-apprenticeships and apprenticeship models, including our local public and private schools. These specific activities are done through CRL! Connections meetings, individual meetings with schools, and through the Workforce Alliance work. Specifically, with CRL! Connections meetings where there are a high number of educational institutions represented, we have dedicated entire

meetings to learning about apprenticeships and pre-apprenticeships with real-time presentations from those doing the work, specifically Astro Machine Works, Benchmark Construction, and the Manufacturers Association. We are continually looking to expand these partnerships and find ways to support those already doing the work.

The LWDB's Apprenticeship Strategic Plan, which is a deliverable of the Lancaster Builds Apprenticeship grant awarded by the PA ATO, will outline the WDB's long-term Apprenticeship strategic priorities as well as define measurable goals and outcomes. The LWDB will continue to convene a local group of RA Navigators and stakeholders, but will continue to work closely with the PA ATO, Keystone Development Partnership and participate in the Apprenticeship Community of Practice. This will ensure clear communication and non-duplication. The LWDB's website includes information about apprenticeships, linking to the PA CareerLink® site, as well as local funding opportunities to support RA and Pre-RA. The LWDB and PA CareerLink® BST, along with the PA ATO, will provide continued education to businesses, jobseekers, staff, and the community about RA standards, grant funds, and processes.

The LWDB is tracking specific apprenticeship data related to the Apprenticeship Builds America grant, and all funding that supports apprenticeship is reported on our Financial Status Report. The Apprenticeship Strategic Plan will further outline tracking and reporting of apprenticeship activities.

4. OPERATIONAL PLANNING: Local Area Workforce Delivery System

4.1. Business and Employer Engagement - What strategies will be implemented in the local area to improve business and employer engagement that:

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

Business Services. LWDB recognizes the critical need for a dedicated Business Services Team to collaboratively address and overcome workforce challenges faced by businesses. As the business landscape evolves rapidly, companies encounter a variety of issues related to talent acquisition, employee retention, skill development, and overall workforce optimization. To ensure sustained growth and competitiveness, there is a pressing requirement for a strategic partner that can work closely with businesses to identify, analyze, and implement effective solutions to these workforce challenges. The team is tasked with understanding the unique workforce challenges of client businesses, developing tailored strategies, and implementing initiatives that foster a resilient and high-performing workforce. The goal is to establish a long-term partnership that not only addresses immediate concerns but also contributes to the strategic success and sustainability of our clients in the ever-evolving business landscape.

The Board has adopted innovations to promote an individual's readiness for work. These include using WorkKeys assessments to quantify skill and comprehension levels, identifying a person's suitability for a career, providing workshops to prepare customers for the world of work, and funding training programs for skills achievement and certification.

Currently, the Board is working to expand its existing business services with a focus on increasing the number of work-based learning activities such as On the Job Training, Pre-Apprenticeship and Apprenticeship. It is envisioned that these will include the increased involvement and engagement of employers who will contribute to, assist with, and commit to individuals learning while working.

Activities that the Board is exploring for implementation and expansion include job shadowing, paid internships, OJT, incumbent worker training, customized training, and apprenticeship programs. The Board will ask employers and the sectors they represent will assist with the development by providing employer panels for employment search, assisting with mock interviews, developing employer-based career pathways, and becoming active leaders and advisors to guide center activities.

Registered Apprenticeships serve as the "gold star" model of work-based learning because of their highly effective structure. RA's include multiple elements of WBL such as On-the-Job Training and related technical instruction (RTI). The

portable credential and the mentoring are two aspects of apprenticeship that contribute to very high retention rates and employee/employer satisfaction. In our local effort to increase the types and number of RA's and apprentices in Lancaster County, we are also focused on ensuring there are pathways to apprenticeships through a Registered Pre-Apprenticeship. With the support of Career Ready Lancaster!, pre-apprenticeships will contribute to a skilled workforce by preparing youth with industry recognized skills and credentials upon graduation from secondary education, as well as offer a pathway for those seeking to enter apprenticeships.

The Business Services Team will collaborate with the WDB, Keystone Development Partnership and the ATO to conduct outreach to businesses regarding RA and Pre-RA. This includes providing print information, consultation, and program development. RA Navigators will continue to learn best practices by participating in the KDP Apprenticeship Community of Practice.

In 2021 the Board authorized funding for Apprenticeships in our Work-Based Learning policy. This allows Incumbent Worker Training funds, OJT funds and Supportive Services to be applied to registered programs. The board has also secured additional apprenticeship grants to accelerate the development of apprenticeships and incentivize employers. The LCWDB will be the lead convenor of apprenticeship expansion in Lancaster, working hand in hand with the Regional ATO representative. The board currently has one Apprenticeship Navigator and will have two by the end of 2025.

LCWDB developed a Strategic Apprenticeship Plan as a deliverable under the America Builds Apprenticeship grant funding. This includes staffing sustainability, concentrated areas/industries of growth for Pre-RA and RA, and closer connections with Career and Technical Education (CTE) and Unions. Currently, the LCWDB Board of Directors includes two representatives from Joint Labor Management, and increased engagement and support for joint apprenticeships will be explored.

The Board will serve as the lead organization in facilitating a career pathways initiative called Career Ready Lancaster!, focused on ensuring that all high school seniors graduate with a well-informed post-secondary plan where they have engaged in various career exploration opportunities hosted by our local employers.

Office of Vocational Rehabilitation. OVR meets the needs of businesses by providing no cost services to include ADA Awareness training, ADA Accessibility evaluations, accommodation recommendations for current employees and retention services. OVR also continues to partner with employers with On-The-Job Training (OJT), providing wage reimbursement to businesses that hire OVR customers. As a core partner, OVR participates in Employer Engagement and provides multiple services to the business community designed to assist businesses with on-boarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include reasonable accommodation consultation, on the job training (OJT) wage reimbursement, referral on tax credits or deductions. OVR also works with businesses through connection students involved in OVR's pre-employment transition services. Services under pre-employment transition services include programs like paid work experiences, job shadowing, workplace tours. OVR also offers no-cost instruction on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

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

Employer Engagement, BST, and Personnel. The Board's Business Services Team (BST) is responsible for cultivating and maintaining strong employer relationships in the community. It works directly with businesses to determine their workforce needs and collaborates closely with the PA CareerLink® staff to coordinate activities and services to meet these demands. The team is made up of staff from many different partners, including L&I, which helps with layoff aversion and Rapid Response activities, as well as OVR that offers specialized services to employers hiring individuals with disabilities.

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

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

OVR meets the needs of the businesses by providing no cost services to include ADA Awareness training, ADA Accessibility evaluations, accommodation recommendations for current employees, and retention services. OVR also continues to partner with employers with On-the-Job Training, (OJT), providing 100% wage reimbursement to businesses that hire OVR customers.

Additionally, the BST is responsible for connecting companies with other resources they may need for economic development and/or productivity enhancements. It interacts frequently with other groups such as the Lancaster Chamber, the Economic Development Company, the United Way, the Lancaster Society for Human Resources Management, and others.

The BST includes participation from all the partners in the PA CareerLink® Lancaster County center. As a result of the Board's recent reinvention of its business service strategy, the team now works closely with the Board's Contract Administrator. Moreover, the Executive Director of the Board along with other Board staff engage in connecting the BST with the community when possible.

