

Delaware County Workforce Development Board



Board Member Orientation 2023

Auxiliary aids and services are available upon request to individuals with disabilities. Equal Opportunity Employer/Program. For Equal Opportunity concerns contact Tatiana Moskatova
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Table of Contents

Welcome from Board Chair

About Delaware County Workforce Development Board

- Function of Local Workforce Development Boards
- History of WIOA
- Local Plan 2021-24

Board Member Responsibilities

- Organizational Chart
- Committee Descriptions
- 2023 Meeting dates

Governance

- Bylaws
- Annual Disclosures: Statement of Financial Interest and Conflict of Interest

Delaware County Workforce Development System

Funding Streams administered by DCWDB

- WIOA Adult, Dislocated Worker, Youth- Description and Performance Benchmarks
- TANF EARN- Description and Performance Benchmarks
- 2022-23 Budget

PA CareerLink® One-Stop Delivery System

- Locations
- Job Seeker Services
- Employer Services
- Partners and Services

Glossary of Key Terms

Contact Information 2023 Delaware County Board Members

Contact Information for Delaware County Board Staff

Welcome from Chair of the Board

Dear Delaware County Workforce Development Board Member,

Now more than ever, it is vitally important for Delaware County's workforce to meet the needs of our employers. As our local and nation economies recover from the COVID 19 disruptions our public workforce development system must understand employers' needs, create career pathways for workers of all ages, and invest resources in high quality programs.

As a member of the Delaware County Workforce Development Board your insights and experiences will guide this system. Please take time to share your insights and wisdom.

Your opinion is welcome, and it matters.

Thank you for your participation on the Workforce Development Board.

Sincerely,

Albert Danish

Chair

Delaware County Workforce Development Board

What are the functions of the Local Workforce Development Board? (20 CFR § 679.370)

As provided in WIOA sec. 107(d), the Local WDB must:

- (a) **Develop and submit a 4-year local plan** for the local area, in partnership with the chief elected official and consistent with WIOA sec. 108;
- (b) If the local area is part of a planning region that includes other local areas, **develop and submit a regional plan** in collaboration with other local areas. If the local area is part of a planning region, the local plan must be submitted as a part of the regional plan;
- (c) **Conduct workforce research and regional labor market analysis** to include:
 - (1) Analyses and regular updates of economic conditions, needed knowledge and skills, workforce, and workforce development (including education and training) activities to include an analysis of the strengths and weaknesses (including the capacity to provide) of such services to address the identified education and skill needs of the workforce and the employment needs of employers;
 - (2) Assistance to the Governor in developing the statewide workforce and labor market information system under the Wagner-Peyser Act for the region; and
 - (3) Other research, data collection, and analysis related to the workforce needs of the regional economy as the WDB, after receiving input from a wide array of stakeholders, determines to be necessary to carry out its functions;
- (d) **Convene local workforce development system stakeholders** to assist in the development of the local plan under § 679.550 and in identifying non-Federal expertise and resources to leverage support for workforce development activities. Such stakeholders may assist the Local WDB and standing committees in carrying out convening, brokering, and leveraging functions at the direction of the Local WDB;
- (e) Lead efforts to **engage with a diverse range of employers** and other entities in the region in order to:
 - (1) Promote business representation (particularly representatives with optimum policy-making or hiring authority from employers whose employment opportunities reflect existing and emerging employment opportunities in the region) on the Local WDB;
 - (2) Develop effective linkages (including the use of intermediaries) with employers in the region to support employer utilization of the local workforce development system and to support local workforce investment activities;
 - (3) Ensure that workforce investment activities meet the needs of employers and support economic growth in the region by enhancing communication, coordination, and collaboration among employers, economic development entities, and service providers; and
 - (4) Develop and implement proven or promising strategies for meeting the employment and skill needs of workers and employers (such as the establishment of industry and sector partnerships), that provide the skilled workforce needed by employers in the region, and that expand employment and career

advancement opportunities for workforce development system participants in in-demand industry sectors or occupations;

(f) With representatives of secondary and postsecondary education programs, lead efforts to **develop and implement career pathways** within the local area by aligning the employment, training, education, and supportive services that are needed by adults and youth, particularly individuals with barriers to employment;

(g) Lead efforts in the local area to **identify and promote proven and promising strategies** and initiatives for meeting the needs of employers, workers and job seekers, and identify and disseminate information on proven and promising practices carried out in other local areas for meeting such needs;

(h) Develop strategies for using **technology to maximize the accessibility** and effectiveness of the local workforce development system for employers, and workers and job seekers, by:

(1) Facilitating connections among the intake and case management information systems of the one-stop partner programs to support a comprehensive workforce development system in the local area;

(2) Facilitating access to services provided through the one-stop delivery system involved, including access in remote areas;

(3) Identifying strategies for better meeting the needs of individuals with barriers to employment, including strategies that augment traditional service delivery, and increase access to services and programs of the one-stop delivery system, such as improving digital literacy skills; and

(4) Leveraging resources and capacity within the local workforce development system, including resources and capacity for services for individuals with barriers to employment;

(i) In partnership with the chief elected official for the local area:

(1) **Conduct oversight** of youth workforce investment activities authorized under WIOA sec. 129(c), adult and dislocated worker employment and training activities under WIOA secs. 134(c) and (d), and the entire one-stop delivery system in the local area;

(2) Ensure the appropriate use and management of the funds provided under WIOA subtitle B for the youth, adult, and dislocated worker activities and one-stop delivery system in the local area; and

(3) Ensure the appropriate use management, and investment of funds to maximize performance outcomes under WIOA sec. 116;

(j) Negotiate and reach agreement on **local performance indicators** with the chief elected official and the Governor;

(k) Negotiate with CEO and required partners on the methods for **funding the infrastructure costs** of one-stop centers in the local area in accordance with § 678.715 of this chapter or must notify the Governor if they fail to reach agreement at the local level and will use a State infrastructure funding mechanism;

(l) **Select the following providers** in the local area, and where appropriate terminate such providers in accordance with 2 CFR part 200:

- (1) Providers of youth workforce investment activities through competitive grants or contracts based on the recommendations of the youth standing committee (if such a committee is established); however, if the Local WDB determines there is an insufficient number of eligible training providers in a local area, the Local WDB may award contracts on a sole-source basis as per the provisions at WIOA sec. 123(b);
- (2) Providers of training services consistent with the criteria and information requirements established by the Governor and WIOA sec. 122;
- (3) Providers of career services through the award of contracts, if the one-stop operator does not provide such services; and
- (4) One-stop operators in accordance with §§ 678.600 through 678.635 of this chapter;

(m) In accordance with WIOA sec. 107(d)(10)(E) work with the State to **ensure there are sufficient numbers and types of providers of career services and training services** serving the local area and providing the services in a manner that maximizes consumer choice, as well as providing opportunities that lead to competitive integrated employment for individuals with disabilities;

(n) **Coordinate activities with education and training providers** in the local area, including:

- (1) Reviewing applications to provide adult education and literacy activities under WIOA title II for the local area to determine whether such applications are consistent with the local plan;
- (2) Making recommendations to the eligible agency to promote alignment with such plan; and
- (3) Replicating and implementing cooperative agreements to enhance the provision of services to individuals with disabilities and other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination;

(o) **Develop a budget** for the activities of the Local WDB, with approval of the chief elected official and consistent with the local plan and the duties of the Local WDB;

(p) **Assess, on an annual basis, the physical and programmatic accessibility** of all one-stop centers in the local area, in accordance with WIOA sec. 188, if applicable, and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.); and

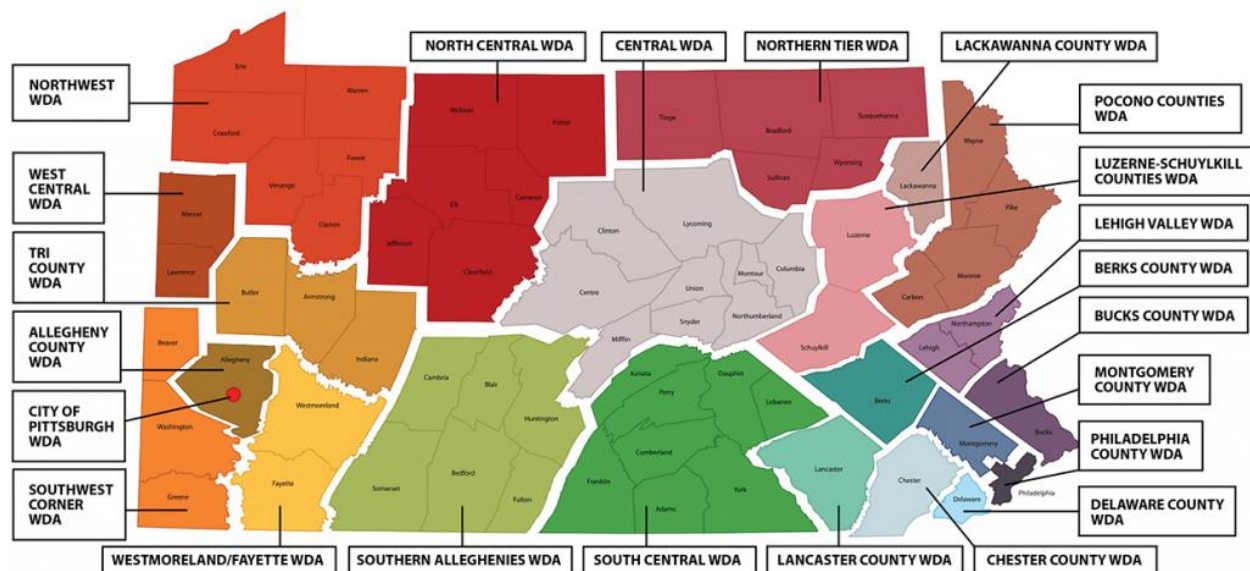
(q) **Certification of one-stop centers** in accordance with § 678.800 of this chapter.

Pennsylvania's Local Workforce System

The federal government funds a nationwide infrastructure to assist all individuals looking for a new job or to advance their careers, as well as employers who need to fill vacancies with skilled workers or to train their workforce.

These federal programs provide a vast array of services to fulfill these functions. They are based on a community implementation model to ensure that programs are locally driven to serve their communities with guidance from employers, as well as other community stakeholders.

Workforce Development Areas – Pennsylvania's workforce development system is divided into 23 countywide or regional Local Workforce Development Areas (LWDA). Each LWDA has a Workforce Development Board (WDB), with the exception of the City of Pittsburgh and Allegheny County, which share one WDB. Local WDBs develop workforce policies and regional strategies. They provide oversight and coordination for the workforce services provided in their region and the overall operation of the storefront delivery of these services, the state's 60+ PA CareerLink® centers. Nationally, these centers are referred to as "one stops," because they were created to serve as local one-stop centers for the delivery of a multitude of government services that support the employment and training of individuals. These centers are part of the nation's American Job Centers.



Workforce Development Boards (WDBs) are regional entities created to implement the Workforce Innovation and Opportunity Act of 2014 (WIOA), which authorizes and funds employment and training programs in the United States. Every community in Pennsylvania is associated with a local WDB. For each WDB, a chief elected official (a county commissioner or the mayor of a major city) appoints members to sit on the WDB. These appointed positions are unpaid. A majority of a WDB's membership must come from private businesses. There are also designated seats for representatives of labor and educational institutions, such as community colleges. Beyond these basic guidelines, many aspects of how an individual WDB operates can vary.

The WDB's main role is to direct federal, state, and local funding to workforce development programs. WDBs conduct and publish research on the needs of the regional economy. They also oversee the PA

CareerLink® locations, where job seekers can get employment information, find out about career development training opportunities, and connect to various programs in their area.

The History of Workforce Development

“What the whole world wants is a good job.”

Jim Clifton, Chairman of Gallup, *The Coming Jobs War*

Workforce development is essential to any society, whether in a period of growth or recession. Education and training bridge the skills gap that occurs through generations of new technological advances. There have been numerous workforce statutes created over the past 80 years that emphasize the need for education and training to ensure a skill-ready workforce.

The New Deal (1933-1938)

Federal workforce development legislation is said to have originated with President Franklin D. Roosevelt's New Deal legislation. During the Great Depression, employment across the nation fell to an all-time low. President Roosevelt initiated and Congress enacted various programs designed to provide employment assistance and create jobs for both urban and rural areas, and at the same time, build the nation's infrastructure. The Works Progress Administration, part of the New Deal programs, increased spending on public projects to provide jobs. During the eight years that this program operated, more than 8.5 million jobs were generated nationwide. Slowly, the economy began to improve through World War II. The Fair Labor Standards Act and Social Security Act were also passed during this time to protect workers.

Manpower Development and Training Act (1962-1973)

In 1962, President John F. Kennedy recognized that unemployment was again on the rise, and the worker skills gap was increasing rapidly with a changing economy. The Manpower Development and Training Act was designed to provide training to unemployed adults and a small percentage of youth workers whose skills needed to be upgraded to enter or re-enter the workforce.

Comprehensive Employment and Training Act (1973-1982)

The Comprehensive Employment and Training Act (CETA), implemented in 1973, resulted from many revisions to the Manpower Development and Training Act. CETA was designed to create jobs for unemployed adults and provide summer job opportunities for high school students. A primary focus of CETA was apprenticeships for unemployed or underemployed individuals to help them gain experience and on-the-job training. CETA consolidated federal training programs and services, and placed greater responsibility on states as “Prime Sponsors.” Under CETA, many new programs were created and implemented.

Job Training Partnership Act (1982-1998)

The Job Training and Partnership Act (JTPA) further consolidated education and job training programs by setting up regional Service Delivery Areas (SDAs) in each state, but still placed a heavy responsibility on the federal government. These SDAs evolved into today's Workforce Investment Areas. More

emphasis was placed on the analysis of the programs initiated through JTPA to show that they were having a positive impact on society. JTPA focused on providing training for unemployed adults and youth through a variety of programs and created private industry councils to provide input into workforce development programs.

Workforce Investment Act (1998-2014)

Fourteen years after the Job Training Partnership Act, President William J. Clinton spearheaded the passage of the Workforce Investment Act (WIA). Enacted during a period of full employment, WIA focused on the delivery of workforce development programs and related services through a nationwide network of community-based, one-stop career centers. These centers were set up to assist all individuals and established mandatory partners to participate in these centers, so individuals could access a variety of related workforce programs and services from a single location. WIA created business-led Workforce Investment Boards to develop local strategies based on labor market data and to oversee programs in their communities.

Workforce Innovation and Opportunity Act (2014-present)

On July 22, 2014, President Barack Obama signed the Workforce Innovation and Opportunity Act of 2014 (WIOA), which reauthorizes the workforce investment system and replaces the Workforce Investment Act of 1998. WIOA took effect on July 1, 2015, and states and local workforce development boards are implementing the act.

From PWDA

Delaware County Workforce Development Board



**Multi-Year Local Area Plan
2021-24**

Effective July 1, 2021

Introduction

The following Multi-Year Local Area Plan 2021-2024 lays out the goals and strategies for the Delaware County Workforce Development Area. The Delaware County Workforce Development Board identified these goals and strategies based on insights gleaned from data analysis and stakeholder input. The goals were aligned to the priorities of Delaware County employers, local elected officials, and regional partners. This document is designed to lead Delaware County's workforce development recovery from COVID 19 and to maintain a world class workforce into the future.

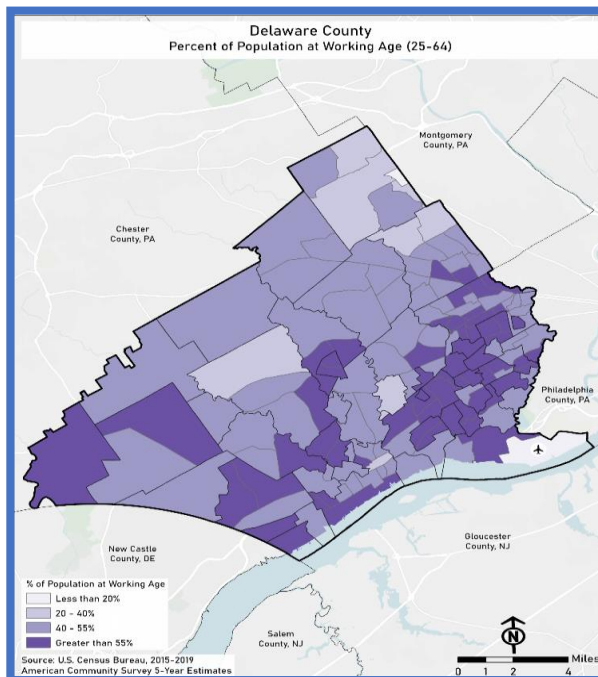
Section 1: Strategic Planning Analysis: Local Area Workforce and Economic Analysis

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

The Delaware County Workforce Development Area (WDA) includes all of Delaware County in southeastern Pennsylvania. Delaware County has an approximate population (2019) of 566,747 with 207,257 households. Of the overall population, 48.2% are male and 51.8% are female, with a median age of 39.¹

The population of Delaware County increased since 2014 with the greatest increases in age groups 55-64 and 65 and over. The result is a decrease in the percentage of prime working age adults. The Delaware County Workforce Development Board (DCWDB) will need to address the loss of retiring workers, their institutional knowledge, and the need to prepare younger workers to fill potential jobs in the region.

Population Table	2014	2019	Change
18 and younger	22.4%	22.0%	-1.8%
18-24	10.4%	9.9%	-4.8%
25-34	12.8%	12.9%	0.8%
35-44	11.8%	12.3%	4.2%
45-54	14.1%	12.3%	-12.8%
55-64	13.5%	14.1%	4.4%
65 and over	15.1%	16.7%	10.6%
prime working age (25-64)	52.1%	51.6%	-1.0%
Total	562,960	566,747	



MAP 1: *Percent of Population at Working Age*

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed a map that depicts the residence of individuals age 25-64. The distribution of working age individuals is irregular. Working age individuals are concentrated around the County seat of Media and along transportation lines into Philadelphia.

¹ United States Census Bureau. Accessed at <https://data.census.gov/cedsci/table?q=delaware%20county%20pa&tid=ACSDP1Y2019.DP05&hidePreview=false>

Population- Race

Compared to Pennsylvania, Delaware County is racially diverse. Considering this, it is important that diversity, equity, and inclusion is a factor of workforce development.

Population by Race		
	Delaware County	Pennsylvania
White	68.7%	80.5%
Black	21.6%	11.2%
Other	9.7%	8.3%
Hispanic Origin (all Races)	3.8%	7.3%

Source: Center for Workforce Information and Analysis.

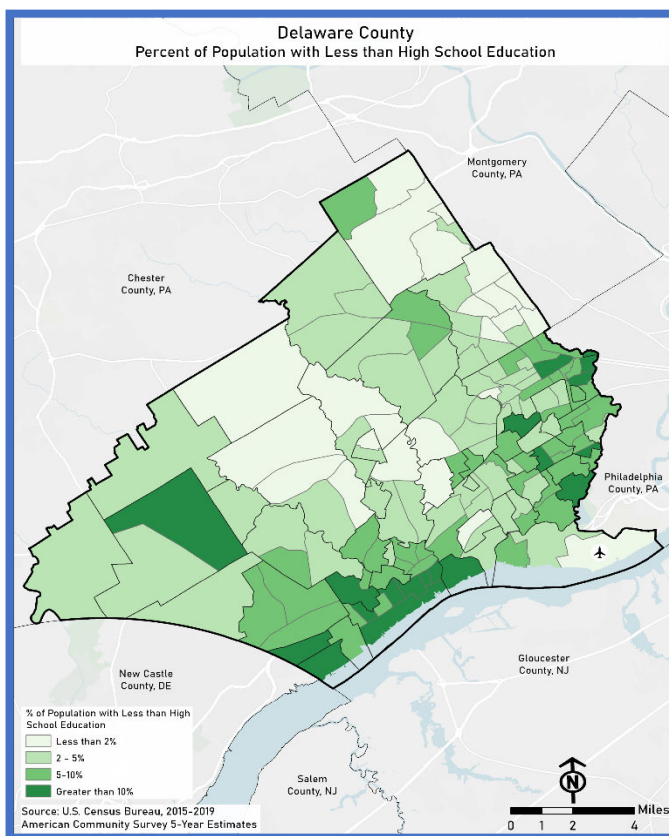
Population- Education

The Delaware County WDA has a well-educated workforce in comparison to the overall population of Pennsylvania. According to the CWIA, Delaware County has a higher percentage of adults ages 25 and older who hold at least a bachelor's degree (39% v 31.4% for PA) and a lower percentage with less than a high school degree (6.9% v 9.5% for PA).

Population 18 to 24 years	2014	Male	Female		2019	Male	Female
	58,298	29,462	28,836		55,825	27,452	28,373
Less than high school graduate	11.7%	12.2%	11.1%		10.0%	13.5%	6.7%
High school graduate (includes equivalency)	29.8%	33.4%	26.1%		34.7%	36.1%	33.4%
Some college or associate degree	43.5%	43.7%	43.2%		40.9%	38.1%	43.6%
Bachelor's degree or higher	15.1%	10.7%	19.6%		14.4%	12.4%	16.3%

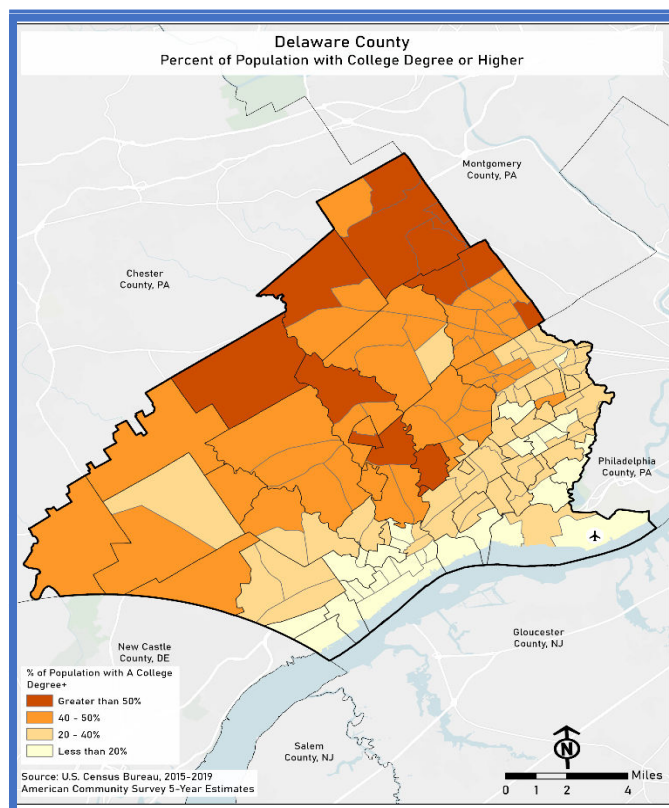
Over the last five years, there have been changes in education level that correlate with gender. Women in the 18-24 age group have increased their high school completion rate with only 6.7% holding less than a high school degree. Men in the 18-24 age group have decreased their high school completion rate and their enrollment in secondary education. This indicates that increased focus on education, particularly high school completion, is necessary.

Some communities in Delaware County's southern edges and bordering Philadelphia struggle with high school completion while the northern edges are home to high concentrations of college graduates. The middle of the County (Springfield, Media, etc.) has a population with diverse educational backgrounds.



MAP 2: *Percent of Population with Less than High School Education*

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate the areas in Delaware County with the highest percentages of residents with less than a high school diploma.



MAP 3: *Percent of Population with College Degree or Higher*

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate that areas of Delaware County with the percentages of individuals with a college degree or higher.

The economy of Delaware County, PA employs 279k people. The largest industries in Delaware County, PA are Health Care & Social Assistance (52,041 people), Educational Services (30,849 people), and Retail Trade (28,300 people), and the highest paying industries are Utilities (\$83,216), Professional, Scientific, & Technical Services (\$77,047), and Finance & Insurance (\$72,445).²

Delaware County Resident Income	
Per Capita Personal Income	\$39,524,914
Total Personal Income	\$69,740
Median Household Income	\$74,477*
Median Family Income	\$96,632*

*2019 adjusted dollars
Source: Center for Workforce Information and Analysis.

Population with Barriers

Delaware County WDA residents face multiple challenges and barriers to employment. The COVID 19 pandemic has increased these challenges, especially for certain individuals. A close review of selected barriers informs the Local Plan goals including an analysis of poverty levels, individuals with disabilities, English language learners, and individuals with low level of literacy.

Individuals with Disabilities

According to the Center for Workforce Information and Analysis, in Delaware County 9.8% of the labor force population has a disability. Individuals with disabilities have a low labor force participation rate of 45.4% and a high unemployment rate of 11.2%.

Disability and Labor Force Status of Working Age Population (Ages 16-64)						
			Unemployment Rate		Labor Force Participation Rate	
Total Population Age 16-64	Number of Individuals with a Disability	Percentage of Population with a Disability	No Disability	Disability	No Disability	Disability
345,175	33,665	9.98%	5.1%	11.2%	82.7%	45.4%

Source: Center for Workforce Information and Analysis

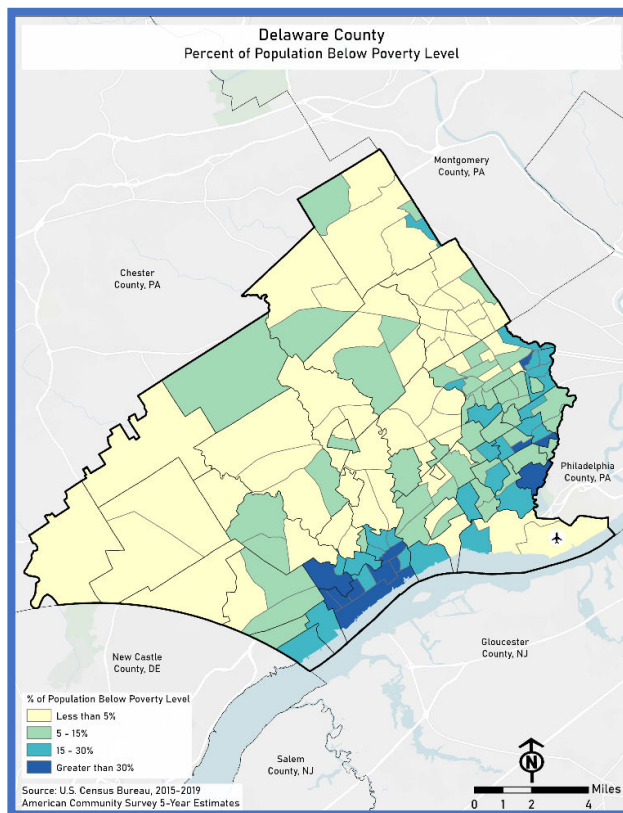
²Data USA. Accessed at <https://datausa.io/profile/geo/delaware-county-pa/>

Poverty

Prior to the COVID 19 pandemic, 9.9% of Delaware County residents and 13.8% of children were in poverty, lower than the 12% rate for Pennsylvania. Some communities are hit harder than others. The map below illustrates the concentration of poverty in and around the City of Chester and the Township of Darby.

	All People in poverty (2019)			Children ages 0-17 (2019)		
	90% confidence interval of estimate			90% confidence interval of estimate		
	Percent	Lower Bound	Upper Bound	Percent	Lower Bound	Upper Bound
Pennsylvania	12	11.8	12.2	16.5	15.9	17.1
Delaware County	9.9	8.7	11.1	13.8	11.5	16.1

Source: US Economic Research Service. Accessed at <https://data.ers.usda.gov/reports.aspx?ID=17826>



Map 4: Percent of Population Below Poverty Level

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate the poverty levels in areas of Delaware County.

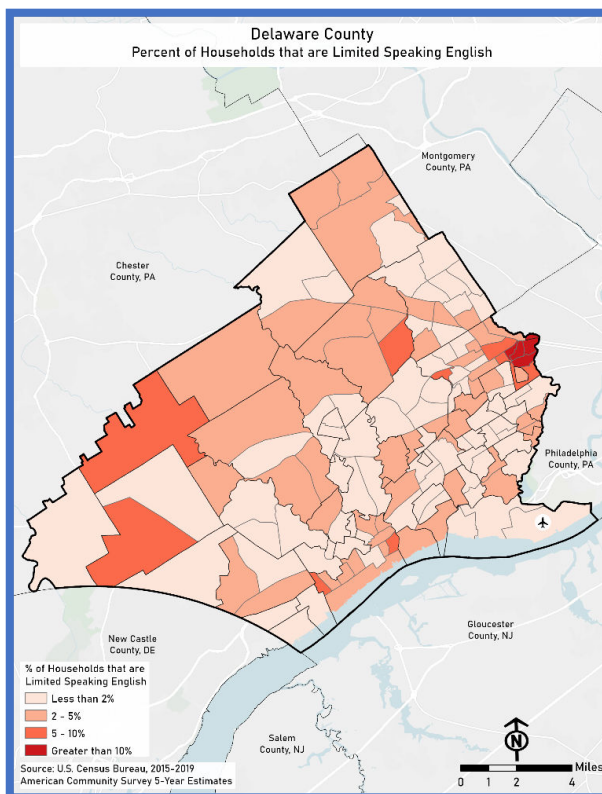
This map shows that the City of Chester and Darby Township have some of the highest levels of poverty in the County greater than 30%. The map also shows that areas closest to Philadelphia County have higher levels of poverty.

Individuals Who are English Language Learners

Delaware County has a significant population of foreign-born individuals (10.4%) compared to Pennsylvania (6.9%). Upper Darby Township has 21.3% foreign born residents according to the Census QuickFacts 2019. Immigrants can face multiple barriers to employment including lack of English language proficiency, inability to transfer credentials or professional licenses from their home country, and workplace cultural differences. This table shows the number of Delaware County residents who describe themselves as speaking English less than very well. *Source: Center for Workforce Information and Analysis.* According to the American Community Survey 2019 estimates, though 9.8% of the adult population speak languages other than English, no single language rises above 5%. Residents of Delaware County who speak languages other than English speak many different languages.

