

Delaware County Workforce Development Board



Workforce Innovation and Opportunity Act

Local Plan

Fiscal Years 2025-2028

Effective Date: July 1, 2025

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STRATEGIC PLANNING: Local Area Workforce and Economic Analysis

1.1. Workforce Analysis

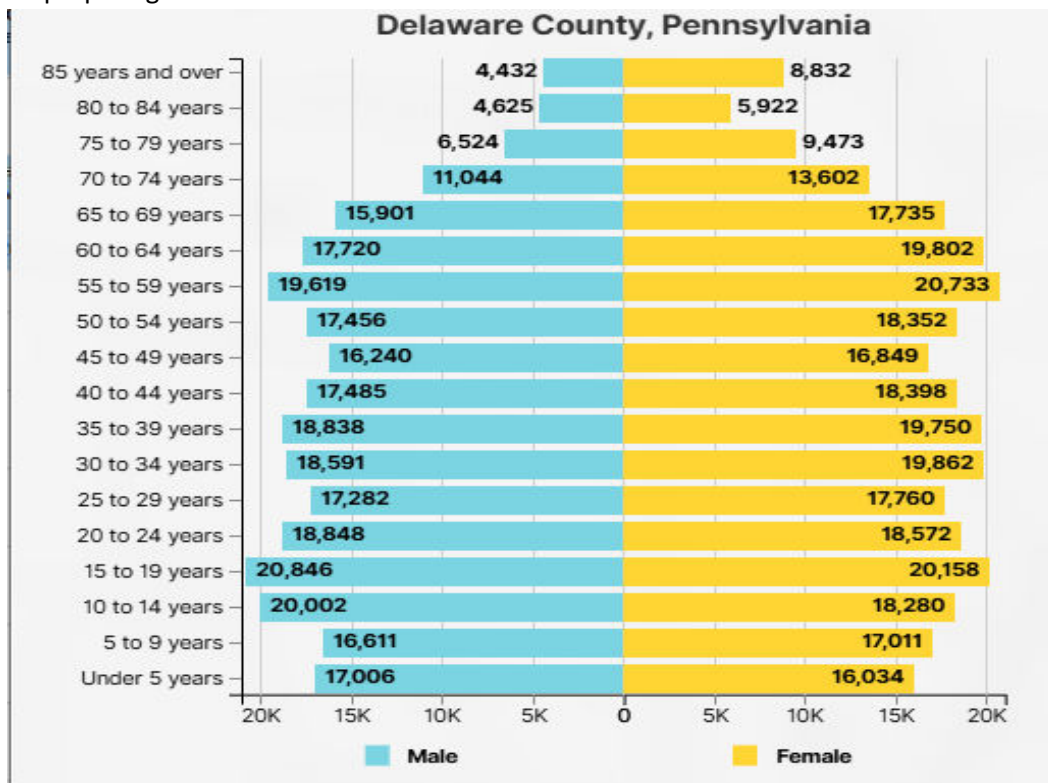
Provide an analysis of the regional workforce, including the composition of the local area's population and current labor force employment data.

The Delaware County Workforce Development Board's (DCWDB) 2025-28 Local Plan addresses the Delaware County Workforce Development Area, including all of Delaware County in southeastern Pennsylvania. Delaware County is part of the Philadelphia-Camden-Wilmington, PA-NJ-DE-MD Metro Area. Delaware County has 183.8 square miles of land, the 65th largest county in Pennsylvania by total area, but has the 5th highest population. Delaware County borders Montgomery County, Philadelphia County, Chester County, Pennsylvania, and New Castle County, Delaware and Gloucester County, New Jersey. The Delaware County Workforce Development Area is crucial to the thriving regional economy.

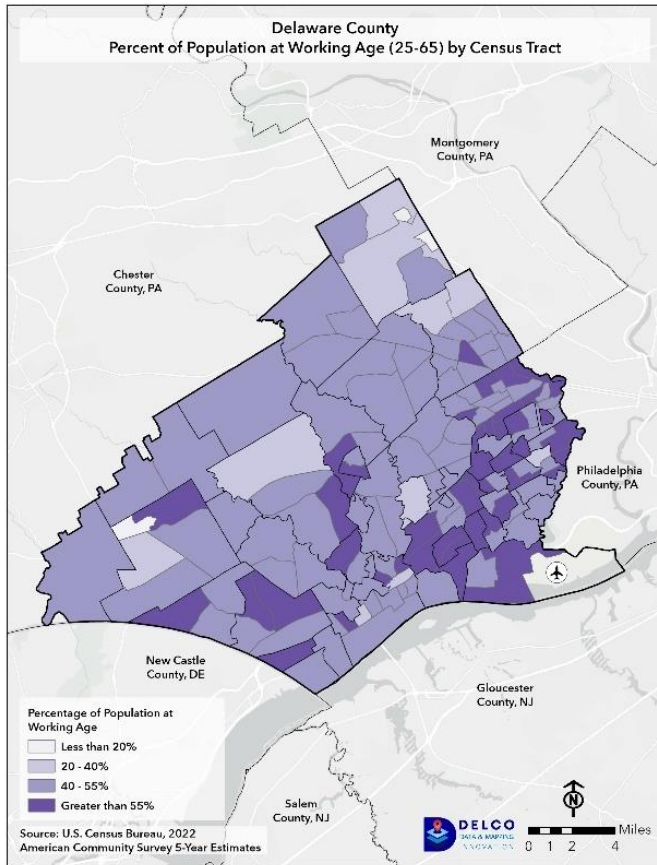
This workforce analysis will focus on Delaware County's population, age distribution, educational attainment levels, and skill levels.

Population- Age

Delaware County has an approximate population of 576,830 with 215,645 households, according to the US Census Bureau 2023 American Community Survey. Of the overall population, 48.5% are male, and 51.5% are female, with a median age of 39.5. Working-age individuals, ages 18-65, comprise 60.1% of the Delaware County population. The chart below shows that many residents are aged 55 to 65 and may be preparing to exit the labor market.



Source: https://data.census.gov/profile/Delaware_County,_Pennsylvania?g=050XX00US42045



Using information from the US Census Bureau American Community Survey 2022, the Delaware County GIS Department developed a map depicting the residences of working-age individuals aged 25-64. The distribution of working-age individuals is irregular. They are concentrated around the County seat of Media and along transportation lines into Philadelphia.

Population- Race and Ethnic Background

Delaware County benefits from a population that is both racially and ethnically diverse. Delaware County's residents who identify as Black alone (23.9%), Asian alone (6.8%), and two or more races (2.6%) exceed the representation of these groups at the state level. Delaware County's labor market also benefits from immigrants from around the world. Foreign-born residents make up 11.1% of Delaware County's population compared to 7.4% for Pennsylvania. Though immigrants live and work in all parts of the county, the Upper Darby Township is renowned for a long tradition of welcoming immigrants from around the world.

Population- Education

The Delaware County labor force is well-educated. Compared to Pennsylvania, Delaware County has a higher percentage of residents who have completed at least some college or a bachelor’s degree or higher. A closer look at the gender breakdown for educational attainment for residents over 25 years of age shows roughly equal educational attainment by sex. There is a slight overrepresentation of female graduate or professional degree holders and a larger number of males with a high school diploma as their highest level of educational attainment.

	Less than high school graduate:	High school graduate (incl. equivalency):	Some college or associate's degrees:	Bachelor's degree or higher:
Delaware Co	6.5%	27.6%	25.0%	40.9%
Pennsylvania	8.3%	33.5%	24.4%	33.8%

Source: Center for Workforce Information and Analysis/American Community Survey, 5-Year Estimates; 2018-2022

Population 25 years and over	Percent	Percent Male	Percent Female
Less than 9th grade	2.9%	3.0%	2.9%
9th to 12th grade, no diploma	3.7%	3.8%	3.6%
High school graduate (includes equivalency)	27.3%	28.1%	26.5%
Some college, no degree	15.7%	16.1%	15.3%
Associate's degree	7.6%	7.2%	7.9%
Bachelor's degree	23.5%	23.9%	23.2%
Graduate or professional degree	19.3%	18.0%	20.5%

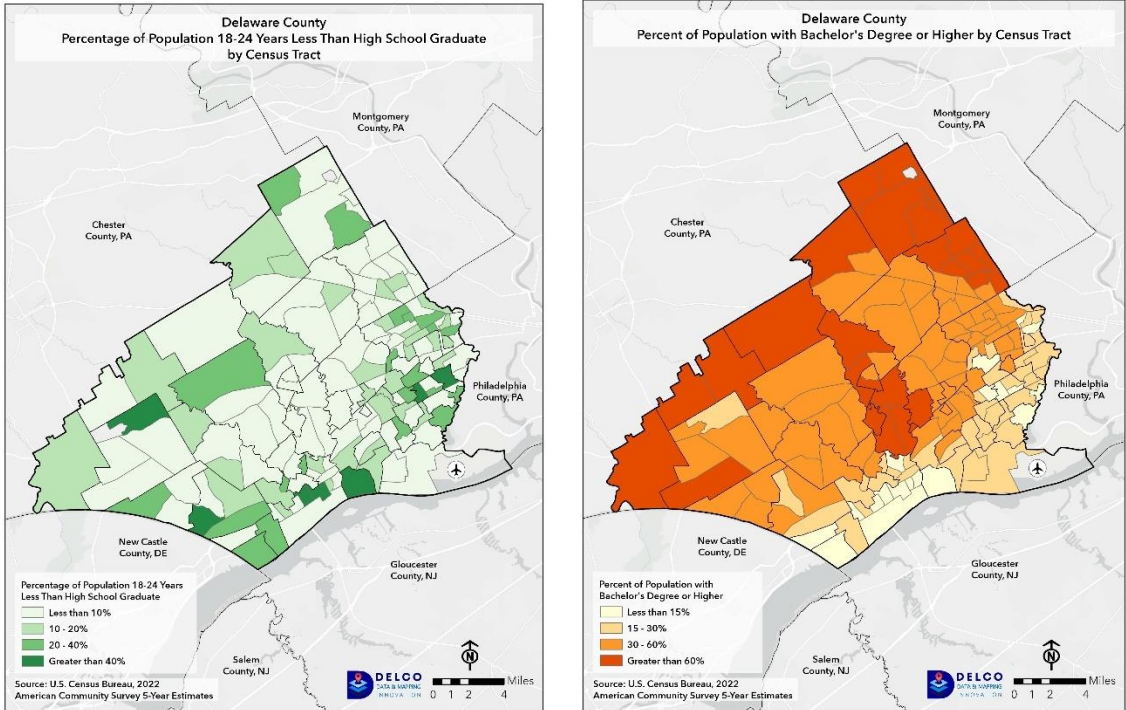
Source: <https://data.census.gov/table/ACSST1Y2023.S1501?q=Delaware%20County,%20Pennsylvania%20Educational%20attainment&moe=false>

A deeper analysis of young adults ages 18-24, raises concerns about the academic success of young males compared to young females. The below chart highlights that young females are significantly more likely to have attended some college or hold an associate’s, bachelor’s, or higher degree compared to young males.

Population 18 to 24 years	Percent	Percent Male	Percent Female
Less than high school graduate	12.0%	13.1%	10.8%
High school graduate (includes equivalency)	39.5%	44.4%	34.5%
Some college or associate's degree	36.0%	30.8%	41.3%
Bachelor's degree or higher	12.5%	11.6%	13.4%

Source: <https://data.census.gov/table/ACSST1Y2023.S1501?q=Delaware%20County,%20Pennsylvania%20Educational%20attainment&moe=false>

The maps below show that 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.



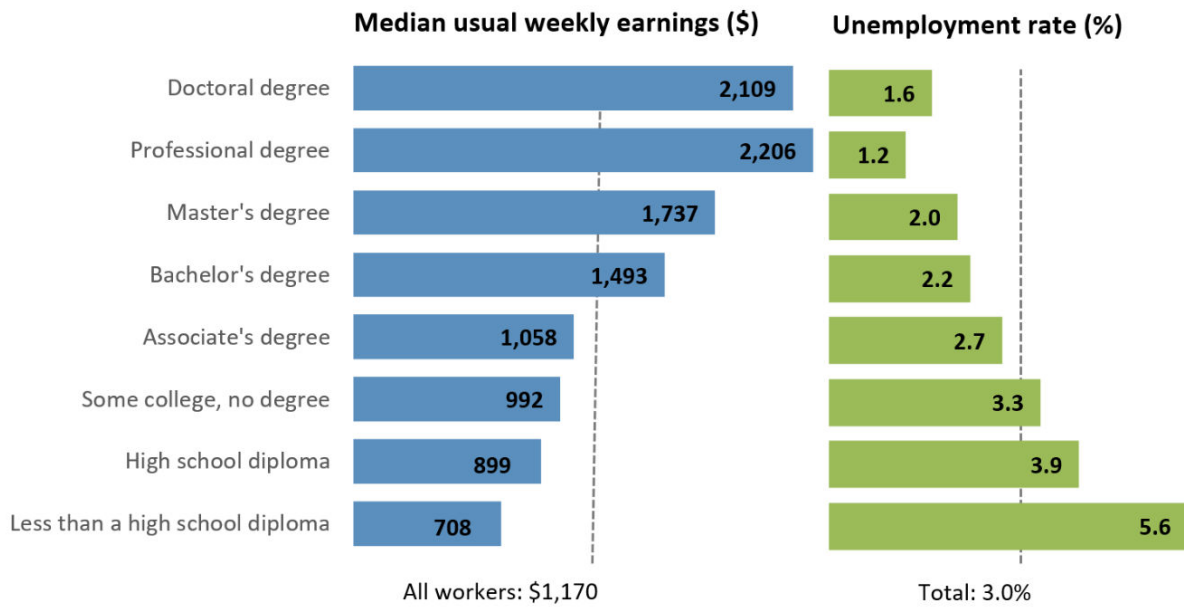
The chart below US Census 2023 demonstrates the connection between educational attainment and poverty. For individuals over 25 who hold less than a high school diploma, more than one in four (26.6%) will live in poverty compared to only 9.8% for individuals with some college or associate’s degree. However, at all educational attainment levels, females over 25 are more likely to be in poverty compared to their male counterparts. Beyond educational attainment, other factors including the gender wage gap, single parenting responsibilities, and fewer hours worked per pay period may contribute to the higher poverty rate for females.