The Board's involvement in business services promotes alignment with the county, regional, and state plans to help achieve broader workforce objectives. Bi-weekly meetings provide opportunities for members to share updates from local businesses, measure their progress in meeting goals, and identify new strategies to enhance the opportunities. Additionally, building the sector-focused workforce readiness system allows the Board to get information from companies regarding job descriptions, career ladders, and entry-level jobs at unprecedented levels of detail. At the same time, WorkKeys provides a common language regarding knowledge and skill requirements.

Lastly, the BST created a Workforce System brochure that will be used as a quick reference guide to that employers and others in the community can use to identify the multiple organizations that contribute to the workforce system of Lancaster County.

As part of its business service strategy, the WDB also fully utilizes its collaborative partnerships with the economic development efforts identified to actively engage employers. As discussed, they serve as a powerful network of experts who can help businesses access critical state and federal resources, such as loans, grants, technical assistance, or other support.

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

Service Benchmarks. The BST is charged with implementing the outreach objectives that are defined by the Board. Its members periodically meet with the Executive Director and other Board staff to review, update and plan for continuous improvement of services to high priority sectors and their employers. At these meetings, sharing of information around the case management of employers and around projects that require the attention of multiple partners occurs. The Executive Director as well as the Program Monitor & Compliance Coordinator consistently remind the BST of its connections to the broader strategies of the WDB through formal monitoring and informal consultation.

To support and promote the achievement of the WIOA performance measures, the Board has established specific service benchmarks for the BST:

Performance		
	Measure	Goal
On-the-Job Training	Career Pathways	120
	Master Agreements	25
	Addendums	15
	Site Visits (2 per Addendum)	100%
	Successful Completion Rate	80%
	Successful Retention Rate	80%
	New Employers on CWDS	100
	Employer Information Sessions & Webinars	12
	Recruitment Events	75
	Targeted Recruitment Event (Youth & Reentry)	2
Apprenticeship	Job Fair & Community-Partnered Event	16
	Referrals Resulting in Master Agreements	10
	Referrals Resulting in Addendums	5
	Employer Consultations	20
	Registration Assistance	3
	Employer Visits (non-OJT related)	
	Business Consortium Meetings	12
	Overall Market Penetration	800
	Manufacturing Sector Market Penetration	258
	Healthcare Sector Market Penetration	395
	Market Intelligence Activity Report	4
	Market Intelligence Briefing - Midyear	1
	Market Intelligence Briefing - End-of-Year	1

Industry Partnerships. Over the years, the Board has established Industry Partnerships in some of its key sectors. Through these successful relationships, it has prepared and trained hundreds, if not thousands, of new and incumbent workers. A great emphasis has been focused on upgrading the technical skills of workers who are already employed.

Shared training with multiple employers participating that is directed at raising the skills of the regional talent pool is a clear best practice in which Lancaster County and Pennsylvania have excelled. LCWDB's partnership with the Manufacturer's Association of Pennsylvania is a prime example of such collaboration.

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

Unemployment Insurance Linkages. The local area complies with the Commonwealth's Register for Work and Work Search law by helping unemployed individuals register on the PA CareerLink® system. Individuals can set appointments with the Unemployment Compensation (UC) office and be served at the PA CareerLink® Lancaster County center regarding any benefits questions they may have. These appointments are scheduled directly with UC. The PA CareerLink® center is also an IDme location. Those claimants who need to complete the IDme process to access their benefits can use the specialized kiosk. PA CareerLink® staff have been trained in this process. Additionally, individuals who are likely to exhaust their benefits are identified by the State through the Reemployment Services and Eligibility

Assessment (RESEA) program. These individuals are directed to come to the center for job search assistance.

Through the center, they are provided with online services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff assisted job search activities, partner programs, supportive services, and/or training activities to help them secure a new job or begin a new career. The goal is to educate the unemployed job seeker with the toll-free numbers he/she needs to file for unemployment compensation and provide access to a variety of printable resources such as UC postings, signs, pamphlets, handbooks and forms, for both claimants and employers.

Any potential UC eligibility issues identified during RESEA, or any other UC Claimant interaction are referred to the State's Unemployment Insurance department for resolution. For those UC Claimants looking to file an appeal, forms are provided and submitted via fax at no charge and with limited wait. Staff provide copies of the confirmation printout for all faxes sent on behalf of Claimants.

Of significance, employers are invited to attend RESEA sessions to speak directly with participants. Moreover, the UC Workforce Development Representative conducts several seminars throughout the year for employers to learn more about UC Programs. Typical seminars include UC 101; Separation Issues; UC Appeals and Hearings; Suitable Work; Relief from Charges.

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

Coordination with Regional Workforce and Economic Development Strategy. The Board is actively connected to regional economic development activities through its workforce system partners, including chambers, industrial development authorities, trade associations, community college/education providers, and community-based organizations. Additionally, it works in close cooperation with the lead organization for the local area, Lancaster Economic Development. It assists with attraction, retention, and expansion strategies; helping businesses access critical state and federal resources, including loans, grants, technical assistance, and other support, including business financing, government contracting, international trade, non-profit services, and transportation planning. The Board also provides information about the available labor pool and skill sets, and conducts outreach, including mass recruitments and job fairs.

The Lancaster WDB has engaged with the Economic Development Corporation to pursue a collaboration of data including the Lancaster STEM Alliance and Community Action Program. This multi-year collaboration hopes to encapsulate the data across the three organizations to be cross functional in serving the same populations.

The WDB has also been a key leader in workforce development in the county by being the backbone to a local partnership focused on creating a county-wide workforce development strategic plan called the Workforce Alliance. The LCWDB funded discovery reports done by the Economic Development Company to showcase asset mapping of workforce development activities across the county. Navigating the entire scope of workforce programs throughout the county, this workgroup utilized a county wide survey to create an asset map of workforce programs that serve adults. From here, the workgroup hopes to utilize smaller workgroups in the asset map for collaboration, capacity building, and alignment of services.

Moving forward, it will expand on its existing relationships through the following activities:

- More focused attention on all types of manufacturing-related employers and the career pathways for the Production industry.
- More aggressive use of social media, our PA CareerLink® Lancaster County app, and Constant Contact.
- Building the existing relationship with the Spanish American Civic Association and the Tec Centro project.
- Offering more value-added services to businesses (and fee-generating activities for the workforce system).
- Closer alignment with the Lancaster Chamber to reduce duplicative services.

- Implementing a fully credentialed and fee-generating career counseling service at the PA CareerLink® Lancaster County center; and
- Upgrading the capacity of the BST for value-added selling.

Training for Self-Employment. Entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative.
- Creatively seeking out and identifying business opportunities.
- Developing budgets and forecasting resource needs.
- Developing a customer-centered environment.
- Understanding various options for acquiring capital and the tradeoffs associated with each option; and
- Communicating effectively and marketing oneself and one's ideas.

Although the PA CareerLink® Lancaster County center provides a variety of workshops each week that include many employment-related topics, the Board has not identified a specific career track for entrepreneurial skills training and microenterprise services. Rather, individuals who are interested in self-employment are referred to community partners, such as the Small Business Administration, to receive specialized assistance that includes:

- Entrepreneurship education introduces the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start-up and operation.
- Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.

4.3. Business and Employer Program Support - What services, activities, and program resources will be provided to businesses and employers in the local area?