Speak English less than "very well", Ages 5 and Older

Total	Number	Percentage
530,820	23,264	4.4%



Map 5: Percent of Households that are Limited Speaking English

Using information from the US Census Bureau American Community Survey, the Delaware County Planning Department developed the map to the left to illustrate the percentage of Households that are Limited Speaking English.

This information is critical when allocating services to this population.

Research shows that foreign-born individuals are at greater risk of being underemployed. According to Batalova, Fix, Mittelstadt, Marek Zeitlin *"Nearly 2M highly-skilled immigrants in the United States are working in low-skilled jobs or are unemployed—a phenomenon known as "brain waste" or skill underutilization. There were 45.6 million college graduates in the U.S. labor force; 7.6 million were born outside the United States, according to our analysis of 2009-13 U.S. Census Bureau data. Of these 7.6 million immigrants, one in four, or 1.9 million individuals, were either underemployed or unemployed—a far higher share than for the U.S born"*³

Returning Citizens

Delaware County is home to three correctional facilities: George W. Hill Corrections Facility, State Correctional Institution in Chester, and Delaware County Youth Detention Center. The George W. Hill Corrections Facility

³ *Untapped Talent: The Costs of Brain Waste Among Highly Skilled Immigrants in the United States.* Accessed at <http://bitley.com/MPIUntappedTalent>

has capacity to hold 1883 inmates and “is responsible for the incarceration of pre-trial detainees and persons serving a county sentence of two years or less one day or state sentences of five years less one day”.⁴ According to a report to the Delaware County Reentry Coalition, 65% of the more than 5,000 commitments were Delaware County residents and 77% were discharged within the first two months of commitment.

The Delaware County Adult Probation and Parole Services supervises adults who are sentenced to a county probation, parole, or placed on the Accelerated Rehabilitative Disposition as well as special courts including Program Drug Treatment Court, Veterans Treatment Court, Mental Health Treatment Court, and Young Offenders Treatment Court. During 2020 there were 11,574 active clients under supervision.

The Delaware County Justice System, along with many community stakeholders, is developing a comprehensive Reentry Coalition to support Returning Citizens, regardless of their level of incarceration. During 2021 the Reentry Coalition will investigate what barriers to success Returning Citizens face in Delaware County and will seek to reduce counterproductive barriers.

Individuals Experiencing Homelessness

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

As a result, connecting people experiencing or at-risk of homelessness with job training and placement programs is critical to ensure they have the tools they need for long-term stability and success. Facilitating access to work supports like childcare subsidies and transportation assistance can help increase the likelihood that individuals will be able to retain employment.”⁵

According to the National Alliance to End Homelessness, on any given night in 2019 in Pennsylvania, 13,199 individuals are homeless.⁶ Delaware County Homeless Services Coalition consisting of over ninety (90) Delaware County individuals and organizations is dedicated to assisting homeless individuals and families.⁷ According to the Coalition, at any given time “there are approximately 600 homeless adults and children known to be homeless on the street, in shelters or in transitional housing programs.”⁸

Labor Market Trends

COVID 19 Impacts

An analysis of labor market trends would not be complete without mention of the impacts of the COVID 19 pandemic. According to the Bureau of Labor Statistics, a January 2021 survey revealed that *“5.5 million workers were classified as employed with a job but not at work during the survey reference week (not seasonally adjusted). This measure for January is higher than the typical level for this time of the year, likely reflecting the impact of the coronavirus pandemic.... Of the 5.5 million employed people not at work during the*

⁴ Delaware County Pennsylvania. Accessed at <https://www.delcopa.gov/departments/prison/index.html>

⁵ National Coalition for the Homeless. Access at <http://nationalhomeless.org/issues/economic-justice/#:~:text=Mainstream%20employment%20programs,%20where%20the%20homeless%20are%20a,encourage%20employment%20or%20provide%20adequate%20income%20and%20support.>

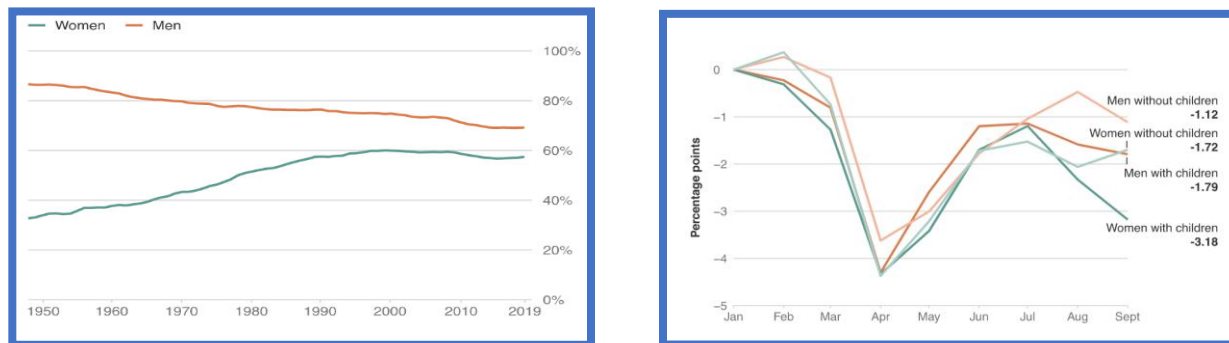
⁶ National Alliance to End Homelessness. Accessed at <https://endhomelessness.org/homelessness-in-america/homelessness-statistics/state-of-homelessness-dashboards/?State=Pennsylvania>

⁷ Delaware County Pennsylvania. <https://www.delcopa.gov/hcd/ESGHomelessAssistance.html>

⁸ Delaware County Homeless Services Coalition. Accessed at http://www.delcohsa.org/adultfamily/HSC_Brochure_sept_14.pdf

survey reference week in January 2021, about one-third—or 2.0 million people—were included in the “own illness, injury, or medical problems” category. This was little changed from the level in December, and almost twice as high as the average of 1.1 million for January 2017–2020. People who were not at work to care for a sick family member should be counted in the “other family or personal obligations” category. This measure was slightly above the average for January in recent years.”⁹

While additional information specific to Delaware County is presented later in this section, national trends about women in the workforce should not be discounted. According to the Rand Blog, “there were 2.2 million fewer women in the labor force in October 2020 than there were in October 2019.”¹⁰ The following graphics show that the percentages of women and men in the labor force were fairly close in the period ending in 2019. The graphic on the right, however, illustrates the tremendous employment fluctuation between men and women, especially women with children, as a result of the COVID 19.



Source: Bureau of Labor Statistics via The Rand Blog. *Women are Leaving the Workforce in Record Numbers*

While the long-term effects of this workforce trend are unknown, particularly as they pertain to Delaware County, it is a noteworthy example of the impacts of the pandemic.

⁹ Bureau of Labor Statistics. *Impact of the coronavirus pandemic on the Employment Situation for January, 2021*. Accessed at [Impact of the coronavirus \(COVID-19\) pandemic on The Employment Situation for January 2021 : U.S. Bureau of Labor Statistics \(bls.gov\)](https://www.bls.gov/news.release/impactofcovid19.pdf)

¹⁰ The Rand Blog. *Women are Leaving the Workforce in Record Numbers*. Accessed at [Women Are Leaving the Labor Force in Record Numbers | RAND](https://www.rand.org/blog/2020/10/women-are-leaving-the-labor-force-in-record-numbers.html)

Like other areas throughout the United States, Delaware County has experienced unusual labor market trends throughout most of 2020 that can be attributed to the COVID 19 pandemic. The table below, with information provided by The Center Workforce Information and Analysis, demonstrates the fluctuation of the employment and unemployment rates throughout the region.

Annual Average Labor Force Statistics, Delaware County WDA, 2019				
Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2019	299,800	287,700	12,100	4.0
Seasonally Adjusted Labor Force Statistics, Delaware County WDA, 2020				
Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	302,700	289,600	13,000	4.3
February	304,500	291,600	12,800	4.2
March	302,800	287,200	15,600	5.1
April	297,300	252,300	44,900	15.1
May	300,700	260,700	40,000	13.3
June	299,200	257,700	41,500	13.9
July	299,500	261,300	38,200	12.7
August	296,100	264,500	31,600	10.7
September	300,100	274,900	25,100	8.4
October	296,500	275,200	21,300	7.2
				Preliminary
Source: Local Area Unemployment Statistics (LAUS)				

Commuting Trends

The Center for Workforce Information and Analysis shared the information in the table below that indicates

Inflow/Outflow Report, Delaware County WDA, 2018		
	Count	Share
Employed in the WDA	193,882	100.0%
Employed in the WDA but Living Outside	114,557	59.1%
Employed and Living in the WDA	79,325	40.9%
Living in the WDA	231,407	100.0%
Living in the WDA but Employed Outside	152,082	65.7%
Living and Employed in the WDA	79,325	34.3%
Net Commuting In/Out*	-37,525	

that in 2018 59% of all workers in the region lived outside of Delaware County. Additionally, more that 65% of those in the workforce who lived in Delaware County worked outside of the County.

Increased Demand for Highly Educated Workers

Education levels and employment statistics reflect that the highest percentage of growth will be in jobs that require an advanced degree. While the percentage is of significance, jobs that require a bachelor's degree will see the most projected grow, with an additional 4,060 expected to be added to the economy. Note that these projections are not based on the impacts of the COVID 19 pandemic.

Employment Growth Rates by Educational Attainment Level for Delaware County WDA				
Area	Educational Grouping	Employment (2018)	Projected Employment (2028)	Percent Change (2018-28)
Delaware County	On-the-job training	124,970	128,920	3.2%
Delaware County	Long-term training	8,760	9,150	4.5%
Delaware County	PS education or experience	41,810	44,120	5.5%
Delaware County	Associate degree	4,640	5,030	8.4%
Delaware County	Bachelor's degree	52,160	56,220	7.8%
Delaware County	Advanced degree	11,270	12,430	10.3%

Source: Center for Workforce Information and Analysis

1.2 How are the skill gaps defined in the local plan? Provide a description of the skills that are required to meet the needs of employers in the region/local area.

Skills gaps can simply be defined as the knowledge, skills, and/or abilities that employers identify as required for jobs but have difficulty finding within the labor force. It is a primary objective of the Delaware County Workforce Development Board (DCWDB) and partners to not only identify these gaps but also identify and support strategies to reduce the gaps so that employers have access to a well-educated, well trained, and well skilled labor force.

The process of identifying skill gaps will continue through a variety of strategies. PA CareerLink® staff, through an enhanced Business Services Team (BST) will communicate directly with employers and employer groups through one-on-one conversations, online surveys, and focus groups to gain a clearer understanding of the skills required for regional employers. This information will be used to pinpoint skills gaps, with the results used by all partners to develop strategies to address these gaps.

While Section 1.1 presented information about the educational attainments of residents of Delaware County, it is important to get a snapshot of the educational and skills requirements for the available jobs in the region. As illustrated in the *Employment Growth rates by Educational Attainment Level for Delaware County WDA* table in section 1.1, education levels and employment statistics reflect that the highest percentage of growth will be in jobs that require an advanced degree. While the percentage is of significance, jobs that require a bachelor's degree will see the most projected grow, with an additional 4,060 expected to be added to the economy. Additionally, 4,340 jobs that require on-the-job training (OJT) or long-term training will be added in the region. (Note: These projections are not based on the impacts of the COVID 19 pandemic). These are the jobs that the DCWDB can affect the most by strategic use of Individual Training Accounts (ITA) and OJT resources, leading pre-apprenticeship and apprenticeship opportunities, and development and refinement of career pathways strategies.

Delaware County WDA Industry Employment 2018-2028 Long-Term Projections			
Industry	Employment 2018	Employment 2028	Average Annual Change
Services-Providing	203,400	214,560	1,116
Health Care and Social Assistance	42,440	48,260	582
Accommodations and Food Service	17,660	19,120	146
Retail	24,630	24,000	-63
Telecommunications	1,130	990	-14
Government	11,720	11,610	-11

Additionally, according to CWIA, projected industry growth in actual job openings, for the region from 2018-2028 identifies the following sectors with the highest and lowest projected growth¹¹:

Further employer engagement activities will provide a more detailed analysis of the skills required to be successful in these sectors.

Finally, a snapshot of the top 5 work activities, job tools and technologies, provided by CWIA and highlighted below, will allow DCWDB to earmark strategies and resources in those areas.¹²

¹¹ Center for Workforce Information and Analysis. Accessed at [Delawarewda-LTIP.pdf \(pa.gov\)](#)

¹² Center for Workforce Information and Analysis. Accessed at <https://www.workstats.dli.pa.gov/Documents/Top%2050%20Job%20Skills/Top%2050%20Job%20Skills%20in%20Delaware%20WDA.pdf>

Top Job Skills by Projected Employment and Demand Delaware Workforce Development Area, 2016-2026			
<i>Work Activity</i>	<i>2026 Employment</i>	<i>Percent of Annual Demand</i>	<i>Annual Demand</i>
Order materials, supplies, or equipment	36,540	16.8%	4,704
Sell products or services	32,360	15.7%	4,403
Calculate costs of goods or services	31,280	15.2%	4,259
Greet customers, patrons, or visitors	25,020	12.5%	3,504
Monitor inventories of products or materials	29, 220	12.0%	3,364
<i>Tools and Technologies</i>	<i>2026 Employment</i>	<i>Percent of Annual Demand</i>	<i>Annual Demand</i>
Spreadsheet software	208,380	81.2%	22,793
Office suite software	192,760	73.5%	20,622
Data base user interface and query software	183,590	71.6%	20,115
Word processing software	189,390	70.3%	19,725
Personal computers	181,060	69.1%	17,154

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

Many challenges face the Delaware County labor market in matching job seekers skills to jobs. The supply demand mismatch, transportation, minimal sector-focused strategies, and addressing and reducing the barriers to employment for those targeted groups continue to challenge the workforce development system.

Delaware County faces several challenges in the alignment of the existing labor force with education and training to meet the actual needs of county employers. At the top of the list of challenges is the ongoing challenges attributable to the COVID 19 pandemic. The graphic below, accessed at CWIA using information from *Burning Glass Technologies Help Wanted Online* ^{TM13}, shows the dramatic decrease in job listing for the County.

Help Wanted Online		
	Delaware County	PA
December, 2020	4,151	94,014
December, 2019	5,284	109,916
Annual Volume Change	-1,133	-15,902
Annual % Change	-21.4%	-14.5%
Delaware County Unemployment Statistics		
	Delaware County	PA
December, 2020		
Unemployment Rate	6.5%	6.7%
Labor Force	290,600	6,283,000
Employed	271,600	5,864,000
Unemployed	19,000	420,000

This information, coupled with the unemployment information from the same period, helps to demonstrate the supply and demand mismatch. Information on the Delaware County Unemployment Statistics table¹⁴, using preliminary data that has been seasonally adjusted, is available from CWIA's *Delaware County Profile*.

As the implications from COVID 19 continue to affect the workforce, it is not certain that the increased number of unemployed individuals represented in this table are unemployed due to a mismatch of skills or whether it can be attributed to restrictions from the pandemic.

Aging Workforce

According to the 2019 American Community Survey, the population of Delaware County increased since 2014 with the greatest increases in age groups 55-64 and 65 and over. The result is a decrease in the percentage of prime working age adults. The WDA will need to address both the loss of retiring workers and their institutional knowledge and the need to prepare younger workers.

Skills Mismatch

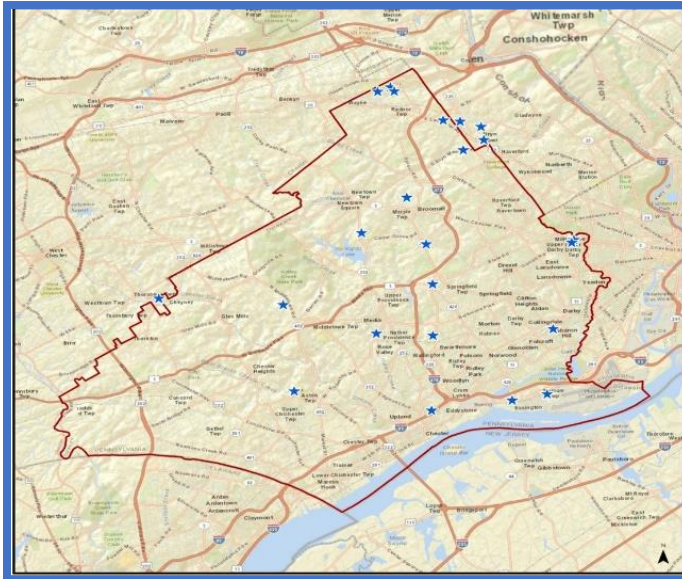
It is essential that the DCWDB's skill development efforts not only address the higher-level skills required for the upper rungs of career pathways but also the entry level jobs in the sectors that are identified for growth in Section 1.2. To implement these career pathways strategies, the DCWDB will include a focus on basic skills

¹³ Center for Workforce Information and Analysis. Accessed at [Delaware County.pdf \(pa.gov\)](#)

¹⁴ IBID

development, including English as a second language, and rely on WIOA co-enrollments to provide services simultaneously rather than sequentially.

Customers who do not require basic skill development yet lack the updated skills to successfully meet the needs of employers will be provided with WIOA programming, including ITAs, OJTs, and other work-based learning opportunities. The region is home to an extensive mix of post-secondary educational institutions and training facilities that can serve the needs of the labor market. With 28 regional colleges and other degree-granting institutions, the education industry has the capacity to response to labor market demand and employer needs in new and innovative ways.



As illustrated on the map to the left, *Source: WIOA Delaware County WIOA Local Plan 2014-2019*, these institutions are spread across the county and are accessible to many.

The region has a large number of degree completers, which continues to bode well for skill development to meet the needs of employers. One key will be to clearly define appropriate career pathways and align programming to more fully meet employers' needs. According to information from Data USA, *"In 2017, universities in Delaware County, PA awarded 16,224 degrees. The student population of Delaware County, PA is skewed towards women, with 25,028 male students and 28,306 female students. Most students graduating from Universities in Delaware County, PA are White (8,982 and 56.8%), followed by Unknown (2,716 and 17.2%), Black or African American (2,448 and 15.5%), and Hispanic or Latino (750 and 4.74%). The largest universities in Delaware County, PA by number of degrees awarded are American College of Financial Services (4,490 and 27.7%), Villanova University (3,653 and 22.5%), and Widener University (1,537 and 9.47%). The most popular majors in Delaware County, PA are Financial Planning & Services (3,327 and 20.5%), Insurance (1,016 and 6.26%), and General Business Administration & Management (796 and 4.91%)".*¹⁵

In addition to addressing the skills mismatch of unemployed workers, the DCWDB will upgrade the skills of the current workforce. The DCWDB will expand the incumbent worker training available to employers throughout the county especially those in the sectors aligning career pathways in high priority occupations.

Transportation- Last Mile

SEPTA systems include extensive bus routes that reach around the County, a trolley line that connects the

¹⁵ Data USA. Accessed at [Delaware County, PA | Data USA](https://datausa.io/profile/data/state/PA/Delaware%20County)

County seat of Media to the 69th street transportation hub bordering Philadelphia, and a regional rail train line that connects throughout the region. However, transportation continues to be a barrier when work sites are not on public transportation lines or are a long walk from public transportation stops. Transportation can also be a barrier for workers on night shifts when public transportation is less frequent.

Labor Market Participation Rates

Finally, the DCWDB will prioritize increasing the labor market participation rates for individuals who face barriers to employment. The DCWDB continues to partner with community-based organizations and others with the expertise to address the specific needs of different groups.

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

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

Typically, workforce development activities are centered around Delaware County's two PA CareerLink® sites and include programming from WIOA core partners and additional workforce development and community partners. During these challenging COVID 19 times; however, all programs are offering virtual services with some hybrid services available for customers.

Educational Attainment, Ages 18 and Older		
	Delaware County	Pennsylvania
High School Diploma or Less	37.7%	44.4%
Some College or Associate Degree	26.6%	26.3%
Bachelor's Degree	21.2%	18.2%
Graduate or Professional Degree	14.6%	11.1%

Educational attainment among residents of the region is illustrated in the table to the left, with data provided by the Center for Workforce Information and Analysis¹⁶. Delaware County has a slightly lower percentage of adults with a high school diploma or less and a slightly higher percentage of adults with a bachelor's degree, graduate degree, or professional degree.

The DCWDB activities focus on benefiting both job seekers and employers. WIOA core partners each offer diverse programming designed to meet the needs of job seekers but expanding into employers as they become more inclusive of employer engagement strategies, especially the Business Services Team (BST).

Delaware County has 29 programs on the Approved Provider List that can be supported through Individual Training Accounts (ITAs). Programs on the list include adult training, trade training, and registered apprenticeships. Delivery methods include classroom training, online, and distance options.¹⁷

The providers on the approved provider list include the following¹⁸:

¹⁶ Center for Workforce Information and Analysis. Accessed at <https://www.workstats.dli.pa.gov/Documents/WDA%20Profiles/Delaware%20County%20WDA%20Profile.pdf>

¹⁷ Pennsylvania CareerLink®. Accessed at [PA CareerLink® - Search Training](#)

¹⁸ IBID

Delaware County Community College-Media	The Main Line School of Real Estate
Philadelphia Suburban PHCC Training Center	All-State Career Schools
Chester Electricians JATC (IBEW 654)	Overbrook Golf Course
The Education School for Early Intervention, INC.	Villanova School of Professional Studies

An analysis of the training programs and the projected job openings shows additional programming to address the projected growth in the health care sector all along a career pathway could benefit both job seekers and employers. Additionally, job seekers who lack basic and language skills could benefit from pre-apprenticeship programming that aligns to existing apprenticeships offered in the region. Enhanced employer engagement strategies will help to inform additional education and training programs.

The DCWDB commissioned a study of the apprenticeship opportunities in Delaware County and found “Delaware County has the 2nd fewest currently registered programs and programs with active apprentices in the five-county region. On a per capita basis, Delco has more programs than Chester or Philadelphia counties, and slightly more actively enrolled programs than the region as a whole or PA statewide.” During this plan period, DCWDB will work with regional leaders and the PA Apprenticeship and Training Office to leverage apprenticeships in serving diverse communities with barriers to employment as well as employers who struggle to fill open positions. Apprenticeships will be used to offer “earn and learn” opportunities to individuals with barriers and underserved communities. Apprenticeships in both traditional trade careers and non-traditional careers like health care or technology can lead to family sustaining careers that do not require student loans or disruption of earning.

1.5 Describe Strategic Planning Elements Including a Regional Analysis of Economic Conditions

The DCWDB will continue to support ongoing regional efforts that will prepare a highly skilled workforce for existing and projected jobs throughout the region. Among these efforts are additional sector-based and career pathways strategies-each included in Delaware County’s regional goals. These strategies work well together, through pre-apprenticeship and apprenticeship programs and industry partnerships. The development and implementation of enhanced and elevated employer engagement activities throughout the region will better inform these strategies for sector-focused and career pathways programming.

Further analysis includes a review of Location Quotients. Location quotients identify sectors in a region that have a high level of employment when compared to national averages. The Southeast Pennsylvania Multi-year Regional Plan identifies Aerospace product and parts manufacturing at 6.3. Other sectors with high location quotients include educational services and management of companies and enterprises. Jobs in these sectors require higher level skills. Again, additional employer engagement initiatives will help more clearly pinpoint the employers that will most benefit from targeted career pathways, education, and training initiatives.

Finally, a thorough review of the HPOs will continue to drive planning for a strong economy. According to the Center for Workforce Information and Analysis, *“The purpose of the HPO lists is to align workforce training and education investments with occupations that are in demand by employers, have higher skill needs and are most likely to provide family sustaining wages.”*¹⁹ Occupations with the highest number of projected job

¹⁹ Center for Workforce Information and Analysis. Accessed at <https://www.workstats.dli.pa.gov/Products/HPOs/Pages/default.aspx>

openings in Delaware County, as identified in the Delaware County HPO list, are office clerks, customer service representatives, nursing assistants, and childcare workers.²⁰

The DCWDB will use all of this information, in addition to the expanded activities and resources explained throughout this plan, to target initiatives and strategies within the workforce development system to benefit, job seekers, employers, education and training providers, and the county residents.

²⁰ IBID

2. STRATEGIC PLANNING: Vision and Goals

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

The strategic vision of the Delaware County Workforce Development Board (DCWDB) is to create a system that harnesses federal, state, local, and philanthropic resources to invest in employer-demanded skill development to ensure Delaware County has a world class workforce. The DCWDB connects to regional partners and research-based best practice to add value to the alignment between employers needs and the workforce development system.

During the Local Plan period of 2021 to 2024, the Delaware County Workforce Development Board will achieve the following goals:

- **Goal 1 Raise Awareness:** The DCWDB will raise awareness of the workforce development system among community members, potential partners, job seekers, and employers. Raising awareness of the workforce development system is critical to engage a wide array of stakeholders and to create an alignment between employers needs and the workforce development system.
- **Goal 2 Grow Out-of-School Youth Programming:** The DCWDB will grow Out-of-School Youth programming to better engage vulnerable youth and provide a variety of meaningful learning and work opportunities. Developing more Out-of-School Youth programming to maintain a world class workforce into the future will drive achievement of this goal.
- **Goal 3 Increase Employer Engagement:** The DCWDB will increase employer engagement and collaboration with economic development and the Chamber of Commerce. Bringing together the networks and resources of the Commerce Center, the Chamber of Commerce, and direct employer engagement allows employers to drive the workforce development system.
- **Goal 4 Increase Work-based Learning:** The DCWDB will increase career pathways and work-based learning opportunities for adults and youth, including pre-apprenticeships, apprenticeships, integrated education and training, on-the-job-training, and co-enrollment in programs. Creating work-based on-ramps for workers with or without barriers to employment creates a vibrant workforce development system.
- **Goal 5 Build Systems Connections:** The DCWDB will create formal connections to County systems that serve adults and youth, including the justice system, Child and Youth Services, Foster Care, etc. and continue to build connections to PA CareerLink® partners, program providers, and community-based organizations to collectively meet the needs of job seekers. Positioning the workforce system in alignment with other support systems creates a comprehensive strategy to reduce barriers to employment.
- **Goal 6 Increase Diversity, Equity, Inclusion:** The DCWDB will investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system. Delaware County can only achieve a world class workforce when the talents and goals of all residents are ignited.

2.2. *What is the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals for the local area?*

The DCWDB's strategy is to work collaboratively with partners and providers that are experts in their field to deliver core programs that are data-driven, research-based best practices, and respond to employers' needs. The DCWDB has created multiple platforms for collaboration with entities that carry out the core programs to ensure resources are aligned with the DCWDB's strategic vision and goals.

Partners are active at the governance and strategic leadership level through participation on the DCWDB. Partners (Title II, Title III, Title IV, Commerce Center, and Chamber of Commerce) report at each board meeting how their services align to employers needs and learn about emerging trends from employers. Partners and providers actively participated in developing the goals outlined in this Local Plan.

This strategic alignment is supported by operational efforts including quarterly partner and provider meetings where research-based best practices are discussed. Partners and providers are encouraged to participate on the Business Services Team to offer program services and remain aligned to employers' needs.

DCWDB members and staff also seek external opportunities to gather employer input to better align core services to needs. DCWDB members and staff participate in a variety of groups including industry partnerships, advisory boards for local technical schools, etc.

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

Governor's Goals	Delaware County Workforce Development Area Goals
<p>Career Pathways and Apprenticeship: Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.</p>	<p>Increase career pathways and work-based learning opportunities for adults and youth. Efforts will include pre-apprenticeships, apprenticeships, integrated education and training, OJT, and co-enrollment in programs. These programs will focus on connecting adults and youth to high priority occupations and will narrow the skills gap between employers needs and labor market supply. During this plan period, DCWDB will join ApprenticeshipPHL and will develop new apprenticeships in HPOs.</p>
<p>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.</p>	<p>Increase employer engagement and collaboration with economic development and the Chamber of Commerce. This work will be the cornerstone of the local area business service strategy and will support the economic growth of Delaware County. The DCWDB will implement programs that meet employers' needs for recruiting, training, and retaining talent.</p>
<p>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.</p>	<p>Grow Out-of-School Youth programming to better reach vulnerable youth and provide a variety of meaningful learning and work opportunities. These opportunities will focus on connecting youth to high priority occupations and educational opportunities including secondary/ postsecondary credentials and will narrow the skills gap between employers needs and labor market supply. DCWDB will introduce pre-apprenticeships and create pathways to apprenticeships to connect Out-of-School Youth to family sustaining careers.</p>
<p>Continuous Improvement of the Workforce Development System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.</p>	<p>Investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system. This work is critical to improving the overall workforce development system and the economic vitality of Delaware County. The DCWDB will use training and work-based training programs (OJT, Apprenticeships, Incumbent Worker Training) to connect under-represented communities and non-traditional individuals to family sustaining careers.</p> <p>Create formal connections to County systems that serve adults and youth. Renewed connections will include the justice system, Child and Youth Services, Foster Care, etc. and continue to build connections to PA CareerLink® partners, program providers, and community-based organizations to collectively meet the needs of job seekers. This targets services efficiently to educate and increase the workforce's knowledge and skill sets through participation in workforce development activities.</p>
<p>Strengthening the One-Stop Delivery System: Implement improvements to one-stop service delivery to better serve all</p>	<p>Raise awareness of the workforce development system among community members, job seekers, and employers. This work will target services efficiently to increase the workforce's</p>

customers, including job seekers and employers.	knowledge and skill sets through participation in workforce development.
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2.4. What are the local levels of performance that have been negotiated with the governor and chief elected officials? How will the local board's goals relate to the achievement of these measures?