POVERTY RATE FOR THE POPULATION 25 YEARS AND OVER BY EDUCATIONAL ATTAINMENT LEVEL	Percent	Percent Male	Percent Female
Less than high school graduate	26.6%	26.0%	27.2%
High school graduate (includes equivalency)	14.2%	12.6%	15.7%
Some college or associate's degree	9.8%	8.6%	10.9%
Bachelor's degree or higher	3.3%	2.6%	3.9%

Source: <https://data.census.gov/table/ACSST1Y2023.S1501?q=Delaware%20County,%20Pennsylvania%20Educational%20attainment&moe=false>

This chart from the Bureau of Labor Statistics demonstrates the connections among educational attainment, wages, and unemployment rate. As workers attain more education their wages increase and unemployment decreases. A well-educated workforce, like Delaware County’s, is likely to thrive.

Earnings and unemployment rates by educational attainment, 2023



Note: Data are for persons age 25 and over. Earnings are for full-time wage and salary workers.
 Source: U.S. Bureau of Labor Statistics, Current Population Survey.

Next, this workforce analysis will assess Delaware County’s residents with barriers to employment based on WIOA Sec 3(24) and employment status. Labor market trends will be analyzed with special attention to factors resulting in some groups being harder to serve.

WIOA sec. 3(24): WIOA designated the following populations as “individuals with a barrier to employment” and defined this term to mean a member of one (1) or more of the following populations: displaced homemakers, low-income individuals, Indians, Alaska Natives, and Native Hawaiians, individuals with disabilities, older individuals (ages 55 or over), individuals who have exited the justice system, individuals experiencing homelessness, youth who are in, or have aged out, of the foster care system, individuals who are English language learners, individuals who have low levels of literacy, eligible migrant and seasonal farmworkers, individuals within 2 years of exhausting lifetime eligibility under TANF, single parents (including single pregnant women), and long-term unemployed individuals (unemployed 27 or more weeks). In Delaware County, the barriers to employment that residents most commonly face are low income, disability, involvement with the justice system, and low English language proficiency or basic skills. Those groups are described below.

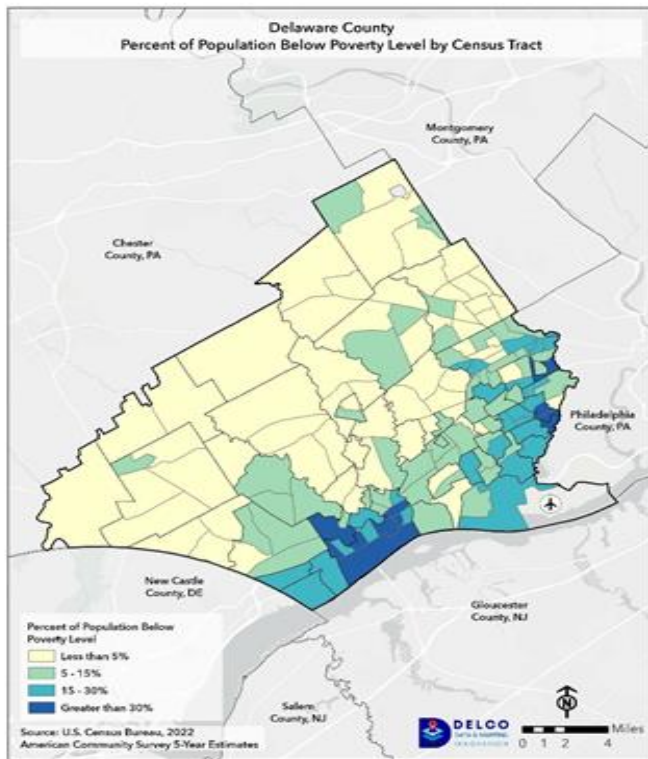
Population with Barriers- low-income individuals

Delaware County’s poverty rate for individuals over 16 is 8.7%, lower than the 10.7% rate for Pennsylvania. The labor force participation rate for people in poverty is 43.3% with a 32.3% unemployment rate. The chart below highlights that a higher rate of Delaware County residents with income below the poverty level (43.3%) participate in the labor force compared to the state level (36.9%). This group is commonly referred to as the “working poor” and is a focus for the DCWDB.

Individuals Below the Poverty Level Age 16 and Older

	Poverty Rate	Employed	Unemployed	Not in Labor Force	Unemployment Rate	Labor Force Participation Rate
Delaware Co	8.7%	11,287	5,395	21,808	32.3%	43.3%
Pennsylvania	10.7%	310,199	96,715	694,597	23.8%	36.9%

Source: American Community Survey, 5-Year Estimates; 2018-2022



Using information from the US Census Bureau American Community Survey 2022, the Delaware County GIS 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.

A trend for this group of workers is that since the 2015-19 data, the poverty rate has decreased from 9.0% to 8.7%, and the labor force participation rate has increased from 40.8% to 43.3%.

A challenge for this group is the stagnant minimum wage that impacts the 11,287

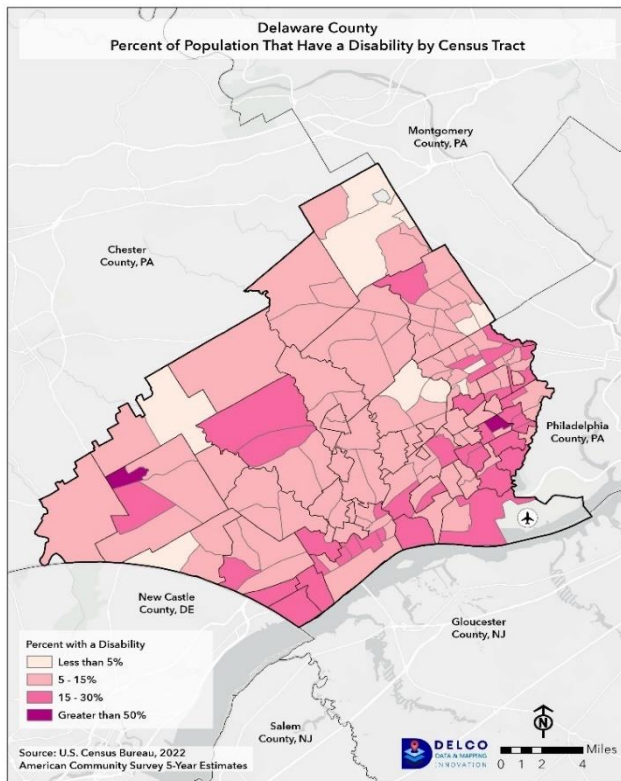
Delaware County workers who live in poverty. Pennsylvania’s \$7.25 minimum wage has not increased since 2009 and cannot lift a family out of poverty, even at full-time work. A full-time worker earning \$7.25 per hour only makes around \$15,080 per year, which is close to or below the poverty line for a single individual, but significantly below the poverty line for a family unit in Delaware County.

Population with Barriers- individuals with disabilities

Delaware County’s percentage of population with a disability is 9.7%, lower than the 11.4% rate for Pennsylvania. The labor force participation rate for individuals with a disability is 49.2% with a 16.6% unemployment rate. The chart below highlights the fact that more Delaware County residents with a disability are participating in the labor force (49.2%) compared to the state level (45%).

	Number of Individuals with a Disability	Percentage of Population with a Disability	Unemployment Rate		Labor Force Participation Rate	
			No Disability	Disability	No Disability	Disability
Delaware Co	33,806	9.7%	6.2%	16.6%	83.7%	49.2%
Pennsylvania	889,606	11.4%	4.8%	12.6%	82.9%	45.0%

Source: American Community Survey, 5-Year Estimates; 2018-2022



Using information from the US Census Bureau American Community Survey 2022, the Delaware County GIS Department developed the map to the left to illustrate where individuals with disabilities live in Delaware County.

A trend for this group of workers is that since the 2015-19 data, the labor force participation rate has increased from 45.4% to 49.2%. Factors that may have caused this increase in labor force participation include an increase in the use of remote or hybrid work schedules that reduce the need for transportation. For some individuals with disabilities, working from home opens new opportunities for working.

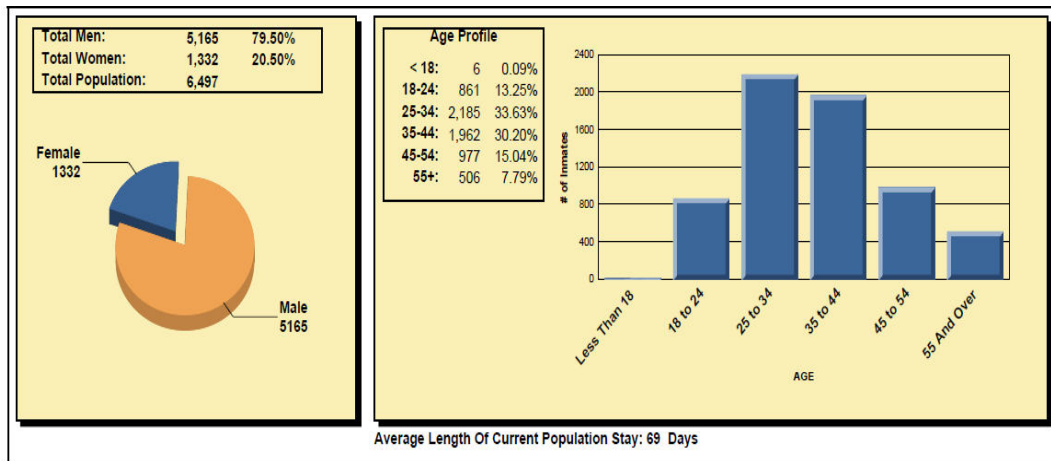
However, a challenge in serving this group continues to be the high unemployment rate for individuals with disabilities. The DCWDB continues to partner with the Office of

Vocational Rehabilitation to reduce barriers to employment for individuals with disabilities.

Population with Barriers- individuals who have exited the justice system

Delaware County is home to two correctional facilities: George W. Hill Corrections Facility and State Correctional Institution Chester. Individuals exiting George W. Hill Corrections Facility are likely to return to Delaware County or a neighboring county. Individuals exiting the State Correctional Institution may return to communities across the state and region.

The George W. Hill Corrections Facility can house 1883 inmates and is responsible for the incarceration of pre-trial detainees and persons serving a county sentence of two years less one day or state sentences of five years less one day. According to a report on 2024 George W. Hill inmates, 6,497 individuals were committed with an average stay of 69 days. 75.5% of individuals were released after 60 days or less. The graphs below illustrate that young, working-age males make up the largest group of incarcerated individuals.



The Delaware County Adult Probation and Parole Services supervises adults sentenced to county probation, parole, or placed on 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.

A trend since 2022 when Delaware County de-privatized the George W. Hill Corrections Facility is an intentional decrease in incarceration when other diversionary options are possible. Warden’s reports to the Delaware County Jail Oversight Board show that in January 2022 there were 1,462 commitments compared to the most recent report on December 2024 which showed 1,183 commitments, a 19% reduction. A related trend is the number of Delaware County adults under supervision by the Delaware County Adult Probation and Parole Services. During 2020 there were 11,574 active clients under supervision, but in September 2024 there were 11,056 under supervision, a 4.5% reduction.

Individuals exiting the justice system face many barriers to employment which make them difficult to serve. At a minimum, individuals who experience brief incarceration like those at George W. Hill Corrections Facility, will lose employment they had prior to incarceration. For those who are convicted, their criminal backgrounds may exclude them from Delaware County’s dominant employment sectors of education and health care. For those recently exiting incarceration, meetings with probation and parole officers can disrupt work schedules.