The Business Services Team (BST) operates as a stand-alone contract funded by WIOA Adult and Dislocated Worker, WIOA Youth, Apprenticeship Accelerator, and TANF/SNAP. This contract's services are currently being provided Equus Workforce Solutions. Staff from other partner agencies work cooperatively with this team. The specific requirements of the Business Services Team in the PA CareerLink® Lancaster County are:

- Develop and maintain positive long-term business customer relationships with both individual companies and employer organizations that result in repeat services. Services entered in Commonwealth Workforce Development System (CWDS) other than "Promotional Phone Call" or "Case Notes" shall be counted towards this measure.
- Leverage conversations, needs assessments, and relationships with businesses to create quarterly reports and recommendations for the LCWBD as related to industry trends and labor market needs.
- Provide assistance to employers, in consultation with the PA CareerLink® Lancaster County Operator and other PA CareerLink® Lancaster County partners, on talent attraction, retention, training, outplacement and other services, labor market information, and regulatory compliance.
- Provide hiring and recruitment assessments such as ACT Workkeys, Kinexa Prove It Exams or others to assist employers in candidate screening.
- Job posting solicitation.
- Provide innovative solutions above and beyond new job postings for employers using an array of PA CareerLink® tools and resources, as well as industry best practices.
- Market existing PA CareerLink® Lancaster County products and services
- Initiate, prepare and maintain On-the-Job Training (OJT) contracts. This includes, but is not limited to, the

execution of employer agreements, invoicing and payment to employers, management of participant and employer files as they relate to the OJT, identification of non-compliance issues to be brought to the attention of the WDB, and the forwarding of all applicable compliance items to the WDB.

- Provide notification and documentation to the WDB of each new On-the-Job Training (OJT) contract addendum as it is executed.
- Perform an initial site visit with each addendum to ensure the workplace meets federal requirements, as outlined in the agreement, and at least one additional site visit during the OJT training period.
- Complete and file a site visit document with each addendum.
- Develop and maintain assessment tools for the OJT suitability and hiring process.
- Identify the potential for delivery of Business Services, including those that might be provided by the PA CareerLink® on a fee-for-service basis.
- Conduct employer customer satisfaction surveys in accordance with the One Stop Operator.
- Provide employers with instruction and assistance on the use of the PA CareerLink® website.
- Data entry in the State system of record as defined by the PA CareerLink® Operator, WDB and State policy.
- Meet regularly with PA CareerLink® career advising staff to ensure coordination of employer outreach.
- Work collaboratively with other business resource organizations in the community to share information of interest on available services with employers.
- Provide employers with information on the availability of training resources from equipment manufacturers, vendors, employers' associations, educational and training institutions, and other sources.
- Following State Common Identifier policy and Stevens Amendment guidelines, create outreach materials in consultation with the PA CareerLink® Operator.
- Develop outreach strategies to promote events and the needs of Lancaster County employers.
- Plan, organize, and execute Recruitment Events at the PA CareerLink® as well as Job Fairs and other Community-Partnered events at outside locations, partnering with employers and other community organizations as appropriate.
- The duties of the selected proposer for Business Services shall also include the following functions in coordination with BWPO policy and procedures:
 - Fulfillment and maintenance of employer business profiles.
 - Contacting employers with no Federal Employer Identification Number (FEIN).
 - Entering, reviewing, approving, and/or rejecting pending employer folders, contacts, and job postings..
 - Forwarding screened resumes to Point of Contact
 - Reviewing and maintaining fully referred job postings.
 - Reviewing and maintaining hold job postings.
- Provide apprenticeship consultation and registration assistance to potential sponsors in Lancaster, PA.
- Work with WDB to access apprenticeship funding per the work-based learning program.
- Consult with employers and use competency models to identify and develop the Career Pathways that are housed on the CRL! website and promoted through the Educational Kiosks strategically placed throughout the community.
- A Business Service Team member must represent the PA CareerLink® at any industry partnerships identified by the WDB.

The goals of the team are to ensure employers receive a consistent message from the team members, that employer visits are coordinated to maximize outreach efforts and diminish employer program fatigue, and to maximize job seeker placements through the sharing of hiring information. Much of the BST performance requirements are based on employer engagement and is measured through the following:

- Career Pathways
- Overall market penetration
- Events such as recruitment events, job fairs, employer engagement sessions, and information sessions
- On-the-Job Training agreements and addendums
- Outreach

The PA CareerLink® Lancaster County BST collaborates with partner agencies as well such as Title II, Title III and Title IV. In collaboration with the Business Services Team, Title IV, Office of Vocational Rehabilitation (OVR) meets the needs of businesses by providing no cost services to include ADA Awareness Training, ADA Accessibility evaluations, accommodation recommendations for current employees and retentions services. OVR also continues to partner employers with OJT, providing 100% wage reimbursement to businesses that hire OVR customers. OVR also works with businesses through connecting students involved in OVR's pre-employment transition services. Services under pre-employment transition include programs like paid work experiences, job shadowing, and workplace tours.

A new position was added in 2023 titled "Apprenticeship Navigator" This position attends a 1-Year Registered Apprenticeship titled "RA Navigator". This position, and anyone cross-trained in the position ensures the BST team receives continually training on RA and Pre-RA and works closely with the Regional Apprenticeship and Training Representative assigned by the ATO. This role helps to ensure that Job Developers are aware of apprenticeship opportunities for job seekers.

Both Board and PA CareerLink® staff will be afforded ongoing training on RA and Pre-RA in coordination with the Apprenticeship and Training Office, Pennsylvania Workforce Development Association, Keystone Development Partnership, and other associated agencies.

As part of the Apprenticeship Strategic Plan developed in 2023, specific measurable goals such as developing new RAP's and Pre-RAPs, apprenticeship enrollment, and funding are included for the Apprenticeships Navigator role.

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

The Board ensures the continuous improvement of eligible training providers through the system through its regular monitoring of PA CareerLink® Lancaster County outcomes and processes by the Program Monitor & Compliance Coordinator, in cooperation with the Performance Review Committee. A Monitoring Plan is in place for PY24.

The goal of this fiscal and programmatic monitoring is to provide contractors and staff with technical assistance, make recommendations for program improvement, discover potential errors before they become an issue, and identify best practices. Monitoring procedures include general policies and practices for the type, content, and frequency of reviews for WIOA and Department of Human Services funding managed by the Board. It allows for risk assessments in determining the type and frequency of monitoring. The PA CareerLink® Lancaster County, Service Provider Agreements, OJT Agreements, Purchase of Service Agreements, and the Board Fiscal System are all covered by the Plan. The plan requires annual monitoring of these programs.

The Performance Committee meets quarterly to review performance measures, both federal and local. In addition, all monitoring reports are shared with the Board's Executive Committee annually and youth monitoring reports are shared with the Youth Committee.

With the expansion of work-based learning by the Lancaster Workforce Development Board, the Board will utilize the Eligible Training Provider List (ETPL) to catalogue, list and evaluate the work-based learning established by the Board. It will maintain this list on PA CareerLink® and will approve the list consistent with Board procedures. The Board will follow the guidance provided on Workforce System Policy: Eligible Training Providers & Pennsylvania's Eligible Training Providers List (revised 6/11/24) and follow local policy based on this guidance and WIOA.

Local and Regional area labor market information (LMI) is gathered and disseminated in several ways. The Board uses resources located on the Center for Workforce Information and Analysis website, such as County Profiles, Civilian Labor Force, High Priority Occupations, and Projections and Forecasts. We will also reference the US Bureau of Labor Statistics,

US Census, and Chmura Jobs EQ, a subscription labor market service.

Dissemination of LMI is shared via email with PA CareerLink® staff and partners, in our Career Connections Newsletter, and prominently on our website Data and Trends page which can be found at <https://www.lancastercountywib.com/data-and-trends/>. The LWDA and PA CareerLink® Business Services Team provide public presentations upon request to community and business partners. We also work closely with the Center for Regional Analysis of the Economic Development Company of Lancaster to provide timely LMI.