DCWDB's negotiated levels of performance are included in attachment 1 of this Local Plan. The DCWDB members and staff are proud of the continued success that PA CareerLink® partners and program providers have had in continually meeting or exceeding performance measure. Of note is the negative impact of the COVID 19 pandemic and the resulting economic slowdown. Recognizing that performance will be impacted, the board has taken the following measure to support the best results possible:

- Implement an awareness- raising campaign that highlights services, providers, and success stories. These efforts have been made through social media, local press, regional radio interviews, and monthly magazines. In addition to increasing current use of the workforce development system these efforts will increase general awareness for long-term impact.
- Convene quarterly meeting of PA CareerLink® partners and program providers to share best practices in adapting service to respond to job seekers and employers, while remaining safe from COVID 19 spread.

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

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

In Delaware County, the local elected officials are the five-member County Council. County Council is involved in both general oversight of the DCWDB, as well as the day-to-day operations. County Council's oversight activities include naming and appointing all DCWDB members, designating the fiscal agent for all funds made available to Delaware County, entering into a written agreement with the DCWDB (which details clearly the partnership between the two entities of governance and oversight), approving the acceptance and use of all workforce development funds, and contributed to the creation of the Local Plan. Day to day operations of the workforce development system are overseen by the County Council Liaison, one member of County Council who represents the authority of the full County Council, and who reports back to the full County Council on workforce development activities. The County Council Liaison attends all DCWDB meetings, holds monthly meetings with the DCWDB Executive Director, and regular meetings with the DCWDB Chair.

Dawn Berardinelli, the Chief Financial Officer for the Delaware County Workforce Development Board, has been named the fiscal agent responsible for distributing grant funds.

The DCWDB's role is to provide consistent and high-quality oversight of the Delaware County workforce system. Through committees, regular meetings, and reports from the DCWDB staff, the DCWDB guides the mission, vision, and strategic planning process to ensure the workforce development system is aligned with the community's needs. The DCWDB then reviews and evaluates the performance of the workforce development system.

- The Executive Committee is composed of the Officers of the Board and Chairs of all Standing Committees. Apart from those powers expressly reserved to the full DCWDB under Article III. Section 1 of the law, the Executive Committee may act in all respects for the DCWDB, provided that all actions of the Executive Committees must be subsequently presented to the full board

for ratification. The Executive Committee will develop and oversee WIOA and DCWDB budgets and make the final determination on proposals for funding.

- Finance Committee, whose mission shall be fiduciary oversight of the DCWDB public, grants/funding streams including: Workforce Innovation and Opportunity Act Title I (Adult, Dislocated Worker, Youth) Rapid Response, Industry Partnership, Incumbent Worker, Department of Public Welfare, and other specific grants applied for by or on behalf of the Workforce Development Board. The committee will also ensure appropriate and allowable activities are planned and executed in accordance with each funding streams inherent policies. The committee will also be responsible for reviewing budget and financial information contained in proposals reached through Request for Proposals and making recommendations of awards to the DCWDB.
- Planning/Performance Committee, whose mission is regional strategic planning, which includes outlining activities needed to gather data and developing strategies to prepare the transitional component, the one-year comprehensive operational component and the three-year strategic plan including public outreach.
- The Local Management Committee (LMC): As designated by the Department of Public Welfare programs funded for Temporary Assistance to Families (TANF) recipients, the LMC is responsible for the oversight and management of the programs operated within Delaware County local workforce investment area. The LMC is comprised of representation from the local County Assistance Office, a local educational entity, the local PA CareerLink®, local economic development and the Title I Services Provider. Of the five voting members of the LMC, a minimum of one shall also be a voting member of the DCWDB. As the Fiscal Staff of workforce development funds in the Delaware County, the DCWDB has fiduciary responsibility over the programs administered by the LMC. The LMC is responsible for recommending employment and training programs and activities targeted to TANF recipients to the DCWDB on an annual basis.
- Youth Committee: The Youth Committee's mission shall be the development of a comprehensive workforce investment strategy for youth programs and services. The Council will identify youth programs, develop requests for proposals and make recommendations to the DCWDB on the allocation of funds for youth services. The Council will also oversee the performance of youth programs and services. Membership on the Youth Committee will, at minimum, include members of the DCWDB who have a special interest or expertise in youth policy, representatives of youth services agencies and organizations with experience relating to youth activities, including juvenile justice and local law enforcement agencies.
- Monitoring/Oversight Committee: The Monitoring/Oversight Committee reviews, reports and analyzes WIOA and TANF programs service delivery in their efforts to improve services provided. The Committee provides oversight and direction to the operations of the PA CareerLink® system in Delaware County.
- Industry Committee: The newly formed Industry Committee reviews and reports to the full board on the activities of the Business Services Team. The committee can request research of specific issues or trends. The Committee leads the board members' individual interaction with the workforce development system, including use of the PA's workforce development system of

record /PA CareerLink® system, hosting youth work experience, joining industry partnerships, and board committees.

The DCWDB staff are employed by the County of Delaware.

Anthony Lerario, Monitor, is responsible for ensuring equal employment opportunities and civil rights protections in the operation of the workforce development system. The County of Delaware's Human Resources department is responsible for ensuring equal employment opportunities and civil rights protections among staff to the DCWDB. The County of Delaware's Director of Diversity, Equity, and Inclusion also supports the DCWDB's work to ensure equal employment opportunities and civil rights protections.

Structural Exception

As required by Workforce System Policy (WSP) 02-PY2015, the Delaware County Council and the DCWDB have established a written agreement between the County and the Local WDB that details the separate roles, responsibilities, and managerial authority and other related internal controls in order to maintain the structural exception. Please refer to Attachment #2 and Attachment #2A for organizational charts which depict a clear separation of duties between the Delaware County Workforce Development Board and programmatic and service delivery entities.

Under the approved structural exemption separate departments, internal controls and appropriate supervision for each department, the workforce development board and the programmatic delivery entities, is in place. The DCWDB operates under the Executive Director of the WDB and reports directly to the chair of County Council. The major WIOA responsibilities include the WIOA Fiscal Agent and Administrative duties, in addition to providing staff services to the Delaware County Workforce Development Board.

The Delaware County Office of Workforce Development (DCOWD) Director, which delivers programmatic and service delivery, reports directly to the vice-chair of the County Council and is primarily responsible for the implementation of WIOA Title I Operations with emphasis on provision of Career Services. Numerous community-based program providers support direct service delivery. The full list of program providers can be found in Attachment #2A and Attachment #3.

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

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

The DCWDB workforce system consists required and additional partners, as listed in Attachment 3: Delaware County Workforce Development System Program Partner-Provider List, working collaboratively to meet the County and Region's needs. At the center of the workforce development system are the required partners under the Workforce Innovation and Opportunity Act (WIOA). These required partners include WIOA Title I, which serves adults, dislocated workers, and youth; WIOA Title II, which serves adult education, WIOA Title III Wagner-Peyser, and WIOA Title IV Vocational Rehabilitation.

The Delaware County workforce delivery system includes the follow services and entities:

- Adult and Dislocated Worker Employment and Training services are offered by Delaware County Office of Workforce Development, Delaware County Literacy Council, Business Interface Workforce

Services, Delaware County Community College, Goodwill Industries of Delaware and Delaware County, and EDSI.

- Youth Workforce Development services (WIOA and TANF) are offered by Be Proud, Community Action Agency of Delaware County, Chester Education Foundation, Eckerd Connects, Inner City Movement, Multicultural Family Services, Delaware County Literacy Council, EDSI, Delaware County Intermediate Unit
- Adult Education services (WIOA Title II) are offered by Delaware County Literacy Council
- Employment Services under Wagner-Peyser (WIOA Title III) are offered by Pennsylvania Department of Labor & Industry, Bureau of Workforce Development Partnership
- Vocational Rehabilitation services (WIOA Title IV) are offered by Pennsylvania Office of Vocational Rehabilitation (OVR)-
- Senior Community Service Employment Program (WIOA Title V) is offered by The WorkPlace, Inc. and AARP Foundation
- Employment and Training Programs under CSBG (Community Services Block Grant) are offered by Community Action Agency of Delaware County
- Employment and Training Programs under HUD (Federal Department of Housing and Urban Development) are offered by Community Action Agency of Delaware County
- State Unemployment Compensation Programs are offered by Pennsylvania Department of Labor & Industry-Programmatic via phone and computer
- Temporary Assistance for Needy Families (TANF) services are offered by Pennsylvania Department of Human Services (County Assistance Office)
- Postsecondary Career and Technical Education services are offered by Delaware County Community College
- Job Corps services are offered by Philadelphia Job Corps
- Migrant and Seasonal Farmworker services (WIOA Title I) are offered Pathstone
- Native American Programs (WIOA Title I) are offered by Council of Three Rivers American Indian Center
- Employment Advancement and Retention Network (EARN) services are offered by EDSI, Community Action Agency of Delaware County, and the Delaware County Literacy Council
- Work Ready Program services are offered by Community Action Agency of Delaware County
- Reentry/Reintegration of Offenders Programs are offered by EDSI
- Trade Adjustment Assistance services are offered by Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
- Jobs for Veterans State Grant Programs are offered by Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations

The DCWDB collaborates with required and additional partners in the PA CareerLink® system to promote service alignment through both strategic and operational efforts. These partners were recruited to participate in this Local Plan process and the development of the DCWDB's strategic goals. This participation has led to more meaningful goals and better strategic alignment. This strategic alignment is maintained through operational efforts including quarterly Provider/Partner meetings, invitations to attend DCWDB meetings, and shared information about programming trends and best practices. Furthermore, partners are encouraged to participate in professional development and cross training at the local level and through participation in statewide conferences and convenings. The DCWDB's partners are made aware of the state and regional plans during the Local Planning process. DCWDB's strategic goals align with the state plan and regional plan to boost the impact for all initiatives.

3.3. *How will the local board work with the entities carrying out core programs to:*

- *Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment.*

The DCWDB actively works to expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment, by raising awareness of the workforce development system among the board community, by building referral channels from systems which serve individuals with barriers to employment, and by growing the geographic and programmatic diversity of opportunities to reach individuals in many ways. The DCWDB collaborates with partners and program providers, with the help of the County's Public Relations Office, to regularly issue pieces to social media and local press about programs and success stories. The DCWDB is increasing connections to the justice system, recovery, adult education, and human resources to nurture strong referral and collaborative partnerships to reach individuals with barriers to employment. Finally, the DCWDB works to create a workforce development system that offers a variety of opportunities in the various communities that benefit from services.

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

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

Staff members help customers gather the required eligibility paperwork by giving them a detailed listing of the materials that meet programmatic standards. Additionally, they offer advice on how individuals can get required documents, such as contacting Vital Records offices for birth certificates or checking 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. Only as a last resort, an individual can self-certify for Title I program eligibility. Self-certification is not allowable for family size or family income.

As eligibility information is provided by the customer, it is verified by staff examination, 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.

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

The DCWDB has developed strategies and operational elements to ensure eligible individuals receive appropriate services, including co-enrollment in multiple services, and are pursuing Career Pathways in local High Priority Occupations (HPOs). These include cross-training of Provider, Partner, and CareerLink® staff that includes all services and the mechanism to refer to the appropriate provider. The DCWDB leverages training, work-based training, and integrated education and training programs to promote Career Pathways in local HPOs.

Any customer who has not completed high school/GED, could benefit from additional basic skills development, or for whom limited English language proficiency is a barrier to employment will be referred to the WIOA Title II provider. These referrals will be critical in order to provide customers with the basic skills required to access career pathways appropriate to their interests, current, and potential skills and abilities. PA CareerLink® staff are trained to refer appropriate customers to the WIOA Title II provider using PA's workforce development system of record Referral Module. Title II providers will then determine eligibility of referrals.

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

3.4. 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.*

The DCWDB values the input of business in Delaware County and the Southeast Region. The DCWDB employs a variety of strategies to engage employers, including partnerships with the Chamber of Commerce and Commerce Centers, an increasingly active Business Services Team, development of work-based training programs, and renewed efforts to activate employers in Industry Partnerships.

Employer engagement efforts will be a priority for the DCWDB Chair, Executive Director, and the Employer Engagement Manager. The Employer Engagement Manager will lead the business services team that includes members from Title I programs, TANF programs, OVR/Title IV, and community-based organizations. Representatives from the Commerce Center and the Chamber of Commerce will also join this group. The Employer Engagement Manager will report to the DCWDB Executive Director, and to the Employer Engagement Committee of the DCWDB. The Employer Engagement Manager will not provide any career services and will not input information into PA's workforce development system of record.

The Employer Engagement Manager will oversee the day-to-day coordination of employer outreach efforts including visits, job fairs, and all engagement efforts. This role will collect regular input from employers through surveys, focus groups, and research. Most importantly, impact data will be collected and reported to the DCWDB that shows how engagement efforts result in new hires, improved retention, and repeated use by employers involved in the workforce development system.

- *Manage activities or services that will be implemented to improve business engagement.*

During this Local Plan period the DCWDB will build upon recent efforts to assess and grow work-based training opportunities. DCWDB has a strong OJT program. In the near future the DCWDB will initiate pre-apprenticeship programs, potentially partnering with organized labor and Title II adult education. DCWDB will also work with high priority occupation sectors like health, manufacturing, and technology to promote the development of apprenticeships and incumbent worker training.

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

As noted in the Regional Plan, Delaware County's workforce and economic development strategy, messaging, engagement and programs are well coordinated with our neighbors. Active participation in PREP/Engage

activities allows for coordinated regional work. DCWDB is increasing activity with regional industry partnership to ensure local employers can benefit from industry and sector-based strategies.

At a county level, the Commerce Center is an active partner with the DCWDB. The Commerce Center Director sits on the DCWDB and is a member of the Industry (Employer Engagement) Committee where strategy, messaging, engagement, and programs are discussed and development. The Directors of the Commerce Center and DCWDB routinely conduct joint outreach to local employers. Furthermore, the Local Elected Officials regularly call upon the Commerce Center and DCWDB to jointly address local challenges. This tight connection between workforce development and economic development exist at the county and regional levels.

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

During the COVID 19 pandemic, the DCWDB intensified coordination between PA CareerLink® and the unemployment compensation programs. Because many UC customers turned to PA CareerLink® system for help, the entire DCWDB system worked to remain informed about policy changes and strategies to support UC customers. This level of coordination will continue post-COVID 19. The return of the RESEA program in 2021 has renewed UC customers' knowledge of the programs they can access. The Title III staff will lead the RESEA work and closely coordinate with all PA CareerLink® partners to support job seekers who are eligible for services.

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

The DCWDB is actively coordinating workforce investment activities with local and regional economic development activities. DCWDB staff coordinate with the local economic development activities in many ways including the leader of the Commerce Center participating on the DCWDB, a member of the Commerce Center participates on the LMC, and the DCWDB and the Director of the Commerce Center frequently co-presenting to local employers. Through these regular communications and hands-on collaborations, the local activities are aligned. The DCEDB further aligns with the regional economic development through participations in coordinating groups, including SEPA PREP/Engage! Meetings.

The DCWDB is developing a variety of metrics to measure employer outcome results from collaboration with economic development. Among the current metrics are meetings with employers and follow up engagement with employers. In the long-term DCWDB intends to measure the deeper engagement in the workforce development system including incumbent worker training, career pathways development, partner referral, use of the system of record to hire new employees, and satisfaction with employer experience.

In response to the uneven recovery from the COVID-19 economic downturn, the DWDB is partnering with the Commerce Center to investigate the use of entrepreneurial skills training and microenterprise services to provide opportunities for workers unable to return to the traditional workplace. Both economic development and workforce development tools like loans and grants are being used to help entrepreneurs recover from the impacts of COVID-19.

4. OPERATIONAL PLANNING: Local Area Workforce Delivery System

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

The Delaware County Workforce Development system is vibrant, collaborative, and focused on opportunities. Under the leadership and oversight of the Delaware County Council, the DCWDB, the PA CareerLink® partners, workforce development program providers, and community stakeholders provide high quality workforce development services.

The Pa CareerLink® One-Stop Operator, Mike Lawrence, was selected through a competitive RFP process that included a public notification, committee review of proposals, and approval by the DCWDB and Delaware County Council. The next competitive procurement process will begin with a public notice March 15-22, 2021. The Request for Proposals (RFP) will be available March 24, proposals will be due May 5 at 5pm. Proposals will be reviewed by a committee using a rubric. Recommendations for approval will be considered at the June 3 DCWDB meeting and the June 15, 2021 Delaware County Council meeting. The key roles of the PA CareerLink® Operator are coordination of services at the PA CareerLink®, facilitation of quarterly PA CareerLink® partner meeting, support of the MOU and Resource Sharing Agreement negotiation process and reporting to the DCWDB about overall PA CareerLink® operations.

Under a waiver PA Department of Labor and Industry, WIOA Title I services are provided by the Delaware County Office of Workforce Development, for orientation and Individual Training Accounts administration. The next competitive procurement process will begin with public notice March 15-22, 2021. The Request for Proposals (RFP) will be available March 24, proposals will be due May 5 at 5pm. Proposals will be reviewed by a committee using a rubric. Recommendations for approval will be considered at the June 3 DCWDB meeting and the June 15, 2021 Delaware County Council meeting. The Delaware County Community College provides comprehensive assessment services for Title I participants that includes reading and math skills to determine ITA eligibility, interests, and experience. Job placement services are provided by Goodwill Industries, the Delaware County Literacy Council, Community Action Agency of Delaware County, and Business Interface.

See Attachment #3 for a full list of workforce development system partners and providers.

WIOA Title II service are provided by the Delaware County Literacy Council and include English as a Second Language, Adult Basic Education, GED preparation, and Integrated Education and Training for Immigrants.

WIOA Title III services are provided by the Pennsylvania Bureau of Operations Workforce and include Wagner-Peyser program Labor Exchanges services, Trade Act, Jobs for Veterans, Rapid Response, Foreign Labor Certification, RESEA, and universal job seeker services.

WIOA Title IV services are provided by the Office of Vocational Services and include assessment and training for individuals with disabilities.

Equal Opportunity Employment and Civil Rights Protections are offered by the DCWDB Equal Opportunity Administrator, Anthony Lerario. These services are reinforced by the Delaware County Office of Human Resources and the new Delaware County Office of Diversity, Equity, and Inclusion.

Community advocacy groups are recruited to participate in the workforce development system. Among the many groups, the NAACP is represented on the DCWDB and other groups are active in committees, especially the Youth Committee. Members of other systems or special populations that are active in the Youth Committee include the Public Defender's Office and Children and Youth Services.

4.2. *Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other).*

For contact information on the below one-stop partners see Attachment #3: Delaware County Workforce Development System Program Partner-Provider List. The Delaware County workforce delivery system includes the follow services and entities:

- Adult and Dislocated Worker Employment and Training services are secured through competitive procurement process and are offered by Delaware County Office of Workforce Development, Delaware County Literacy Council, Business Interface Workforce Services, Delaware County Community College, Goodwill Industries of Delaware and Delaware County, and EDSI.
- Youth Workforce Development services (WIOA and TANF) are secured through competitive procurement process and are offered by Be Proud, Community Action Agency of Delaware County, Chester Education Foundation, Eckerd Connects, Inner City Movement, Multicultural Family Services, Delaware County Literacy Council, EDSI, Delaware County Intermediate Unit
- Adult Education services (WIOA Title II) are offered by CareerLink® partner Delaware County Literacy Council
- Employment Services under Wagner-Peyser (WIOA Title III) are offered by CareerLink® partner Pennsylvania Department of Labor & Industry, Bureau of Workforce Development Partnership
- Vocational Rehabilitation services (WIOA Title IV) are offered by CareerLink® partner Pennsylvania Office of Vocational Rehabilitation (OVR)-
- Senior Community Service Employment Program (WIOA Title V) is offered by CareerLink® partner The WorkPlace, Inc. and AARP Foundation
- Employment and Training Programs under CSBG (Community Services Block Grant) are offered by CareerLink® partner Community Action Agency of Delaware County
- Employment and Training Programs under HUD (Federal Department of Housing and Urban Development) are offered by CareerLink® partner Community Action Agency of Delaware County
- State Unemployment Compensation Programs are offered by CareerLink® partner Pennsylvania Department of Labor & Industry-Programmatic via phone and computer
- Temporary Assistance for Needy Families (TANF) services are offered by CareerLink® partner Pennsylvania Department of Human Services (County Assistance Office)
- Postsecondary Career and Technical Education services are offered by CareerLink® partner Delaware County Community College
- Job Corps services are offered through referral by Philadelphia Job Corps
- Migrant and Seasonal Farmworker services (WIOA Title I) are offered Pathstone
- Native American Programs (WIOA Title I) are offered through referral by Council of Three Rivers American Indian Center
- Employment Advancement and Retention Network (EARN) services are secured through competitive procurement process and are offered by EDSI, Community Action Agency of Delaware County, and the Delaware County Literacy Council
- Work Ready Program services are offered by Community Action Agency of Delaware County
- Reentry/Reintegration of Offenders Programs are secured through competitive procurement process and are offered by EDSI
- Trade Adjustment Assistance services are offered by CareerLink® partner Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
- Jobs for Veterans State Grant Programs are offered by CareerLink® partner Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations

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

During this Local Plan period the DCWDB will continue to build innovative strategies that provide access to the one-stop delivery system. These new strategies will build upon the changes required by the COVID 19 pandemic. The DCWDB workforce development system ensures individuals with barriers to employment can easily access services through a variety of initiatives. DCWDB's system is embedded in communities with the greatest barriers to employment and located the two comprehensive PA CareerLink® centers in communities of greatest need. Through a decentralized system of community-based program providers, services are easily accessible to individuals with barriers to employment.

The DCWDB facilitates access to services throughout Delaware County by offering two comprehensive PA CareerLink® sites at different ends of Delaware County. Due to COVID 19 these PA CareerLink® sites offer all services online or by phone assistance making services available from any location. Through coordination efforts led by the One-Stop Operator and the two PA CareerLink® Administrators, individuals can access information about services co-located at PA CareerLink® and services located in the community. Accessibility is achieved through specific activities including program provider and PA CareerLink® partner cross-training at quarterly meetings, collaborative community outreach/awareness raising including Job Seeker video production and SEPTA ads and use of referrals.

The PA CareerLink® in Chester City offers an easily accessible “campus-like” setting which includes the County Assistance Office and the Office of Probation and Parole in the same building. The Earnings and Retention Network (EARN) program, operated by program provider EDSI, is located across the street from the PA CareerLink®. The PA CareerLink® building occupies a full block with the Social Security Administration building, a Community Health Center, the Chester Police Department, and the Boys and Girls Club located on adjacent blocks.

The DCWDB worked with the Department of Labor and Industry, as well as local libraries, to increase access to services through use of technology. The DCWDB was grateful for support from the Department of Labor and Industry which allowed the Chester City PA CareerLink® to purchase technology to expand Wi-Fi access into the parking lot. This has allowed individuals to safely access internet services at any time. The DCWDB also partnered with local libraries that have expanded their Wi-Fi internet service outside of their building. In the fall the DCWDB hopes to partner with libraries in communities with the least computer ownership and internet subscription rates to offer digital literacy classes. All these efforts reduce barriers to access for online workforce development services.

Under the guidance of the PA Office of Equal Opportunity the DCWDB works with both Delaware County PA CareerLinks® to ensure auxiliary aids are available to anyone. Adaptive Equipment available for people with disabilities includes:

- Adjustable height table for PC
- Adjustable height chair with adjustable height arm rests
- Alternate mini keyboard
- Alternate track ball mouse
- Foam wrist rest
- Large print/braille keypad stickers
- Monitor arm
- ZoomText
- JAWS Speech output software

- Closed circuit TV
- Assistive listening devices with disposable covers
- Dedicated telephone line for TTY
- Readers and writers
- Optical wheel mice
- Signature guide
- Sign language interpreting
- Footstool
- AT&T Telecommunications Relay Service
- Automatic doors

The DCWDB places a high value on timely data to increase successful outcomes and inform system alignment. For employers using the PA's workforce development system of record job posting tool, a Title III Business Services Representative conducts the initial vetting process, and can assist employers in posting jobs. All employers must be vetted prior to posting jobs in PA's workforce development system of record.

When a participant expresses interest in a WIOA program, the Career Consultants collect all eligibility documents and enter data into PA's workforce development system of record prior to any service delivery. Contracted program providers are responsible for collecting participant eligibility documentation and the PA CareerLink® Support Worker enters the data into PA's workforce development system of record prior to any service delivery. For WIOA youth programs, the contracted program provider collects eligibility documentation that is entered into PA's workforce development system of record by the Youth Program Manager. After an individual has been determined eligible and entered into PA's workforce development system of record, on-going case notes are added at least every other week.

Title II Adult Education uses the Pennsylvania Department of Education's eData system to track students' demographic information, attendance, and assessments that indicate measurable skill gain. OVR and Unemployment Insurance use the PA's workforce development system of record system in compliance with their program guidance.

In the Delaware County Workforce Development Area, program providers that serve participants who are not in WIOA Title I or Title III career and training services are responsible for establishing participants' eligibility for programs. Once that has been determined, all documentation and services are entered into PA's workforce development system of record by the PA CareerLink® Career Consultants.

The DCWDB has not authorized the use of funds to purchase or lease information management systems to aid in the management of WIOA programs.

The DCWDB works with the Delaware County Literacy Council (Title II) to develop Career Pathways that provide access to employment and training for individuals in adult education programs. Among the many efforts to connect Title II participants to employment and training are the Delaware County Literacy Council holding a Title I contract to serve immigrant job seekers, offering adult education classes in the Chester City PA CareerLink® and referring individuals to the ITA program for training. Similarly, the DCWDB offers support and information about employers' workforce needs as the Delaware County Literacy Council aligns their programs to WIOA goals.

The DCWDB workforce development system values getting information to customers in a quick and accurate manner. Supervisors in the system are alert to any customer feedback around timeliness.

Due to the increased use of personal devices to aid in communication for individuals with limited English language proficiency or Deaf and Hard of Hearing individuals, many individuals use communication apps on their smart phone, like Google Translate. When an individual does not have access to a communication device, the PA CareerLink® staff access on-site translation if accessible, or schedules the individual for a time when translation services are available. Deaf individuals can access a TTY and are provided an American Sign Language interpreter when requested. Each year the One-Stop Operator and two PA CareerLink® Administrators will analyze US Census data and participant data to determine if more than 5% of the population speaks a specific language other than English. Materials will be translated into languages spoken by more than 5% of the population. Translation services are available when requested.

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

At the Delaware County PA CareerLink® sites all staff, including the one-stop operators, partners, and program providers, will be trained during this plan period to aid and accommodation to all participants and employees on an equal and inclusive bases. The Equal Opportunity Officer will conduct monthly training sessions for staff, partners, and providers and will offer training as part of all DCWDB full board meetings. The Equal Opportunity Officer will collaborate with leaders in the field to offer training to address at least the following topics. Additional topics will be added in response to concerns or evolution of issues.

1. Equitable Job Posting
2. Substance Use Disorders: Language and Stigma
3. Disability Sensitivity Training
4. EO Tagline-Where and When to add the tagline.
5. CPWDC Equal Opportunity and Discrimination Complaint Policy and Procedure
6. Language Line and Language Discrimination
7. Complaint Log Procedures
8. Americans with Disabilities Act-July 25th Anniversary Presentation
9. Age Discrimination in Employment ACT (ADEA)
10. EO Complaint Timelines
11. Accidentally Harassing a Women, Article Review and Discussion on #MeToo
12. Discrimination Complaints and Retaliation
13. Complaint Investigation Tips

The DCWDB one-stop operator and the one-stop partners comply with WIOA Sec 188 and ADA 1990 by ensuring that individuals with disabilities have access to PA CareerLink® facilities, programs and services, technology and materials. The DCWDB conducts annual monitoring and staff training for the PA CareerLink® staff to evaluate and ensure compliance with WIOA Sec 188 and ADA 1990. Each year the One-Stop Operator and two PA CareerLink® Administrators will analyze US Census data and participant data to determine if more than 5% of the population speaks a specific language other than English. Materials will be translated into languages spoken by more than 5% of the population. Translation services are available when requested.

The DCWDB conducts affirmative outreach to ensure equal access to programs and activities. The DCWDB's

outreach efforts in newspapers, social media, and the radio are created to be accessible to all possible customers by using text requiring less than an eight-grade reading level. The DCWDB is installing the Google Translate tool on the website to ease use among individuals with limited English proficiency. The DCWDB partners with the Delaware County Public Relations Office to ensure all messages about services are widely distributed to all possible customers in Delaware County.

During this Local Plan period, the DCWDB has set the goal to “investigate and address structures and practices that limit diversity, equity, or inclusion in the workforce development system.” This critical and system-wide work will be supported by the Delaware County Equal Opportunity staff as well as a newly created County-level role of Director of Diversity, Equity, and Inclusion. Together with PA CareerLink® partners and program providers, the DCWDB will take a systemic approach to intentionally working toward better diversity, equity, and inclusion.

The DCWDB submitted all required documentation in October 2020 for the L&I’s Office of Equal Opportunity annual compliance review and the outcome is pending. The DCWDB staff will continue to diligently submit all required reports and logs in a timely manner.