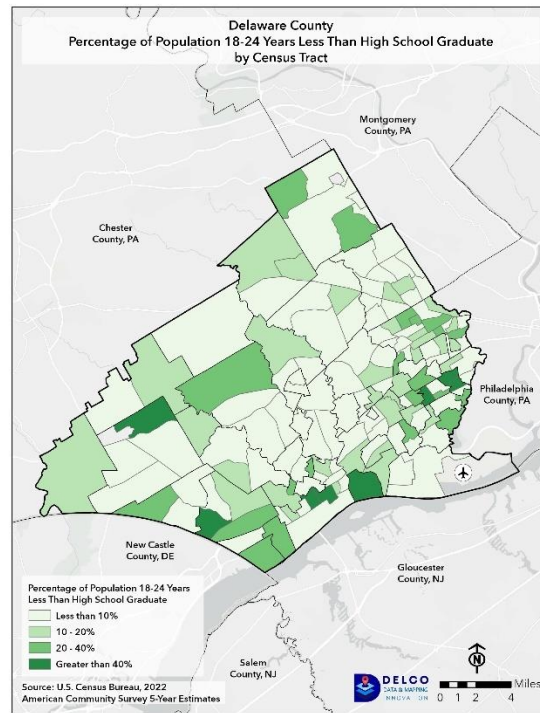
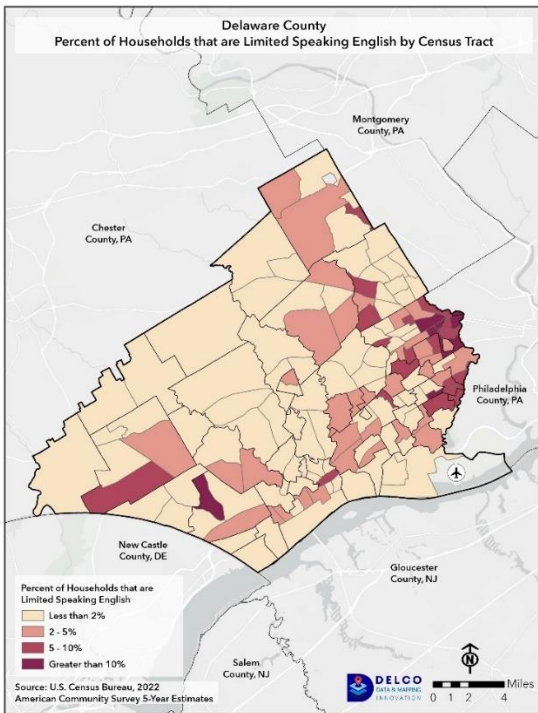
Population with Barriers-English Language and Basic Skills Deficient

Delaware County’s percentage of the population who are English language learners or individuals who have low levels of literacy reflect trends of strong immigration from non-English speaking countries and continued increase in high school graduation rates.

Individuals age 5 and over who speak English less than very well is 4.8% in Delaware County which is higher than the 4.5% rate for Pennsylvania. However, Delaware County has a lower percentage of adults ages 25 and over who hold less than a high school diploma at 6.5% compared to the Pennsylvania rate of 8.3%.

English Speaking Ability Ages 5 and Older	Speak English less than "very well"	Percentage of Individuals Speaking English less than "very well"
Delaware	26,148	4.8%
Pennsylvania	558,725	4.5%
Educational Attainment of Working Age Population Ages 25 and Older	Less than high school graduate	Less than high school graduate
Delaware	25,448	6.5%
Pennsylvania	761,194	8.3%

Source: American Community Survey, 5-Year Estimates; 2018-2022



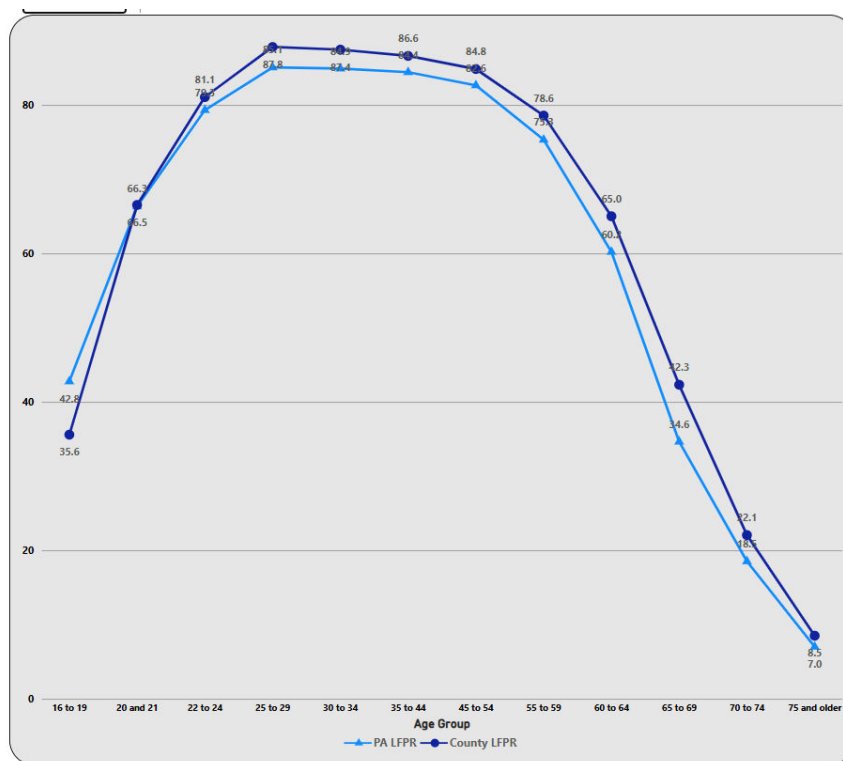
Using information from the US Census Bureau American Community Survey, the Delaware County GIS Department developed the maps above to illustrate where individuals with limited English Speaking(left) and less than a high school diploma (right) live in areas of Delaware County.

A trend for these workers is that since the 2015-19 data there has been a decrease in the percentage of individuals with less than a high school diploma from 6.9% to 6.5%. However, there has been an increase in the percentage of people over the age of 5 who speak English less than very well from 4.4% to 4.8%

A challenge in serving this group includes the long-term requirement to raise English language proficiency and basic skills to work-ready levels. DCWDB collaborates with the WIOA Title II provider and the 17 local school districts to improve the skills of students and their parents.

Delaware County's current labor force employment and unemployment data

Delaware County residents participate in the labor force at a higher rate (65.8%) than both the Pennsylvania rate (62.7%) and the US rate (63.0%). (<https://www.census.gov/quickfacts>) This results in fewer potential workers who could join the workforce. Those not participating in the workforce are likely to face significant barriers to successful participation.



The 2022 Labor Force Participation Rate by Age Group chart to the left illustrates that Delaware County workers have a higher labor force participation rate than Pennsylvania at every age, except workers under 21 years old. Factors that decrease labor force participation for the youngest workers in Delaware County include high secondary and post-secondary education enrollment and limited job opportunities for young adults in the largest employer sectors of educational services and health care.

Source: <https://www.pa.gov/agencies/dli/resources/statistic-materials/dashboards/county-stats.html>

In addition to having high labor market participation rates, Delaware County has low unemployment rates. The full employment rate of unemployment in the US is considered to be between 4-6%. Delaware County has maintained an unemployment rate below 4% for over two years. Delaware County is in a state of full employment.

Annual Average Labor Force Statistics, Delaware County WDA, 2023

Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2023	301,600	292,000	9,600	3.2

Seasonally Adjusted Labor Force Statistics, Delaware County WDA, 2024

Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	304,500	295,200	9,300	3.1
February	306,600	297,200	9,400	3.1
March	307,800	297,600	10,100	3.3
April	306,600	297,400	9,300	3.0
May	305,500	295,400	10,100	3.3
June	303,800	294,200	9,600	3.1
July	304,900	295,100	9,700	3.2
August	301,500	290,800	10,700	3.5

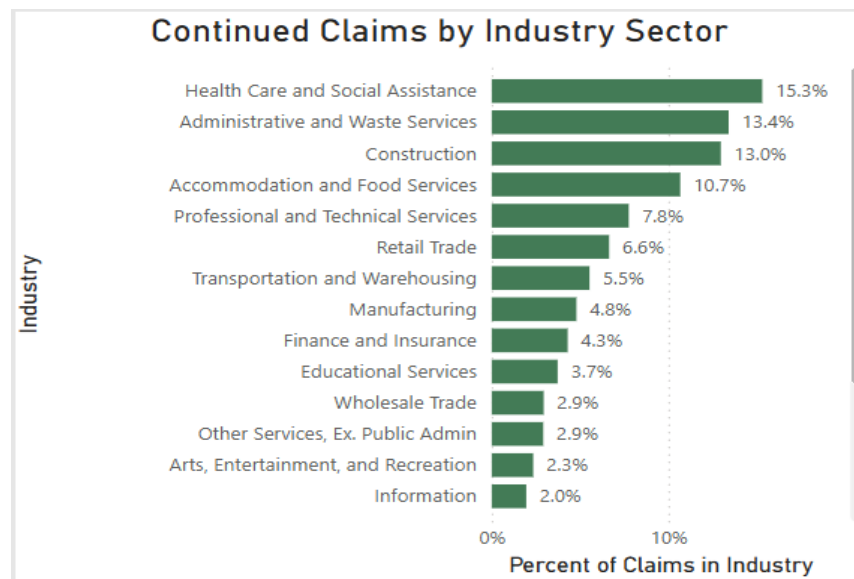
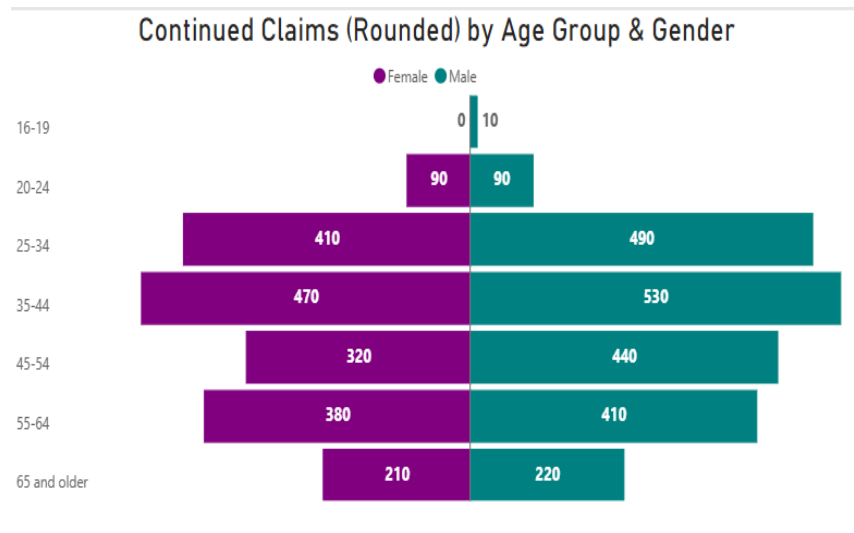
Preliminary

Source: Local Area Unemployment Statistics (LAUS)

For Delaware County residents experiencing unemployment, the industries they most recently worked in reflect the sectors with the highest number of workers. These unemployed workers have experience in professional services, education and health services, and trade, transportation, and utilities. Their skills and experiences should be transferable to new employers within the same sectors. Also, unemployed workers can access services through the PA CareerLink® system to acquire new, high-demand skills.

PA Regular UC Benefits, Continued Claims by Industry, August 2024	Natural Resources and Mining	Construction	Manufacturing	Trade, Transportation,	Information	Financial Activities	Professional and Business Services	Education and Health Services	Leisure and Hospitality	Other Services	Government	Industry Not Available
PENNSYLVANIA	0.7%	6.0%	10.0%	27.4%	1.6%	4.3%	16.9%	17.5%	11.0%	2.3%	0.9%	1.4%
DELAWARE Co	0.0%	5.9%	5.0%	17.6%	2.0%	6.0%	20.8%	23.6%	13.6%	2.6%	1.1%	1.9%

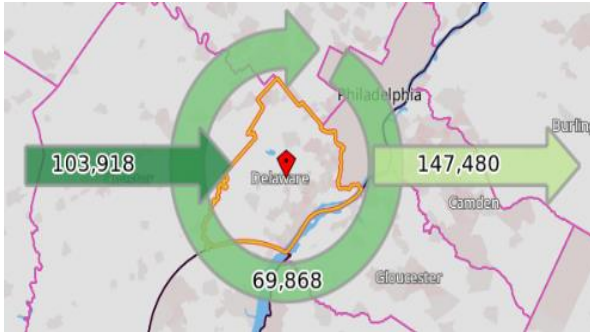
Weekly Unemployment Compensation Claims: Continuing Claims for January 4, 2025



The Center for Workforce Information and Analysis charts to the left offer a snapshot of the ages and past industry sectors for Delaware County residents who received unemployment compensation during the week of January 4, 2025. These working-age dislocated workers bring experience in high-demand sectors which will increase their likelihood of reemployment.

Source: <https://www.pa.gov/agencies/dli/resources/statistic-materials/dashboards/weekly-uc.html>

An analysis of Delaware County workers' commuting inflow-outflow patterns illustrates that Delaware County is part of a regional economy where workers have great mobility across county borders.



	Count	Share
Employed in the WDA	173,786	100.0%
Employed and Living in the WDA	69,868	40.2%
Employed in the WDA but Living Outside	103,918	59.8%
Living in the WDA	217,348	100.0%
Living and Employed in the WDA	69,868	32.1%
Living in the WDA but Employed Outside	147,480	67.9%

Net Commuting In/Out*	-43,562
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Delaware County workers and employers benefit from being part of the larger regional economy. Workers benefit from employment opportunities that are easily accessible in the surrounding counties while employers can attract workers from a larger pool than Delaware County.

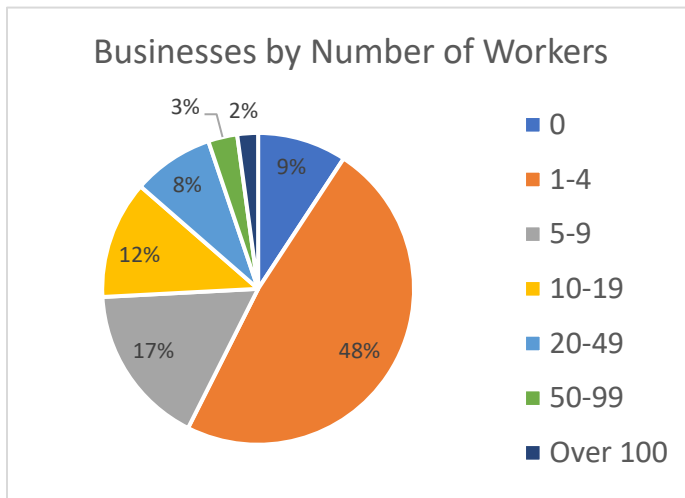
1.2. Economic Analysis

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

DCWDB focuses on existing and emerging in-demand industry sectors

Delaware County's economic conditions are driven by existing and emerging in-demand industry sectors. The below analysis will show that Delaware County benefits from a prevalence of small businesses that reduces the risk of major disruptions of the labor market by one large employer. Furthermore, the sectors which employ the most workers are education, health and social services, hospitality, and retail. Though there have been disruptions in one of the major hospital systems, in general, these sectors are place-based and unlikely to leave Delaware County. This stability allows the public workforce development system to build long-term relationships to meet the needs of the local business community.