4.5. Technology and Remote Access - Through the use of technology, how will the local board facilitate access to services provided through the one-stop service delivery system, including in remote areas?

The Board will continue to facilitate access to services provided through the PA CareerLink® system as follows:

Strategically Located Center. In 2021, the LCWDB and PA CareerLink® relocated to 1046 Manheim Pike, Lancaster. With pedestrian bridges and walkways, as well as access to public transportation and major routes throughout the county, this 18,250 sq. ft building greatly enhances the reputation and visibility of this public service. Incorporating visual and communication technology, flexible space for meetings and classroom instruction, opportunity for coworking and maker spaces, and specially designed with public health concerns in mind such as automatically opening doors, hygienic restrooms including a family restroom and lactation room, the new PA CareerLink® center embodies the vision and core values of the Lancaster County Workforce Development Board.

The building is ADA compliant with all job seeker services located on the first floor. An additional space shared by all partners and program operators is located on the second floor which is accessible via steps and an elevator. Adaptive equipment available includes but is not limited to adjustable height tables, adjustable height chairs with adjustable arm rests, track ball mouse, and large print/braille keypad.

Providing Access in Remote Areas. The Board will provide and expand services in the remote locations of Lancaster County through the following strategies:

- Promoting use of the PA CareerLink® Lancaster County services available at <http://www.paCareerLink.pa.gov>
- Encouraging and allowing the use of technology, including text messaging, social media, online video conferencing, virtual workshops, internet searches, and other state-of-the-art methods to locate, communicate, and contact jobseekers and industry personnel.
- Expanding our existing network of community partnerships to include additional community-based entities, faith-based organizations, employer-sponsored groups, and government organizations to increase access throughout the local areas. Utilizing community hubs such as ECHOS in Elizabethtown, Ephrata Library, The Lancaster Public Library, The Factory Ministries, and Franklin Terrace, staff are able to provide strategic and direct outreach to clients in a holistic setting.
- Many workshops are offered virtually to accommodate individuals who cannot attend workshops in person.

Utilizing Case Management Systems. The system utilizes CWDS to provide specific information to jobseekers and employers in their respective efforts to obtain employment and find the best employees. To promote the timeliness and accuracy of information, Case Managers and BST personnel are required to enter information into the systems within 24 hours of customer interaction.

Additionally, the Board supports utilization and continued maintenance of the PA CareerLink® Referral mechanism, which includes internal and external partners. This will allow tracking and follow-up to ensure an effective referral system that supports common service needs, integrate supportive services efforts, and maintain common information.

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 WDB will work with its Title II Adult Education partners to identify strategies that improve access. For example, dual enrollment from Title II programs into Title I and Title III programs will be encouraged, including an Individual Service Strategy and or Individual Employment Plan that works towards common program goals. A coordinated approach to recording Common Measures in PA CareerLink® will provide the best outcomes possible. Co-Enrollment between Title I and Title II ensure participants receive the maximum financial and case management support possible, including access to post-secondary training funds, supportive services, and employment supports.

Meeting the Needs of Individuals with Barriers to Employment. PA CareerLink® Lancaster County helps individuals with barriers to employment by providing an individualized approach to case management and service delivery. This comprehensive approach includes working with specialized partners when identified, accessing community resources, utilizing supportive services and incentives when applicable, outlining clear processes and procedures for service access, maintaining consistent expectations, promoting long-term career pathways, and encouraging life-long learning including credential attainment. The PA CareerLink® is equipped with multiple ADA approved accommodations for those individuals who identify as having a disability, such as TTY, Ubi Duo, and Da Vinci.

The LWDA's Affirmative Outreach strategy requires that we provide equal access to programs and activities. These efforts ensure that we are including members of various protected groups such as persons of different sexes, various racial and ethnic/national origin groups, various religions, individuals with limited English proficiency, individuals with disabilities, and individuals in different age groups. Such efforts may include, but are not limited to:

- (a) Advertising the programs and/or activities in media such as newspapers, social media, radio programs, local newsletters, and events that specifically target various populations;
- (b) Sending notices about openings in programs and/or activities to schools or community service groups that serve various populations; and
- (c) Consulting with appropriate community service groups about ways in which the programs may improve outreach and service to various populations.

Ensure Access to Services for limited English speaking and reading populations, as well as for persons with impairments (visual, hearing, other accessibility needs) As part of its service strategy, the Board requires that the PA CareerLink® Lancaster County center provide translation and/or interpretation services. It encourages partners to staff the facility with highly qualified personnel who mirror the center's demographics; utilizing bi-lingual 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 and Ubi Duo.

The LWDA is required to update a Limited English Proficiency (LEP) to provide assurances and demonstrate the customers and participants of PA CareerLink® Lancaster County are being provided meaningful access to program information, benefits, and services although they may be limited in their English language proficiency. The plan can be viewed at <https://www.lancastercountywib.com/organizational-integrity/operating-documents/#plans>

The following auxiliary aids are available to assist individuals with impairments:

- 21" monitor
- Flexible arm monitor
- External speaker
- Adjustable height table
- Ergonomic chair

- Windows accessibility tools
- Roller ball and standard mouse
- Zoom Text
- JAWS
- Mini keyboard
- Foam wrist rests
- Headset
- Webcam for use with video relay services
- Video relay services
- Written communication
- Telecommunication Relay Service
- Language (including American Sign Language) interpretation services
- Materials available in braille
- Ubi Duo
- DaVinci

If the requested auxiliary aid can be provided immediately, staff will assist the client as they would any client. If a client's needs cannot be fully determined and/or addressed, or staff cannot fully communicate with the client, a follow-up appointment must be provided with the appropriate auxiliary aid.

Auxiliary aids and services are available upon request to those with disabilities.

Title I of the Americans with Disabilities Act (ADA) requires employers to provide reasonable accommodation to qualified applicants and employees with a disability unless the employer can demonstrate that doing so creates an undue hardship to the employer or poses a direct threat to the safety of the employee or others in the workplace. Accommodation may include a change to the work environment or to the way in which a job is usually performed.

The accommodation process involves an in-depth review of the job requirements, and the limitations or performance problems the employee's disability creates to identify changes or modifications that will allow the employee to perform the essential duties of his or her job.

The following steps will be taken for employees or applicants who request accommodations:

- Step 1: Determine whether the employer is covered by the ADA
- Step 2: Follow local policy and procedures for accommodation requests
- Step 3: Determine whether the employee with a disability is qualified
- Step 4: Initiate interactive process (review request, provide documentation, consult with appropriate party)
- Step 5: Assess if employee has a disability under ADA
- Step 6: Determine accommodations
- Step 7: Determine if accommodations are reasonable or create hardship
- Step 8: Notify employee
- Step 9: Review and modify

Working with Other Partners in the Community. Lead by LCWDB, Career Ready Lancaster! Is a career pathways partnership connecting people with careers. This multi-sector collaborative partnership includes representation from Community Benefit Organizations, Employers and Education. Strong community partners include United Way of Lancaster County, Community Action Partnership, Lancaster STEM Alliance, Boys and Girls Club of Lancaster, Lancaster Chamber, Economic Development Co. of Lancaster, and more.

UC Assistance. UC PCs are also available at the PA CareerLink® centers for those customers who need access to such services. Virtual services are available year-round, as well as when the PA CareerLink® offices may be physically closed. UC Representatives are on-site two days per week. Individuals can schedule in-person appointments directly with UC and meet the representative at the PA CareerLink® office.