The DCWDB works with the local Community Transit service to ensure individuals with disabilities can access transportation to the two Delaware County PA CareerLink®. Due to the impact of COVID 19, all customers, including those with disabilities, are encouraged to access service online. This removes the transportation barrier for individuals with disabilities. Adaptive Equipment available for people with disabilities:

- Adjustable height table for PC
- Adjustable height chair with adjustable height arm rests
- Alternate mini keyboard
- Alternate track ball mouse
- Foam wrist rest
- Large print/braille keypad stickers
- Monitor arm
- ZoomText
- JAWS Speech output software
- Closed circuit TV
- Assistive listening devices with disposable covers
- Dedicated telephone line for TTY
- Proprio is used for telephonic translation services
- Readers and writers
- Optical wheel mice
- Signature guide
- Sign language interpreting
- Footstool
- AT&T Telecommunications Relay Service
- Automatic doors

For individuals with limited English language proficiency many can use smart phone’s Google translate to conduct basic communications. If more assistance is needed PA CareerLink® partner staff speak Spanish language and can assist in translation. The PA CareerLink® also offers access to translation services.

The PA CareerLink® partners with core providers including the Office of Vocational Rehabilitation, the Delaware County Literacy Council, Maturity Works, and Community Transit to meet the needs of individuals protected by WIOA Sec 188 and ADA 1990

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

The DCWDB is dedicated to continuous improvement in the local workforce development system through data-driven decision making, research-based best practices, and comprehensive monitoring and oversight of programs. The DCWDB uses high priority occupation (HPO) data from L&I's Center for Workforce Information and Analysis (CWIA) to determine the mix of education and training opportunities included in the workforce development system. DCWDB staff regularly meets with training providers, colleges, and universities to review the HPO list for Delaware County and encourage high quality programs to apply to be included on the Eligible Training Provider List. Simultaneously the DCWDB staff collect input from employers to ensure training opportunities prepare the workforce pipeline for future employer needs. If an emerging skill set or training is requested by an employer but is not part of the high priority occupation list, DCWDB staff will gather additional employer input to determine widespread demand, which may lead to petitioning for additional HPOs. Through collaboration with the Commerce Center and the Chamber of Commerce, the DCWDB will regularly collect input from employers in individual or group meetings to better understand their needs.

As the DCWDB learns about employer needs, the priorities of the procurement process for program providers will reflect the evolving skills and knowledge demanded by employers. During the procurement process all providers must address which individuals with barriers to employment will be serviced and which HPO will they be prepared for. All Requests for Proposal will encourage applicants to base their program design on HPOs.

The DCWDB monitors all programs and trainings to ensure they are high quality. Through annual on-site and quarterly desk monitoring, performance toward negotiated benchmarks and qualitative performance are evaluated. During the on-site monitoring, all program providers must share their customer satisfaction results. The results of these monitoring activities are reviewed by the monitoring/oversight committee of the DCWDB and are included in the procurement process when entities apply to continue programs.

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

Delaware County is a large and diverse Workforce Development Area and the DCWDB has designed a network of services for eligible adults (A) and dislocated workers (DW) that reflects the diversity of education and employment opportunities. The design of this network begins with the workforce needs of local employers then incorporates research-based best practices and local education and training resources. The DCWDB intentionally selected a decentralized, community-based model for service delivery of WIOA Title I Adult and Dislocated Worker programs. The DCWDB's training (Individual Training Account) opportunities are anchored in employers needs but are more centralized to several high-quality training providers. Finally, workshops available to WIAO Title I A/DW and all job seekers have leverage online offering to deliver the highest quality programming at a national level.

In two year cycles the DCWDB assesses employers' emerging needs and aligns employment and training activities to meet those needs. Through a formal procurement process the DCWDB notifies the public of the Request for Proposal (RFP) that outlines WIOA Title I A/DW program requirements along with priorities for

serving populations with barriers to employment. Entities that demonstrate competence are contracted to deliver services that reach performance benchmarks. The resulting network of contracted program providers organically serves communities with which they are most aligned. For example, the Delaware County Literacy Council (Title II) is the largest provider of English as a Second Language instruction to immigrants and provides Title I A/DW job placement services for immigrants. Similarly, Business Interface is a local workforce development company that offers Title I A/DW job placement services to individuals in the City of Chester.

The Delaware County Workforce Development Area is home to over 25 Colleges, Universities, and training providers that offer training that is accessible in person or online to Adults and Dislocated Workers in all parts of Delaware County. On an ongoing basis DCWDB staff meet with representatives of training providers to review the high priority occupation lists and the current Individual Training Account (ITA) Eligible Training Provider List's program offering. When training gaps are identified, the training entities are encouraged to meet the demand by applying to join the Eligible Training Provider List.

The COVID 19 pandemic and resulting transition to online workshops for job seekers accelerated interest in finding high quality online workshops. The PA CareerLink® staff have researched well regarded workshops on a regional and national level. Use of online workshops has allowed all job seekers access to excellent training.

The DCWDB seeks a wide array of high-quality employment and training activities that are available to adult and dislocated workers. Most Individual Training Accounts are applied to high quality program at a limited number of training providers (Delaware County Community College, Springhouse Training, Full Circle Training), however the DCWDB seeks to identify additional high quality training providers that offer training content that is not currently offered. When evaluating current training activities or seeking new training providers, the DCWDB evaluates the training completion rate, the post-training employment rate, the salary for the resulting employment, and the cost of the training compared to comparable training.

Through the RFP process the DCWDB seeks community-based program providers to offer employment services to specific populations with barriers to employment. The DCWDB seeks providers to serve each type of population while achieving the negotiated performance benchmarks that have been established with the Department of Labor and Industry. Budgetary constraints are also considered during the RFP process.

The DCWDB WIOA Title I Priority of Service policy follows Pennsylvania guidance. Basic career services are available for any individual as long as funding is available. Individualized career services and training services are available based on the priority of service policy. The first priority group is comprised on Veterans and spouses who have at least one of the following attributes: recipient of public assistance, low-income, basic-skills deficient, underemployed and low-income. The second priority group are individuals who have at least one of the following attributes: recipient of public assistance, low-income, basic-skills deficient, underemployed and low-income. The third priority group is veterans and spouses who do not have the previously listed attributes. The fourth priority group includes all other individuals who are eligible under WIOA Adult criteria. The DCWDB Priority of Service policy is reviewed and adjusted by the board as needed.

During this Local Plan period the DCWDB has identified expansion of services to older youth as a key goal. The DCWDB will continue to build formal relationships with systems that serve vulnerable older youth including the justice system, foster care system, and children and youth services. The DCWDB will also seek opportunities to serve youth who may have become disconnected after completing high school and before developing the skills they need to thrive in the workforce. For both groups there will be a focus on

developing employer demanded occupational skills that enable the older youth to thrive in the workplace.

During this Local Plan period, the DCWDB has identified the development of work-based training, Career Pathways, and co-enrollment as a key goal. The DCWDB will continue to work with employers and labor unions to develop work-based training activities, including OJT, apprenticeships, pre-apprenticeships, and incumbent worker training. Health care, technology, and manufacturing are leading HPOs in Delaware County and the Southeast Region. All these industries offer multiple Career Pathways and lattices. The DCWDB will work locally and in the region to promote training and employment in these areas.

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

The DCWDB uses employer demanded work-based and school-based trainings to up-skill or reskill unemployed, under-employed, and incumbent workers. The work-based trainings include OJTs and incumbent worker trainings in high priority occupations. Similarly, the school-based trainings offer unemployed and underemployed individuals' instruction in skills demanded for high priority occupations that are delivered by high quality schools and training providers on the PA Eligible Training Provider List.

Work-based training, specifically OJT, is used when the job seeker is a near match to the needs of an employer and the job seeker's skill gaps can be addressed through targeted trainings. When a job seeker has a broader skills gap or intends to change career pathways requiring a new set of skills, the job seeker will access an Individual Training Account.

The DCWDB's current Individual Training Account (ITA) policy has a cap of \$5,000. This is reviewed annually by the DCWDB, and the policy is adjusted accordingly. The Board reviews local award levels based upon funds available, comparable effective practices, leveraging of other funds potential and other factors.

The DCWDB ensures informed customer choice in the selection of training programs by requiring customers to research training providers prior to selection. Any individual who is interested in pursuing training must first complete an orientation and meet individually with a Career Specialist. During these meetings, individuals complete an assessment that identifies career interests, personal strengths, and skills. Individuals are counseled about various trainings that propel workers along career pathways. Once an individual has identified a training, they must visit three schools or training providers that offer that training. During these school visits, individuals are encouraged to learn about supports (tutoring, etc.), graduation rates, costs, and job placement rates that each school offers. After three visits, the individual is prepared to make an informed customer choice in selecting a training program, or to reevaluate their choice and begin a new process.

The DCWDB selected the CASAS Diagnostic Math and Reading as the assessment prior to training. The CASAS is approved by the National Reporting System and gives a reliable assessment of an individual's reading and math abilities. For individuals with disabilities, accommodations can be made by using large print, extending the assessment time, or administration in a quiet setting. Staff conducting the assessment must be certified and follow specific accommodation protocols.

The DCWDB also uses Title I providers' job placement services for individuals who have the goal of quickly returning to the workforce. The determination of which contract-based job placement service to refer the job seeker to is made during the assessment. A wide range of contract-based job placement services address the unique needs of job seekers who have limited English language skills, are Veterans, are

Returning Citizens, are in recovery, etc.

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

The DCWDB receives WIOA and TANF Youth Development funding to serve the youth of Delaware County. WIOA funding is allocated for out of school youth (OSY) who possess a barrier to employment and meet additional eligibility criteria. Temporary Assistance for Needy Families Youth Development funding is allocated for in-school youth who qualify under TANF income eligibility. A portion of TANF YDP funds provide opportunities to youth with disabilities.

The Youth program design framework supports the development of evidence-based programs. Program offerings include an emphasis on providing the 14 program elements. The framework incorporates an objective assessment of a youth's academic and skills levels. A review of basic skills through CASAS testing, prior work experience, and aptitudes and interest surveys help design the most appropriate services and career pathways strategies. An individual service strategy is developed to identify career pathways, objectives, and goals directly linked to performance indicators. Emphasis is placed on a comprehensive case management strategy using a youth-centered approach in the delivery of services.

The Delaware County Council oversees the DCWDB. The DCWDB created a Youth Standing Committee to assist with planning and operational issues relating to youth services. The DCWDB has updated the composition of its Youth Standing Committee. The chair, who is a member of the DCWDB, continues to hold this position. Three new DCWDB members and numerous representatives from the community, who are experts in their respective fields, have volunteered. The members have shown an interest in youth-related policy and are listed below.

- Catherine Judge Cardillo, (Committee Chair/DCWDB Member), Trinity -Health Mid Atlantic
- Bill Tyson, (DCWDB Member) Penn State Brandywine University
- Rick Durante, (DCWDB Member) Franklin Mint Federal Credit Union
- Jason Rode, (DCWDB Member) Carpenters Union Representative
- Jenn Kacimi, Delaware County Literacy Council
- James Neilsen, Upper Darby School District
- Gretchen Sidler, Delaware Co. Children and Youth Services
- Alyssa Poole, Chief of the Juvenile Division of the Public Defender's Office
- Alanah Pierce, Youth Resource Coordinator, Chester Youth Collaborative
- Employer TBD

The Youth Committee will meet quarterly. The Youth Committee will help identify trends, gaps, and best practices. During the RFP process, members will help set goals for funding priorities, develop evaluation rubrics, and review staff recommendations for funding. Youth Committee members will encourage engagement with employers who hire youth job seekers and facilitate connections to schools, unions, and systems that serve youth.

The DCWDB is always looking for ways to leverage partner, board, and youth committee resources to provide the WIOA 14 program elements. Youth committee members will be apprised of the program elements and surveyed to see which elements, if any, could be offered in-kind from their organizations. Suggestions include to provide meaningful summer or year-round work experience opportunities, tutoring, financial literacy workshops, exposure to post-Secondary ed. opportunities, and career-related workshops.

The DCWDB dedicates 100% of their WIOA funding to serve OSY in response to the WIOA 75% expenditure requirement and prioritizing services to Out-of-School Youth (OSY). Services include workforce investment activities tailored to youth most in need of services, including individuals with disabilities. Four OSY service providers recruit potential applicants from community-based organizations, partners, and juvenile justice agencies, former participants, and social media platforms. Local PA CareerLink® offices assist with recruitment fairs and free advertising through social media connections, constant contact email blasts, and PA CareerLink® newsletters. Also, OSY service providers have access to the PA's workforce development system of record Workforce Program Referral Enhancement process. Training on the PA's workforce development system of record and referral process has been provided along with useful PA's workforce development system of record Help center resources.

As identified within the local plan, the DCWDB has selected specific goals to address youth programming and increase future work experience opportunities. The DCWDB is implementing strategies to achieve this goal. Steps taken include the redesign of the composition of the youth standing committee. DCWDB members interested in youth initiatives, representatives from local youth-serving agencies, employers, and unions were invited to participate. The member agencies and organizations selected represent the target population the DCWDB is serving. As members, the group will be tasked with creating work experience, internships, and job shadowing opportunities during the summer or year-round, supporting and encouraging connections to schools, unions, employers, and systems that benefit the youth served. The DCWDB has taken a proactive approach to determine the needs of the youth they serve. Assets and Gaps Analysis, along with focus groups, have generated opportunities previously not identified as a resource for the DCWDB. Results showed that public sector employers such as the housing authority, townships, and municipalities are interested in providing work-based learning activities. A more specific survey will be issued to the employer community in partnership with the DC Chamber of Commerce based on the employer findings. Another consideration to expand on the work experience opportunities currently available, the DCWDB is considering providing pre-apprenticeship programs and OJT opportunities.

Career pathways instruction is seen throughout the design of youth programs and incorporated into a youth's individual service strategy (ISS). The development of a comprehensive career pathways approach begins with identifying HPOs within the LWDA. Service providers discuss these occupations and use online resources to introduce youth to the various careers, including nontraditional employment that connects to the professions. A comprehensive online resource is CareerOneStop.org, sponsored by the U.S. Department of Labor and a proud partner of the American Job Center network. This site provides youth the opportunity to complete a self-assessment of their interest, and then a skills matcher helps to identify the skills and education needed for specific careers. The site is interesting and user-friendly so as not to overwhelm the youth. Additional online resources are available to help youth identify an appropriate career path. These sites assist service providers in creating an individualized approach for developing the necessary employability skills and educational needs of the youth to reach their goal and move on to achieve post-secondary credentials and higher wages once employed. Another resource available is partnering with the Title II and Title IV providers to leverage resources to combine education and workforce preparation activities for a comprehensive career pathways method.

The DCWDB encourages co-enrollment of its OSY youth participants, if a youth meets the partner programs' eligibility criteria. The services or training available must align with the participant's individual service strategy (ISS), planned goals, and objectives. The youth service provider will work with the youth participant to determine the best course of action to maximize available partner services. Allowable WIOA core partner programs for youth co-enrollment opportunities, if eligible and appropriate, include Title I B. Adult and Dislocated worker, Title II Adult Education and Literacy, Title III Wagner-Peyser, and Title IV Vocational

Rehabilitation programs. Other required youth-serving agencies include YouthBuild and Job Corps programs. The core partner agencies Memorandum of Understanding (MOUs) and co-location within PA CareerLink® facilitates a more streamlined approach to effectively identify appropriate services available to increase youth participants' co-enrollment.

- Describe how to leverage TANF Youth Development funding (YDF) to offer workforce activities to even more local area youth.

Program Element	Provider Organization	Activity Time	Goals and %
Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies:	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Delaware County Literacy Council	Year-Round	Provide academic and study skills along with dropout prevention and recovery strategies Number-74/Percentage-71%
Paid and Unpaid work experiences with an academic and occupational component	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, Delaware Co. Intermediate Unit	Summer & Year-Round	Provide career exploration and skill development in structured work experience environment Number-138/Percentage-84%
Leadership development activities, e.g., community service, peer-centered activities	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Delaware Co. Intermediate Unit	Year-Round	Enhance positive social behaviors through leadership skills, team building, workplace diversity training, and community service Number-94/Percentage-90%
Supportive Service	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI	Year-Round	Provide transportation, work related items, clearances, links to educational and community resources Number-74/Percentage-71%
Adult Mentoring	Be Proud Foundation, Chester Education Foundation, Eckerd Connects	Year-Round	Connect with role model related to interest, guidance, goals and support with structured activities Number-74/Percentage-71%
Comprehensive Guidance & Counseling, including Drug & alcohol abuse counseling	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Inner City Movement	Year-Round	Counseling of goals and objectives relating to mental and physical health needs, and referral to partner programs

			Number-84/Percentage-81%
Financial Literacy	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Inner City Movement	Year-Round	Teach age appropriate money management techniques using online resources, workshops, and in-house presentations Number-84/Percentage-81%
Entrepreneurial skills training	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI	Year-Round	Teach how to develop skills to create a business plan and run their own business Number-74/Percentage-71%
Services that provide labor market information about in-demand industry sectors and occupations	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI	Year-Round	Provide information on in-demand occupations, career awareness, counseling and exploration services in online or in-person format Number-54/Percentage-52%
Identified as at risk of dropping out of school	Be Proud, Eckerd, EDSI	Year-Round	Provide support to encourage school attendance and identify risk of dropping out Number-45/48%
Activities that help youth prepare for and transition to Post Secondary Ed., and training	Be Proud Foundation, Chester Education Foundation, Eckerd Connects, EDSI, Delaware County Literacy Council	Year-Round	Guidance with college and trade school application process, tours, career exposure Number-74/71%

Recruitment of youth participants is the responsibility of the contracted service provider. Methods used for recruitment include, but are not limited to, social media, local school districts, and guidance counselors, parents, past participants, PA CareerLink® advertising via constant contact, recruitment fairs, or flyers distributed at the office and EARN providers and programs. During recruitment, priority is given to applicants who are receiving TANF benefits. Providers are encouraged to connect with the County Assistance Offices (CAOs). No formal agreement is in place, but the DCWDB has an excellent working relationship with staff who work in the PA CareerLink® building and the EARN staff. Providers are also allowed to meet with the EARN staff to present their programs and establish a connection with adult EARN participants who may have in-school eligible children. The LMC also allows providers to do a presentation to assist in recruitment efforts. Through the youth program manager, located in the PA CareerLink® office, service providers have access to workshops, services, and WIOA funded programs.

Programs are unique in their design and tailored to the population they serve. Participants are enrolled in

PA's workforce development system of record and are encouraged to visit the PA CareerLink® offices as a field trip to utilize the system. Workshops centered on job readiness, customer service, leadership, and life skills instruction are incorporated into most program designs. Service providers work with each youth to determine the best work experience activity in high demand occupations that align with realistic goals for each youth, develops relevant skills, and offers an opportunity for permanent employment when possible. Job shadowing throughout the school year and short-term paid internships in a specific field of interest also provide a more individualized approach considering their interests and abilities.

The DCWDB does not plan on increasing the hourly wage for any job placements. Participant wages for work experience opportunities remain at \$ 10.35/hour, in line with the Governor's priorities.

For the work experience component, the contracted program provider is responsible for recruiting employers that provide these opportunities and maintaining connections. Recruitment is accomplished through a variety of techniques. Examples include social media advertising, identifying employers on local bus routes, reviewing occupations on the high priority occupations (HPO) list along with labor market data. Program providers search for companies that fit into those fields. Youth can search want ads/job listings and send introduction and invitation letters to employers. Service provider staff solicit employers to come and speak to their program, design company tours, review participant interests and goals and utilize the PA CareerLink® and the Chamber of Commerce employer base to find opportunities.

The DCWDB partners with businesses, education, and workforce partners to support current programs. Retirement communities provide a work experience or guest speakers. Financial institutions offer workshops and financial literacy classes. Education partners include local school districts who provide additional support to the participant through their counseling staff and school resources. Community-based organizations and PA CareerLink® offices assist with advertising, recruitment, referrals, field trip opportunities, and workshops. Monetary contributions are not provided.

The DCWDB plans to offer incentives to TANF youth, contingent upon available funding. The DCWDB Incentive policy is designed to achieve some or all WIOA program elements as a benchmark goal. The type of incentive will be in the form of a gift card. Cash is not permitted. Gift cards cannot be purchased for movie tickets or other venues whose sole source is entertainment. Service providers are aware of the policy, which is part of the RFP, and discuss with youth participants during orientation. The policy outlines the process for issuing incentives directly tied to training activities and work experiences. Disbursement of incentives requires documentation to substantiate the achievement of the measurements. Procedures and safeguards are outlined in the youth policy.

DCWDB Staff Member responsible for implementation, tracking and reporting of TANF activities:

Joan Chicklo, Youth Program Manager

PA CareerLink® @ Chester City, 701 Crosby St., Suite B, Chester, PA 19013

Phone: (610) 447-1639 /Email: chickloj@co.delaware.pa.us

DCWDB Staff Member responsible for tracking and reporting of TANF expenditures:

Dawn Berardinelli, Chief Financial Officer

Delaware County Workforce Development Board

1570 Garrett Road, Suite A, Barclay Square Shopping Center, Upper Darby, PA 19082

Phone: (610) 713-2214 / Email: berardinellid@co.delaware.pa.us

TANF Youth Development Program-Youth Provider Sites in the DCWDA:

- Jane Buchanan- beproud@comcast.net 610-891-8808- Be Proud Foundation-600 N. Jackson St., Media, 19063
- Elaine Greene-Upton egreene@chestereducation.org- 610-364-1212- Chester Education Foundation-419 Avenue of the States, Suite 700, Chester, 19013
- Sonya Korinth- skorinth@dcui.org - 610-938-9000 x 2317- Delaware Co. Intermediate Unit-200 Yale Ave., Morton, 19070-
- Vaughn Wilson- VWilson@eckerd.org -484-454-5298- Eckerd Connects-16 West Baltimore Pike, Lansdowne, 19050
- Laura Zales-, lzales@edsolutions.com -610-876-4855 - EDSI-160 E. 7th St., First Floor, Chester, 19013
- Felicita Myers- felicita@icmovement.org- 484-463-8936- Inner City Movement-7000 Terminal Square, Upper Darby, 19082

Joan Chicklo (484-326-4014 or 610-447-1639 chickloj@co.delaware.pa.us) is responsible for the compilation and submission of the DHS Qualification Spreadsheet on DocuShare.

The DCWDB monitor sends an e-mail to the program provider that contains the monitoring tool and instructions for completion. A date is determined when the completed tool is due. Once the tool is received, an on-site or virtual monitoring meeting is scheduled. A detailed review of the monitoring tool happens at the on-site or virtual visit. A monitoring report is sent to the contact person, the DCWDB Director, and a copy is retained in the monitoring department. The monitor is Anthony Lerario-610-713-2219- LerarioA@co.delaware.pa.us

The DCWDB WIOA Youth eligibility process requires the contracted service providers to determine eligibility and gather documentation. The participant file retains hard copy documentation as evidence supporting the legitimacy of a youth's eligibility to enroll in the WIOA Out of School (OSY) program. The Youth Program Manager or youth staff are responsible for eligibility training. An eligibility certification packet and the WIOA Desk guide reference materials and relevant instructional manuals are provided to service provider staff. Training is held before or during recruitment. The process begins with an initial youth eligibility review and collection of supporting documentation to verify eligibility criteria collected by the subcontractor staff. Required documentation consists of general eligibility documents of SSN, address verification, date of birth and age, selective service registration, and citizenship status. Additional youth program eligibility documentation required includes school status, employment barriers, low-income status, and high poverty area residency. DCWDB youth staff conducts a secondary review to verify eligibility was accurately determined and supporting documentation was submitted. First and secondary reviews are completed before enrollment. The WIOA youth source documentation sheet validates appropriate documentation. In limited, rare, or last resort situations, it is determined that providing eligibility documentation would cause undue hardship for youth, especially those with barriers to employment. Self-Attestation (Applicant statement) would be permissible for the following eligibility barrier elements only: English Language Learner, homeless, In/Aged out of foster care system, youth offender, pregnant and parenting, runaway, and school status at the time of registration. The DCWDB will conduct a quarterly random sampling to monitor self-attestation usage.

The DCWDB WIOA Youth policy outlines and defines an individual who requires additional assistance to enter or complete an educational program or to secure or hold employment as described below:

Criteria:

❖ **Lacks Significant Work History-defined as:**

- No employment history
- Limited employment history
- History of sporadic employment
- Significant gaps in employment
- Fired from one or more jobs
- Unemployed for more than 10 weeks out of the last six months

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

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

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

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

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

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

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

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

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

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

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

❓ WIOA ISY 5% Limitation

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

- o That no more than 5% of ISY enrolled in a program year will be determined eligible, based only on the “additional assistance” criterion contained in this policy
- o That the criteria referenced in this policy is different from the WIOA 5% low-income eligibility exception (window) which allows 5% of local area participants who meet the other eligibility requirements to not be required to meet the low-income threshold
- o That the 5% low income eligibility exception (window) is calculated based on the 5% of participants enrolled in the program year who are required to be low-income to be eligible
- o That the DCWDB will focus on serving eligible ISY youth who are homeless, foster youth, youth offenders and youth with a disability

The Rehabilitation Act of 1973, as amended by WIOA Title IV Pre-employment Transition services, reinforces the importance of integrated services and collaboration among agencies to ensure necessary supports and services are accessible. The amendment also expands the delivery of services for students and youth with disabilities transitioning from school to postsecondary education and employment. The DCWDB places a strong emphasis on providing services to youth with disabilities.

DCWDB contracts with multiple in-school youth service providers, who prioritize recruitment and services to youth with a disability. A referral source for the DCWDB youth programs is the Office of Vocational Rehabilitation (OVR), which coordinates WIOA Title IV Pre-Employment transition services. OVR creates services to enter competitive integrated employment to OVR eligible and potentially eligible in-school youth with disabilities. As a PA CareerLink® partner, OVR maintains office space within the PA CareerLink®. Having a physical location provides access to training and employment opportunities within a one-stop environment. The co-location of Vocational Rehabilitation Specialists facilitates a streamlined approach to the DCWDB youth programs' referral process. The proximity to WIOA youth staff creates opportunities for coordination and sharing of resources by both agencies, thus arranging or providing in-school youth with disabilities with opportunities to participate in pre-employment transition services sooner. OVR is also a part of the PA's workforce development system of record services portal and Workforce Program Enhancements referral process.

Services include assessing strengths and barriers, job and career exploration counseling, and work-based learning experiences that offer in-school or after school opportunities provided in an integrated environment tied to career pathways. Workplace readiness training includes developing social skills and independent living, self-advocacy training, including mentoring and case management services. Auxiliary aids and services needed to participate in pre-employment transition services are considered an allowable expense. A second agency providing services to in-school youth with disabilities is the Delaware County Intermediate Unit (DCIU). The DCWDB contracts with the DCIU OPTIONS program to provide services to youth with disabilities enrolled in one of Delaware Counties' (15) school districts. DCIU OPTIONS Transition services have been developing programs since 1985 to prepare and assist secondary students with various disabilities to live their adult lives as independently as possible. DCIU is one of the only Intermediate Units across Pennsylvania that offers transition services for both students and adults. Services include employability skills and travel training, community-based employment, job coaching, and follow-along services. The DCIU OPTIONS program is also

an adult provider for supported employment services through OVR and the Office of Intellectual and Developmental Disabilities (OIDDD). Continued older youth services include assessment, job coaching and development, career exploration, and meaningful adult day activities.

The DCWDB collaborates with YouthBuild, Philadelphia and Montgomery County Job Corps, and AmeriCorps by serving as a referral source for the programs. YouthBuild Philly Charter school is the closest program to the LWIA. Job Corps is a regular presenter at the Chester PA CareerLink® office and has been an active recruiter for a few years. The Chester PA CareerLink® office has also been a host agency in the past for AmeriCorps VISTA volunteers and would be available to host volunteers in the future. Sharing these programs and opportunities with the DCWDB youth service provider programs, community-based organizations, and partner agencies have created new opportunities not already provided in the local area. Currently, the DCWDB does not have a formal method to track enrollments of youth accessing these programs. However, The Philadelphia and Montgomery Co. Job Corps programs are a part of the PA's workforce development system of record Workforce Program Enhancements referral process allowing for the tracking of data within the system.

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

The DCWDB values the resources of the statewide rapid response team and coordinates local efforts to support employers and the employees who are vulnerable to lay-off. The DCWDB maintains open communication with the Commerce Center and Chamber of Commerce to gather information about employers that may be struggling. The DCWDB staff work with PA CareerLink® partners and program providers to help employers access supports to stabilize their businesses.

When a business is unable to stabilize and issues a WARN notice, the DCWDB collaborates with the statewide rapid response team to offer services. When possible local Title I, Title III, and appropriate community-based organizations join the Rapid Response team for on-site meetings. During the COVID 19 pandemic, on-site meetings were not possible so the DCWDB team responded by phone and email to meet the needs of employees.

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

Delaware County is fortunate to have an excellent system of secondary and postsecondary education programs that prepare young people for the workforce. The DCWDB actively collaborates with school districts, the Delaware County Technical Schools, the Delaware County Community College, the Delaware County Literacy Council, and other postsecondary providers to support strategies, enhance services, and avoid duplication.

Technology has allowed the DCWDB and post-secondary program to expand access to career and technical education programs through online instruction. Especially during the COVID 19 pandemic, all programs had to turn to online instruction. This has facilitated greater access, despite geography, to a variety of training. The DCWDB worked to mitigate the digital divide by encouraging program providers to offer access to devices by extending the PA CareerLink® Wi-Fi service into the parking lot in Chester and offering digital literacy classes in partnership with the Delaware County Literacy Council (Title II) and local libraries in the City of Chester and

Upper Darby.

The DCWDB Executive Director is a member of the Delaware County Technical School Advisory Committee and used the Perkins Act Section 134 biennial CTE comprehensive needs assessment in the development of this Local Plan. The DCWDB avoids duplication of services with secondary and post-secondary education by regularly sharing information about services. Additional methods used to avoid duplication of services include seeking input from DCWDB board members from secondary and post-secondary education on service gaps and redundancies. DCWDB also commissioned a regional study which will include an assessment of services assets and gaps for disconnected youth in the Southeastern PA region.