Small Businesses are the Backbone of Delaware County’s Labor Market



Delaware County has over 14,000 businesses with 98% of those businesses employing under 100 workers. These small businesses employ 60% of the workers according to the Center for Workforce Information & Analysis (CWIA) Pennsylvania Private Industry Employment by County and Size Code Report for 4th Quarter 2023 (Preliminary). This concentration of small businesses protects Delaware County’s economy from major shocks that can occur when a small number of businesses employ a large percentage of workers.

Delaware County is anchored in Service Industries

Industry	Employment (2022)	Projected Employment (2032)	Employment Change (2022-32)	
			Volume	Percent
Total Jobs	234,620	242,300	7,680	3.3%
Goods Producing Industries	25,580	26,230	650	2.5%
Agriculture, Mining & Logging	170	190	20	11.8%
Construction	12,120	12,450	330	2.7%
Manufacturing	13,290	13,590	300	2.3%
Services-Providing	196,320	202,940	6,620	3.4%
Trade, Transportation & Utilities	40,640	40,380	-260	-0.6%
Information	2,240	2,370	130	5.8%
Financial Activities	12,830	13,380	550	4.3%
Professional & Business Services	29,620	31,220	1,600	5.4%
Education & Health Services	67,350	71,470	4,120	6.1%
Leisure & Hospitality	21,010	21,170	160	0.8%
Other Services, Except Public Admin.	11,970	12,370	400	3.3%
Federal, State & Local Government	10,680	10,590	-90	-0.8%
Self-Employed Workers	12,710	13,130	420	3.3%

Source: Long-Term Industry Employment Projections (2022-32)

The chart above shows that Delaware County employment is projected to remain focused in service industries, especially Education & Health Services and Trade, Transportation & Utilities.

Identifying new and emerging in-demand sectors

DCWDB evaluates online job postings and new hire data from CWIA to determine new and emerging in-demand sectors. These data help DCWDB identify employment sectors and occupations that are in demand now. The snapshot below compares the online job postings of December 2023 and December 2024 and shows a 15.5% increase of 1,146 posts. Furthermore, the top 10 industries are largely in the healthcare sector.

TOTAL JOB POSTINGS BY AD TYPE & INDUSTRY - DEC. 2024

Area	Industry Code Level	Description	Ad Type	Dec. 2024	Dec. 2023
Delaware	2	62 -- Health Care and Social Assistance	Total	2,204	1,695
Delaware	2	44-45 -- Retail Trade	Total	896	882
Delaware	2	61 -- Educational Services	Total	502	559
Delaware	2	54 -- Professional, Scientific, and Technical Services	Total	453	336
Delaware	2	52 -- Finance and Insurance	Total	419	344
Delaware	2	72 -- Accommodation and Food Services	Total	383	377
Delaware	2	31-33 -- Manufacturing	Total	304	234
Delaware	2	81 -- Other Services (except Public Administration)	Total	245	247
Delaware	2	56 -- Administrative and Support and Waste Management and Remediation Services	Total	239	374
Delaware	2	48-49 -- Transportation and Warehousing	Total	230	101
Delaware	2	51 -- Information	Total	222	93
Delaware	2	42 -- Wholesale Trade	Total	198	246
Delaware	2	23 -- Construction	Total	129	89

Source: <https://www.pa.gov/agencies/dli/resources/statistic-materials/dashboards/online-job-postings.html>

DCWDB couples job posting information with new hire data to understand new and emerging in-demand sectors. New hire data is reviewed through the lens of high or low turnover rates for occupations and sectors. The chart below from CWIA lists the industries with the largest number of new hires. These industries partner with the PA CareerLink® system to connect to eligible job seekers.

Delaware County WDA New Hires, 2024 Q3		New Hires by Residence				
NAICS	NAICS Title	2024 Q3 New Hires	2023 Q3 New Hires	Annual Change in New Hires	Annual Percent Change in New Hires	Average Age of 2024 Q3 New Hires
10	Total, All Industries	22,016	21,757	259	1.2%	25 to 34
722	Food Services and Drinking Places	2,922	3,011	-89	-3.0%	25 to 34
624	Social Assistance	2,386	2,443	-57	-2.3%	35 to 44
611	Educational Services	2,242	2,263	-21	-0.9%	35 to 44
999	Unclassified	1,612	1,035	577	55.7%	35 to 44

561	Administrative and Support Services	1,468	1,659	-191	-11.5%	35 to 44
621	Ambulatory Health Care Services	1,461	1,391	70	5.0%	35 to 44
623	Nursing and Residential Care Facilities	1,404	1,338	66	4.9%	35 to 44
541	Professional, Scientific, and Technical Services	1,016	986	30	3.0%	35 to 44
713	Amusement, Gambling, and Recreation Industries	599	662	-63	-9.5%	25 to 34
813	Religious, Grantmaking, Civic, Professional, and Similar Organizations	575	365	210	57.5%	25 to 34

Source: <https://www.pa.gov/agencies/dli/resources/statistic-materials/products/new-hires.html>

Delaware County's Future is in Eds & Meds

According to CWIA's "Long-Term Industry Employment Projections 2022-32," the industries expected to experience the greatest employment growth by volume are largely in the Health Care and Social Assistance sector including Individual and Family Services, General Medical and Surgical Hospitals, Home Health Care Services, Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly, Personal Care Services, Offices of Physicians, and Residential Intellectual & Developmental Disability, Mental Health, & Substance Abuse Facilities.

DCWDB uses these data to align services and programs to sectors that are poised to grow. DCWDB also uses these data when collaborating with partners, including K12, post-secondary, and economic development, to ensure a consistent approach to preparing today's and tomorrow's workforce.

	Industry Title	Employment Change (Volume)
1	Individual and Family Services	1,480
2	General Medical and Surgical Hospitals	680
3	Home Health Care Services	580
4	Computer Systems Design and Related Services	510
5	Self Employed Workers, All Jobs	420
6	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	390
7	Management of Companies and Enterprises	350
8	Agencies, Brokerages, and Other Insurance Related Activities	250
9	Personal Care Services	230
10	Offices of Physicians	210
11	Residential Intellectual & Developmental Disability, Mental Health, & Substance Abuse Facilities	180

Source: CWIA Long-Term Industry Employment Projections 2022-32

	Industry Title	Employment Change (Percent)
1	Computer Systems Design and Related Services	34.5%
2	Other Personal Services	18.9%
3	Individual and Family Services	17.1%
4	Facilities Support Services	14.8%
5	General Medical and Surgical Hospitals	12.7%
6	Home Health Care Services	12.6%
7	Freight Transportation Arrangement	9.8%
8	Business, Professional, Labor, Political, and Similar Organizations	9.7%
9	Personal Care Services	9.4%
10	Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly	9.3%
11	Civic and Social Organizations	9.0%

Source: CWIA Long-Term Industry Employment Projections 2022-32

DCWDB focuses on existing and emerging in-demand occupations.

High Priority Occupations (HPOs) are one component of Pennsylvania's industry-driven approach to workforce development. 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. Combining statistical data with regional expert input allows for a complete picture of the actual workforce needs of the Commonwealth.

For Delaware County, the existing and emerging in-demand occupations reflect the concentration of businesses in the education, health and social assistance, hospitality, and retail sectors. The HPO list for 2024 includes occupations along career pathways within these sectors. The list below represents the High-Priority Occupations with the highest projected growth through 2030. The second list is the High-Priority Occupations with the highest annual demand through 2030.

DCWDB uses this information when partnering with training providers to either invest in current training opportunities or encourage the development of training to prepare workers for High Priority Occupations.

SOC Code	SOC Title	Percent Change
11-9111	Medical & Health Services Managers	37.3%
21-1018	Substance Abuse, Behavioral Disorder & MH Counselors	25.4%
49-9041	Industrial Machinery Mechanics	25.0%
35-1012	Supervisors - Food Preparation & Serving Workers	22.9%
31-1120	Home Health & Personal Care Aides	22.8%

25-2011	Preschool Teachers	22.0%
29-1126	Respiratory Therapists	21.4%
15-1256	Software Developers & QA Analysts	20.7%
31-9092	Medical Assistants	19.3%
13-1161	Market Research Analysts & Marketing Specialists	18.6%
31-2021	Physical Therapist Assistants	18.2%
11-9051	Food Service Managers	17.9%
31-9091	Dental Assistants	17.4%
29-2098	Medical Dosimetrists, Records Specialists & Other Techs	16.7%
23-2011	Paralegals & Legal Assistants	15.8%
21-1093	Social & Human Service Assistants	15.5%
53-3058	Passenger Vehicle Drivers	15.2%
21-1023	Mental Health & Substance Abuse Social Workers	15.0%

Source: <https://www.pa.gov/agencies/dli/resources/statistic-materials/products/high-priority-occupations.html> CWIA 2024
HPO List

SOC Code	SOC Title	Annual Demand
31-1120	Home Health & Personal Care Aides	1,593
43-9061	Office Clerks, General	687
43-4051	Customer Service Representatives	481
31-1131	Nursing Assistants	439
29-1141	Registered Nurses	356
11-1021	General & Operations Managers	312
43-6014	Secretaries & Administrative Assistants	310
25-2031	Secondary School Teachers	271
39-9011	Childcare Workers	264
43-3031	Bookkeeping, Accounting & Auditing Clerks	264
43-1011	Supervisors - Office & Administrative Support Workers	244
41-4012	Sales Representatives	240
13-2011	Accountants & Auditors	232
31-9092	Medical Assistants	220
53-3033	Light Truck Drivers	211
43-4171	Receptionists & Information Clerks	200
35-1012	Supervisors - Food Preparation & Serving Workers	195
47-2061	Construction Laborers	189

Source: <https://www.pa.gov/agencies/dli/resources/statistic-materials/products/high-priority-occupations.html> CWIA 2024
HPO List

DCWDB uses data describing the industry location quotients (LQ) of Delaware County.

The Quarterly Census of Employment and Wages, 2023 Annual Averages indicates that Delaware County has a higher than average number of business establishments, or high Location Quotient, in the Educational Services, Construction, Other Services (Except Public Administration), Management of Companies and Enterprises, Real Estate, Retail, Health Care and Social Assistance, Arts Entertainment and Recreation, and Accommodation and Food Services. The sectors that employ the largest

percentages of workers, which is the focus for DCWDB, are Health Care and Social Assistance, Educational Services, Retail Trade, and Accommodation and Food Services.

	LQ	Establishments	Employment %
Management of Companies and Enterprises	1.39	185	3.4%
Educational Services	1.36	396	11.1%
Construction	1.24	1,408	5.6%
Real Estate and Rental and Leasing	1.22	531	1.4%
Other Services (Except Public Administration)	1.22	1,514	4.1%
Health Care and Social Assistance	1.15	2,248	21.3%
Arts, Entertainment, and Recreation	1.10	231	1.9%
Retail Trade	1.08	1,520	10.8%
Accommodation and Food Services	1.06	1,139	8.2%

Source: Quarterly Census of Employment and Wages, 2023 Annual Averages

A more detailed assessment of the industries that employ high numbers of workers reveals that sub-sectors drive demand for workers. The DCWDB uses this data to identify businesses that could benefit from PA CareerLink® services. DCWDB endeavors to connect with these businesses through job fairs, industry partnerships, projects in partnership with Economic Development, and Registered Apprenticeships.