4.6. Transportation and Supportive Services - How will the local board coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

The Board recognizes that supportive services are critical to the success of a jobseeker successfully completing training, education, and employment in the public workforce system. It understands the value of supportive services and includes the following as anticipated supportive services needs such as transportation, child and elder care, work clothes, shoes, and other special attire essential and required for successful work, and other items, as necessary. The Board puts great value on supportive services, including needs such as transportation, child and elder care, work clothes, shoes, and other special attire essential and required for successful work experiences.

The Board requires that this be based upon established need as determined in the IEP and/or Career Pathway Plan. Also, it requires that all community resources be reviewed to determine if these services and/or funds are available from other community resources.

Should all these resources be reviewed, and supportive services resources are not available, then the Board authorizes supportive services in accordance with their policy as appropriate, allowable (by the funding source) and based upon funds available.

Community partners are encouraged to co-locate at the one-stop center to provide seamless access to clients. Services such as subsidized childcare, WIC, utility assistance, and more are available through onsite partner services.

The Board has successfully collaborated with local employers to address and add transportation as for ensuring employment. Transportation continues to be a barrier for jobseekers throughout Lancaster County. The Board has taken several measures to collaborate with entities throughout the county to alleviate this issue and advocate for increased access to transportation. The PA CareerLink® Lancaster County has an ongoing relationship with Red Rose Transit Authority (RRTA) Ride to Work program. While bus transportation is available during the regular hours, the RRTA's Access to Jobs program enables customers to travel to and from work at times when the bus system is not operating. Staff from the Ride to Work program with RRTA meet regularly with the center staff to review and update program offerings to ensure maximum use and coordination.

Additionally, the Board also works with Commuter Services as a transportation resource. Commuter Services helps employers, and their workers identify alternative methods of transportation to work, including carpools, vanpools, and ridesharing.

WIOA Title I Youth

The provision of support services is one of the fourteen youth elements in WIOA. It is the policy of the WDB that the provider of WIOA youth services budget an appropriate amount of funds to provide those supportive services that may not be readily available from community resources.

WIOA Title I Adult and Dislocated Worker

It is the policy of LCWDB to provide funds for supportive services that may not be readily available from community resources in the following cases:

- When funds have been specifically budgeted for supportive services.
- As a requirement of specific funding.

4.7. Rapid Response - How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response?

The Board, in collaboration with the Commonwealth's Rapid Response Coordinator, has established a Rapid Response Team that is composed of key workforce partners including representatives from L&I, PA CareerLink® Lancaster County staff, organized labor, and others. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations. Working together allows for the coordination of services and information-sharing which focus the use of public resources aimed at supporting workers to generate greater outcomes/economies of scale and establish a system that is relevant and responsive. Specifically, the local, regional, and state representatives on the team share the responsibilities for providing the information and services to affected workers.

Additionally, the team also coordinates its efforts with the regional Strategic Early Warning Network (SEWN) Coordinator. Moreover, to further promote collaboration and coordination, the Board has a representative who serves on the SE PA Regional SEWN Advisory Council.

Beginning in 2020, the board has implemented an Incumbent Worker Training policy to assist employers in layoff aversion by retaining a skilled workforce.

4.8. Individuals with Barriers to Employment - What services, activities and program resources will be provided to participants, including those outlined at WIOA Sec. 3(24), Individuals with a Barrier to Employment, and WIOA Sec. 188, in the local area?

Outreach and Intake. Outreach, intake, and eligibility, including the identification of an individual's potential barrier(s) to employment are discussed in the response to 3.3 above.

Overall, the PA CareerLink® Lancaster County center offers a wide variety of in-person and virtual services to assist customers with job preparation and job search. The Career Resource Center (CRC) offers computers with internet access, as well as printing, phone and fax services during regular business hours. Further assistance is available through in-person scheduled and on-demand video workshops that address topics such as resume and cover letter development, mock interviewing, job postings and job search tip sheets. Jobseekers can meet with employers conducting on site/ interviews and sign up for job readiness workshops. Specialized information is available on high school equivalency attainment, UC, Youth programs, and career services for veterans, persons aged 55 and over, and individuals with disabilities. The menu of services available to jobseekers, including individuals with barriers to employment is as follows:

Basic Career Services Include:

- Information about services available through the PA CareerLink® Lancaster County and virtual services via PA CareerLink® website.
- Initial assessment of needs
- Referral to appropriate services
- Self-directed or staff-assisted job search
- Workshops, such as resume writing, interviewing skills, and job search
- Information:
 - Labor market
 - Training provider
 - Supportive service

- Unemployment
- Financial aid
- Relocation assistance

Individualized Career Services Include:

- Eligibility determination
- Comprehensive assessment
- IEP defining the customer's specific goals and pathway for achievement
- Career counseling and planning
- Short-term prevocational services
- Internships and paid work experience
- Workforce preparation activities
- Financial literacy services
- Supportive services, including activities designed to eliminate barriers to employment, such as assistance with transportation, work-related tools, or clothing, and childcare

Training Services include:

- ITA and OJT
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining
- Pre-apprenticeship / Apprenticeship
- Transitional jobs
- Incumbent worker training

To be enrolled into a Training Service activity, individuals must meet programmatic eligibility requirements and must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, need training to obtain or retain self-sufficient employment or higher wages, and have the skills and qualifications to participate in training (i.e., appropriateness for training).

Training must be directly linked to an in-demand industry sector or High Priority Occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA, training contract, or a combination of both. Training providers are found through the Eligible Training Provider List, which establishes eligibility and provides information about training institutions and their programs.

Services to Individuals with Disabilities. OVR provides eligible WIOA Title IV customers with individualized diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement services. Eligible and potentially eligible 14- to 21-year-old in-school youth with disabilities receive pre-employment transition services including work-based learning experiences, job shadowing and vocational counseling and guidance. Group training services for youth include workplace readiness, independent living skills, and self-advocacy skills.

All the services mentioned above are available to all customers. As referenced in detail in section 4.5, accommodations can be provided to those with limited English proficiency and disabilities to ensure equitable and accessible access to programs and services.

English as a Second Language services are offered by Lancaster-Lebanon IU13 with daytime and evening availability.

4.9. Nondiscrimination - How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable) and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology and materials for individuals with disabilities?

The Board requires that the PA CareerLink® Lancaster County center and any affiliated sites are fully accessible to any individuals who may be interested in receiving employment and training services. Each site is certified annually for compliance by the Office of Equal Opportunity, Labor and Industry (L&I). The OEO conducts compliance reviews and technical assistance training. OEO certified Lancaster County Workforce Development Areas through December 31, 2024, with the LWDB in current re-certification process for 2025.

Overall, the Board promotes full accessibility by requiring that its Operator, Partners, and Site Administrator:

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, including OVR, which offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available within the PA CareerLink® Lancaster County and throughout the local area and coaching them on how to apply for needed resources.
- Utilize a Limited English Proficiency policy, including the use of bilingual personnel in the center as well as providing access to language interpretation services.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and/or adjustable workstations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- Coordinate staff training in assistive technology and equipment to ensure that personnel are fully trained in usage and application.
- Help individuals with disabilities who may require additional assistance with the registration process.
- Maintain required federal and state notices and postings.