The DCWDB also collaborates with the Delaware County Literacy Council, the Title II provider, and the Delaware County Community College to coordinate programs and services to meet employers need.

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

The DCWDB works collaboratively with PA CareerLink® Administrators, the One-Stop-Operator, and the other PA CareerLink® partners including Wagner-Peyser staff to coordinate service delivery, maximize impact, and avoid duplication of services. The PA CareerLink® Administrators work with the One-Stop-Operator to identify the mandatory and additional partners and services that should be available in the PA CareerLink®. Supervisors from each group develop work schedules to ensure proper staffing.

The DCWDB is working toward greater program partner integration through the use of PA's workforce development system of record referral module and quarterly meetings. Staff that work on-site participate in regular staff meetings. The DCWDB is moving toward full implementation of the PA's workforce development system of record Referral module as the primary referral mechanism. DCWDB partners and providers participate in quarterly meetings where peers share best practices, emerging trends, and provide cross training for better understanding of program offerings.

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

The DCWDB enjoys a close and productive relationship with the WIOA Title II provider, the Delaware County Literacy Council. Leaders from the Delaware County Literacy Council were involved in the development of this Local Plan through participation in the stakeholder survey, a quarterly provider meeting addressing the Local Plan, a quarterly partner meeting addressing the Local Plan, and through a meeting specifically focused on gather input and coordinating with adult education activities.

The DCWDB works to align Title I and Title II activities through careful review of applications to provide adult education and literacy activities. This application review, and resulting recommendations, will be made within the context of the Delaware County Local Plan. Multiple DCWDB staff will review proposals using the PDE rubric and make funding recommendations to PDE.

The DCWDB will coordinate WIOA Title I and WIOA Title II activities through multiple efforts:

- The Title II provider will make presentations to every DCWDB meeting on adult education activities.
- The Title II provider is a member of the DCWDB.

- The Title II provider will train PA CareerLink® staff on how to screen for individuals who might need adult education services.
- The Title II provider is also a Title I provider and is trained in the requirements and opportunities presented through other Title I providers.
- The Title II provider participates in quarterly PA CareerLink® partner meetings, quarterly Title I provider meetings, and quarterly board meeting.
- The DCWDB encourages co-enrollment in Title I and Title II services when appropriate.
- All PA CareerLink® staff, PA CareerLink® partners, Title I providers, and Title II providers will use the PA's workforce development system of record referral module to ensure a continuous and reliable participant referral path.

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

The DCWDB consistently implements state and federal guidance to serve individuals in accordance with WIOA legislations, however when the COVID 19 pandemic forced most service to move online even greater consistency and cross training was achieved. For most job seekers, the PA CareerLink® is the first point of contact with the workforce development system. Because of changes resulting from COVID 19, most individuals now begin their interactions by calling or emailing a central point of contact. From there all individuals attend an orientation that describes all services and any eligibility requirements. This orientation is currently delivered online, with the use of a common PowerPoint presentation to ensure methodical and consistent information is given to job seekers. This orientation covers all services, from universal services of Wagner-Peyser, to the most specific for individuals with specific barriers to employment, including English language proficiency, out of school youth, etc.

During this Local Plan period, the DCWDB will use a methodical outreach process to raise awareness of the benefits and services of the workforce development system. Outreach activities will be implemented as part of a comprehensive marketing plan that includes social media, traditional local press, grass-roots marketing, and collaboration with partner organizations. Outreach efforts will target a variety of groups: job seekers, employers, community-based referral groups, faith communities, constituent services of elected officials, unions, and employer support entities. Awareness-raising messages will focus on the variety of services to individuals with barriers to employment, the success stories from the workforce development system, and action steps that individuals must take to access services.

The one-stop system is well prepared to offer services equally to all participants, including individuals with disabilities. WIOA Title IV eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors 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. PA CareerLink® staff are cross trained to be knowledgeable about the variety of services offered to individuals with barriers to employment. Through quarterly meetings with PA CareerLink® partners (including OVR, services for older workers, etc.), and Service Providers, PA CareerLink® staff are prepared to refer individuals to partners for specific services. During this Local Plan period, the DCWDB will increase these connections to service providers not currently connected to the workforce development system.

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

During the 2021-24 Local Plan period, the Business Services Team (BST) will grow to include Title III staff, a full-time Employer Engagement Manager from the DCWDB staff, representatives from PA CareerLink®

partners and program providers, as well as external members from the Commerce Center and the Chamber of Commerce. The full-time DCWDB Employer Engagement Manager will lead the group and report directly to the DCWDB Executive Director and the Industry Committee of the Board.

The DCWDB will ensure that program partners not specially represented on the BST are connected to employers through multiple efforts. The BST will be trained to ensure they are fully aware of the various programs that make up the workforce development system, so they can effectively communicate these opportunities to employers. The BST will also have the responsibility to report to quarterly provider and PA CareerLink® partner meetings about trends and new initiatives. Between meetings the BST will be responsible for connecting partners to employers who could benefit from services. These interactions will be tracked and reported to the Executive Director and Board.

The Employer Engagement Manager will be responsible for representing Delaware County in coordinating with the Southeastern Region. This staff person will work with the Executive Director and the Industry Committee of the Board to make employer visits and will manage the tracking and data analysis of employer engagement efforts.

OVR provides WIOA Title IV services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

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

The DCWDB ensures that WIOA Title I activities are aligned with the public transportation network that reaches most Delaware County communities. SEPTA systems include extensive bus routes that reach around the County, a trolley line that connects the County seat of Media to the 69th street transportation hub bordering Philadelphia, and a regional rail train line that connects throughout the region. These public transportation modes are complimented by Community Transit which offers seniors and individuals with disabilities transportation around the County and region. These transportation resources are leveraged to ensure individuals can access WIOA Title I activities and the subsequent employment they achieve.

The DCWDB coordinates support services and resources allowing customers to participate including public libraries, childcare, legal aid, housing, mental health, refugee and immigration service, vocational rehabilitation services, independent living services, and community reentry programs. Coordination efforts include training WIOA Title I staff on the support services, providing presentations to support service organizations about PA CareerLink® and WIOA Title I programs, and providing strategic leadership on coordinating committees.

5. COMPLIANCE

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

The DCWDB works with the Office of Vocational Rehabilitation (OVR), in accordance with Section 107 of the

WIOA legislation to offer assessment, career pathways development, education, training and placement for individuals with disabilities. OVR is a signer on the PA CareerLink® Memorandum of Understanding which outlines practices for collaboration, information sharing, and methods of referral. A representative of OVR participates on the DCWDB and is an active participant in the quarterly PA CareerLink® partners meeting. Through these activities the DCWDB and OVR ensures individuals with disabilities have access to high quality services.

5.2. What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, as a result of audits?

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

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

The DCWDB 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 DCWDB. The debt collection process will be stayed pending a decision regarding the appeal. However, the debt becomes delinquent on the first day following issuance of the letter, whether or not an appeal has been filed.

Interest on the delinquent debt will begin to accrue at that time according to the prevailing rate determined by the U.S. Treasury and will accrue during the entire time of the appeal process. 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 DCWDB within 30 days after issuance of the final determination. The board, with approval from the PA Department of Labor & Industry, Bureau of Workforce Development Administration (BWDA), may negotiate short-term installment agreements in lieu of lump-sum payment 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 DCWDB 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 DCWDA disagrees with the final resolution. Should repayment not be received within the 30-day period, a second notice will be sent by certified mail. This notice will state that repayment must be submitted within 30 days of issuance of the letter. It will also state that interest on the outstanding debt began to accrue on the first day following issuance of the final determination.

If repayment of the outstanding debt is not received within 30 days after issuance of the second notice, a final notice will be sent by certified mail. The final notice will state that the board must receive repayment within

10 days of issuance. It will also list the amount of accrued interest due on the debt. The notice will also state that should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions may be instituted. Any legal action will be initiated by the County of Delaware Solicitor's office.

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

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

The DCWDB works to remain a high-performing board, by working locally, and in collaboration with regional and statewide efforts, to ensure the Pennsylvania workforce is world class. The DCWDB has met, or exceeded, the local area negotiated federal performance goals. Though 2020-21 has been impacted by the COVID 19 pandemic, the DCWDB expects to be back on track for the 2021-22 program year onward.

As part of the County of Delaware government, the DCWDB complies with multiple layers of fiscal regulation, and follows best practices related to internal controls and procurement policies. The DCWDB follows USDOL, PA Department of Labor and Industry, and the County of Delaware regulations. The DCWDB received a successful monitoring report with no findings for the most recent most recent review period of 2019-20.

The DCWDB and staff work to implement best practices in governance and service delivery. During this Local Plan period the DCWDB is embarking on a campaign to increase governance best practices by energizing the DCWDB committee structure and implementing continuous board education efforts. Similarly, the DCWDB is working to maintain strong oversight of services by the board.

The DCWDB is developing new and improved methods to reach and serve individuals with barriers to employment. Driven in part by the high numbers of individuals out of work due to COVID 19, the DCWDB is using innovative approaches to raising awareness of services. Partnering with the Delaware County Government and local press, the DCWDB has implemented a public awareness campaign. During this Local Plan period the DCWDB will continue to reach individuals with barriers to employment through a systematic outreach campaign to County Departments, community-based organizations, elected officials constituents services, and faith communities.

The DCWDB is dedicated to adopting new career and training services provided for WIOA Title I program. Recent efforts have included proactive outreach to new unemployment compensation recipients and unemployment compensation recipients in danger of exhausting their benefits. These new outreach efforts were led by the Department of Labor and Industry and were fully adopted by staff.

During this Local Plan period the DCWDB will actively work with regional and local partners to increase the impact of the Business Services Team. The DCWDB will research and adopt best practices for employer engagement.

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

The DCWDB engaged in a robust collaboration with many stakeholders to inform the contents of this Local Plan. The collaboration included significant input from business, education, and labor organizations.

In the fall of 2020, the DCWDB formed an ad hoc Local Plan Committee that included DCWDB staff and board members. The majority of board members represented businesses, including small business. Labor organizations and human services were also represented on the Committee. This Local Plan Committee oversaw the work of staff and consultants and reported to the full board on progress on the Local Plan.

A consulting group was hired through a competitive procurement process to gather input from a wide array of stakeholders. The consultants compiled a list of over 500 individuals in business, organized labor, education, faith community, elected officials and community leaders to survey through email. The Delaware County Chamber of Commerce supported the effort to collect input by including a link to the survey in a newsletter that reaches 8,000 local employers. After receiving responses from the email survey, the consulting group conducted four focus groups with key stakeholders. The findings from the online survey, and the focus groups, informed the strategic goals of this Local Plan.

The DCWDB also worked with PA CareerLink® partners, program providers, and sister systems to gather input for this plan. During a PA CareerLink® partners meeting, all partners were asked to read the expiring Local Plan 2016-20 and give feedback about the changes to the communities they serve and the goals they are working toward. Each partner brought at least one recommendation for the 2021-24 Local Plan. A similar process was conducted with the WIOA/EARN program providers to gather inputs focused on populations with barriers to employment. Finally, input was collected from sister systems including the adult and juvenile justice system, human services, and Children and Youth Services through individual Teams meetings. During these meeting with the DCWDB Executive Director, leaders from these systems shared data about the populations with barriers to employment that were under their care as well as identify opportunities to align the workforce development system to their work.

As the Strategic Goals for Local Plan 2021-24 began to emerge from workforce data and input from a variety of stakeholders, the Lead Elected Officials, Economic Development, and Chamber of Commerce were consulted to ensure the new goals aligned with their vision for workforce development. Again, system alignment and maximizing impact were the key objective to these interactions.

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

On February 21, 2021 the DCWDB issued a public notice that the Delaware County Local Plan and Southeast Regional Plan are available for review and public comment. Public notice was given through an ad in the Delaware County Times, on the Delcworks.org website, and on the PACareerLink® Facebook page and included the review dates of February 24 to March 25, 2021 and a link to where the plans are stored. The DCWDB's March 4, 2021 board meeting will direct the public to review and comment on the plan. Any public comments made prior to the March 4 board meeting will be discussed and addressed. Comments made after the board meeting will be discussed and address by email. After the public review period closed on March 25, 2021, the DCWDB did not receive any comments on the local plan. See Attachment #5 for documentation of the public comment period.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are (or will be) in place and effective prior to June 30, 2021.

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. 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.

X The Delaware County 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.

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

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

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

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

X 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.

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

X Local area MOU.

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

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

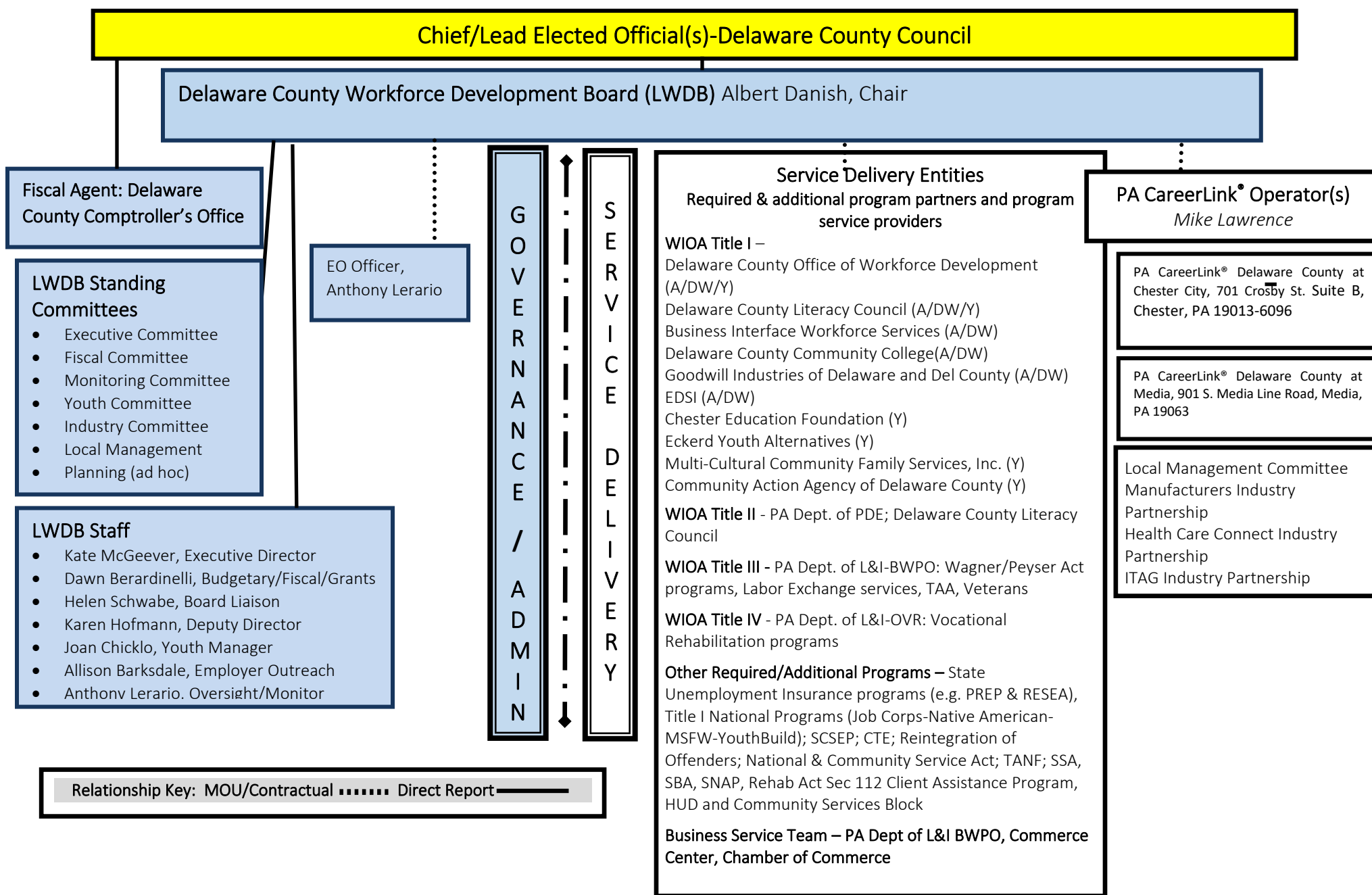
X Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.

X Professional services contract(s) for administrative services such as staffing and payroll, if applicable.

Attachment 1: WIOA Title I Programs Performance Accountability Table

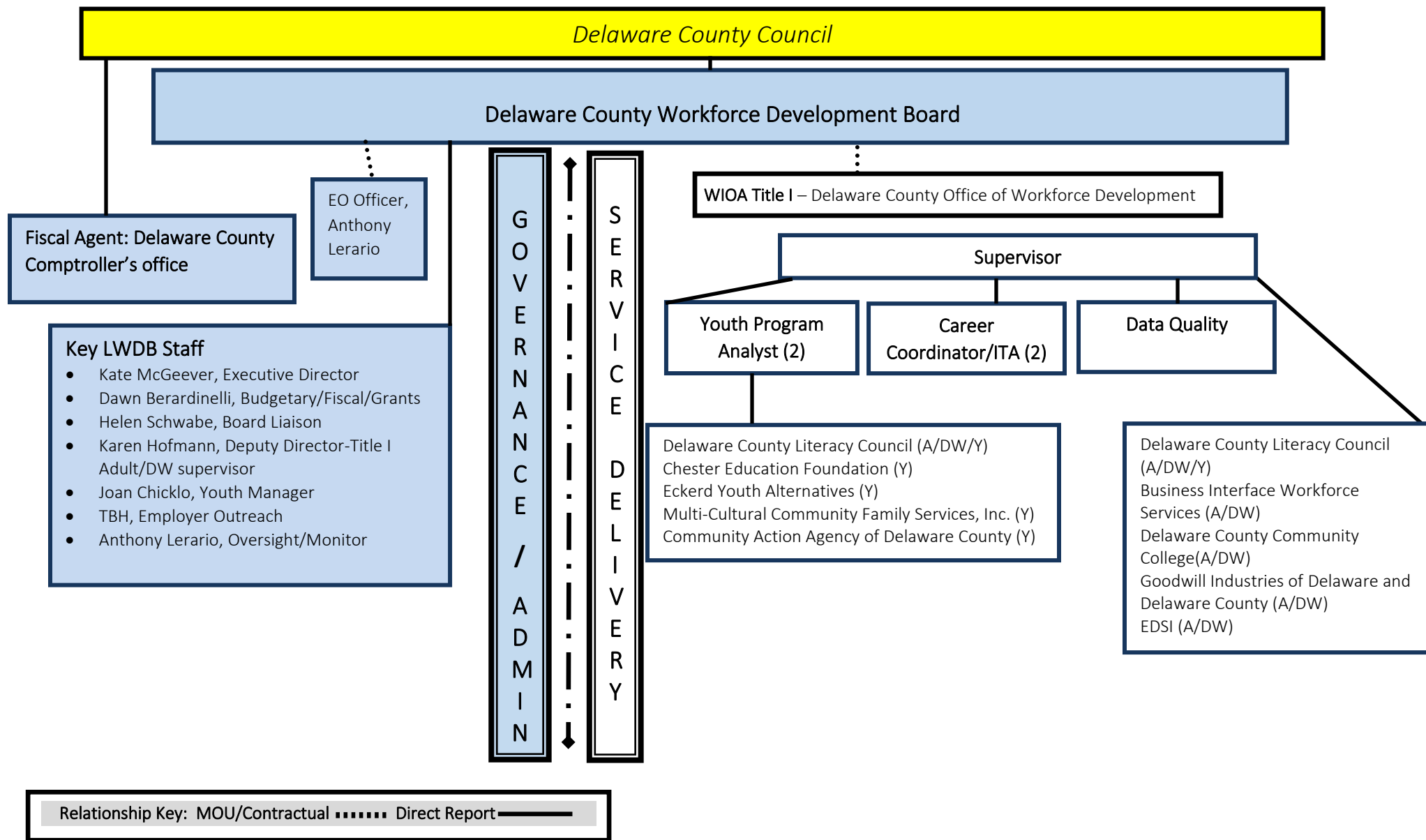
LWDA Name: Delaware County Workforce Development Board		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	LWDA's WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2020 – 2021	LWDA's WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2020
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	70.0%	74.5%
Dislocated Worker	80.0%	91.0%
Youth	77.0%	86.4%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	70.0%	72.4%
Dislocated Worker	78.0%	83.9%
Youth	60.0%	66.1%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$4,300	\$4,981
Dislocated Worker	\$8,500	\$8,704
Youth	\$3,200	\$3,325
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	77%	85.4%
Dislocated Worker	80%	82.2%
Youth	75%	84.5%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	30%	41.4%
Dislocated Worker	28%	45.0%
Youth	30%	36.1%

Attachment 2: WIOA Local Workforce Development System Organizational Chart model



Attachment 2: WIOA Local Workforce Development System Organizational Chart model

Attachment 2A: Delaware County Workforce Development System Organization Chart- Structural Exemption



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

Local Workforce Development Area name: Delaware County Workforce Development Area

Effective Date: July 1, 2021

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Title I: Adult/DW, Youth 1570 Garrett Rd. Suite A Upper Darby, PA 19082	WIOA Title I Mike Caputo 610-713-2238	Delaware County Office of Workforce Development caputom@co.delaware.pa.us
Title I: Adult/DW- Immigrants & Mature Workers 2217 Providence Ave, Chester, PA 19103	WIOA Title I Elaine Herbert 484-461-2144	Delaware County Literacy Council www.Delcoliteracy.org
Title I: Adult/DW-long-term unemployed 800 North King Street, Plaza Level, Wilmington, DE 19801	WIOA Title I Tondalaya Carroll 302-660-7123	Business Interface Workforce Services www.bfacellc.com
Title I: Adult/DW- Assessment & Mature Workers 901 South Media Line Road, Media, PA 19063	WIOA Title I Susan Bond 610-723-1222	Delaware County Community College sbond@dccc.edu
Title I: Adult/DW- long-term unemployed 201 E. Baltimore Ave, Lansdowne, PA	WIOA Title I Tracey Mulvaney 302-504-3556	Goodwill Industries of Delaware and Delaware County www.goodwillde.org
Title I: Adult/DW- OJT 160 East 7th Street, Chester, Pennsylvania 19013	WIOA Title I Bill Martin 610-876-4855	EDSI bmartin@edsisolutions.com
Title I: Youth- OSY 419 Avenue of the States, Suite 700, Chester, PA 19103	WIOA Title I Elaine Greene 610-364-1212	Chester Education Foundation egreene@chestereducation.org
Title I: Youth- OSY 16 West Baltimore Pike Lansdowne, PA 19050	WIOA Title I Vaughn Wilson 484-454-5298	Eckerd Youth Alternatives VWilson@eckerd.org
Title I: Youth- OSY 7016 Terminal Sq, Suite A1, Upper Darby, PA	WIOA Title I Portia Kamara 484-461-8660	Multi-Cultural Community Family Services, Inc. pkamara@mcsf.org
Title I: Youth- OSY 1414 Meetinghouse Rd. Boothwyn, PA 19061	WIOA Title I Heather Parmely 610-874-8451	Community Action Agency of Delaware County hparmely@caadc.org
Title II: Adult Education & Literacy 2217 Providence Rd. Chester, PA 19013	WIOA Title II Liz Brenner 610-876-4811	Delaware County Literacy Council lbrenner@delcoliteracy.org

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

Employment Services PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	WIOA Title III, Programs authorized under Wagner- Peyser Act (29 U.S.C. et.seq) Marybeth Ferguson 484-401-2881	Bureau of Workforce Partnership and Operations maryfergus@pa.gov
Title IV: OVR 1875 N. Hope Street Norristown, PA 19401	WIOA Title IV Title I of Rehabilitation Act of 1973 Christine Rodgers 484-250-4340 x122	Office of Vocational Rehabilitation crodgers@pa.gov
Title V: Senior Community Service Employment 350 Fairfield Av Bridgeport CT 06604	Title V of the Older Americans Act Joseph Carbone 203-610-8502	The Workplace jcarbone@workplace.org
Title V: Senior Community Service Employment One Liberty Place, 1650 Market St. Suite 675, Philadelphia, PA 19103	Title V of the Older Americans Act Veronica Brown	AARP vbrown@aarp.org
Employment and Training: Community Service Block Grant 1414 Meetinghouse Road Boothwyn, Pa 19061	Community Service Block Grant Act (42 U.S.C. 9901) Edward Coleman 610-891-5101	Community Action Agency of Delaware County ecoleman@caadc.org
Employment and Training: Federal Department of Housing and Urban Development (HUD) 1414 Meetinghouse Road Boothwyn, Pa 19061	Department of Housing and Urban Development Edward Coleman 610-891-5101	Community Action Agency of Delaware County ecoleman@caadc.org
PA Department of Labor and Industry, Office of UC Centers 651 Boas St Harrisburg, Pa 17121	State Unemployment Compensation Laws William Trusky, Jr 717-787-3907	PA Department of Labor & Industry witrusky@pa.gov
Department of Human Services/ TANF 701 Crosby street Suit A Chester, Pa 19013	Part A of the Title IV of Social Security Act Makeda Hudson 610-447-5301	Department of Human Services/ TANF mahudson@pa.gov
TANF- Youth- ISY 600 N. Jackson St., Media, 19063	Part A of the Title IV of Social Security Act Jane Buchanan- 610-891-8808	Be Proud Foundation beproud@comcast.net
TANF- Youth- ISY 200 Yale Ave., Morton, 19070	Part A of the Title IV of Social Security Act Sonya Korinth	Delaware Co. Intermediate Unit skorinth@dciu.org

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

	610-938-9000 x 2317	
TANF- Youth- ISY 160 E. 7th St., First Floor, Chester, 19013	Part A of the Title IV of Social Security Act Laura Zales 610-876-4855	EDSI lzales@edsisolutions.com
TANF- Youth- ISY 7000 Terminal Square, Upper Darby, 19082	Part A of the Title IV of Social Security Act Felicit Myers 484-463-8936	Inner City Movement felicit@icmovement.org
TANF- Youth- ISY 419 Avenue of the States, Suite 700, Chester, PA 19103	Part A of the Title IV of Social Security Act Elaine Greene 610-364-1212	Chester Education Foundation egreene@chestereducation.org
Postsecondary Career and Technical Education 901 Media Line Road Media Pa 19063	Carl Perkins Career & Technical Education Act of 2006 Susan Rapp 610-359-5040	Delaware County Community College srapp@dccc.edu
Job Corp 100 South Broad Street, Suite 1416	WIOA Title I Lynn Intrepidi 856-596-1070	Philadelphia Job Corps www.philadelphia.jobcorps.gov
Migrant and Seasonal Farmworker 421 McFarlan Road, Suite E Kennett Square, PA 19348	WIOA Title I, MSFW (National Program) Nita D'Agostino 717-234-6616	Pathstone ndagostino@pathstone.org
Native American Program 120 Charles Street Pittsburgh, PA 15238	WIOA Title I Kerry Jevsevar 800-341-3577	Council of Three Rivers American Indian Center, Inc. kjevsevar@cotraic.org
Employment Advancement and Retention Network (EARN) 160 East 7th Street, Chester, Pennsylvania 19013	Laura Zales 610-529-0480	EDSI lzales@edsisolutions.com
Employment Advancement and Retention Network (EARN) 1414 Meetinghouse Rd. Boothwyn, PA 19061	Monica Mertoli-Jennings 610 447-3137	Community Action Agency of Delaware County c-momertol@pa.gov
Employment Advancement and Retention Network (EARN) 2217 Providence Rd. Chester, PA 19013	Liz Brenner 610-876-4811	Delaware County Literacy Council lbrenner@delcoliteracy.org
Work Ready Program 1414 Meetinghouse Rd. Boothwyn, PA 19061	Eileen Kemske 610-874-8451	Community Action Agency of Delaware County www.caadc.org

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

Reentry/Reintegration of Offenders Programs 160 East 7th Street, Chester, Pennsylvania 19013	Laura Zales 610-529-0480	EDSI lzales@edsolutions.com
Trade Adjustment Assistance PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Marybeth Ferguson 484-401-2881	Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations maryfergus@pa.gov
Jobs for Veterans State Grant Programs PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Marybeth Ferguson 484-401-2881	Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations maryfergus@pa.gov

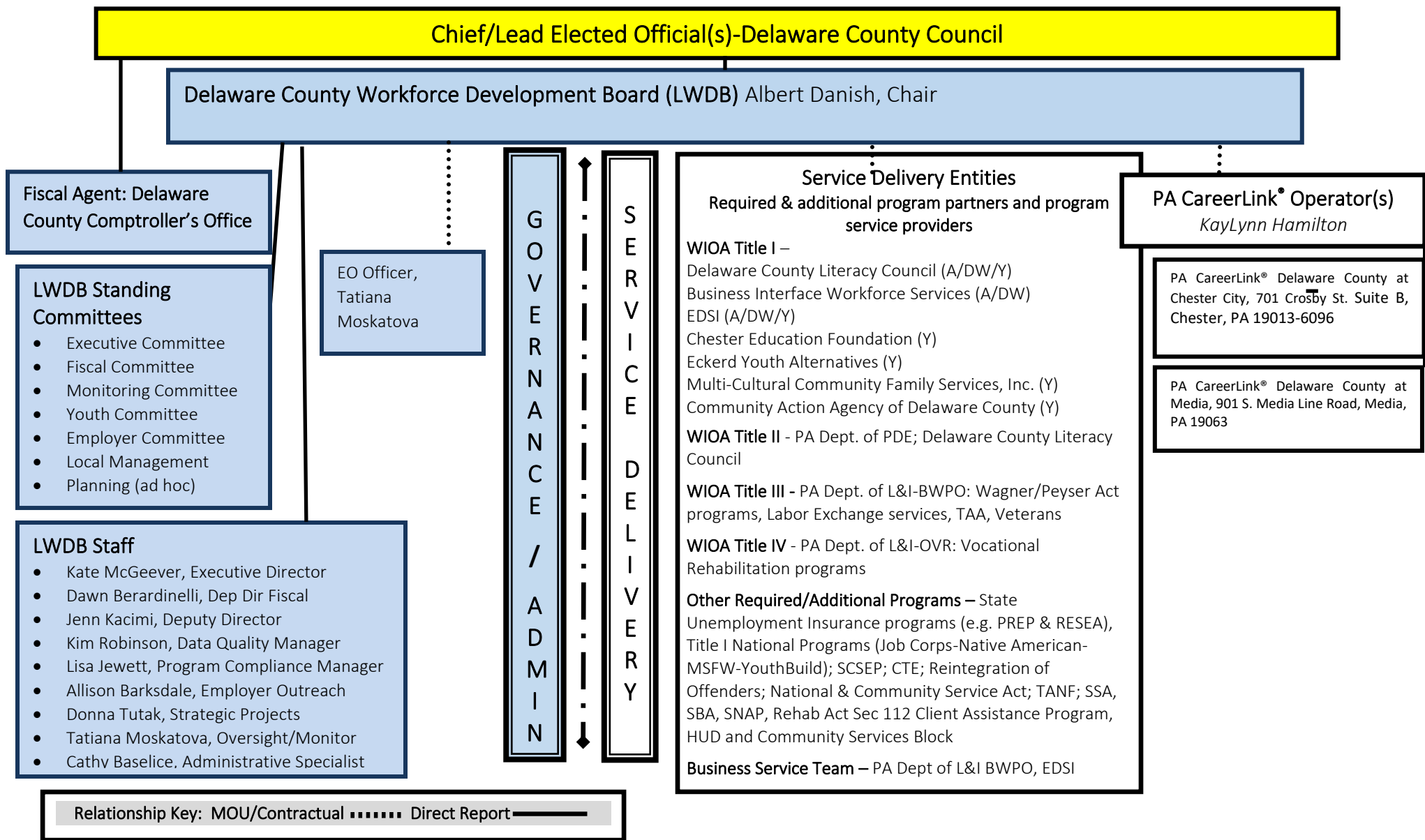
Local area plans have multiple sections requiring various data methodologies needed to support narrative. When documenting data methodologies, plan drafters must reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment.