	Employment	Businesses	Wages	LQ
Educational Services	2024	2024	2023	2024
NAICS: 6114 Training: Business and Professional	71	11	\$79,180	0.78
NAICS: 6113 Schools: Colleges; Universities	5,022	50	\$72,049	1.24
NAICS: 6111 Schools: Elementary and Secondary	14,261	353	\$64,987	1.2
NAICS: 6112 Schools: Junior Colleges	1,090	8	n/a	1.7
NAICS: 6115 Schools: Technical and Trade	270	14	\$49,601	1.01
NAICS: 6116 Schools: Misc Instruction	1,642	368	\$24,011	1.2
NAICS: 6117 and 92 Public Administration	8,632	394	\$115,171	0.79
Health Care and Social Assistance	2024	2024	2023	2024
NAICS: 621 Ambulatory Health Care	29,970	2,691	\$67,917	1.4
NAICS: 622 Hospitals	5,586	45	\$70,481	0.41
NAICS: 623 Nursing and Residential Care	6,082	148	\$45,282	0.83
NAICS: 624 Social Assistance	6,778	622	\$40,215	1.17
Retail	2024	2024	2023	2024
NAICS: 441 Motor Vehicle and Parts Dealers	3,081	243	\$60,468	0.85
NAICS: 4491 Furniture Retailers	5,923	172	\$46,787	3.94
NAICS: 4492 Electronics and Appliance Stores	634	123	n/a	0.82
NAICS: 444 Bldg Matl and Garden Equip	1,354	131	\$42,307	0.7
NAICS: 445 Food and Beverage Stores	6,901	559	\$27,995	0.92

NAICS: 456 Health and Personal Care Stores	2,510	278	\$43,450	1.28
NAICS: 457 Gasoline Stations	1,369	122	\$47,173	1.3
NAICS: 458 Clothing and Clothing Accessories Stores	1,904	474	\$37,327	0.76
NAICS: 459 Sporting Goods;Hobby;Book;and Music	742	177	\$29,083	0.26
NAICS: 455 General Merchandise Stores	1,716	95	\$27,960	0.91
NAICS: 453 Miscellaneous Store Retailers	2,421	578	\$35,213	0.79
NAICS: 454 Nonstore Retailers	72	23	\$173,583	0.3
Accommodation and Food Services	2024	2024	2023	2024
NAICS: 7211 Hotels and Traveler Accommodation	2,139	80	\$32,387	0.60
NAICS: 7213 Rooming and Boarding Houses	14	3	n/a	0.79
NAICS: 7212 Trailer Parks and Campsites	202	6	\$21,727	0.99
NAICS: 7223 Caterers/Mobile Food Services	916	115	\$34,535	0.88
NAICS: 7224 Drinking Places (Alcoholic)	1,151	123	\$19,953	0.81
NAICS: 7225 Restaurants: Full Service	8,436	613	\$25,732	0.98

Source: Output from RegionVue Tuesday, December 31st 2024, 15:55, Industry Sector Trends in Delaware County WIA LWIA, PA, 2019-2024, Data Source: Dun and Bradstreet (www.dnb.com) and Bureau of Labor Statistics Quarterly Census of Employment and Wages (<http://www.bls.gov/cew/data.htm>)

DCWDB seeks to address employers' needs in in-demand industry sectors and occupations

DCWDB works with local employers in existing and emerging industry sectors to understand their needs. DCWDB serves all businesses, but focuses on Health Care and Social Assistance, Educational Services, Retail Trade, and Accommodation and Food Services sectors. There are many commonalities among the needs of these sectors as well as some unique demands. These sectors all need a large number of workers to fill entry-level positions. Many of the entry-level positions do not require post-secondary degrees and training can be achieved through post-secondary certificates or on-the-job training.

Differences among these in-demand sectors include the background requirements for workers. While education and health careers typically require criminal background and drug testing, some retail and hospitality employers have more flexibility when recruiting new workers.

DCWDB supports key local industry initiatives, partnerships, registered apprenticeships, and sector-based initiatives

DCWDB offers county-based and regional initiatives to support key local sectors. When developing these programs DCWDB seeks to make an impact by creating collaboration where there may have been competition or separation. By developing collaborative projects, DCWDB hopes to create greater efficiency in the labor market for key industries, including Health Care and Social Assistance, Educational Services, Retail Trade, and Accommodation and Food Services.

Health Care and Social Assistance:

The Collar Counties Emergency Medical Services Industry Partnership (CCEMS IP) harnesses the collective strength of employers who pull from a common labor pool to employ workers in the Emergency Medical Services career pathway (Emergency Medical Responders, Emergency Medical Technicians, Paramedics, Pre-Hospital Registered Nurses) in Bucks, Chester, Delaware, and Montgomery Counties. Employers include hospitals, transport companies, event medical and emergency services companies, firehouses, and colleges and universities that offer emergency medical services. <https://emsindustrypartnership.com/>

Health Care Connect fosters opportunities for jobs that will enable and promote promising career paths currently exist in hospitals, long and short-term care facilities, home health and hospice care, urgent and specialty medical centers and more. Health Care Connect as a partnership will continue to maximize area educational resources and partner capabilities to Work with educational providers, HCC partners, and community groups to collaborate on training and micro-credentials to meet current and specific programming needs, including webinars and other flexible learning options. These same providers may qualify for 50% training reimbursements through HCC grant funds. HCC will promote Self-Care regimens for all levels of healthcare workers. <https://healthcareconnect.ccedcpa.com/about/priorities/>

Accommodation and Food Services

The Hospitality + Entertainment Industry Partnership is a professional alliance of hospitality and entertainment industry leaders. Working throughout the region with local providers, we identify industry-wide challenges to discuss, develop, and implement ongoing solutions. <https://philaworks.org/business-solutions/industry-partnerships/he/>

Delaware County Council, Delaware County Community College (DCCC), and Visit Delco formed a partnership to enhance hospitality and culinary arts education, strengthening workforce development in the region. The initiative will use hotel tax funds to support a state-of-the-art facility for DCCC's Hospitality and Culinary Arts Programs at the former Archbishop Prendergast High School. DCCC is transforming the school into a state-of-the-art, multi-million-dollar, education and workforce training facility. The new location will open in 2026 and is being supported by the DCCC Educational Foundation's Building Community Campaign.

Several other industry partnerships benefit Delaware County employers, including:

Innovative Technology Action Group, founded in 1998, ITAG is an industry partnership dedicated to promoting Information Technology, Communications, and Technological Processes to all companies and individuals in Southeastern Pennsylvania as a means to become more effective in an increasingly sophisticated global marketplace. With a strong focus on workforce training,

youth career exploration, cybersecurity best practices, networking events, and increasing the diversity & inclusion of our local tech workforce, ITAG brings together private employers, educators, and public partners to achieve new goals on behalf of the information and communication services industry.

The Southeastern Pennsylvania Smart Energy Initiative (SEI) is an industry partnership founded in 2007 to support the region's smart energy industry by providing comprehensive workforce and business development services to partnering energy organizations. is to promote the growth of the "smart" energy industry by providing comprehensive workforce and economic development services to partnering companies. Smart energy incorporates clean and renewable energies, as well as energy efficiency/conservation and demand-side management products and services.

The Manufacturing Alliance of Chester and Delaware Counties was formed in part to update the perceptions of the manufacturing industry to reflect 21st century reality. Our goal is to spark a regional revolution of increased productivity and involvement from manufacturing companies, job seekers, and students.

The Southeastern Pennsylvania Manufacturing Alliance (SEPMA) is a multi-employer collaborative comprised of regional manufacturers that work with education, workforce development, economic development and community organizations to address the workforce and other competitiveness needs of the manufacturing industry.

The Good Jobs Challenge is a federally funded grant awarded through the Economic Development Administration (EDA), U.S. Department of Commerce. The EDA invested \$500 million in funding nationwide to build collaborative skills training systems and programs focusing on efforts to reach historically underserved populations and areas, including communities of color, women, and other groups facing labor market barriers. The Good Jobs Challenge convenes workforce boards, economic development agencies, employers, training providers, and community-based organizations, and provides an opportunity to build worker-centered, employer-led workforce training systems. These systems advance equitable job opportunities across traditionally underserved communities and populations. Led by Philadelphia Works as the System Lead Entity, the Good Jobs Challenge is a \$22.7 million investment to connect at least 3,000 individuals to quality "good jobs" over a three-year grant period (September 2022 through September 2025). Grant strategies emphasize accelerating equitable recovery, driving economic growth, and disrupting chronic multigenerational poverty across the Southeastern PA region, which encompasses Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia counties.

According to a RAPIDS report, Delaware County is home to 37 active sponsors and 39 occupation specific programs with at least one active apprentice. Three of the sponsors managing five of the occupation programs have a collective bargaining agreement. In the future DCWDB will encourage any interested employer to consider developing a registered apprenticeship.

DCWDB considers many factors when targeting select sectors, partnerships, and other initiatives.

Labor Market Information is the foundation of DCWDB's approach to targeting employers and sectors. DCWDB also researches best practices in workforce development and seeks opportunities to leverage

partnerships to achieve success. DCWDB avoids replicating efforts and instead tries to collaborate with industry leaders.

1.3. Skill Gap Analysis

How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region and local area?

In Delaware County, skill gaps are defined as the difference between the qualifications and competencies that local workers currently possess and the skills that are needed to meet the demands of employers in high-growth, high-demand sectors.

DCWDB offers programs and services that address the skills gaps of the current workforce and seeks to prepare the future workforce to minimize skills gaps. Skill gaps in the current workforce can manifest in several ways, including a lack of specialized technical abilities, insufficient soft skills, or a mismatch between educational attainment and the requirements of available jobs. DCWDB's programs for youth and young adults focus on skill acquisition in sectors and occupations projected to be in-demand for years to come.

As we look to the future, the report "Educational Distribution by Educational Attainment Level for Delaware County WDA" predicts that Delaware County employers will grow jobs at all educational attainment levels at roughly the same rate of growth (2-4%) however the number of employment opportunities that require short or moderate-term On-the-Job training is very high. This is an area where the workforce development system can actively support employers and workers.

The workforce development system excels at helping workers attain measurable skills gain and occupational skills credentials that employers need. The Center for Workforce Information and Analysis reviewed the top ten certifications required in job posting in Delaware County in December 2024. Their findings indicate that the most frequently required certificate was a driver's license. The second and fourth most requested were Registered Nurse and License Practical Nurse, both of which require multiple years of post-secondary education. Interestingly, the remaining certifications were very short-term including CPR, first aid, and advanced CPR. DCWDB is well-positioned to aid job seekers as they pursue these high-demand certifications.

For individuals who face specific barriers to employment, skills gaps may be deeper and require more intensive interventions. For youth, not in school or working, the skill gap to family-sustaining employment often includes low basic skills (especially math) and undeveloped skills in time management, professional communication, and customer service. DCWDB collaborates with trusted community partners to help these young workers reduce their skills gap. For dislocated workers, the skills gap may exist between the position they left and the technology skills required for new open positions. A final example that occurs in Delaware County is underemployed, high-skilled immigrants. For these workers, language barriers or the cost and time of credential transfer from their country of origin can result in a mismatch between skills and employment.

The process of identifying skill gaps will continue through a variety of strategies. PA CareerLink® staff, through the 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. DCWDB also collects feedback from board

members, industry partnership members, and community leaders. This information will be used to pinpoint skills gaps, with the results used by all partners to develop strategies to address these gaps.

1.4. Workforce Development Activities Analysis

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

Strengths and weaknesses of workforce development activities, including education and training;

During the 2025-28 WIOA Planning period, DCWDB will maximize the many strengths of the workforce development area and the region, while working toward improving challenging areas. DCWDB benefits from structural advantages including two PA CareerLink® sites, multiple program providers that are active in the PA CareerLink® sites and community, high-quality training providers, and increased partnerships with service providers who serve and can support individuals with barriers to employment. These advantages make Delaware County’s workforce development services accessible and welcoming to job seekers.

Delaware County job seekers benefit from having two comprehensive PA CareerLink® sites. One site is in Chester City an area that struggles with the high rates of poverty and unemployment. This site is co-located with the County Assistance Office and the Adult Probation Office and is within a block from a community health center, police headquarters, and the Social Security office. The second PA CareerLink® site is on the campus of the Delaware County Community College (DCCC). DCCC is a valued education partner that offers a variety of training programs for Delaware County’s high priority occupations. By co-locating the PA CareerLink® site on DCCC’s campus, job seekers are easily able to access training.

The Delaware County workforce development system is strengthened by the inclusion of several career services providers who offer services both inside PA CareerLink® sites and in the community. DCWDB has procured WIOA Adult and Dislocated Career and Training Services from four service providers, WIOA Youth services from four providers, and TANF Youth Development Program services from five providers. These providers offer many points of connection to make it easier for eligible participants to receive services. This “hub and spoke” model encourages centralized coordination and community-based access.

DCWDB will continue to work to improve challenging areas including raising awareness and use among employers and ensuring long-term engagement for individuals who face deep barriers to employment.

Capacity to provide workforce development activities to address education and skill needs of the workforce, including individuals with barriers to employment and employers’ needs;

Delaware County has a rich ecosystem of occupational skills training entities and post-secondary education institutions that can upskill and reskill Delaware County workers. DCWDB has contracts with twelve training providers that are on the Eligible Training Providers List (ETPL). These entities offer 94 courses that are tied to Delaware County High Priority Occupations. Courses are offered in-person, online, and hybrid.

The providers on the approved provider list include the following:

- AAA School of Trucking
- All State Career School
- Community College of Beaver County
- Contemporary Health Career Institute

- Delaware County Community College
- Eastern Center for Arts and Technology
- Full Circle Computing Inc
- Global CDL Driver Training School LLC
- Lansdale School of Business
- Orleans Technical College
- Peirce College
- The Main Line School of Real Estate

DCWDB has made strides to connect with potential PA CareerLink® partners and other community assets to provide workforce development activities and supportive services to individuals with barriers to employment. DCWDB fulfills its role as a convener and partner to ensure access to high-quality services is open to job seekers and employers. DCWDB convenes entities to support critical issues like access to childcare or services for opportunity youth. DCWDB participates as a member of groups, including the Delaware County government which provides mental health, housing, and substance use disorder treatment that can reduce barriers to employment for job seekers.

How the strategic goals consider both workforce and economic development priorities;

Through collaborations with Delaware County economic development leaders and elected officials, DCWDB remains active in supporting both the workforce and economic development priorities for Delaware County. Because Delaware County has been at full employment for over two years, the balance between these priorities is critical for success.

How the local board may expand the use of apprenticeships to address populations with multiple barriers to employment as well as the local board’s business/employer engagement strategy;

Delaware County has a small number of active Registered Apprenticeships and Registered Pre-Apprenticeships. An analysis by the PA Apprenticeship and Training Office revealed there are seven registered apprenticeships that had apprentices in February 2025.