The Board has processes that comply with federal and state regulations and policies for handling complaints and Equal Employment Opportunity (EEO) issues and civil rights protections. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

Carrie McCullough

Assistant Director
Equal Opportunity Officer
Lancaster County WDB
1046 Manheim Pike
Lancaster, PA 17601
Email: cmccullough@lancastercountywib.com
Phone (717) 735-0333

5. COMPLIANCE

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

Lancaster County's workforce delivery system is built on the Memorandum of Understanding (MOU) that is executed between the Lancaster County Workforce Development Board (WDB), PA CareerLink® Lancaster County One-Stop Partners (Partners), and the Chief Elected Official (CEO), of the County of Lancaster. They are collectively referred to as the "Parties" in the MOU.

This MOU is developed to confirm the understanding of the Parties regarding the operation and management of the PA CareerLink® Lancaster County. The WDB provides local oversight of workforce programming in Lancaster County.

Required partners of PA CareerLink® Lancaster County and their roles and responsibilities are updated at least every three years by executing a Memorandum of Understanding (MOU). This MOU is publicly posted on the WDB website at: <https://www.lancastercountywib.com/organizational-integrity/operating-documents/#agreements>.

The WDB, with the agreement of the CEO, has, through a competitive process in accordance with the Uniform Guidance, WIOA and its implementing regulations, and Local procurement laws and regulations, selected Equus Workforce Solutions as the One-Stop Operator for the PA CareerLink® Lancaster County effective July 1, 2022.

The One-Stop Infrastructure Funding Agreement establishes a financial plan, including terms and conditions, to fund the services and operating costs of the PA CareerLink® Lancaster County. The Parties to the MOU agree that joint funding is an essential foundation for an integrated service delivery system and necessary to maintain the PA CareerLink® Lancaster County.

All customers, including individuals with disabilities, should experience seamless service throughout the one-stop delivery system in Lancaster. The Site Administrator hosts all-staff PA CareerLink® Lancaster meetings, providing an opportunity for those working in the one-stop system, multiple opportunities to engage and identify strengths and disconnects. Our "no wrong door" approach to services encourages the integration of all partners in workforce sit at the table during planning and delivery of key workforce conversations.

The Board will utilize OVR expertise regarding assessment, career pathways development, education training and placement services. OVR has a very effective professional development program that will assist in assuring proper cross training of staff, technical assistance and sharing information. The Board will encourage the sharing of PA CareerLink® information that can assist in serving mutual clients. Because OVR serves as a full partner in the PA CareerLink® Lancaster County system and holds a seat on the Board, the local area is well-positioned to serve individuals with disabilities.

5.2. Fiscal responsibility - What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, because of audits?

The LCWDB requires all subrecipients subject to the Single Audit provisions of the OMB Uniform Administrative

requirements to submit a copy of the audit report and corrective action to the Board. The LCWDB will review the audit report and corrective action plan for any findings related to WIOA or state funds provided to the subcontractor to determine if it contains any questioned costs.

The WDB will issue, in writing, the results of its review, giving the audited entity 30 days from issuance of the letter to submit an appeal of any findings. That appeal will be a request for a formal review of the final determination before an impartial hearing officer of the Lancaster WDB. The debt collection process will be stayed pending a decision regarding the appeal. However, the debt becomes delinquent on the first day following issuance of the letter, whether an appeal has been filed. Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process. This interest is waived if the debt is paid before the 31st day following issuance of the final determination. If the appeal is upheld, all interest will also be waived. However, if the appeal results in any disallowed costs, interest will be assessed on the amount disallowed. If no appeal of the final determination is filed, a lump-sum repayment from non-federal funds is due to WDB within 30 days after issuance of the final determination. The board, with approval from the PA Department of Labor & Industry, Bureau of Workforce Development Administration (BWDA), may negotiate short-term installment agreements in lieu of lumpsum payment if the disallowed cost were not a result of:

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

Upon full repayment of the outstanding debt, the Lancaster WDB will issue a satisfactory resolution letter acknowledging receipt of repayment, closing the audit process. However, the board reserves the right to reopen the audit in the event the BWDA disagrees with the final resolution. Should repayment not be received within the 30-day period, a second notice will be sent by certified mail. This notice will state that repayment must be submitted within 30 days of issuance of the letter. It will also state that interest on the outstanding debt began to accrue on the first day following issuance of the final determination. If repayment of the outstanding debt is not received within 30 days after issuance of the second notice, a final notice will be sent by certified mail. The final notice will state that the board must receive repayment within 10 days of issuance. It will also list the amount of accrued interest due on the debt. The notice will also state that should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions may be instituted. Any legal action will be initiated by the LCWDB Solicitor.

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

LCWDB is committed to implanting actions necessary to remain a high-performing board. Currently, we believe LCWDB functions as a high-performing Board in that it consistently achieves the following:

- Attains the Governor's goals as described in the PA Combined Plan.
- Meets the local area negotiated federal performance goals.
- Sustains fiscal integrity.
- Receives successful monitoring reports and other evaluations by federal and Commonwealth oversight staff.
- Research new and/or improved methods to assist individuals with barriers to employment.
- Achieves training expenditure targets; and
- Develops sector initiatives

In the future, it will implement the actions necessary to remain a high-performing Board in accordance with any

guidance that may be issued by the Commonwealth. In the meantime, it is researching the following types of activities for action:

- Expanding its collaboration with the South Central PA Board and other local workforce boards that are contiguous to Lancaster County to implement broader-based regional workforce initiatives.
- Increasing the use of technology to further improve access for customers, including returning citizens, those with disabilities, and others with barriers to employment.
- Conducting board orientations for both new and experienced members to broaden their capacity and participation.

5.4. Public Notice - What is the process the local board uses to provide a 30-day public comment period prior to submission of the plan, and describe the opportunity for input into the development of the local area plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders?

The LCWDB gathered input from business representatives, education, labor organizations, One-Stop partners, and other entities. The plan was also developed with input from the LCWDB Executive Committee which includes experienced and engaged membership from a number of private employers, economic development, higher education, labor and public service agencies. The 30-day comment period will also provide ample opportunity for interested entities to provide input to the plan.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2025. **In the rare circumstance that something is not applicable, the local board must write "N/A" next to adjacent line item.**

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

☒ The Lancaster County Local Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.

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

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

☒ Agreement between the local area elected official(s) and the LWDB.

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

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

☒ Local area procurement policy that must describe formal procurement procedures.

☒ Local area MOU.

☒ Program management policies and processes must include equal opportunity for customers; complaints and grievances; supportive services; one-stop operator local firewall (if applicable); file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.

☒ It is best practice to have a risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.

☒ It is best practice to have a human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.

☒ It is best practice to have professional services contract(s) for administrative services such as staffing and payroll, if applicable.

Attachment 1: Local Area WIOA Title I Programs Performance Accountability Tables

The Pennsylvania Department of Labor & Industry (L&I) negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Area Plans every two years. In an effort designed to meet or exceed the state WIOA performance goals, PA negotiates these same goals with PA's local workforce development areas (LWDA) to optimally set each local area's WIOA Title I performance goal levels so that, collectively, the state negotiated performance goals are met or exceeded.

The *Local Area WIOA Title I Programs Performance Accountability Tables* are for the benefit of the public and Table A or Table B must be updated **annually with L&I supplied information as it becomes available**. The completed tables must be publicly posted with the local area plan. The local workforce development board (LWDB) does not need to perform a WIOA plan modification as the tables are revised; email notification to local area workforce development stakeholders including L&I will suffice.

Table A instructions: LWDBs must use Table A during initial local area plan development (i.e., PY25) and planned modification (i.e., PY27). LWDBs must edit the table's three columns with the appropriate program year(s) to correctly match the attained performance results from the most recent program year and LWDA-negotiated performance goals for the next two program years.