Local boards must enter the prerequisite information (i.e. LWDA name, section number with prompt, input data referenced in the plan's prompt narrative and cite data source). The completed *Supporting Data* attachment must be submitted with the local area plan and publicly posted with all other supporting documentation as referenced in the WIOA Regional and Local Area Plan Guide.

Template:

LWDA Name: Delaware County Workforce Development Board

All data sources were referenced in the plan text.



Delaware County Workforce Development Board **Committees**

Finance Committee provides fiduciary oversight of the DCWDB funding streams including: Workforce Innovation and Opportunity Act Title I (Adult, Dislocated Worker, Youth) Rapid Response, Industry Partnership, Incumbent Worker, Department of Public Welfare, and other specific grants applied for by or on behalf of the Workforce Development Board. The Finance Committee regularly reviews and updates the budget, provide financial planning, and reports on finances to the full board.

Planning and Performance Committee leads strategic planning which includes gathering public input and data, developing strategic goals, and drafting the Local and Regional Plans in accordance with Workforce Innovation and Opportunity Act guidance. This committee will also be responsible for reviewing and approving all requests for DCWDB endorsements to ensure strategic alignment.

The Local Management Committee (LMC): As designated by the Department of Human Services programs funded for Temporary Assistance to Families (TANF) recipients, the LMC is responsible for the oversight and management of the programs operated within Delaware County local workforce development area. The LMC is comprised of representation from the local Department of Human Services, a local educational entity, the local PA CareerLink®, local economic development and the Title I Services Provider. Of the five voting members of the LMC, a minimum of one shall also be a voting member of the DCWDB. As the Fiscal Staff of workforce development funds in the Delaware County, the DCWDB has fiduciary responsibility over the programs administered by the LMC. The LMC is responsible for recommending employment and training programs and activities targeted to TANF recipients to the DCWDB on an annual basis.

Youth Committee guides the DCWDB's investment in youth programs and services. The DCWDB will appoint members to the Youth Committee including members of the DCWDB who have expertise in youth policy, representatives of youth services agencies and organizations with experience relating to youth activities, including juvenile justice and local law enforcement agencies, representatives of local public housing authorities, parents of eligible youth, former participants, and representative of organizations with experiences in youth activities.

Monitoring/Oversight Committee reviews, reports and analyzes service delivery to improve upon the quality of services provided. The Committee provides oversight and direction to the operations of the PA CareerLink® system in Delaware County.

Employer Engagement Committee guides the efforts of the Business Services Team and Employer Engagement staff to ensure high quality services to important business sectors for Delaware County.

Delaware County Workforce Development Board

2023 Meeting Dates

Full Board Meetings

Thursday, March 2, 2023 @8:30 am, location TBD
Thursday, June 1, 2023 @8:30 am, location TBD
Thursday, September 7, 2023 @8:30 am, location TBD
Thursday, December 7, 2023 @8:30 am, location TBD

Executive Committee

Thursday, February 23, 2023 @8:00am via Teams
Thursday, May 25, 2023 @ 8:00am via Teams
Thursday, August 31, 2023 @8:00am via Teams
Thursday, November 30, 2023 @8:00am via Teams

Employer Engagement Committee

Tuesday, February 7, 2023, 9am via Teams
Tuesday, May 2, 2023, 9am via Teams
Tuesday, August 1, 2023, 9am via Teams
Tuesday, November 14, 2023 at 9am via Teams

Fiscal Committee

Thursday, February 14, 2023 @2:00pm via Teams
Thursday, May 18, 2023 @2:00pm via Teams
Thursday, August 24, 2023 @2:00pm via Teams
Thursday, November 16, 2023 @2:00pm via Teams

Youth Committee

Tuesday, January 24, 2023 @ 8:30am via Teams
Tuesday, April 25, 2023 @ 8:30am via Teams
Tuesday, July 25, 2023 @ 8:30am via Teams
Tuesday, October 31, 2023 @ 8:30am via Teams

BYLAWS of the
DELAWARE COUNTY WORKFORCE DEVELOPMENT BOARD
Approved: December 17, 2015
Amended: December 16, 2021

ARTICLE I- Name, Purpose and General Authority

Section 1: Name

The name of this organization shall be the Delaware County Workforce Development Board, hereinafter referred to as the “DCWDB”

Section 2: Purpose

The DCWDB is responsible for the strategic management of all workforce development programs in Delaware County, Pennsylvania. The DCWDB will operate as the Fiscal Staff for the Workforce Innovation and Opportunity Act (WIOA) funds as designated by the Delaware County Council. Its goal is to improve the quality of service, ensure that all job seekers have sufficient information upon which to make informed career decisions and to promote private sector participation in the local workforce development system. More specifically, the DCWDB will:

- Develop the mission, strategic decisions and policies for the DCWDB
- Conduct labor market analyses to identify workforce investment needs
- Develop a Comprehensive Workforce Development Plan.
- Designate the operator(s) of the PA CareerLink® system
- Develop Memorandum of Understanding (MOU) with PA CareerLink® partners and operator(s).
- Negotiate with the state specific performance measures for Title 1 services.
- Develop accountability measures to assess program performance and customer satisfaction.
- Conduct evaluation, program and fiscal oversight and monitoring activities.
- Disseminate information on DCWDB and State certificated programs
- Govern the Youth Council and other DCWDB Committees as described herein

Furthermore, the DCWDB shall exercise such powers and perform such functions and duties as are necessary and appropriate to fulfill its mission, subject to requirements and limitations imposed upon the DCWDB under terms of relevant Federal and State laws and regulations as they may be amended from time to time.

Section 3: Area

The Delaware County Workforce Development Board is certified by the Commonwealth of Pennsylvania to serve as the “Delaware County Workforce Development Area.”

ARTICLE II- Membership

Section I: Required Appointments

In accordance with the requirements under the Workforce Innovation and Opportunity Act of 2014, and under agreement between the Workforce Development Board and the Chief Elected Official, the Board shall consist of: a majority of Board Members will be representatives from the private sector who are owners, chief executive officers chief operating officers or other individuals with optimum policy making or hiring authority who represent businesses that reflect the local labor market with job opportunities. Other required appointments include: PA CareerLink® Partners, and, at a minimum, two representatives each from economic development, education, organized labor and community-based organizations.

Section 2: Nomination and Appointment Process:

The Chief Elected Official is responsible for the appointment of individuals to the DCWDB Board. Nominations for private sector members will be solicited from area economic development and business organizations. PA CareerLink® Partners and other required appointments will be solicited from the appropriate government agency, organized labor, education institutions and community-based agencies.

The Board shall accept all appointments made by the Chief Elected Official.

Section 3: Term of Office

WDB Board Members shall serve staggered two- and three-year terms commencing August 12, 2015. Any Board Member may be appointed to serve successive terms without limitations.

Section 4: Vacancies

A Board Member shall be deemed to have resigned and a vacancy shall be deemed to exist when the Board Member (a) no longer represents the constituency group for which originally selected, as determined by the Board, (b) submits a written resignation to the Chair. (c) fails to attend, without prior excuses, half of the duly called meetings of the Board and of each Committee of which the Board Member is a member.

The Chief Elected Official will be notified of vacancies on the DCWDB in writing by the DCWDB Chair. Vacant Board positions shall be filled in no less than 90 days. Any vacancy in the Board

shall be filled in the same manner as the original appointment was made. Subject to applicable laws, the Board may from time to time revise the entities represented thereon, provided that termination of a category of representation shall not terminate the status of any person as a Board Member before the end of her/his term of office.

A Board Member appointed to fill a vacancy created due to causes other than expiration of a member's term shall serve the balance of the unexpired term.

The Board shall notify the appropriate Commonwealth Department, Bureau and/or agency of any membership changes within ten days of the vacancies.

ARTICLE III- OFFICERS

Section I: Officers

The Officers of the DCWDB shall be The Chair, Vice Chair and Secretary/ Treasurer who will be elected from among the DCWDB membership. They must represent the private sector. The Chair shall preside at all meetings of the Executive Committee and Board and shall be an ex-officio member of all Standing Committees of the DCWDB.

Subject to the Executive Committee's prior approval, the Chair shall execute on the DCWDB's behalf contracts in the normal course of business, except when contracts are required or permitted by law to be otherwise executed and except when the Board has expressly delegated such powers to another Officer or agent.

The Vice Chair shall perform all the duties and exercise the power of the Chair whenever the Chair is absent or otherwise unable to act. The Vice Chair shall maintain the official roll of attendance of all Board Members and shall maintain the adherence to DCWDB membership requirements including the percentage of private sector members. The Vice Chair may have such other duties as may be assigned from time to time by the Board and the Chair.

The Secretary/ Treasurer shall record all votes and the minutes of all proceedings of the Board and ensure that notices of meetings are given in accordance with law and these By-Laws. The DCWDB shall be responsible for review and approval of the annual budget and any/ all amendments to the annual budget.

Section 2: Election and Terms of Office

The term of office for the officers of the DCWDB shall be for two (2) years beginning August 2015. No person shall hold more than one office at the same time. Any Officer may succeed her/himself without limitation.

Officers shall be elected by the Board at its annual meeting in September every two years. A slate will be prepared at least 30 days prior to the meeting by a Nominating Committee appointed by the Chair and consisting of no fewer than three (3) Board members not wishing to serve as Officers in the coming year. Additional nominations may be made from the floor.

Section 3: Vacancies / Removal from Office

An Office shall be deemed vacant upon an Officer's written resignation, or an Officer ceases to be a Board Member for any reason. Vacancies occurring during a term of Office shall be filled by the Chief Elected Official.

The Board whenever in its judgment the best interest of the DCWDB would be served thereby may remove any Officer. Removal shall be affected by a two-thirds (2/3) vote of the WDB Board Members in attendance at a properly-noticed Board meeting at which a quorum is present.

ARTICLE IV-COMMITTEES

Section 1: Organizations and Duties

The DCWDB may have an Executive Committee chaired by the Chairman, and five (5) Standing Committees: Executive, Finance, Planning/Performance, Local Management Committee and Youth Council.

The Chair shall appoint members of Standing Committees, which may include both Board members and other interested parties having knowledge and abilities which may assist the Committee in its work, being mindful to avoid the potential for or the appearance of conflict of interest. The Board may appoint various ad-hoc committees at any time to respond to the work of the Board. These ad-hoc committees may include both Board members and other interested parties having knowledge and abilities which may assist the Committee in its work, being mindful to avoid the potential for or the appearance of conflict of interest.

By accepting appointment to a Committee, non-Board members acknowledge that they are non-voting members of the Board and are subject to the policies and restrictions of the WDB, including without limitation policies regarding conflict of interest. Committee members serve at the pleasure of the Chair and shall serve until their successors are appointed or until the task of the Committee is completed or the members resign or are removed.

Each Committee shall develop and maintain a current description of its mission and shall report to the Board on its activities. All standing and ad-hoc committee actions are subject to the approval of the Executive Committee or Board prior to being effective.

Section 2: Executive Committee

The Executive Committee shall be composed of the Officers of the Board and Chairs of all Standing Committees. The immediate past Chair of the DCWDB Board shall also remain a member of the Executive Committee for two years after her/his term expires if (s) he also continues to be a DCWDB Member during that year.

The Executive Committee shall meet on a schedule established from time to time by the Committee. Except for those powers expressly reserved to the full WDB Board under Article III. Section 1 of the law, the Executive Committee may act in all respects for the DCWDB; provided that all actions of the Executive Committees must be subsequently presented to the full board for ratification. The Executive Committee will develop and oversee WIOA and DCWDB budgets and make the final determination on proposals for funding.

Section 3: Standing Committees

The Board may have five (5) permanent Standing Committees with Chairpersons appointed by the DCWDB Chair. These Committees may be:

Finance Committee, whose mission shall be fiduciary oversight of the DCWDB public, grants/funding streams including: Workforce Innovation and Opportunity Act Title I (Adult, Dislocated Worker, Youth) Rapid Response, Industry Partnership, Incumbent Worker, Department of Public Welfare, and other specific grants applied for by or on behalf of the Workforce Development Board. The Finance Committee shall regularly review and update the budget, provide financial planning, and report on finances.

Planning/Performance Committee, whose mission shall be regional strategic planning which includes outlining activities needed to gather data and develop strategies to prepare the transitional component, the one-year comprehensive operational component and the three-year strategic plan including public outreach. This committee will also be responsible for reviewing and approving all requests for DCWDB endorsements of grant/ funding applications for partner organizations.

The Local Management Committee (LMC): As designated by the Department of Human Services programs funded for Temporary Assistance to Families (TANF) recipients, the LMC is responsible for the oversight and management of the programs operated within Delaware County local workforce investment area. The LMC is comprised of representation from the local Department of Human Services, a local educational entity, the local PA CareerLink®, local economic development and the Title I Services Provider. Of the five voting members of the LMC, a minimum of one shall also be a voting member of the DCWDB. As the Fiscal Staff of workforce development funds in the Delaware County, the DCWDB has fiduciary responsibility over the programs

administered by the LMC. The LMC is responsible for recommending employment and training programs and activities targeted to TANF recipients to the DCWDB on an annual basis.

Youth Council: The Youth Council's mission shall be the development of a comprehensive workforce investment strategy for youth programs and services. The Council will identify youth programs, develop requests for proposals and make recommendations to the DCWDB on the allocation of funds for youth services. The Council will also oversee the performance of youth programs and services.

The DCWDB will appoint members to the Youth Council. Membership on the Youth Council will, at minimum, include members of the DCWDB who have a special interest or expertise in youth policy, representatives of youth services agencies and organizations with experience relating to youth activities, including juvenile justice and local law enforcement agencies, representatives of local public housing authorities, parents of eligible youth, former participants, and representative of organizations with experiences in your activities.

Monitoring/Oversight Committee: The Monitoring/Oversight Committee reviews, reports and analyzes Delaware County Office of Workforce Development service delivery in their efforts to improve upon the quality of services provided. The Committee provides oversight and direction to the operations of the PA CareerLink® system in Delaware County.

ARTICLE V- DCWDB BOARD

Section 1: Frequency

The DCWDB shall hold quarterly meetings. The dates, times, location, and method (virtually, hybrid, in-person) will be determined by the Executive Committee or Chair. In compliance with applicable laws, the meetings and agendas will be publicized 48 hours before occurring.

Section 2: Procedures

Board meetings, except as otherwise necessary and permitted by law, will be open and accessible to the public. A quorum of a majority of the current number of members must be assembled / convened in order to transact business requiring a vote or use of electronic vote. Minutes will be kept of all meetings and will be available to the public, upon request.

To the extent permitted by applicable laws, any action required or permitted to be taken at a meeting of the DCWDB may be taken without a meeting if the (3) members of the Executive Committee agree that emergency or immediate action must be taken and if thereafter all the Board Members entitled to vote are polled by the Chair or her/his designee by electronically or other such means; provided that , upon achieving a majority vote of the entire Board the action taken will be valid even if some DCWDB Members cannot be contacted. Any action so taken without a meeting shall be communicated in writing to all WDB Members within ten (10) days thereof along with a list by name of all Board Members, vote taken, and certification of a reasonable attempt to reach each one.

Section 3: Voting

Upon appointment each voting Board Member shall be entitled to cast (1) vote on each issue presented for Board action; provided that the Chair may vote only to make or break a tie vote. Only those Board members in attendance at a Board meeting may vote. Proxies shall not be permitted, and no Board Member may designate an individual to vote on his or her behalf. A majority vote of those in attendance at a meeting will prevail, except when a supermajority is required by law or these Bylaws. Disputes over the voting authority of any Board Members shall be resolved by the Chair.

Voting shall normally occur by voice vote; provided that any Board Member may request voting by a show of hands, by roll call, by ballot, or electronic vote if necessary which request shall be honored and the resulting vote recorded in official Minutes.

Board members shall abstain from discussing or voting on any matter before the Board in which the Board Member has actual or potential conflicts of interest, in accordance with applicable laws and regulations and the Conflict of Interest policy described in Article VIII.

Section 4: Committee Voting

A quorum of two fifths (2/5) of the current members of a Committee must be assembled / convened in order to transact business requiring a vote.

Only Committee members, who are in attendance at a Committee meeting may cast one (1), vote on each issue. Provisos shall not be permitted, and matters shall be decided by a majority vote, with the Chairperson voting only to make or break a tie vote.

ARTICLE VI- REMUNERATION

Board Members may incur and receive reimbursement for expenses which are directly related to official DCWDB business such as conference or training registration and travel expenses. Reimbursement shall be subject to formal action by the Executive Committee on the appropriate recommendation presented to it by the Executive Director.

ARTICLE VII- INDEMNIFICATION

Section 1: Rights of Indemnification

The DCWDB shall, to the extent permitted by law, indemnify, defend and save harmless its Board Members and other agents from any and all claims arising out of their membership in, and activities on behalf of the DCWDB.

Section 2: Indemnification Not Exclusive

The forgoing indemnification shall not bar any other right or remedy claimable by a party in any lawsuit either in his or her official capacity or otherwise.

Section 3: Insurance and Other Indemnification:

The DCWDB Board shall have the power to purchase fidelity and board insurance covering its Officers, Board Members, staff and others as designated to the extent that the power to do so have been granted by law, and to give indemnification to the extent not prohibited by law.

ARTICLE VIII-CONFLICT OF INTREST

No Board Member shall vote, attempt to influence Board action or be present during any Board discussion concerning any matter which is likely to result in direct financial benefit to that Board Member, her/his immediate family or any organization or entity with which the Board Member is affiliated.

Each Board Member will fully disclose in writing to the Board the underlying facts of each situation in which the members participation in Board actions is or in the future may be limited by the restriction, Furthermore, no Board Members shall use information or knowledge not readily available to the public for the financial benefit of the Board Member, her/his immediate family or any entity with which that Board Member is affiliated shall also be prohibited for entering into any contractual relationship either or receiving any remuneration directly from the DCWDB, excepting only reimbursement of expenses as otherwise provided herein.

Board Members must avoid even the appearance of a conflict of interest. Prior to taking office, Board Members must complete the Conflict of Interest Code and Statement of Financial Interest. Signed Conflict of Interest Codes must be maintained by DCWDB and be available for review by PA L&I.

Members appointed to DCWDB meet the definition of Public Official as outlined in Commonwealth of Pennsylvania Management Directive 205.10 Amended and Financial Disclosures required by the Public Official and Employee Ethics Act. A Public Official is required to complete and file a Statement of Financial Interest each year her/his position is held and the year following the end of service. The forms are due on or before May 1 for the prior calendar year. Forms can be obtained from County Board of Elections offices, local political subdivisions, the State Ethics Commission, or online at www.ethics.state.pa.us.

The provisions of this article are further subject to any additional requirements that may be imposed by any other applicable statue, rule or regulation.

ARTICLE IX -PARLIAMENTARY AUTHORITY

The rules contained in “Roberts’s Rules of Order Revised” shall govern the DCWDB in all cases to which they are applicable and not inconsistent with these Bylaws or applicable Federal and State laws and regulations.

ARTICLE X- AUDITING OF ACCOUNTS

An annual audit or review of the DCWDB's finances shall be coordinated with the Finance Committee and be subject to the authority and jurisdiction of the Controller and the Treasurer of the County of Delaware.

ARTICLE XI- EQUAL OPPORTUNITY AND INDIVIDUALS WITH DISABILITIES

DCWDB shall comply with WIOA Section 188 Non-Discrimination and the American with Disabilities Act of 1990 (42 U.S.C. 12101 et seq.) for the purpose of applying prohibitions against discrimination on the basis of age under the Age Discrimination Act of 1975; on the basis of disability under section 504 of the Rehabilitation Act of 1973; on the basis of sex under Title IX of the Education Amendments of 1972; on the basis of race, color, or national origin under Title VI of the Civil Rights Act of 1964 and other protected classes as defined under Title VII of the Civil Rights Act as amended in 1991 including: religion, belief, harassment (including sexual harassment), retaliation, political affiliations, pregnancy, marital status, status as a parent, genetic information (GINA), sexual orientation, gender identity or expression, and other protected classes as defined by applicable laws and regulations.

ARTICLE XII-ADOPTION AND AMENDMENT TO BY-LAWS

These Bylaws may be amended upon written submittal of the amendment by two or more Board Members, whereupon the proposal shall be distributed to all Board Members ten (10) days prior to the meeting at which it is to be considered for adoption. AN affirmative vote of two-thirds (2/3) of the total current Board Members shall be required to amend these Bylaws. A Board Member may vote on a Bylaws amendment by written ballot submitted to the President prior to the meeting schedule for such action.

APPROVED and ADOPTED by the Delaware County Workforce Development Board, December 17, 2015, subject only to certification of the Board by the State of Pennsylvania pursuant to its criteria for workforce investment board membership statewide.

APPROVED AND AMENDED by the Delaware County Workforce Development Board, December 16, 2021.

FUNDING STREAMS ADMINISTERED BY DCWDB

WIOA Adult: The Adult Program is one of the six core programs authorized by Title I of the Workforce Innovation and Opportunity Act (WIOA). The program serves individuals and helps employers meet their workforce needs. It enables workers to obtain good jobs by providing them with job search assistance and training opportunities. Under WIOA, the Adult Program will ensure that the unemployed and other job seekers have access to high-quality workforce services, and that priority for services will be given to those who are public assistance recipients, low-income individuals, and/or basic skills deficient. In addition, the program will provide individuals with disabilities access to high quality workforce services, and better prepare them for competitive, integrated employment

Basic Eligibility for WIOA Services:

- Resident of Delaware County
- Age 18 and older
- A citizen or noncitizen authorized to work in the United States
- Must meet selective service requirements males born after December 31, 1959, who are 18-25

WIOA Adult Eligibility Requirements

- Family income at or below 70% of poverty income guideline line
- Receives or is a member of a family that receives (currently or in the past six months) one of the following:
 - Temporary Assistance for Needy Families (TANF)
 - Supplemental Nutrition Assistance Program (SNAP)
 - Supplemental Security Income (SSI)
 - Other public cash assistance
 - Foster Youth (Aged Out)
 - Homeless

2020 Negotiated Goals	Pennsylvania	Delaware
Employment Rate (2nd Quarter)	73%	70%
Employment Rate (4th Quarter)	70%	70%
Median Earnings (2nd Quarter)	\$ 5,800.00	\$ 4,300.00
Credential Attainment Rate	56%	77%
Measurable Skill Gains	38%	30%

The Employment Rate (2nd Quarter) reflects the number of participants in education or training activities, or in unsubsidized employment during the second quarter after exit.

The Employment Rate (4th Quarter) reflects the number of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit.

Median Earnings (2nd Quarter) reflects the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

Credential Attainment Rate is the percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Measurable Skill Gains is the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

WIOA Dislocated Worker: The Dislocated Worker program is designed to help workers get back to work as quickly as possible and overcome barriers to employment. When individuals become dislocated workers as a result of job loss, mass layoffs, global trade dynamics, or transitions in economic sectors, the Dislocated Worker program provides services to assist them in re-entering the workforce. Services for dislocated workers are integrated and provided through PA CareerLink a national network of American Job Centers (AJCs). The AJCs provide significant resources to states to implement workforce education, training, and employment programs and help displaced workers.

Basic WIOA Eligibility

- Resident of Delaware County
- Age 18 and older
- A citizen or noncitizen authorized to work in the United States
- Must meet selective service requirements
- Applies to males born after December 31, 1959, who are 18-25)

WIOA Dislocated Worker Eligibility Requirements

- Terminated or laid off through no fault of their own, eligible for or exhausted Unemployment
- Compensation (UC) and unlikely to return to industry or occupation
- Lost job from permanent closure or substantial layoff of a plant, facility or enterprise
- Displaced Homemaker
- Spouse of a member of Armed Forces who lost employment due to permanent change in duty station or is unemployed, underemployed and has difficulty finding or upgrading employment.

2020 Negotiated Goals	Pennsylvania	Delaware
Employment Rate (2nd Quarter)	75%	80%
Employment Rate (4th Quarter)	76%	78%
Median Earnings (2nd Quarter)	\$ 7,800.00	\$ 8,500.00
Credential Attainment Rate	58%	80%
Measurable Skill Gains	32%	28%

The Employment Rate (2nd Quarter) reflects the number of participants in education or training activities, or in unsubsidized employment during the second quarter after exit.

The Employment Rate (4th Quarter) reflects the number of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit.

Median Earnings (2nd Quarter) reflects the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

Credential Attainment Rate is the percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Measurable Skill Gains is the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

WIOA Youth: Title 1-B of the Workforce Innovation and Opportunity Act (WIOA) provides funding to design a comprehensive In-school (ISY) and Out of School Youth (OSY) employment program that serves eligible youth between the ages of 14-24 who face barriers to education, training, and employment opportunities. Connections to county systems serving juvenile justice, Children and Youth, and foster care for youth enrollments are emphasized. Youth funding is allocated to local areas based on a formula grant. A minimum of 75% of the funds must be expended on serving OSY. The funding also mandates a minimum 20% expenditure rate for work experience opportunities. Eligibility is required.

The program framework incorporates an objective assessment of a youth's academic and skill levels and determination of their service needs at enrollment. Components include the WIOA mandated 14 program elements, comprehensive case management, career exploration and guidance, skill training with pre-apprenticeships, and work experience opportunities with in-demand industries and occupations. Connections to employers, including small ones, in in-demand industry sectors and occupations at the local and regional labor markets are emphasized. Successful performance goals are attaining an industry-recognized credential, unsubsidized employment, enrollment in postsecondary education or advanced training, or enrollment into a Registered Apprenticeship program. After leaving the program, youth are provided with one year of follow-up services.

2020 Negotiated Goals	Pennsylvania	Delaware
Employment Rate (2nd Quarter)	66%	77%
Employment Rate (4th Quarter)	58%	60%
Median Earnings (2nd Quarter)	\$ 2,750.00	\$ 3,200.00
Credential Attainment Rate	72%	75%
Measurable Skill Gains	57%	30%

Performance Measurements:

The Employment Rate (2nd Quarter) reflects the number of participants in education or training activities, or in unsubsidized employment during the second quarter after exit.

The Employment Rate (4th Quarter) reflects the number of participants in education or training activities, or in unsubsidized employment during the fourth quarter after exit.

Median Earnings (2nd Quarter) reflects the median earnings of participants who are in unsubsidized employment during the second quarter after exit from the program.

Credential Attainment Rate is the percentage of those participants enrolled in an education or training program (excluding those in on-the-job training (OJT) and customized training) who attain a recognized postsecondary credential or a secondary school diploma, or its recognized equivalent, during participation in or within one year after exit from the program. A participant who has attained a secondary school diploma or its recognized equivalent is included in the percentage of participants who have attained a secondary school diploma or its recognized equivalent only if the participant also is employed or is enrolled in an education or training program leading to a recognized postsecondary credential within one year after exit from the program.

Measurable Skill Gains is the percentage of program participants who, during a program year, are in an education or training program that leads to a recognized postsecondary credential or employment and who are achieving measurable skill gains, defined as documented academic, technical, occupational, or other forms of progress, towards such a credential or employment.