- IBEW 654 (Electricians)
- Wescott Electrical Company (Electricians)
- Metropolitan Fire Protection (Sprinkler Fitter)
- Kimberly Clark (Mechanical Maintenance and Instrument Maintenance Technician)
- PA Association of PHCC (HVAC Installer)
- Urban Media Literacy (Marketing and Advertising Specialist)
- Learned Potential LLC (K-6 Teacher Post Baccalaureate)

Over the past several years, DCWDB participated in the Apprenticeships Building America project intending to increase the use of the apprenticeship model. Because the model requires a dedicated, well-resourced employer, DCWDB has shifted focus to larger employers. During this planning period, DCWDB hopes to support employers in the use of the apprenticeship model.

DCWDB recognizes that job seekers with barriers to employment can benefit from earn-and-learn employment, including on-the-job training and incumbent worker training. When combined with apprenticeships, DCWDB offers job seekers and employers a menu of programs to best fit the situation.

How the local board will demonstrate Engage! linkage between workforce and economic development throughout the LWDA; How the local board will work with local economic

development organizations; and How the coordination of services with economic development services and providers will occur.

DCWDB works collaboratively with economic development services in Delaware County and the Southeastern Pennsylvania Region. Through regular meetings and collaboration, DCWDB remains aligned with economic development activities. In Delaware County, DCWDB and Delaware County Economic Development Corporation (DCEDC) partnered to respond to state-level funding opportunities, including the PA Smart Industry Partnership grants. DCWDB and DCEDC have also responded to local opportunities including ARPA-funded summer camps for children of unemployed caregivers and “Cultivating Synergy” a series connecting post-secondary education institutions and Delaware County employers to reverse local brain-drain.

In Southeastern Pennsylvania, DCWDB is active in regional economic development efforts. DCWDB participates in both PREP and Engage! regional meetings. DCWDB also participated in the Philadelphia Works-led Good Jobs Challenge. The Good Jobs Challenge is a federally funded grant awarded through the Economic Development Administration (EDA), U.S. Department of Commerce. The EDA invested \$500 million in funding nationwide to build collaborative skills training systems and programs focusing on efforts to reach historically underserved populations and areas, including communities of color, women, and other groups facing labor market barriers. The Good Jobs Challenge convenes workforce boards, economic development agencies, employers, training providers, and community-based organizations, and provides an opportunity to build worker-centered, employer-led workforce training systems. These systems advance equitable job opportunities across traditionally underserved communities and populations. Led by Philadelphia Works as the System Lead Entity, the Good Jobs Challenge is a \$22.7 million investment to connect at least 3,000 individuals to quality “good jobs” over a three-year grant period (September 2022 through September 2025). Grant strategies emphasize accelerating equitable recovery, driving economic growth, and disrupting chronic multigenerational poverty across the Southeastern PA region, which encompasses Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia counties

1.5. Challenges Aligning Local Labor Market

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

In Fall 2024, DCWDB commissioned a stakeholder feedback project to augment regular communications with employers, job seekers, and local leaders. Feedback sessions provided an opportunity to gather information from local stakeholders to inform the development of the 2025-28 Workforce Innovation and Opportunity Act (WIOA) Local Plan for Delaware County. During the sessions, stakeholders provided information about satisfaction with the workforce development system in Delaware County, anticipated challenges expected for employers and job seekers over the next four years, and workforce initiatives and goals that might be able to be supported by the workforce development system.

According to the findings, many employer, education, and community partner stakeholders mentioned working with the surrounding workforce development area partners in addition to Delaware County partners. The stakeholders noted that the DCWDB does an excellent job of listening to the concerns of

stakeholders and acquiring grants or developing programming that provides solutions to current concerns and needs of stakeholders.

Strengths of the Delaware County Workforce Development Area System for employers and partners could be summarized under the theme of “communication and collaboration”. All employer and partner stakeholders mentioned that workforce system staff communicate information often, are easily accessible, and are attentive to their needs. Employer stakeholders commented that the job fairs conducted through the Delaware County Workforce Development System are well organized, well attended, and helpful in meeting employers’ needs. The majority of participating employers reported that workshops at the PA CareerLink® sites were beneficial to them.

Strengths of the Delaware County Workforce Development Area System for job seekers could be summarized under the theme of “engagement and interest”. A large majority of the job seekers currently engaged in the services offered by PA CareerLink® mentioned that they heard about PA CareerLink® from a friend or family member. They also noted that the staff at the PA CareerLink® locations in Delaware County are friendly and helpful. All job seeker stakeholders who reported that they had no current knowledge of the services provided through PA CareerLink® and/or the Delaware County Workforce Development System did express interest in learning more about services that could support training, education, and employment. These job seekers mentioned that they currently relying on friends or general internet searches to explore employment opportunities.

All stakeholders mentioned transportation as a challenge or barrier to obtaining and retaining employment. Some common themes that were mentioned as solutions to the transportation barrier included: providing workforce services at more locations throughout Delaware County, working more collaboratively with transportation partners and providers to align routes and schedules to the needs of job seekers and employees, partners working together to occasionally provide some evening and weekend hours at a common location (move workforce and community partner staff instead of moving customers), and provide financial literacy workshops to help individuals better understand how to acquire personal vehicle to meet transportation needs. Some job seekers expressed an interest in work from home or flexible work options as a solution to the transportation barrier. Another challenge mentioned by job seeker stakeholders was lack of adequate childcare and no solutions were presented by the stakeholders. Job seekers that did mention interest in work from home or hybrid work options saw that as a solution to their transportation challenges, but noted that they would still need child care to work effectively from home. For employer stakeholders, professionalism was identified as a challenge. For individuals focused on obtaining employment, employers expressed that many of them do not research a company or job posting appropriately and therefore apply for jobs in which they later discover they are not interested in and/or qualified to do. A possible solution that was suggested for this challenge was to have employers work collaboratively with workforce system partners to provide virtual and in person information sessions about their industry sector and occupations. For individuals focused on retaining employment, employers expressed that using a personal cell phone during work hours for non-work activities, no call/no show, and awareness of cultural and concerns. A possible solution expressed by employers was to provide workshops to job seekers focused on professionalism. One employer mentioned having customized training developed for their incumbent workers that focused on cultural and generational differences.

2. STRATEGIC PLANNING: Vision and Goals

2.1. Local Board's Strategic Vision and Alignment with the Governor's Strategic Vision

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

The Delaware County Workforce Development Board (DCWDB) 's strategic vision 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 practices to add value to the alignment between employers' needs and the workforce development system.

Delaware County's Goals 2025-28

Goal 1 Maximize Use of Earn & Learn Models: DCWDB will partner with Career & Technical Education providers and employers to increase the development and use of earn-and-learn models. Focus on employers' needs to develop registered pre-apprenticeships, apprenticeships, on-the-job training, incumbent worker training, and integrated education and training programs. Recruit job seekers and youth who face barriers to employment or identify as part of underrepresented communities. Use supportive services and follow-up to ensure workers thrive in earn-and-learn employment.

Goal 2 Increase Employer Engagement: DCWDB will continue to increase the quality and quantity of services for employers. Anchor efforts to employers' feedback, labor market information, and partner input to ensure services engage employers. Focus on building relationships with employers in key industry sectors.

Goal 3 Reach Tomorrow's Workforce: DCWDB will partner with middle and high schools, post-secondary education and training providers, community-based organizations, chamber of commerce, and employers to develop services that will attract youth and prepare them to thrive in Delaware County's workforce. Reach youth with barriers to employment or those from underrepresented communities 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.

Goal 4 Continuously Improve the PA CareerLink® System: DCWDB will use customer data and feedback to ensure the PA CareerLink® system offers effective, efficient, and comprehensive services. Offer on-site, virtual, and community-based services to engage hard-to-reach job seekers and employers. Engage all PA CareerLink® System core and additional partners to implement an effective referral process to address customers' barriers to success.

Goal 5 Help Vulnerable Job Seekers to Reduce Barriers to Employment: DCWDB will provide a workforce development system that is job seeker-focused. Ensure services are delivered in a manner that is welcoming and supportive to adults and youth who face barriers to employment. Provide or refer to supportive services to address barriers including criminal background, lack of transportation, food and housing insecurity, lack of high-quality childcare, mental and physical health care, or disability.

Goal 6 Respond to Critical Labor Market Needs: DCWDB will build relationships with employers in critical industries (including healthcare, manufacturing, public safety, and early childhood/K12 education) to ensure that the PA CareerLink® system is a trusted partner for recruiting, training, and upskilling the workforce. Leverage state and local resources to address workforce shortages. Advocate for policies that minimize disruption to the labor supply.

Describing how these goals relate to performance accountability measures based on primary indicators of performance outlined in section 116 (b)(2)(A);

The goals articulated below align with the Workforce Innovation and Opportunity Act indicators of performance. By achieving these goals, DCWDB will invest in the measurable skills attainment and long-term career success of eligible individuals as well as serving employers by increasing retention of workers supported by the public workforce development system.

•Identifying any additional local board goals and strategies that carry out core programs (also including required and additional partner programs) and how the alignment of resources available to the local area occurs, thus achieving the strategic vision and goals; and

The DCWDB's strategy is to work collaboratively with partners and providers who 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 in the DCWDB. Partners (Title II, Title III, Title IV, Commerce Center, and Chamber of Commerce) report at board meetings how their services align with 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.

•If the local area is part of a Planning Region, with consideration of their respective regional plan goals and strategies, the narrative must also list appropriate goals and strategies to maintain alignment.

The chart below outlines how DCWDB's local goals align and support both the Governor's goals and the regional goals for Southeastern Pennsylvania.

Governor’s Goals 2024-2027	Regional Goals 2025-28	Delaware County’s Goals 2025-28
<p>Apprenticeship and Career & Technical Education: Expand opportunities for individuals to enter into Registered Apprenticeship and Registered pre-Apprenticeship programs, assist employers in building Registered pre-Apprenticeship and Registered Apprenticeship programs, and increase the coordination with Career & Technical Education in these efforts.</p>	<ul style="list-style-type: none"> • Develop consistent career awareness messaging that promotes Career Pathways, Pre-Apprenticeship and Registered Apprenticeship as a regional connection from education and training to employers, engaging all stakeholders to broaden the message to southeast PA career seekers. • Regionally support local efforts for programming that leads to in-demand skill, credential, or degree attainment for southeast PA career seekers. • Regionally support employers who seek work-based learning solutions for labor force needs. • Regionalize coordination of Career Technical Education when practical. 	<p>Partner with Career & Technical Education providers and employers to increase the development and use of earn-and-learn models. Focus on employers’ needs to develop registered pre-apprenticeships, apprenticeships, on-the-job training, incumbent worker training, and integrated education and training programs.</p> <p>Recruit job seekers and youth who face barriers to employment or identify as part of underrepresented communities. Use supportive services and follow-up to ensure workers thrive in earn-and-learn employment.</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>	<ul style="list-style-type: none"> • Support sector strategies and employer engagement as a regional activity through joint events (job fairs, career awareness events, etc.), project and partnership promotion and strategic alignment of key employer services when appropriate. • Promote regional collaboration by continuing to convene Workforce Board Chairs and Directors regularly, using meetings as avenue for connecting to regional economic development groups & industry sector leaders/associations. • Continue LWDB representation in SE Regional Economic Development PREP meetings and engage chambers 	<p>Increase the quality and quantity of services for employers. Anchor efforts to employers’ feedback, labor market information, and partner input to ensure services engage employers. Focus on building relationships with employers in key industry sectors.</p>

	<p>of commerce to ensure close coordination and alignment with Economic Development Partners.</p> <ul style="list-style-type: none"> • Offer opportunities for local board members to participate in events of common interest throughout the region. • Expand sector-based employer engagement via Industry Partnerships, apprenticeships, and other programs. 	
<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>	<ul style="list-style-type: none"> • Develop a plan to outreach to youth and young adults (16-24) who are off-track regarding education or employment. • Continue to create pathways to apprenticeship opportunities for youth and young adults through outreach, pre-apprenticeship, mentoring and work experiences. • Continue to regionally promote and support projects that develop a talent pipeline in high priority occupations through Labor Market Information, Career Fairs or industry-focused competitions. • Both collectively and through each local area, work with the ATO ahead of the next planning cycle to establish best practices and future action items to make pre-apprenticeship and apprenticeship a regional solution to meet the needs of employers and the region's youth 	<p>Partner with middle and high schools, post-secondary education and training providers, community-based organizations, chamber of commerce, and employers to develop services that will attract youth and prepare them to thrive in Delaware County's workforce. Reach youth with barriers to employment or those from underrepresented communities 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>Continuous Improvement of the PA CareerLink® System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.</p>	<ul style="list-style-type: none"> • Implement a plan to continuously review local service strategies, regional data sets, curricula and other resources to leverage when possible, including the ongoing review of provider best practices as well as staff and contracted staff training. • Continue SEPA Regional Director’s meetings on a minimum monthly basis, additionally collaborating with the PA WDB, PA Workforce Development Association and PA Department of Labor and Industry as appropriate, leveraging SEPA experience and expertise to benefit the statewide workforce development system and ensure consistent understanding of legislation, policy revision guidelines, technical assistance, and monitoring practices. • Develop regional messaging for outreach, aligning messaging to one-stop service delivery. • Work collaboratively to identify and pursue relevant funding opportunities that can allow for more flexible local and regional resources. • Share resources for public & employer awareness of programs & services. • Continue efforts to constructively engage PA Department of Labor and Industry as a partner to advocate where appropriate for 	<p>Use customer data and feedback to ensure the PA CareerLink® system offers effective, efficient, and comprehensive services.</p> <p>Offer on-site, virtual, and community-based services to engage hard-to-reach job seekers and employers.</p> <p>Engage all PA CareerLink® System core and additional partners to implement an effective referral process to address customers’ barriers to success.</p>
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	customers receiving Unemployment Compensation	
<p>Barrier Remediation: Develop strategies to ensure the workforce development system is equipped to support individuals with barriers to employment in finding and maintaining self- and family-sustaining employment.</p>	<ul style="list-style-type: none"> Collaborate regionally to support, promote or develop systems to address common barriers to employment including, but not limited to, those of careers seekers with transportation, connectivity, or child-care issues, digital literacy, English language, high school equivalency, or basic skills learning needs, economically disadvantaged careers seekers, career seekers with disabilities, refugees and immigrants, Veterans in need of transferrable skills translation, or career seekers in need of a second chance due to a criminal history or substance abuse. Maintain a supportive role in identifying gaps in connectivity and ensuring that those gaps are filled for all career seekers and students in SEPA 	<p>Provide a workforce development system that is job seeker focused. Ensure services are delivered in a manner that is welcoming and supportive to adults and youth who face barriers to employment. Provide or refer to supportive services to address barriers including criminal background, lack of transportation, food and housing insecurity, lack of high-quality childcare, mental and physical health care, or disability.</p>
<p>Addressing Workforce Shortages in Critical Industries: Prioritizing investment in industries that are critical to the economic prosperity of the Commonwealth</p>	<ul style="list-style-type: none"> Create a regional strategy for leveraging competitive grants and other resources to address recruitment and retention training needs in critical Industry Sectors. Continue the proven best practices of jointly reviewing local High Priority Occupations (HPO) lists across the region to make sure that critical occupations in key industry sectors are identified and supported without regard to local boundaries 	<p>Build relationships with employers in critical industries (including healthcare, manufacturing, public safety, and early childhood/K12 education) to ensure that the PA CareerLink® system is a trusted partner for recruiting, training, and upskilling the workforce. Leverage state and local resources to address workforce shortages. Advocate for policies that minimize disruption to the labor supply.</p>