Table A	LWDA Name: Lancaster		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained Performance Results</u>	<u>Negotiated Performance Goals</u>	<u>Negotiated Performance Goals</u>
	*Program Year 2023	*Program Year 2024	*Program Year 2025
Employment (Second Quarter after Exit)			
Adult	78.7%	78.0%	78.5%
Dislocated Worker	85.9%	82.0%	83.0%
Youth	84.1%	77.0%	77.5%
Employment (Fourth Quarter after Exit)			
Adult	80.8%	74.0%	74.5%
Dislocated Worker	78.9%	80.0%	80.5%
Youth	75.0%	71.0%	73.0%
Median Earnings (Second Quarter after Exit)			
Adult	\$8,605%	\$8,200%	\$8,300%
Dislocated Worker	\$9,390%	\$9,000%	\$9,200%
Youth	\$3,703%	\$4,000%	\$4,000%
Credential Attainment Rate			
Adult	74.4%	73.4%	74.0%
Dislocated Worker	80.8%	78.0%	78.5%
Youth	90.6%	78.0%	78.0%
Measurable Skill Gains			
Adult	93.3%	70.0%	75.0%
Dislocated Worker	91.7%	73.0%	75.0%
Youth	66.7%	73.0%	73.5%

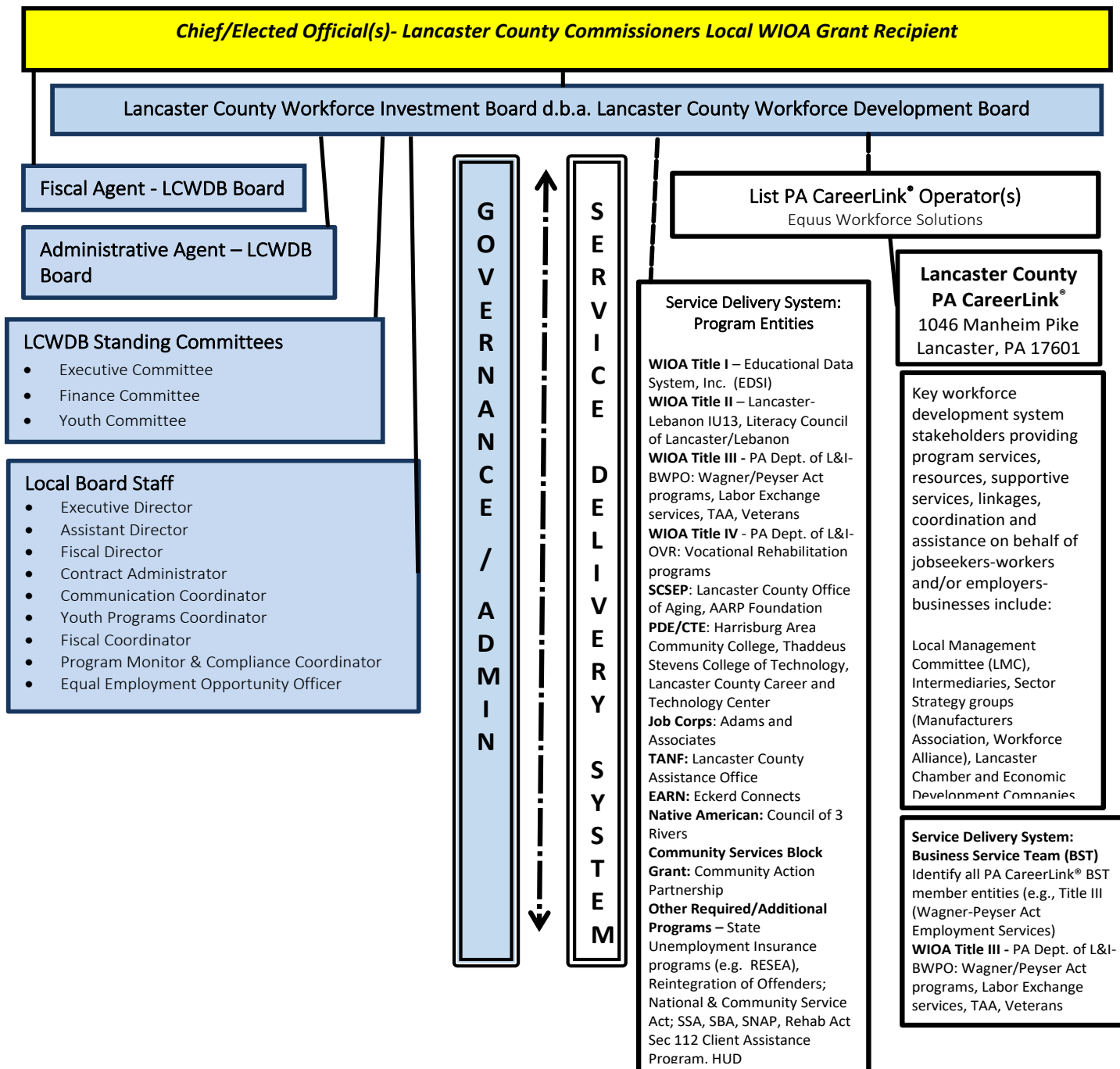
Table B instructions: LWDBs must use Table B for annual updates during “in-between” plan development (i.e., PY26 & PY28). LWDBs must edit the table’s three columns with the appropriate program year(s) to correctly match the attained performance results from the most recent two program years and LWDA-negotiated performance goals for the upcoming program year.

Table B	LWDA Name:		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained</u> Performance Results	<u>Attained</u> Performance Results	<u>Negotiated</u> Performance Goals
	*Program Year 2023	*Program Year 2024	*Program Year 2025
Employment (Second Quarter after Exit)			
Adult	%	%	%
Dislocated Worker	%	%	%
Youth	%	%	%
Employment (Fourth Quarter after Exit)			
Adult	%	%	%
Dislocated Worker	%	%	%
Youth	%	%	%
Median Earnings (Second Quarter after Exit)			
Adult	%	%	%
Dislocated Worker	%	%	%
Youth	%	%	%
Credential Attainment Rate			
Adult	%	%	%
Dislocated Worker	%	%	%
Youth	%	%	%
Measurable Skill Gains			
Adult	%	%	%
Dislocated Worker	%	%	%
Youth	%	%	%

Attachment 2: WIOA Local Workforce Development System Organizational Chart

The organizational chart is for the benefit of the public and must be used to describe the attributes of the local workforce development system. The local workforce development board (local board) may supplement this model with clarifying charts. If multiple pages are needed to represent the local system, ensure that “Governance/Administrative” and “Service Delivery System” information is displayed on separate pages respectively. Use of model sub-titles is required. Do not list key governance personnel within the chart. Publicly post Attachment 2 with the local area plan.

This chart should be reviewed annually for revisions. If further revisions are required after a local area plan (or subsequent plan modification) is approved, another separate plan modification is not required.



OPTIONAL Organizational Chart Point of Contact List

Local boards have the option to use the Organizational Chart point of contact list in lieu of inputting this information into a local area plan as narrative (e.g., into the plan proper).

Points of contact listed below, and the general office contact information (i.e., the associated phone numbers and/or email addresses), must align with entities identified on the *WIOA Local Workforce Development System Organizational Chart*. This includes but is not limited to: CEO and/or LEOs, local board main POC, fiscal agent, administrative agent, local board staff, equal opportunity officer, and contact information for PA CareerLink® operator(s), PA CareerLink® offices, and the Business Service Team).