TANF Youth Development: The TANF Youth Development Funds (YDF) program is a partnership between the Department of Human Services (DHS) and the Department of Labor (DOL). Funds are allocated to the DOL from a TANF Block Grant to enhance workforce funding and activities. The funds are earmarked for low-income, at-risk in-school youth aged 12 to 24. In Delaware County, the funds are used for youth aged 14 to 18 or up to 21 if the youth possess an Individualized Employment Plan (IEP). Additional requirements include if a youth is a TANF recipient or whose personal monthly gross countable earned income does not exceed 235% of the Federal Poverty Income Guidelines. Connections to county systems serving juvenile justice, Children and Youth, and foster care for youth enrollments are emphasized.

The program design mirrors the WIOA framework by incorporating the 14 program elements and includes summer and year-round work experience opportunities, career pathways exploration, financial literacy, and time management instruction. Activities leading to attaining a secondary school diploma and preparation for post-secondary educational opportunities are interwoven into the program design. For eligible youth, co-enrollment into a WIOA out-of-school or adult programs is encouraged to provide additional services such as occupational skills training. Program goals are remaining in school, being promoted to the next grade or graduating from high school, obtaining a credential, unsubsidized employment, entering the military or a pre-apprenticeship program, and enrollment in post-secondary Ed. or advanced training. Programs are not mandated to meet a certain performance threshold as the characteristics such as age and grade level of the population served vary by program.

Program Goals
Remained in School
Promoted to the next grade
Graduated High School
Credential Attainment
Unsubsidized employment, Military, Pre-Apprenticeship
Post-Sec. Ed., Advanced training

EARN: Through an agreement between the Commonwealth of Pennsylvania Department of Human Services and the County of Delaware, the Employment Advancement and Retention Network (EARN) is designed to provide a range of services to meet individuals' needs, including access to education and training opportunities to move clients toward family economic stability. The program is based on human-centered designed and includes a combination of case management, coaching, licensed counseling, and peer-to-peer experiences to develop a career pathway through job placement and job retention goals for the participants referred from the County Assistance Office (CAO).

ELIGIBILITY CRITERIA:

CAO staff will determine eligibility for EARN program and refer clients to EARN based on CAO policy and procedure. CAO staff will complete the Agreement of Mutual Responsibility (AMR) complete with the hourly requirement based on the household composition.

Individuals eligible for Temporary Assistance for Needy Families (TANF), or SNAP Supplemental Nutrition Assistance Program may be referred to the EARN contractor.

PERFORMANCE STANDARDS:

Assessment	85% of all enrolled participants
IEP	85% of all enrolled participants
Social Service Professional	80% of all enrolled participants
Secondary Equivalency and Credentialing (including referrals to outside programs)	50% of all participants entering an activity that can result in a transfer or credential are successful.
Placement	70% of participants with employment
Retention	50% of participants with employment
Earned Income Increase	75% of participants with Placement benchmark

Assessment: A comprehensive household assessment must be conducted and completed within 7 business days of a participant's enrollment.

IEP: A detailed IEP must be documented and include plans to address participant goals within 14 business days after the assessment is completed.

Social Service Professional: Professionals must be established so that participants have an introductory meeting and are able to meet with an appropriate professional at least once a month. will be referred to have an introductory 1-on-1 meeting with staff within 14 business days from the participant's program enrollment.

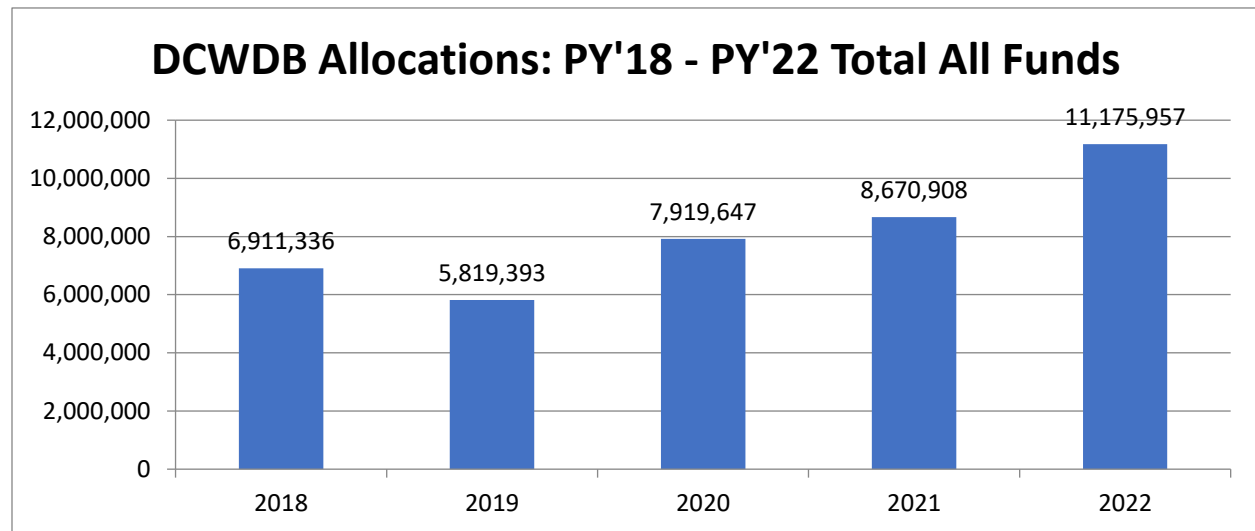
Secondary Equivalency and Credentialing (including referrals to outside programs): Coordination of educational activities through referrals. Credentialing or secondary equivalency program, a participant must receive a diploma or certification in marketable skill.

Placement: Placement of participants in employment 20 hours per week and is paid at least two dollars above the higher of the federal or state minimum wage

Retention: Retention begins when an individual obtains unsubsidized employment and TANF benefits are closed due to earned income.

Earned Income Increase: Applies to participants who have achieved Placement. At the conclusion of the 12-month retention period, the participant has increased their earned income

Revenues and Contracts



Five Year Allocations	2018	2019	2020	2021	2022
DCWDB Allocations: PY'18 - PY'22 Total All Funds	6,911,336	5,819,393	7,919,647	8,670,908	11,175,957

Source	Allocation	Special Timing
WIOA Adult	1,291,684	
WIOA Dislocated Worker	1,127,116	
WIOA Youth	1,459,503	
TANF Youth	1,144,150	
TANF EARN	3,734,429	
PA Veterans	236,142	Funds Received in PY 2018 being used in PY 2022
DCED- Manufacturing	197,120	Funds Received in PY 2021 goes until June 2023
US Dept of Labor: Re-Entry	1,499,999	Funds Received in PY 2022 goes until December 2025
Business Education Partnership	150,000	Funds Received in PY 2021 goes until December 2023
L&I Statewide Activities: LGBTQIA+ Assessment/Workshops	77,480	
Industry Partnership	75,000	
Apprenticeships Building America	183,333	Funds Received in PY 2022 goes until June 2024

Contracts for July 1, 2022 to June 30, 2023		
Contractor	Service	Amount
WIOA Adult, and Dislocated Worker Funds		
Business InterFace, LLC	Career Services	256,718.00
Delaware County Literacy Council	Career Services - Immigrants & General	113,923.00
Educational Data System Inc.	Career Services	257,000.00
Educational Data System Inc.	Career Services - Reentry	285,299.00
Educational Data System Inc.	Training Services	264,795.00
	Total	1,177,735.00
WIOA Youth Funds		
Community Action Agency of Delaware County	Out-of-School Youth (WIOA)	170,368.00
Chester Education Foundation	Out-of-School Youth (WIOA)	274,952.00
Eckerd Youth Alternatives	Out-of-School Youth (WIOA)	182,082.00
Educational Data System Inc.	Out-of-School Youth (WIOA)	230,714.00
Educational Data System Inc.	Pre-Apprenticeship Out-of-School (WIOA)	185,749.00
Multi Cultural Family Services	Out-of-School Youth (WIOA)	130,217.00
Penn State University-Brandywine	Leadership Development (WIOA)	50,000.00
Trustees of the University of PA	Financial Literacy (WIOA)	50,000.00
	Total	1,274,082.00
TANF Employment Advancement Retention Network		
Community Action Agency of Delco	Program coordination/data collection	86,000.00
Delaware County Literacy Council	Adult Basic Education Training	22,000.00
Educational Data System Inc.	Career Services	2,412,740.00
Educational Data System Inc.	Performance on placement, retention, follow-up	933,607.25
	Total	3,454,347.25
TANF Youth Funds		
Be Proud Foundation	In-School Youth (TANF)	149,528.00
Chester Education Foundation	In-School Youth (TANF)	300,000.00
Delaware County Intermediate Unit	In-School Youth (TANF)	127,940.35
Eckerd Youth Alternatives	In-School Youth (TANF)	167,976.00
Educational Data System Inc.	In-School Youth (TANF)	114,063.29
	Total	859,507.64
Additional Grants		
Educational Data System Inc.	Manufacturing	197,120.00
Educational Data System Inc.	Career Services Pre- and Post-Release GWH	1,499,999.00
Educational Data System Inc.	LGBTQIA+	77,480.00
Educational Data System Inc.	Business Education Program	150,000.00
Thomas P. Miller	Veteran Services Assessment	57,616.00
	Total	1,982,215.00
Administration/Program/Shared Funds		
Beasly Media Group	Website Development and Maintenance	125,000.00
KayLynn Hamilton	One Stop Operator	30,000.00
Perch Consulting	Industrial Partnership	42,250.00
	Total	197,250.00
Total Amount (all funding streams)		8,945,137



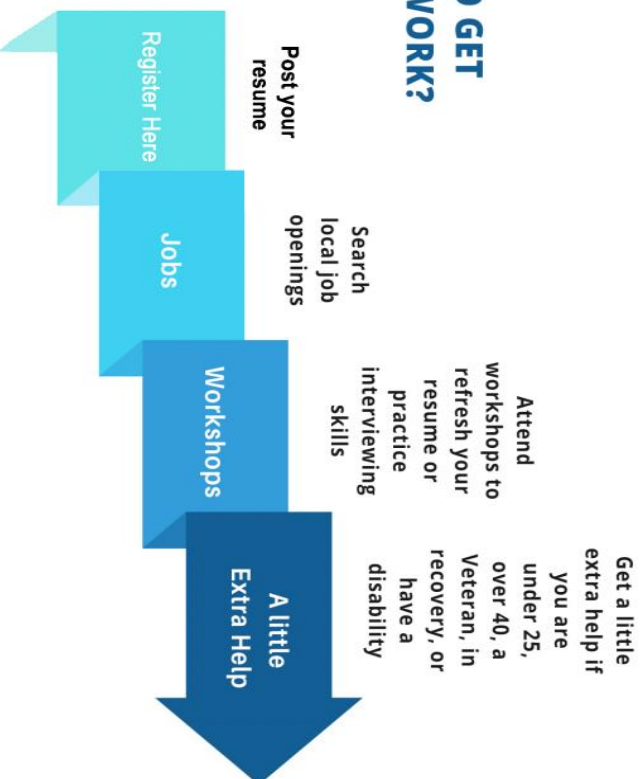
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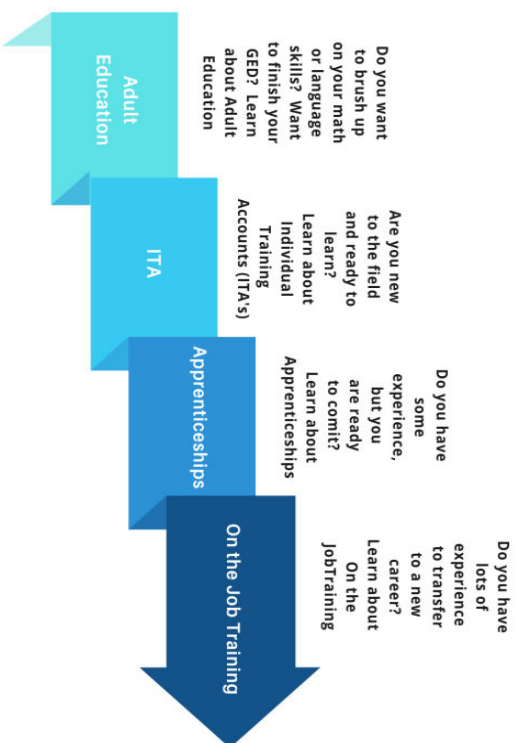


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HIRING TRAINING FINANCIAL OTHER

Job Posting	(OJT) On the Job Training	Hiring Incentives	Industry Partnerships
Recruitment & Job Fairs	Apprenticeships	Tax Credits (WOTC)	Layoff Aversion/ Shared Work
Rapid Hire Portal	Youth Work Experience	Federal Bonding Program	Social Media Posting
Candidate Matching & Prescreening	Incumbent Worker Training*	Labor Market Research	

* Some restrictions apply

2022 High Priority Occupations for Delaware Workforce Development Area

SOC Code	SOC Title	Educational Attainment	Wages (2021)			Employment			
			Entry Level	Annual Average	Exper. Level	Estimated 2018	Projected 2028	Percent Change	Annual Demand
11-1021	General & Operations Managers	BD+	\$53,860	\$122,250	\$156,440	3,280	3,490	6.4%	315
11-9021	Construction Managers	BD	\$76,540	\$107,230	\$122,570	880	930	5.7%	70
11-9051	Food Service Managers	WK EXP	\$44,860	\$69,240	\$81,430	380	410	7.9%	48
11-9111	Medical & Health Services Managers	BD+	\$73,420	\$123,540	\$148,600	640	780	21.9%	70
13-1020	Buyers & Purchasing Agents	BD	\$52,320	\$80,030	\$93,890	600	570	-5.0%	57
13-1031	Claims Adjusters, Examiners & Investigators	LT OJT	\$42,100	\$71,690	\$86,480	680	630	-7.4%	52
13-1051	Cost Estimators	BD	\$49,830	\$82,880	\$99,410	570	610	7.0%	63
13-1071	Human Resources Specialists	BD	\$41,320	\$71,670	\$86,840	1,080	1,180	9.3%	123
13-1161	Market Research Analysts & Marketing Specialists	BD	\$44,760	\$75,130	\$90,320	1,160	1,300	12.1%	141
13-2051	Financial & Investment Analysts	BD	\$57,190	\$104,930	\$128,790	590	640	8.5%	57
15-1121	Computer Systems Analysts	BD	\$68,550	\$103,300	\$120,680	900	980	8.9%	76
15-1131	Computer Programmers	BD	\$62,960	\$96,590	\$113,410	300	270	-10.0%	18
15-1132	Software Developers, Applications	BD	\$71,060	\$112,090	\$132,610	1,100	1,330	20.9%	108
15-1133	Software Developers, Systems Software	BD	\$71,060	\$112,090	\$132,610	320	360	12.5%	28

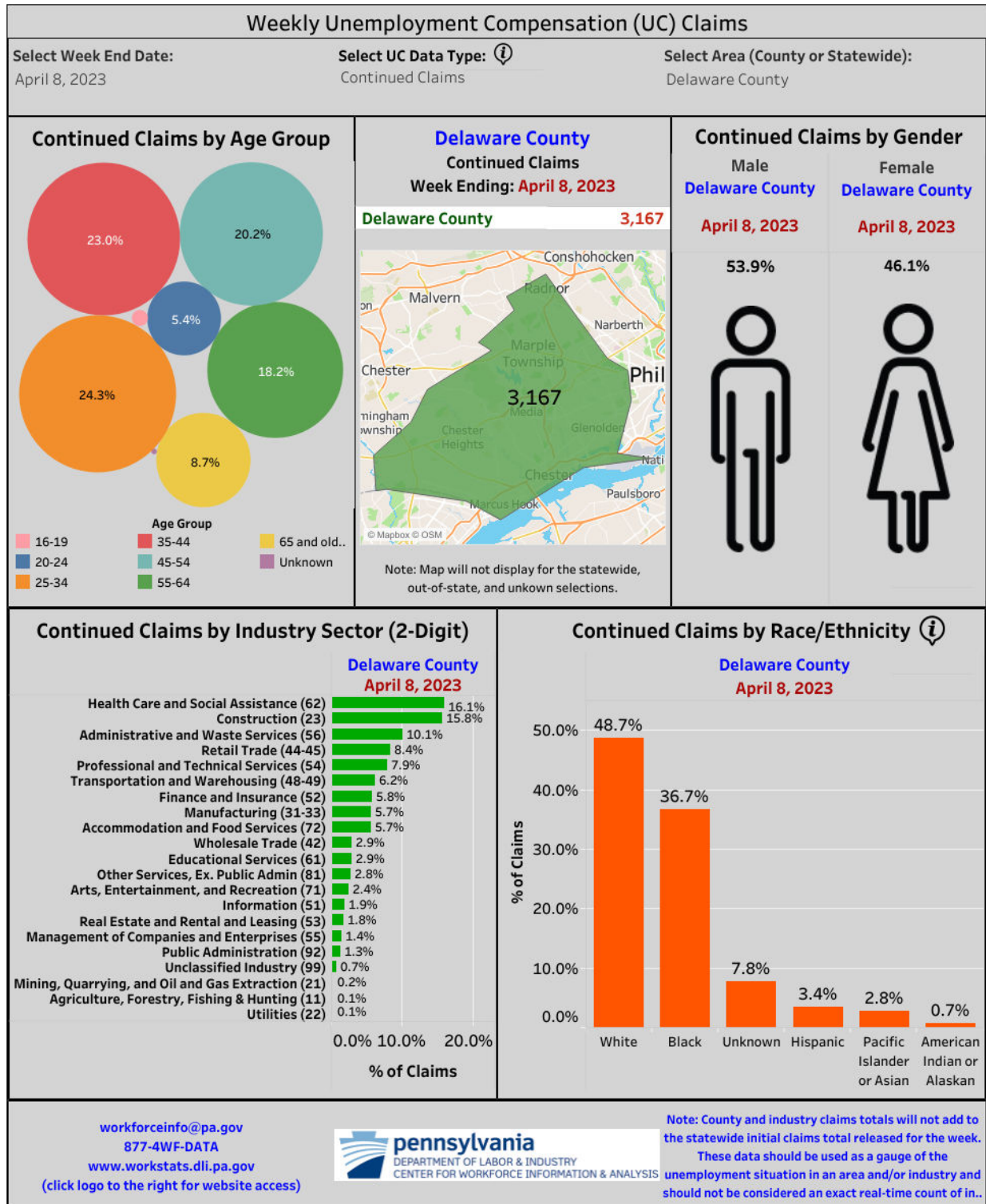
15-1134	Web Developers	AD	\$53,980	\$80,930	\$94,410	170	190	11.8%	14
15-1141	Database Administrators	BD	\$52,400	\$86,990	\$104,290	140	160	14.3%	13
15-1142	Network & Computer Systems Administrators	BD	\$49,540	\$81,200	\$97,030	460	470	2.2%	34
15-1151	Computer User Support Specialists	PS	\$37,170	\$60,550	\$72,250	730	800	9.6%	69
15-1152	Computer Network Support Specialists	AD	\$48,510	\$76,490	\$90,490	220	240	9.1%	20
15-1242	Database Administrators	BD	\$52,400	\$86,990	\$104,290	N/A	N/A	N/A	N/A
15-1252	Software Developers	BD	\$71,060	\$112,090	\$132,610	N/A	N/A	N/A	N/A
17-2071	Electrical Engineers	BD	\$79,880	\$114,760	\$132,210	360	380	5.6%	28
17-2141	Mechanical Engineers	BD	\$70,060	\$103,810	\$120,680	480	510	6.3%	36
17-3023	Electrical & Electronics Engr Technologists & Technicians	AD	\$43,180	\$66,480	\$78,130	80	90	12.5%	9
21-1018	Substance Abuse, Behavioral Disorder & MH Counselors	BD	\$34,740	\$52,130	\$60,820	950	1,100	15.8%	119
21-1021	Child, Family & School Social Workers	BD	\$39,220	\$56,180	\$64,670	870	920	5.7%	92
21-1093	Social & Human Service Assistants	ST OJT	\$29,960	\$42,100	\$48,170	1,350	1,500	11.1%	185
21-2021	Directors, Religious Activities & Education	BD+	N/A	N/A	N/A	370	360	-2.7%	45
23-2011	Paralegals & Legal Assistants	AD	\$47,380	\$67,210	\$77,120	470	530	12.8%	59
25-2011	Preschool Teachers	AD	\$24,710	\$31,650	\$35,130	800	840	5.0%	87
25-2012	Kindergarten Teachers	BD+	\$46,690	\$69,270	\$80,570	190	200	5.3%	21
25-2021	Elementary School Teachers	BD+	\$48,890	\$72,820	\$84,780	3,410	3,630	6.5%	281
25-2022	Middle School Teachers	BD+	\$39,020	\$67,710	\$82,060	N/A	N/A	N/A	N/A
25-2031	Secondary School Teachers	BD+	\$49,720	\$75,200	\$87,940	2,860	3,040	6.3%	225
25-2032	Career/Technical Education Teachers, Secondary School	BD+	\$60,470	\$76,310	\$84,230	N/A	N/A	N/A	N/A
25-2054	Special Education Teachers, Secondary School	BD+	\$51,280	\$67,800	\$76,060	420	450	7.1%	35

27-1024	Graphic Designers	BD	\$40,590	\$61,020	\$71,240	520	510	-1.9%	51
27-2022	Coaches & Scouts	BD	\$26,560	\$49,330	\$60,710	350	370	5.7%	54
29-1123	Physical Therapists	PhD	\$75,300	\$98,470	\$110,060	630	790	25.4%	46
29-1126	Respiratory Therapists	AD	N/A	N/A	N/A	180	220	22.2%	13
29-1141	Registered Nurses	BD	\$60,670	\$79,040	\$88,220	5,380	6,060	12.6%	374
29-2010	Clinical Laboratory Techs	BD	\$42,170	\$60,810	\$70,120	230	230	0.0%	14
29-2035	Magnetic Resonance Imaging Technologists	AD+	N/A	N/A	N/A	N/A	N/A	N/A	N/A
29-2041	Emergency Medical Technicians & Paramedics	PS	N/A	N/A	N/A	490	520	6.1%	36
29-2052	Pharmacy Technicians	MT OJT	\$26,690	\$35,980	\$40,630	820	870	6.1%	73
29-2055	Surgical Technologists	PS	N/A	N/A	N/A	N/A	N/A	N/A	N/A
29-2056	Veterinary Technologists & Technicians	AD	\$31,110	\$39,860	\$44,230	120	150	25.0%	14
29-2061	Licensed Practical & Licensed Vocational Nurses	PS	\$46,630	\$55,830	\$60,420	1,690	1,900	12.4%	158
29-2071	Medical Records & Health Information Technicians	PS	\$35,950	\$53,650	\$62,500	260	280	7.7%	19
31-1014	Nursing Assistants	PS	\$28,520	\$35,250	\$38,610	3,400	3,790	11.5%	442
31-2021	Physical Therapist Assistants	AD	\$44,300	\$58,740	\$65,950	190	240	26.3%	32
31-9091	Dental Assistants	PS	\$33,150	\$47,260	\$54,310	630	660	4.8%	76
31-9092	Medical Assistants	PS	\$32,540	\$39,660	\$43,230	1,360	1,600	17.6%	186
31-9093	Medical Equipment Preparers	MT OJT	N/A	N/A	N/A	70	70	0.0%	9
31-9097	Phlebotomists	PS	\$32,070	\$38,320	\$41,440	270	290	7.4%	31
33-3051	Police & Sheriff's Patrol Officers	MT OJT	\$48,750	\$81,000	\$97,120	1,190	1,230	3.4%	89
35-1012	Supervisors - Food Preparation & Serving Workers	WK EXP	\$27,040	\$40,200	\$46,780	1,230	1,320	7.3%	205
37-1011	Supervisors - Housekeeping & Janitorial Workers	WK EXP	\$32,920	\$47,490	\$54,770	610	640	4.9%	74

39-2021	Animal Caretakers	ST OJT	\$22,310	\$29,520	\$33,120	430	480	11.6%	80
39-9011	Childcare Workers	ST OJT	\$21,420	\$27,750	\$30,920	2,500	2,560	2.4%	383
39-9031	Exercise Trainers & Group Fitness Instructors	ST OJT	\$25,700	\$41,340	\$49,160	880	960	9.1%	161
41-1011	Supervisors - Retail Sales Workers	WK EXP	\$30,630	\$48,430	\$57,330	2,440	2,380	-2.5%	259
41-2022	Parts Salespersons	MT OJT	\$26,570	\$38,820	\$44,940	460	470	2.2%	57
41-3021	Insurance Sales Agents	MT OJT	\$36,440	\$79,760	\$101,420	1,220	1,280	4.9%	128
41-4012	Sales Representatives	MT OJT	\$41,160	\$78,030	\$96,460	2,180	2,240	2.8%	236
41-9022	Real Estate Sales Agents	MT OJT	\$26,060	\$49,700	\$61,510	N/A	N/A	N/A	N/A
43-1011	Supervisors - Office & Administrative Support Workers	WK EXP	\$43,710	\$67,440	\$79,310	3,070	3,030	-1.3%	316
43-3021	Billing & Posting Clerks	MT OJT	\$33,680	\$48,910	\$56,530	960	1,030	7.3%	116
43-3031	Bookkeeping, Accounting & Auditing Clerks	PS+	\$31,670	\$48,680	\$57,180	2,330	2,240	-3.9%	257
43-3051	Payroll & Timekeeping Clerks	MT OJT	\$33,010	\$57,270	\$69,410	160	160	0.0%	17
43-4051	Customer Service Representatives	ST OJT	\$27,600	\$41,250	\$48,080	5,140	5,050	-1.8%	670
43-4111	Interviewers	ST OJT	\$33,790	\$43,530	\$48,400	540	570	5.6%	71
43-4171	Receptionists & Information Clerks	ST OJT	\$24,420	\$34,160	\$39,030	1,930	2,020	4.7%	274
43-6013	Medical Secretaries & Administrative Assistants	MT OJT	\$32,990	\$41,110	\$45,170	820	940	14.6%	111
43-6014	Secretaries & Administrative Assistants	ST OJT	\$30,210	\$43,040	\$49,460	3,790	3,420	-9.8%	367
43-9061	Office Clerks, General	ST OJT	\$28,630	\$43,780	\$51,350	6,870	6,600	-3.9%	778
47-1011	Supervisors - Construction & Extraction Workers	WK EXP	\$57,930	\$86,100	\$100,180	830	910	9.6%	97
47-2031	Carpenters	LT OJT	\$37,300	\$59,780	\$71,030	1,390	1,470	5.8%	156
47-2061	Construction Laborers	ST OJT	\$31,830	\$49,800	\$58,790	1,920	2,040	6.3%	232
47-2073	Operating Engineers	MT OJT	\$41,440	\$62,030	\$72,330	320	340	6.3%	39

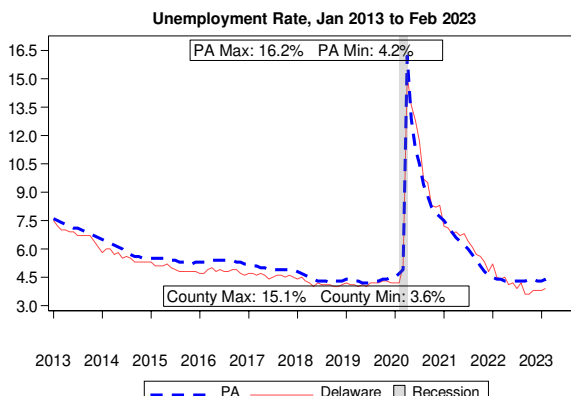
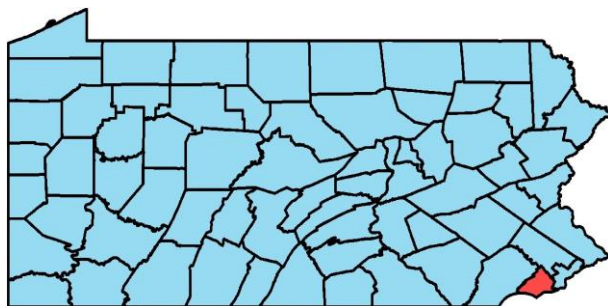
47-2111	Electricians	LT OJT	\$47,630	\$79,820	\$95,910	1,290	1,370	6.2%	162
47-2152	Plumbers, Pipefitters & Steamfitters	LT OJT	\$43,480	\$63,220	\$73,100	1,250	1,380	10.4%	159
47-4051	Highway Maintenance Workers	MT OJT	\$36,340	\$51,680	\$59,360	330	340	3.0%	39
49-1011	Supervisors - Mechanics, Installers & Repairers	WK EXP	\$53,610	\$80,530	\$94,000	730	770	5.5%	73
49-2022	Telecommunications Equipment Installers & Repairers	PS+	\$37,250	\$59,790	\$71,060	N/A	N/A	N/A	N/A
49-3023	Automotive Service Technicians & Mechanics	PS	\$32,340	\$51,130	\$60,530	1,290	1,310	1.6%	128
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	LT OJT	\$41,450	\$55,880	\$63,090	250	260	4.0%	24
49-3042	Mobile Heavy Equipment Mechanics	LT OJT	\$42,060	\$59,150	\$67,700	210	220	4.8%	22
49-9021	Heating, A/C & Refrigeration Mechanics & Installers	PS+	\$35,330	\$58,260	\$69,720	500	550	10.0%	56
49-9041	Industrial Machinery Mechanics	LT OJT	\$47,830	\$68,280	\$78,510	350	380	8.6%	36
49-9043	Maintenance Workers, Machinery	LT OJT	N/A	N/A	N/A	110	120	9.1%	11
49-9052	Telecommunications Line Installers & Repairers	LT OJT	\$65,900	\$75,880	\$80,880	N/A	N/A	N/A	N/A
49-9071	Maintenance & Repair Workers, General	MT OJT	\$31,000	\$46,480	\$54,220	2,350	2,490	6.0%	249
51-1011	Supervisors - Production & Operating Workers	WK EXP	\$49,050	\$79,030	\$94,020	790	800	1.3%	82
51-2028	Elec. & Electromechanical Assemblers	MT OJT	\$29,550	\$44,960	\$52,670	150	160	6.7%	19
51-2092	Team Assemblers	MT OJT	\$27,380	\$39,910	\$46,170	N/A	N/A	N/A	N/A
51-4011	CNC Machine Tool Operators	MT OJT	\$38,070	\$50,930	\$57,370	270	280	3.7%	29
51-4012	CNC Machine Tool Programmers	PS	\$45,090	\$69,610	\$81,870	30	30	0.0%	4
51-4041	Machinists	LT OJT	\$39,940	\$55,800	\$63,730	460	480	4.3%	50
51-4081	Multiple Machine Tool Setters/Oprs/Tenders	MT OJT	\$30,570	\$41,680	\$47,230	70	70	0.0%	7
51-4121	Welders, Cutters, Solderers & Brazers	MT OJT	\$39,620	\$51,970	\$58,150	270	280	3.7%	31
51-8031	Water/Wastewater Treatment Plant & System Operators	LT OJT	\$46,390	\$62,400	\$70,410	120	110	-8.3%	10

51-9011	Chemical Equipment Operators & Tenders	MT OJT	N/A	N/A	N/A	220	220	0.0%	26
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	MT OJT	\$36,680	\$62,490	\$75,400	600	520	-13.3%	61
53-3022	Bus Drivers: School or Special Client	ST OJT	\$24,440	\$43,820	\$53,510	970	1,070	10.3%	139
53-3032	Heavy & Tractor-Trailer Truck Drivers	PS	\$40,970	\$53,680	\$60,040	2,160	2,290	6.0%	267
53-3033	Light Truck Drivers	ST OJT	\$28,040	\$49,830	\$60,720	1,800	1,920	6.7%	223
53-6021	Parking Attendants	ST OJT	\$21,830	\$28,750	\$32,210	400	400	0.0%	60
53-7051	Industrial Truck & Tractor Operators	ST OJT	\$35,290	\$46,170	\$51,610	200	210	5.0%	24



Delaware County Profile

April 2023



2021 Population		
Demographic	County	PA

Total Population	573,883	12,970,650
Female	296,070	6,576,433
Male	277,813	6,394,217

Population by Race		
White	66.6%	78.3%
Black	21.8%	11.0%
Other	11.6%	10.7%
Hispanic Origin (all races)	4.2%	7.9%

Population by Age		
Ages 0 to 17	22.2%	20.9%
Ages 18 to 24	9.6%	8.9%
Ages 25 to 34	12.9%	13.1%
Ages 35 to 44	12.4%	12.0%
Ages 45 to 54	12.5%	12.7%
Ages 55 to 64	14.0%	14.2%
Ages 65 to 74	9.5%	10.6%
Ages 75 and Older	6.9%	7.6%
Median Age	39.0	40.8

Source: U.S. Census 5 Year Estimate 2017-2021 (Tables: DP05 and B01001)

Online Job Postings	County	PA
February 2023	6,513	158,571
February 2022	10,371	208,921
Annual Percent Change	-37.2%	-24.1%
Annual Volume Change	-3,858	-50,350

Source: The Conference Board - LightCast - Help Wanted OnLine™

2021 Veterans	County	PA
Total Veterans	24,386	703,581
Veteran Median Income	\$47,415	\$42,201
Non-Veteran Median Income	\$39,403	\$34,371
Veteran Unemployment Rate	6.1%	4.6%
Non-Veteran Unemployment Rate	6.6%	5.5%

Source: U.S. Census 5 Year Estimate 2017-2021 (Table: S2101)

2021 Resident Income	County	PA
Per Capita Income	\$77,180	\$64,279
Total Personal Income (in thousands)	\$44,289,599	\$833,314,466
Total Earnings (in thousands)	\$27,264,056	\$490,499,452
Total Dividends/Interest/Rent (in thousands)	\$7,976,308	\$134,916,974
Total Transfer Payments (in thousands)	\$9,049,235	\$207,898,040

Source: Bureau of Economic Analysis

Local Area Unemployment Statistics		
Feb 2023	County	PA
Unemployment Rate	3.9%	4.4%
Labor Force	303,100	6,500,000
Employed	291,100	6,217,000
Unemployed	11,900	284,000

Notes: Current month's data are preliminary. Data are Seasonally Adjusted.