	<p>Continue to leverage strong relationships with L&I's regional Rapid Response Coordinators to expedite successful transitions of dislocated workers whose numbers are expected to increase in SE PA (and across the Commonwealth) over the next four years, following the past four years of relatively few major layoffs and plant closings.</p>	
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2.2. Negotiated Levels of Performance

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

DCWDB is focused on achieving the negotiated levels of performance for WIOA Title I programs. The DCWDB's strategic goals outlined in 2.1 describe how programs and services will make a positive, enduring impact on the Delaware County labor market, especially on individuals served by WIOA Title I programs.

DCWDB uses both the strategic goals and performance measures as a guide to forward progress. At every quarterly DCWDB meeting, progress toward strategic goals and performance measures is discussed and shared with the public. Additionally, performance measures are embedded into procurement and contracting to ensure a consistent focus on performance. During "active contract management," DCWDB staff coach contractors using performance measures.

Table A	LWDA Name: Delaware County Workforce Development Board		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained</u> Performance Results	<u>Negotiated</u> Performance Goals	<u>Negotiated</u> Performance Goals
	*Program Year 2023	*Program Year 2024	*Program Year 2025
Employment (Second Quarter after Exit)			
Adult	61.3%	69.0%	69.0%
Dislocated Worker	81.4%	78.5%	79.0%
Youth	72.3%	72.0%	72.0%
Employment (Fourth Quarter after Exit)			
Adult	60.8%	65.0%	65.0%
Dislocated Worker	65.6%	77.0%	78.0%
Youth	62.7%	69.0%	69.0%
Median Earnings (Second Quarter after Exit)			
Adult	\$6,388	\$6,000	\$6,000
Dislocated Worker	\$10,345	\$10,250	\$10,500
Youth	\$3,685	\$3,500	\$3,500
Credential Attainment Rate			
Adult	84.0%	78.0%	80.0%
Dislocated Worker	81.3%	79.0%	80.0%
Youth	25.0%	35.0%	45.0%
Measurable Skill Gains			
Adult	56.4%	56.0%	56.0%
Dislocated Worker	42.9%	42.0%	43.0%
Youth	5.9%	30.0%	30.0%

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

3.1. Local Workforce System Structure

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

The fiscal agent's identity and how this entity is responsible for the disbursement of grant funds as determined by the chief elected official(s);

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 the partnership between the two entities of governance and oversight), approving the acceptance and use of all workforce development funds and contributing 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 the 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 meets regularly with the DCWDB Chair.

Dawn Berardinelli, the Deputy Director for Fiscal Operations for the Delaware County Workforce Development Board, has been named the fiscal agent responsible for distributing grant funds.

The DCWDB has the role of the LWDB as the governing body responsible for the governance, strategic planning, and the day-to-day operations, fiscal, and oversight of the local workforce system.

DCWDB's Executive Committee is composed of the officers of the board and chairs of all committees. The immediate past chair of the DCWDB also remains 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 time. Except for those powers expressly reserved to the full DCWDB Board, the executive committee may act in all respects for the DCWDB; provided that all actions of the executive committee must be subsequently presented to the full board for ratification. This committee may develop, recommend, and monitor budgets associated with the DCWDB; provide proper guidance and oversight of procurement of agreements, contracts, and grants; ensure that internal controls are established and put into practice for the DCWDB, DCWDB staff, local area administrative entity, designated fiscal agent, and all sub-recipients for all contracted funds passed through the DCWDB; set the agendas and goals for the DCWDB quarterly meetings; oversee the work of the DCWDB staff.

In accordance with WIOA Sec. 107(b)(4)(A), all of DCWDB's standing committees will be chaired by a member of the DCWDB and may be partially comprised of other members of the DCWDB. Additionally, standing committees must include other appointed individuals who are not members of the DCWDB but have appropriate experience and expertise to advise on issues that support the DCWDB's ability to attain the goals of the WIOA state, local, and regional plans and the objective of providing customer-focused services to individuals and businesses.

The Employer Services Committee will coordinate area-wide employer services, assist with planning, and oversee operational business services programs. This committee shall, at a minimum: help to identify gaps in services and develop a strategy to use competitive procurement or community partnerships to address the unmet needs of employers; ensure quality services, including monitoring employer satisfaction; leverage financial and programmatic resources; recommend eligible business service providers to the local board.

Employer Services Committee membership will include DCWDB members with a demonstrated record of success in serving businesses and other individuals with appropriate expertise and experience who are not members of the DCWDB. The committee's members shall bring their expertise to help address the needs of Delaware County businesses. Employer Services Committee membership will be chaired by a DCWDB member, may include other members from the DCWDB who have special interest or expertise in employer engagement and will include non-members of the DCWDB who have appropriate experience and expertise.

The Youth Committee will coordinate area-wide youth services, assist with planning, and oversee operational youth programs. This committee shall, at a minimum: help to identify gaps in services and develop a strategy to use competitive selections or community partnerships to address the unmet needs of youth, coordinate youth policy, ensure quality services, leverage financial and programmatic resources, recommend eligible youth service providers to the local board.

Youth Committee membership will include DCWDB members with a demonstrated record of success in serving eligible youth and young adults, as well as other individuals with appropriate expertise and experience who are not members of the DCWDB. The committee's members shall bring their expertise to help address the employment, training, education, and human and supportive service needs of eligible youth, especially out-of-school youth, young people who have become disconnected, and those with barriers. Youth Committee membership will be chaired by a DCWDB member, may include other members from the DCWDB who are educators, employers, or representatives of human service agencies who have special interest or expertise in youth policy and will include non-members of the DCWDB who have appropriate experience and expertise (e.g., juvenile court judges, local law enforcement agencies, and disability advocates).

The Service Delivery Oversight Committee will coordinate area-wide workforce development services, assist with planning, and oversee operational workforce development services programs, including all WIOA career and training programs. This committee shall, at a minimum: review the performance of DCWDB-funded and PA CareerLink® partner programs; ensure quality services, including review of local monitoring activities; identify opportunities to improve the efficiency of the workforce development system and PA CareerLink® operations; recommend eligible workforce development service providers to the local board.

The Service Delivery Oversight Committee membership will include DCWDB members with a demonstrated record of success in workforce development, as well as other individuals with appropriate expertise and experience who are not members of the DCWDB. The committee's members shall bring their expertise to help address the needs of the Delaware County workforce development system. The Service Delivery Oversight Committee membership will be chaired by a DCWDB member, may include other members from the DCWDB who have special interest or

expertise in service delivery and will include non-members of the DCWDB who have appropriate experience and expertise.

The administrative entity's identity and how this entity is responsible for providing staff to the local board are covered below.

The DCWDB staff are employed by the County of Delaware.

Tatiana Moskatova, Equal Opportunity Officer, 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.

PA CareerLink® Delaware County's Operator identity and key roles with a summary of the competitive process used to procure the Operator.

KayLynn Hamilton is the PA CareerLink® One-Stop Operator for Delaware County. She is responsible for oversight and coordination of the two PA CareerLink® centers in Chester City and Media. At a minimum, the One-Stop Operator is responsible for leading the development and negotiations of an operating budget for each site, convening quarterly partner meetings with mandatory and other PA CareerLink® partners, reporting to the DCWDB on the operational details of the PA CareerLink® sites including foot traffic, program offerings, customer satisfaction, and special events. In addition, DCWDB values the intentional professional development of staff to ensure continuous improvement. KayLynn Hamilton leads the implementation of an annual in-service training day as well as training staff on the tools and goals of PA CareerLink® operations.

DCWDB secures the One-Stop Operator through a competitive procurement process. A request for proposals is developed to reflect the required and desired services to be provided. Public notice of the request for proposals is provided through DCWDB's website and the local newspaper. A bidder's conference is offered to review the requirements and respond to questions. A video of the bidder's conference plus any subsequent questions and responses is posted to the DCWDB website. A team of reviewers who are familiar with the operations of a PA CareerLink® site review proposals using a rubric and scoring guide that results in a numeric score for each proposal. Reviewers meet to discuss the proposals and to develop a recommendation for DCWDB to consider. There may be negotiations of the scope of work and budget to address DCWDB's needs. The DCWDB reviews the recommendation and then may ask questions before voting on the contract recommendation. The County Council also reviews and approves the contract recommendation. KayLynn Hamilton is in her second contract. The contract will be up for competitive procurement for July 1, 2027.

See Attachment 2: Local Workforce Development System Organizational Chart

3.2. Programs Included in Local Workforce Delivery System

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

Below is a description of the entities selected by DCWDB to provide WIOA Title I programs and activities in Delaware County, including a summary of the competitive process used to award the subgrants and contracts.

The DCWDB workforce system consists of required and additional partners, as listed in the 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.

In Delaware County, the DCWDB opts to contract with multiple providers to offer WIOA Title I Career and Training Services. This approach allows providers to connect with job seekers both at the PA CareerLink® sites and in their community-based sites. This hub-and-spoke approach combats barriers to participation including transportation, awareness of services, and trust.

WIOA Title I Adult and Dislocated Worker Career Services are offered by three (3) providers: EDSI Inc., Business Interface, and the Delaware County Literacy Council. WIOA Title I Training Services/Individual Training Accounts are offered by the Delaware County Community College. WIOA Title I Youth Services are offered by three (3) providers: EDSI Inc., Community Action Agency of Delaware County, and Chester Education Foundation.

DCWDB secures WIOA Title I Services through a competitive procurement process. A request for proposals is developed to reflect the required and desired services to be provided. Public notice of the request for proposals is provided through DCWDB's website and the local newspaper. A bidder's conference is offered to review the requirements and respond to questions. A video of the bidder's conference plus any subsequent questions and responses is posted to the DCWDB website. A team of reviewers who are familiar with the career and training services review proposals using a rubric and scoring guide that results in a numeric score for each proposal. Reviewers meet to discuss the proposals and to develop a recommendation for DCWDB to consider. There may be negotiations of the scope of work and budget to address DCWDB's needs. The DCWDB reviews the recommendation then may ask questions before voting on the contract recommendation. The County Council also reviews and approves the contract recommendation. The Career Services providers, EDSI, Business Interface, and Delaware County Literacy Council, are in the second year of a three-year contract period. The Training Services provider, Delaware County Community College, is in the first year of a three-year contract period. Youth providers, EDSI, Community Action Agency of Delaware County, and Chester Education Foundation, are in the second year of a four-year contract.

DCWDB partners with entities that provide WIOA Title II (Adult Education and Literacy), WIOA Title III (Wagner-Peyser), and WIOA Title IV (Vocational Rehabilitation) programs and activities in the PA CareerLink® sites in Delaware County.

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

- WIOA Title I Career and Training services are offered by Delaware County Literacy Council, Business Interface Workforce Services, Delaware County Community College, and EDSI.
- Youth Workforce Development services (WIOA and TANF) are offered by Be Proud, Community Action Agency of Delaware County, Chester Education Foundation, EDSI, Delaware County Intermediate Unit, and the Upper Darby Township Police Department.
- Adult Education services (WIOA Title II) are offered by the Delaware County Literacy Council.
- Employment Services under Wagner-Peyser (WIOA Title III) are offered by the Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership and Operations
- Vocational Rehabilitation services (WIOA Title IV) are offered by the Pennsylvania Office of Vocational Rehabilitation (OVR)
- Senior Community Service Employment Program (WIOA Title V) is offered by The WorkPlace, Inc.
- 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 the Community Action Agency of Delaware County
- State Unemployment Compensation Programs are offered by the Pennsylvania Department of Labor & Industry-Programmatic via limited on-site appointments, phone, or computer
- Temporary Assistance for Needy Families (TANF) services are offered by the 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 and Business Interface
- 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 the Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
- Jobs for Veterans State Grant Programs are offered by the Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
- YouthBuild Programs are offered by Youth Build Philly

Below is a description of each required and additional partner program's resource contributions to the local workforce delivery system. Resource contributions may include, but are not limited to, in-kind and programmatic contributions.