Title	Point of Contact Name	Telephone and/or Email
Example: Executive Director	Anna Ramos	717.735.0333 ext 223 aramos@lanastercountywib.com
Assistant Director/ Equal Opportunity Officer	Carrie McCullough	717.735.0333 ext 228 cmccullough@lanastercountywib.com
Fiscal Director	Stephen Samaan	717.735.0333 ext 227 ssamaan@lanastercountywib.com
Contract Administrator	Brie Becker	717.735.0333 ext 224 bbecker@lanastercountywib.com
Communications Coordinator	Kim Lam	717.735.0333 ext 221 klam@lanastercountywib.com
Programs Coordinator	Samantha Sweigert	717.735.0333 ext 225 ssweigert@lanastercountywib.com
Fiscal Coordinator	Danielle Shockley	717.735.0333 ext 229 dshockley@lanastercountywib.com
Program Monitor& Compliance Coordinator	John Moser	717.735.0333 ext 221 jmoser@lanastercountywib.com
Site Administrator	Chris Roggenbaum	croggenbaum@jobs4lanaster.com
WIOA Adult & DW Manager	Ivy Berry	iberry@jobs4lanaster.com
WIOA Youth Program Director/ Business Services Team Director/TANF Youth Director	Holly Simmons	hsimmons@jobs4lanaster.com

Attachment 3: WIOA Local Workforce Development Delivery System Program Partner-Provider List

Local Workforce Development Area Name: Lancaster
Effective Date (must align with current MOU): July 1, 2025

Local workforce development boards (local boards) may supplement this template with their own version if all required template information is reflected. Local boards must publicly post this list to address the public's need for access to service as mandated by the Workforce Innovation Opportunity Act (WIOA).

Required programs (as listed in WIOA sec. 121(b)(1)) and the corresponding program authorization information are pre-filled for convenience. In the event multiple providers provide the same program, it is the local board's responsibility to add this information accordingly. WIOA also specifies that one-stop centers may incorporate additional partner programs. Thus, the local board must ensure this document reflects the current PA CareerLink® Memoranda of Understanding and include any necessary additional partner program(s) contact information.

This list should be reviewed annually for revisions. If further revisions are required after a local area plan (or subsequent plan modification) is approved, another separate plan modification is not required.

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email & POC Name (if known)
Adult Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	EDSI
15300 Commerce Drive N., Suite 200 Dearborn, MI 48120	570.301.2253	Larry Melf Regional Director of Operations lmelf@edsisolutions.com
Dislocated Worker Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	EDSI
15300 Commerce Drive N., Suite 200 Dearborn, MI 48120	570.301.2253	Larry Melf Regional Director of Operations lmelf@edsisolutions.com
WIOA Youth Workforce Activities	WIOA Title I, Subtitle B, Chapter 2	Equus Workforce Solutions
9510 Ormsby Station Rd Suite 104 Louisville, KY 40223	718.669.8154	David Genaro Regional Director David.genaro@equusworks.com
Job Corps	WIOA Title I, Subtitle C	Keystone Job Corps Center/Adams and Assoc.
10400 Little Patuxent Parkway Suite 320 Columbia, MD 21044	570.708.0400	Ed Weaver Weaver.edward@jobcorps.org
Native American Programs	WIOA Title I, Sec. 166 (29 U.S.C. 3221)	Council of Three Rivers American Indian Center, Inc.
1855 New Hope St Norristown, PA 19401	412-782-4457 ext 219	Kerry Jevsevar Program Director Kjevsevar@cotraic.org

National Farmworker Jobs Program (NFJP)	WIOA Title I, Sec. 167	Pathstone Corporation
421 McFarlan Rd Suite E Kennett Square, PA 19348	610.925.5600 ext 103	Nita D'Agostino ndagostino@pathstone.org
Wagner-Peyser Act Employment Services Programs	Wagner-Peyser Act (29 U.S.C. 49 et. seq.), as amended by WIOA Title III	Keith Baker Assistant Regional Director Steve Wolf Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov stewolf@pa.gov
Adult Education and Family Literacy Activities (AEFLA)	WIOA Title II Adult Education and Family Literacy Act program	Lancaster Lebanon IU13
1030 New Holland Ave Lancaster, PA 17601	717.606.1793	Tim Shenk Program Director of Community Education tim_shenk@iu13.org
Adult Education and Family Literacy Activities (AEFLA)	WIOA Title II Adult Education and Family Literacy Act program	Literacy Council
407 Lafayette St Lancaster, PA 17603	717.295.7301	Cheryl Hiester Executive Director cheryl@literacysuccess.org
Vocational Rehabilitation State Grant Programs	Title I of the Rehabilitation act of 1973 (29 U.S.C. 720 et. seq.), as amended by WIOA Title IV	Office of Vocational Rehab
2550 Kingston Road, Suite 101 York, PA 17402	707.771.4409	Susan Richeson sricheson@pa.gov
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	AARP Foundation
400 Washington St. Suite 603 Reading, PA 19601	610.375.2576	Veronica Brown vbrown@aarp.org ;
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	Lancaster County Office of Aging
150 N Queen St Lancaster, PA 17603-3562	717.299.7979	Kimberly Gitlen kgitlen@lancastercountypa.gov
Postsecondary Career & Technical Education (Perkins V)	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155-224)	Thaddeus Stevens College of Technology, Lancaster County Career and Technology Center, Harrisburg Area Community College
HACC 1641 Old Philadelphia Pike Lancaster, Pa 17602	717-221-1361	

		welsh@stevenscollege.edu ; dsmith@lanasterctc.edu ; sebiggs@hacc.edu
Trade Adjustment Assistance (TAA)	Title II of the Trade Act of 1974 (19 U.S.C. 2271 et. seq.)	Keith Baker Assistant Regional Director Steve Wolf Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov stewolf@pa.gov
Jobs for Veterans State Grant Programs	38 U.S.C. Chapter 41	Keith Baker Assistant Regional Director Steve Wolf Director
PA Dept. of Labor & Industry 54 Pennsylvania Ave Huntingdon, PA 16652	814-641-6408 x127 717-787-6915	kebaker@pa.gov stewolf@pa.gov
Employment and Training Activities—Department of Community Economic Development	Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et. seq.)	Community Action Partnership
601 S. Queen St. Lancaster, PA 17603	717.299.7301	Vanessa Philbert vphilbert@caplanc.org
State Unemployment Insurance (UI) Program	Social Security Act 9 of 1935 (Title III, IX, and XII) and Federal Unemployment Tax Act (FUTA) of 1939	PA Department of Labor and Industry – Unemployment Compensation Department
54 Pennsylvania Ave. Huntingdon, PA 16652	717.787.6915	Melissa Stevenson mstevenson@pa.gov
Reentry Employment Opportunities (REO) Programs	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169	Lancaster County Workforce Development Board
1046 Manheim Pike Second Floor Lancaster, PA 17601	717.735.0333	aramos@lancastercountywib.com
Temporary Assistance for Needy Families (TANF)	(43 U.S.C. 601 et. seq.)	Tanoa C. Fagan Director Bureau of Employment Programs
PA Dept. of Human Services	717-783-1980	tfagan@pa.gov
Office of Vocational Rehabilitation	WIOA Title IV-Vocational Rehab	
2550 Kingston Road, Suite 101 York, PA 17402	707.771.4409	Susan Richeson sricheson@pa.gov

Additional Program	New Employment Opportunities for Noncustodial Parents (NEON)	Equus Workforce Solutions
9510 Ormsby Station Rd Suite 104 Louisville, KY 40223		Chris Quinn Chris.Quinn@equusworks.com