Unemployment Compensation Exhaustees				
Mar 2022 to Feb 2023	Volume		Percent of Total	
Pre-UC Industry	County	PA	County	PA
Natural Resources & Mining	0	330	0.0%	1.0%
Construction	280	6,550	16.5%	18.0%
Manufacturing	70	3,270	4.0%	9.0%
Trade, Transportation & Utilities	250	6,540	15.0%	18.0%
Information	30	470	2.0%	1.5%
Financial Activities	110	1,810	6.5%	5.0%
Professional & Business Services	310	6,140	18.5%	17.0%
Education & Health Services	430	6,490	25.5%	18.0%
Leisure & Hospitality	100	2,440	6.0%	7.0%
Other Services	60	840	3.5%	2.5%
Government	40	1,040	2.5%	3.0%
Info Not Available	0	80	0.0%	0.0%
Total	1,680	36,000	100%	100%

Note: Percentages less than 0.5% will be displayed as 0.0%.
Source: Pennsylvania Unemployment Compensation System

Top 10 Employers by Employment in Q3 of 2022	
The Boeing Company	
United Parcel Service Inc	
Villanova University	
Delaware County	
Wawa Inc	
SAP of America Inc	
Prospect C MC LLC	
Federal Government	
Giant Food Stores LLC	
Inner Harbor School District	

Source: Quarterly Census of Employment and Wages

Center for Workforce Information & Analysis

Delaware County Workforce Development Board
Programs PY'22

Programs for Out-Of-School Youth				
Organization/ program	Location	Brief Program Description	Eligibility	Referral Contact
Community Action Agency, Inc. CAADC/Clinical Medical Assistant Program (CMA)	1414 Meetinghouse Rd., Boothwyn	Coordinated with CAADC, Clinical Medical Assistant training is provided by Condensed Curriculum International. The training includes 140 hours of classroom lectures, hands-on labs, and a paid clinical work experience of 160 hours at local healthcare providers. Testing for the NWCA Clinical Medical Assistance Certification, financial literacy instruction, leadership development training, mentoring, case management, tutoring, paid work experience, supportive services, job search, and placement assistance, one-year follow-up.	Age 18-24 H.S Grad/GED Possess one or more WIOA barriers Must be low income if H.S. Grad/GED & basic skills deficient and/or English language learner	Heather Parmely hparmely@caadc.org 610-874-8451

Chester Education Foundation (CEF)/Blueprint for Success	419 Avenue of the States, Chester	The program provides basic skills remediation, career exploration, financial literacy instruction, leadership development training, paid work experience, case management, supportive services, customer service training and certification, job search and placement, post sec Ed, and advanced training placement assistance, one-year follow-up.	<p>Age 18-24</p> <p>H.S.Grad/GED</p> <p>Possess one or more WIOA barriers</p> <p>Must be low income if H.S. Grad/GED & basic skills deficient and/or English language learner</p>	<p>Elaine Greene</p> <p>egreene@chestereducation.org</p> <p>610-364-1212</p>
Eckerd/Year-Round OSY	16 West Baltimore Pike, Lansdowne	The program provides intensive case management, life, and soft skills training, employability and career exploration, leadership development activities, financial literacy instruction, tutoring/study skills training, paid work experience, supportive services, academic remediation, occupational skills training through a four-week CareBridge Home Health Aide Program, or customer sales and service National Retail Federation training and certification with the opportunity, work readiness, job search, post sec Ed, and advanced training placement assistance, one-year follow-up.	<p>Age 17-24</p> <p>Not enrolled in school-with or without diploma/GED</p> <p>Possess one or more WIOA barriers</p> <p>Must be low income if H.S. Grad/GED & basic skills deficient and/or English language learner</p>	<p>Vaughn Wilson</p> <p>vwilson@eckerd.org</p> <p>610-291-5080</p>

EDSI/DELCO OSY	160 E. 7 th St., Chester	The program provides basic skills assessment, employability skills, career pathways exploration, counseling, coaching, mentorship, paid work experience, industry-specific boot camps, entrepreneurial training, case management, supportive services, job placement, one-year follow-up.	<p>Age 17-24</p> <p>Disconnected & adjudicated youth</p> <p>Not enrolled in school- with or without diploma/GED</p> <p>Possess one or more WIOA barriers</p>	<p>Terrene Cowan</p> <p>tcowan@edsisolutions.com</p> <p>610-876-4855</p>
EDSI/Pre-Apprenticeship	160 E. 7 th St., Chester	EDSI's Carpentry Pre-Apprenticeship offers Career Connections classroom curriculum, hands-on project completion, paid work experience, comprehensive case management, career pathways exploration, tutoring, leadership development, financial literacy instruction, employability skills, counseling, mentorship, supportive services, placement assistance, one-year follow-up, application assistance into a Registered Apprentice Program (RAP), credentialing, and enrollment in employment and advanced training, one-year follow-up.	<p>17-24</p> <p>Not enrolled in school- with or without diploma/GED</p> <p>Possess one or more WIOA barriers</p> <p>Must be low income if H.S. Grad/GED & basic skills deficient and/or English language learner</p>	<p>Terrene Cowan</p> <p>tcowan@edsisolutions.com</p> <p>610-876-4855</p>

Multi-Cultural Family Services, Inc. (MCFS)/Preparing Older Youth for Success (POYS)	7016 Terminal Square, Suite 1 A Upper Darby	The POYS program includes basic skills remediation, career exploration, financial literacy instruction, leadership development training, paid work experience, entrepreneurial instruction, case management, counseling, supportive services, customer service training and certification, work readiness instruction, job search and placement, post sec Ed, and advanced training assistance, one-year follow-up.	Age 17-24 Not enrolled in school-without diploma/GED & Possess one or more WIOA barriers Must be low income if H.S. Grad/GED & basic skills deficient and/or English language learner	Hawa Sweetie sdixon@mcforg.com 484-461-8660 CC: Portia Kamara pkamara@mcforg.com 484-461-8660
Programs for Dislocated Workers or Low Income Adults				
Organization/ program	location	Brief program description	Special population	Referral contact
Business Interface LLC	401 Avenue of the States, Chester	Job Search Assistance, Resume Prep and Interviewing skills	General	Tonya Martin 484-480-695 Ext. 5004 www.bfacellc.com
Delaware County Literacy Council	2217 Providence Ave, Chester	Job Search Assistance, Resume Prep and Interviewing skills	General with focus on immigrants	Elaine Herbert 484-461-2144 eherbert@delcoliteracy.org
EDSI/ A Step-Up	160 East 7th St. Chester	Job Search Assistance, Resume Writing and Interviewing Skills.	Individuals returning from incarceration	Ariona Holmes 610-876-4855 aholmes@edsolutions.com
EDSI/ MVP	160 East 7th St. Chester	Job Search Assistance, Resume Writing and Interviewing Skills.	Individuals in recovery	Lauren Pearson 610-876-4855 lpearson@edsolutions.com

Programs for Veterans				
Organization/ program	location	Brief program description	eligibility	Referral contact
The Jobs for Veterans Act	701 Crosby Street Suite B Chester PA 19013		Veteran	Robert Santiago 610.447.3307
Programs for General Public				
Organization/ program	location	Brief program description	eligibility	Referral contact
Delaware County Literacy Council	2217 Providence Rd. Chester	Adult Education & Literacy	Adults over 16 who are not in school. ESL, GED, Math	Pat Gunnin pgunnin@delcoliteracy.org (610)876-4811
Office of Vocational Rehabilitation	1875 N. Hope Street, Norristown	Office of Vocational Rehabilitation		Norristown Office 484-250- 7340
The Workplace/ Maturity Works	701 Crosby Street Suite B Chester PA 19013	Senior Community Service Employment	Low-Income/ Over 55	Tim Carroll Phone: (215) 490- 8387 tcarroll@workplace.org.
Community Action Agency of Delaware County	1414 Meetinghouse Road, Boothwyn, Pa 19061	>Employment and Training: Community Service Block Grant Employment and Training: > Federal Department of Housing and Urban Development (HUD)		Ed Coleman ecoleman@caadc.org 610- 833-4422
Department of Human Services/ TANF	701 Crosby street Suite A , Chester, Pa 19013		Determined by Department of Human Services	Makeda Hudson mahudson@pa.gov 610-447-5301

Philadelphia Job Corps	100 South Broad Street, Suite 1416	Philadelphia Job Corps will provide you with free career training so you can gain the skills and tools you need to be <i>successful</i> .		Lynn Intrepid 856-596-1070
Pathstone Migrant and Seasonal Farmworker	421 McFarlan Road, Suite E Kennett Square, PA 19348			Nita D'Agostino ndagostino@pathstone.org 717-234-6616
Council of Three Rivers American Indian Center, Inc. Native American Program	120 Charles Street, Pittsburgh, PA 15238	The WIOA or Workforce Program serves Native American adults ages 18 and over. Our definition of 'Native American' includes people who are culturally, racially, or ethnically indigenous to the United States and its territories, and includes groups such as American Indians (as defined by the U. S. Constitution), Alaska Natives, Native Hawaiians, Taino of Puerto Rico, and self-identified (or otherwise formally undocumented) Native people whose claims are vetted through the Three Rivers intake process. We assist with funding in training pathways aligned with High Priority Occupations as well as job readiness activities, job placement, and follow-up services.		

Employment Advancement and Retention Network (EARN) Community Action Agency of Delaware County	1414 Meetinghouse Rd. Boothwyn, PA 19061	Employment Advancement and Retention Network (EARN) is designed to provide a range of services to meet individuals' needs, including access to education and training opportunities to move clients toward family economic stability. The program is based on human-centered designed and includes a combination of case management, coaching, licensed counseling, and peer-to-peer experiences to develop a career pathway through job placement and job retention goals for the participants referred from the County Assistance Office (CAO).		Monica Mertoli-Jennings c-momertol@pa.gov 610- 447-3137
Trade Adjustment Assistance Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations	701 Crosby Street Suite B Chester PA 19013	The Trade Adjustment Assistance (TAA) Program allows workers whose jobs have been affected by foreign competition to receive a variety of benefits and reemployment services. The goal of the Trade Adjustment Assistance (TAA) Program is to assist dislocated workers in obtaining suitable (family-sustaining) employment from a combination of reemployment services and possibly training		Robert Santiago rosantiago@pa.gov 610-447-3307

Key Workforce Development Terms

ABAWD - Able Bodied Adult without Dependents

ABE - Adult Basic Education

AEFLA - Adult Education and Family Literacy Act

AEL- Adult Education and Literacy

ACS - American Community Survey

ADA - Americans with Disabilities Act

ADAAA - Americans with Disabilities Act Amendments Act

ALJ - Administrative Law Judge

ANRC - Alaska Native Regional Corporation

ANVSA - Alaska Native Village Service Area

AOP - Agricultural Outreach Plan

ARC - Active Resource Coordination

ARS - Agricultural Recruitment System

ASE - Adult Secondary Education

ATAA - Alternative Trade Adjustment Assistance

ATAP - Assistive Technology Act Program

AWPA - Migrant and Seasonal Agricultural Worker Protection Act

AWOL - Absent Without Official Leave

BEST – Business Engagement and Services Team

BEST Literacy - Basic English Skills Test (written)

BEST Plus 2.0 - Basic English Skills Test Plus (oral)

BCL - Business and Community Liaison

BFOQ - Bona Fide Occupational Qualification (8.5)

BLS - Bureau of Labor Statistics

CBO - Community-based organization

CCC - Civilian Conservation Center

CCRS - College and Career Readiness Standards

CCSS - Common Core State Standards

CDBG - Community Development Block Grant

CEO - Chief elected official

CEP - Concentrated Employment Program

CFR - Code of Federal Regulations, Complaint System Employment Service and, Employment-Related Law Complaint System

CLC - Career Learning Center

COABE - Coalition for Adult Basic Education

COO - Chief operating officer

COSO - Committee of Sponsoring Organizations of the Treadway Commission

CPARS - Contract Performance Assessment Reports

CPP - Career Preparation Period

CRIS - Common Reporting Information System

CTS - Career Transition Services

CTT - Career Technical Training

DACA - Deferred Action for Childhood Arrivals

DAEL - Division of Adult Education and Literacy (at OCTAE)

DINAP - Division of Indian and Native American Programs

DLR - Department of Labor and Regulation

DOC - Department of Corrections

DOE - Department of Education

DOK - Depth of Knowledge

U.S. DOL – U.S. Department of Labor

DVOP - Disabled Veterans Outreach Program

DWG - Dislocated Worker Grant

EBSS - Enterprise Business Support System

ED - Department of Education

EEOC - Equal Employment Opportunity Commission

EFL - Educational Functioning Level

ELA - English Language Acquisition

E.O. - Executive Order

EO Officer - Equal Opportunity Officer

ESA - Employment Standards Administration

ESARS - Employment Security Automated Reporting System

ESL - English as a Second Language

ETA - Employment and Training Administration

ETPL - Eligible training provider list

FAR - Federal Acquisition Regulations

FBP - Federal Bonding Program

FECA - Federal Employees Compensation Act

FEIN - Federal employer identification number

FEMA - Federal Emergency Management Agency

FERPA - Family Educational Rights and Privacy Act

FLSA - Fair Labor Standards Act

FOA - Funding Opportunity Announcement

FPO - Federal Project Officer

FR - Federal Register

FTE - Full Time Equivalent

GE - Grade Equivalent

GED - General Educational Development

GIS - Geographic information system

GLA - Grade-Level Equivalent

GPRA - Government Performance and Results Act

HEARTH - Homeless Emergency Assistance and Rapid Transition to Housing Act of 2009

HHS - Department of Health and Human Services

HOME - HOME Investment Partnerships

HUD - U.S. Department of Housing and Urban Development

IC - Information collection

ICR - Information Collection Request

IDEA - Individuals with Disabilities Education Act

IDP - Instructor Development Program

IELCE - Integrated English Literacy and Civics Education

IEP - Individual Employment Plan

IET - Integrated Education and Training

IEVS - Income and Eligibility Verification System

INA - Indian and Native American

IP - Internet Protocol address

IRAP – Industry-Recognized Apprenticeship Program

IRFA - Initial Regulatory Flexibility Analysis

IRS - Internal Revenue Service

IRT – Integrated Resource Team

ISDEAA - Indian Self-Determination and Education Assistance Act

ISS - Individual Service Strategy

ISY - In-school youth

IT - Information technology

ITA - Individual Training Account

JDC – Job Development Contact

JIS - Job Information Service

JTPA - Job Training Partnership Act

JVSG - Jobs for Veterans State Grants

LACES - Literacy, Adult, and Community Education System

LEA - Local Education Agency

LEARS - Labor Exchange Agricultural Reporting System

LEHD - Longitudinal Employer-Household Dynamics

LEP - Limited English proficiency

LEWIS - Local Employment and Wage Information System

LINCS - Literacy Information and Communication System

LLC - Limited Liability Corporation

LLSIL - Lower Living Standard Income Level

LMI - Labor Market Information

MOU - Memorandum of Understanding

MPO - Management Performance Outcome

MSFW - Migrant and Seasonal Farmworker

MSG - Measurable Skill Gain

MSWR - Medical Separation with Reinstatement Rights

NAA - National Apprenticeship Act

NAACP - National Association for the Advancement of Colored People

NAETC - Native American Employment and Training Council

NAFTA - North American Free Trade Agreement

NAICS - North American Industry Classification System

NASDAE - National Association of State Directors of Adult Education

NCRC - National Career Readiness Certificate

NDWG - National Dislocated Worker Grant

NEG - National Emergency Grant

NFJP - National Farmworker Jobs Program

NICOA -National Indian Council on Aging

NICRA - Negotiated Indirect Cost Rate Agreement

NIEM - National Information Exchange Model

NLX - National Labor Exchange

NPRM - Notice of Proposed Rulemaking

NRC - National Research Council

NRS - National Reporting System

OA - Outreach and Admissions

OALJ - Office of Administrative Law Judges

OBS - On-board strength

OCTAE - Office of Career, Technical, and Adult Education

ODEP - Office of Disability and Employment Policy

OFLC - Office of Foreign Labor Certification

OIG - Office of the Inspector General

OJT - On-the-job training

OMB - Office of Management and Budget

OMS - Outcome Measurement System

OPDR - Office of Policy Development and Research

OSHA - Occupational Safety and Health Administration

OSY - Out-of-school youth

OTSA - Oklahoma Tribal Service Area

OWI - Office of Workforce Investment

PART - Program Assessment and Rating Tool

PBP - Program Budget Plan

PEDCS - Post Enrollment Data Collection System

PIA - Privacy Impact Assessment

PIAAC - Program for the International Assessment of Adult Competencies

PII - Personally identifiable information

PIP - Performance improvement plan

PIRL - Participant Individual Record Layout

PMP - Projections Managing Partnership

POP - Period of Participation

PPACA - Patient Protection and Affordable Care Act

PRA - Paperwork Reduction Act of 1995

PREP - Participants Reaching Employment Potential

PRH - Policy and Requirements Handbook

Pub. L. - Public Law

PY – Program year

RA – Reemployment Assistance

RAP – Registered Apprenticeship Program

REA - Reemployment and Eligibility Assessment

RES - Reemployment Services Program

RESEA - Reemployment Services and Eligibility

RFA - Regulatory Flexibility Act

RFP - Requests for proposals

RHY - Runaway or Homeless Youth

Richey - Order Judge Richey Court Order

RIN - Regulatory Information Number

RMA - Regional Monitor Advocate

RSA - Rehabilitation Services Administration

SBA - Small Business Administration

SBE – Significant Barrier to Employment

SBREFA - Small Business Regulatory Enforcement Fairness Act of 1996

SCSEP - Senior Community Service Employment Program

SDA - Service delivery area

SDALL - South Dakota Association for Lifelong Learning

sec. - Section of a Public Law or the United States Code

SESA - State Employee Security Act

S–FTP - Secure File Transfer Protocol

SMA - State Monitor Advocate

SNAP - Supplemental Nutrition Assistance Program

SOC - Standard Occupational Classification

SPR - Statewide Performance Report

SPARQ – SCSEP Performance and Results QPR System

SSA - Social Security Act

SSDI - Social Security Disability Insurance

SSN - Social Security Number

STAR - Student Achievement in Reading Initiative

STAWRS - Simplified Tax and Wage Reporting System

STEM - Science, Technology, Engineering, and Mathematics

SWA - State Workforce Agency

SWCAP - Statewide Cost Allocation Plans

TAA - Trade Adjustment Assistance

TABE - Test of Adult Basic Education

TANF - Temporary Assistance for Needy Families

TAPR - Trade Act Participant Report

TAT - Technical Assistance and Training

TDD - Telephone device for the deaf

TEAP - Trainee Employee Assistance Program

TEGL - Training and Employment Guidance Letter

TEN - Training and Employment Notice

URL - Uniform Resource Locator code

U.S.C. - United States Code

VA - Department of Veterans Affairs

VETS - Veterans' Employments and Training Service

VR - Vocational Rehabilitation (i.e., WIOA Title IV)

WP - Wagner-Peyser Act of 1933

WARN - Worker Adjustment and Retraining Notification

WDB - Workforce Development Board

WDC - Workforce Development Council

WHD - Wage and Hour Division

WIA - Workforce Investment Act of 1998

WIAC - Workforce Information Advisory Council

WIASRD - Workforce Investment Act Standardized Record Data

WIB - Workforce investment boards

WIOA - Workforce Innovation and Opportunity Act

WLMI - Workforce and Labor Market Information

WLMIS - Workforce and Labor Market Information System

WPRS - Worker Profiling and Reemployment Services

WRIS - Wage Record Interchange System

6. Membership Categories (members may represent more than one category with the exception of Business/Small Business). <i>Note: if a member is representing a Chair</i>	9. Member First Name	10. Member Last Name	11. Member & Officer Title	12. Company/Organization	13. Nominating Entity	15. Company/Agency/ Organization Address Line 1	17. City	18. State	19. Zip	20. Member Telephone Number	21. Member Email Address
Enter A1. (Required) Labor organizations or other (two or more)...	Albert	Danish	Vice President	Doyle Alliance Group	Delaware County	200 N. Warner Road	King of Prussia	PA	19406 610-608-0574	adani@doylealliancegroup.com	
B1. (Required) Small business (two or more)...	William	Adams	President	International Brotherhood of Electrical Workers - Local Union #654	Labor	3729 Chester Avenue	Boothwyn	PA	19061 610-494-2820	bobadams@iuew654.com	
A. Business	Shelly	Buck	President	Mainline Healthy/Riddle Hospital	Delaware County	1068 W. Baltimore Pike	Media	PA	19063 484-227-3102	bucks@mlhs.org	
C3. Local education agencies and community-based organizations...	Stephen	Butz	Director - Career & Tech Ed	Delaware County Technical Schools	N/A	100 Crossville Road	Aston	PA	19014 610-459-3050	sbutz@dcclw.org	
A. Business	Patricia	Cain	VP Human Resources	Hannah's Casino	Delaware County	777 Hannah's Blvd.	Chester	PA	19013 484-490-2231	pcain@hannahs.com	
D1. (Required) Economic and community development	Laura	Goodrich Cairns	Executive Director	Delaware County Commerce Center	N/A	100 W. 6th Street	Media	PA	19063 610-566-2225	lccairns@delcoca.org	
A1. (Required) Small business (two or more)	Dominic	Cappelli, Jr.	Benefit Consultant	My Benefit Advisor	Delaware County	1787 Sentry Parkway West VEVA 16	Blue Bell	PA	19422 610-701-1795	dcappelli@mybenefitadv.com	
A. Business	Catherine	Judge Cardillo	Director	Trinity Health Mid-Atlantic	Delaware County	3805 West Chester Pike	Newtown Square	PA	19073 610-886-6646	ccardillo@trinity-health.org	
B3. Community-based organizations with experience... (barriers / vets / disabilities)	Edward	Coleman	Executive Director	Community Action Agency of Delaware County	N/A	1414 Meetinghouse Road	Boothwyn	PA	19061 610-874-8451	ecoleman@cabcl.org	
A. Business	Rick	Durante	Vice President	Franklin Mint Federal Credit Union	Delaware County	5 Hillman Drive	Chadds Ford	PA	19317 484-259-1881	rickd@fmcu.org	
A. Business	Adam	Gattuso	Gov. Affairs & Communication Leader	Monroe Energy, LLC	Delaware County	4101 Post Road	Marcus Hook	PA	19061 610-364-8406	adam.gattuso@monroe-energy.com	
C1. (Required) Eligible providers administering adult education and literacy...	Patrick	Gunnin	Executive Director	Delaware County Literacy Council	N/A	2217 Providence Road	Chester	PA	19013 610-876-4811	pgunnin@delcoliteracy.org	
B4. Organizations with experience and expertise... (youth)	Makeda	Hudson	Executive Director	Delaware County Assistance Office	N/A	701 Crosby Street	Chester	PA	19013 610-447-5301	mahudson@pa.gov	
A. Business	Laura	Kasper	President/CEO	Monarch Staffing	Delaware County	110 Baltimore Pike	Springfield	PA	19064 610-653-8800	lkasper@monarchstaffing.com	
C2. (Required) Institutions of higher education providing workforce investment...	Karen P.	Kozachyn	Dean, Workforce Development & Community Ed	Delaware County Community College	Delaware County	901 S. Media Line Road	Media	PA	19063 610-359-5362	tkozachyn@dcc.edu	
A. Business	Lynda	Kugel	Director, Workforce Initiatives	Amerihealth Caritas	Delaware County	3875 West Chester Pike	Newtown Square	PA	19073 484-423-6245	lkugel@amerihealthcaritas.com	
A. Business	Patricia	McFarland	President	Delaware County Chamber of Commerce	Delaware County	1001 Baltimore Pike	Springfield	PA	19064 610-565-3677	trishm@delcchamber.org	
B2. (Required) Joint labor-management apprenticeship program...	Jason	Rode	Council Rep	Eastern Atlantic States Regional Council of Carpenters	Labor	1803 Spring Garden Street	Philadelphia	PA	19130 215-569-1634	jrode@eastcarpenters.org	
A. Business	John	Sanchez	President/CEO	Mustang Expediting	Delaware County	35 Stanley Drive	Aston	PA	19014 609-992-0906	john@mustangexpediting.com	
D3. (Required) Title I of the Rehabilitation Act	Shanae	Stallworth	District Administrator	Office of Vocational Rehabilitation	N/A	1875 New Hope Street	Norristown	PA	19401 484-250-4340 ext 122	ssstallworth@pa.gov	
C2. (Required) Institutions of higher education providing workforce investment...	William J.	Tyson	Director Strategic Communications	Penn State Brandywine	Penn State University	25 Yearsley Mill Road	Media	PA	19063 610-787-1103	wtyson@psu.edu	
D2. (Required) State employment service under Wagner-Peyser	Manlybeth	Feiguson Williams	Assistant Regional Director	Bureau of Workforce Partnership & Operations - PA Dept of Labor & Industry	N/A	479 Thomas Jones Way	Exton	PA	19341 484-401-2881	manlybwill@pagov	

Delaware County Workforce Development Board
Staff List

Kate McGeever, Director, mcgeeverk@co.delaware.pa.us

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Kim Robinson, Data Quality Manager, robinsonk@co.delaware.pa.us

Donna Tutak, Strategic Projects Manager, tutakd@co.delaware.pa.us