- WIOA Title I Career and Training services: Delaware County Literacy Council, Business Interface Workforce Services, Delaware County Community College, and EDSI make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® sites.
- Youth Workforce Development services WIOA: Community Action Agency of Delaware County, Chester Education Foundation, EDSI, Delaware County Intermediate Unit- make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® sites.
- Youth Workforce Development services TANF offered by Be Proud, Chester Education Foundation, EDSI, Delaware County Intermediate Unit, and the Upper Darby Township Police Department- coordinate with the PA CareerLink® sites
- Adult Education services (WIOA Title II) the Delaware County Literacy Council- make financial contributions to the PA CareerLink® operating budget and offer services in a PA CareerLink® site
- Employment Services under Wagner-Peyser (WIOA Title III) the Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership and Operations- make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® site
- Vocational Rehabilitation services (WIOA Title IV) are offered by the Pennsylvania Office of Vocational Rehabilitation (OVR)- make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® site
- Senior Community Service Employment Program (WIOA Title V) is offered by The WorkPlace, Inc. and AARP Foundation - coordinate with the PA CareerLink® sites
- Employment and Training Programs under CSBG (Community Services Block Grant) are offered by Community Action Agency of Delaware County- coordinate with the PA CareerLink® sites
- Employment and Training Programs under HUD (Federal Department of Housing and Urban Development) are offered by Community Action Agency of Delaware County - coordinate with the PA CareerLink® sites
- State Unemployment Compensation Programs are offered by Pennsylvania Department of Labor & Industry-Programmatic via limited on-site appointments, phone, or computer- - make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® site
- Temporary Assistance for Needy Families (TANF) services are offered by Pennsylvania Department of Human Services (County Assistance Office) coordinate with the PA CareerLink® sites
- Postsecondary Career and Technical Education services are offered by Delaware County Community College coordinate with the PA CareerLink® sites
- Job Corps services are offered by Philadelphia Job Corps coordinate with the PA CareerLink® sites

- Migrant and Seasonal Farmworker services (WIOA Title I) are offered Pathstone coordinate with the PA CareerLink® sites
- Native American Programs (WIOA Title I) are offered by Council of Three Rivers American Indian Center- coordinate with the PA CareerLink® sites
- Employment Advancement and Retention Network (EARN) services are offered by EDSI and Business Interface- coordinate with the PA CareerLink® sites
- Work Ready Program services are offered by the Community Action Agency of Delaware County coordinate with the PA CareerLink® sites
- Reentry/Reintegration of Offenders Programs are offered by EDSI - - make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® site
- Trade Adjustment Assistance services are offered by the Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations
- Jobs for Veterans State Grant Programs are offered by the Pennsylvania Department of Labor & Industry, Bureau of Workforce Partnership Operations- - make financial contributions to the PA CareerLink® operating budget and offer services in the PA CareerLink® site
- YouthBuild Programs are offered by Youth Build Philly and coordinates with PA CareerLink® sites

DCWDB collaborates with each required and additional partner in the PA CareerLink® service delivery system to promote service alignment and to support the Governor’s state plan for operational alignment of programs.

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. Each year DCWDB partners with the PA CareerLink® One-Stop Operator to offer a full-day in-service training for mandatory and optional PA CareerLink® partners’ staff. During this training day, sessions focus on strategic goals, operational coordination, and continuous improvement of services. 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 of all initiatives.

The alignment of local goals and strategic planning with the Governor’s goals, as outlined in Pennsylvania’s WIOA Combined State Plan, is detailed in Section 2.1, including specifics on how they align with the region and local vision and objectives.

See Attachment #3 for a full list of Local Workforce Development System Program Partner-Providers

3.3. Adult and Dislocated Worker Training Activities

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

DCWDB identifies and then secures employment and training activities that will be needed in the future for Adult and Dislocated Workers.

DCWDB determines the type of employment and training activities that will be needed in the future by analyzing local labor market information, feedback from local employers, past program performance data, and guidance from the WIOA regulations. DCWDB seeks activities with the least barriers to participation, resulting in sustained success for the job seeker and continued growth for the employer. Inputs include the High Priority Occupation List, past wage and retention data for program participants, and feedback from employers via the Business Services Team (BST). DCWDB works to ensure the Eligible Training Provider List reflects the types of training that will benefit Adult and Dislocated Worker job seekers.

In practice, PA CareerLink® staff work together to help Adult and Dislocated Worker job seekers access employment and training activities. The training providers assess participants' career histories and interests to guide them toward a High Priority Occupation for Delaware County. The BST has weekly meetings with contractors looking to place participants in HPOs and employer-identified critical industries such as health care, construction, etc. During these meetings BST staff, working with information from the employer, help participants find open positions.

DCWDB endeavors to streamline and facilitate co-enrollment and braiding of funds between A and DW programs, and DHS employment and training services. DCWDB focuses on how this process will enhance, and not supplant, employment and training services for A/DW and DHS co-enrolled individuals.

DCWDB has competitively procured workforce development services under DHS's EARN funding with EDSI Inc. and Business Interface Inc. Each contractor is tasked with offering services from EARN career centers within very close proximity of the two County Assistance Offices, City of Chester (EDSI) or Darby Township (Business Interface). Both entities also offer WIOA Title I career services. Because these two entities hold both EARN and WIOA contracts, their staff are expected to be cross-trained to facilitate appropriate co-enrollment or braiding of funds. Furthermore, PA CareerLink® staff coordinate with the EARN program manager and EARN site supervisors to refer EARN clients to receive WIOA Title I training services from Delaware County Community College.

DCWDB's assessment criteria and processes for selecting A and DW employment and training activities are grounded in local Labor Market Information and evaluation of training provider quality.

DCWDB's procurement process follows best practices learned through participation in the Harvard Government Policy Lab's Procurement Sprint program. The focus of procurement for A/DW employment and training activities is to prepare job seekers, especially those with barriers to employment, for family-sustaining careers in Delaware County.

DCWDB procures contractors through a fair, competitive process in which each contractor outlines and details their services for employment and training, expectations for participants, performance goals, and financial responsibility. Scoring rubrics, created by the DCWDB are used to measure the ideal contractor for training services based on the program outline, expectations, performance, budget, etc. If the contractor is a current or former DCWDB contract holder, past performance measures are factored into the final score. The resulting contracts are for three-year terms to allow contractors stability to grow and enhance their programs over time.

The DCWDB contracts with colleges, training institutions, and educational entities to offer training activities. To be eligible for consideration, the entity must be on the Eligible Training Providers List and offer courses aligned to the high priority occupational needs of Delaware County. Entities are then assessed based on multiple factors including cost of training, percentage of students receiving credentials, rate of students attaining employment within six months of training, and demand for the training. Additionally, Career Advisors collect participant feedback on course content, deliverables, structure/design, and job placement after credential attainment through focus groups, one-on-one meetings, and surveys. The DCWDB analyzes quantitative and qualitative data from this feedback to evaluate the effectiveness of trainers.

DCWDB considers future revisions and adoption of A and DW activity assessment criteria and processes

DCWDB remains mindful that programs and activities may need to be revised or adopt new program guidance. DCWDB implements a robust contract modification process which may be initiated by either DCWDB or the contractor. This process is documented, including signatures by both the DCWDB Executive Director and Deputy Director of Fiscal Operations. Modifications become a formal part of the contract. This flexibility reinforces the mutual responsibility to continuously improve the services and activities offered to A/DW job seekers.

DCWDB works to attract a greater quantity and variety of delivery modes of Title I A and DW training providers including online providers

Each year DCWDB analyses the Delaware County High Priority Occupation (HPO) list to assess the availability of training services to match HPOs. Delaware County benefits from a high density of high-quality occupational skills training providers in Delaware County and the neighboring counties. DCWDB staff collaborate with local and regional training providers to ensure participation on the Eligible Training Provider List (ETPL). DCWDB evaluates the variety of delivery modes and timing and strives to offer a range of approaches- online, nights, weekends, or hybrid.

DCWDB also prioritizes high-quality service from the contractor that guides job seekers through the ITA process. Through 'Active Grant Management' by the DCWDB coaching team (Deputy Director, Program Manager, and Data Quality Specialist) the training contractor is monitored and supported in their work through quarterly coaching visits with the administrators of the contract. During these times, the DCWDB identifies areas of strengths and best practices to continue, identify areas of concerns and how to make change and address any challenges that would improve the program for participants. DCWDB uses data, participant feedback, changes in HPO/industry, local needs, etc. to foster continuous improvement in employment and training services.

DCWDB determines the quantity and quality of available A and DW employment and training activities by assessing the match among job seekers, training providers, and employers.

Among the key factors that DCWDB analyses are waiting lists of job seekers requesting services and feedback from employers with long-term vacancies. DCWDB's practice of contracting with multiple providers of employment and training services allows job seekers to access programs both at the two PA CareerLink® sites and through the community-based locations of contractors. For the past several years there have been no waiting lists for individuals seeking services. DCWDB is pleased with the availability of services for Delaware County A/DW job seekers. Furthermore, feedback from employers demonstrates a strong demand for job seekers who complete employment and training programs.

DCWDB's WIOA Title I Priority of Service policy highlights how potential WIOA participants are identified and are provided access to services including but not limited to those receiving public assistance such as cash, Supplemental Nutrition Assistance Program (SNAP), and/or medical assistance. Explain how the board is continuing to review local area labor force data to support local area discretionary priority groups;

All first-time visitors to the PA CareerLink® sites in Delaware County are assessed for membership in priority of service groups to ensure proper access to services. If the individual is determined to be a member of a priority group, they are offered services or referrals to maximize benefit from the program. DCWDB analyses digital intake reports and referral reports to monitor trends and services to priority groups. All PA CareerLink® staff are trained on and follow PA CareerLink® Delaware County Orientation Intake Process.

At PA CareerLink® Delaware County, the orientation intake process ensures all visitors are informed about the full range of services available to support their career and employment goals. Below is an overview of the process:

1. Digital Intake Form:

Upon arrival, all visitors complete a digital intake form to share important information about their visit. This form collects details such as:

- The visitor's primary reason for visiting PA CareerLink®.
- Barriers to employment that may need to be addressed.
- Goals and interests that align with available services.

2. Orientation Presentation:

All new visitors are directed to a self-paced orientation presentation. This presentation provides an in-depth overview of the services and resources available within the PA CareerLink® system, including job search assistance, training programs, and supportive services.

3. Account Assistance:

If visitors need help accessing their online accounts at pacareerlink.pa.gov, our front desk staff is available to assist with account creation or resetting login credentials.

4. Career Advisor Intake Meeting:

Once visitors complete the orientation presentation, they have an opportunity to meet with a Career Advisor. During this session, advisors work one-on-one with visitors to:

- Discuss their career needs and goals.
- Identify appropriate services or resources.
- Develop a personalized plan for achieving employment or training objectives.

This streamlined process helps visitors get acclimated to the PA CareerLink® system, ensures they receive the guidance they need and facilitates access to the tools and resources essential for their career journey.

All PA CareerLink® staff are trained on and follow DCWDB's priority of service policy which states:

Priority of service will be determined during the eligibility and enrollment process. Individuals will be considered for priority of service if they are currently receiving public assistance; are deemed low income; basic skills deficient or underemployed, Veteran, or eligible spouse of a Veteran.

Priority of service will be determined during the eligibility and enrollment process using a locally developed checklist.

The targeted groups are:

- **Public Assistance:** Individuals or a family member who receives or in the past six (6) months have received through cash assistance [Temporary Assistance for Needy Families (TANF) or Refugee Cash Assistance (RCA)], Supplemental Nutrition Assistance Program (SNAP), Medical Assistance, or Supplemental Security Income (SSI).
- **Low-income:** Public assistance (as defined above), individuals in a family with total income below the poverty line or 70 % of the lower living standards income level, homeless, foster youth, individuals with disabilities with individual income below the poverty line or 70% of the lower living standard income level.
- **Basic Skills Deficient:** A WIOA Title I Adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the participant's family, or in society. We will assess basic skills, using an appropriate tool for the targeted population and reasonable accommodations will be provided.
- **Underemployed:** Individuals who are employed full-time or part-time must also meet the definition of low-income individuals in order to be eligible for the WIOA Title I Adult priority of service.
- Individuals with barriers to employment may include but are not limited to: displaced homemakers, Indians, Individuals with disabilities, older individuals, and homeless individuals.

The priority of services WIOA Title I Adult program will be applied in the following order:

- Veteran and eligible spouse who meets the statutory priority.

Qualified Veterans and eligible spouses are identified and referred to a job by qualified staff. When a job match from an employer job order is made through the Commonwealth Workforce Development System (CWDS), identified covered Veterans and eligible spouses' names appear first on the list of potential job seekers. Veterans Program staff promotes an understanding of Veterans' priority of referral with all PA CareerLink® partners. The priority of service for job referrals is as follows:

- Special Disabled Veterans
- Disabled Veterans
- Newly Separated Veterans
- Recently Separated Veterans

- Other Veterans with Campaign Badge or Armed Forces Service Medal
- Other Veteran with no Campaign Badge
- Eligible Persons
- Covered Veterans
- Eligible Spouses
- Non-Veterans
- Employers are informed about Tax Credits for Veterans; particularly the Work Opportunity Tax Credit (WOTC) and the Vow to Hire Heroes Act of 2011.
- Other Individuals (not Veterans or eligible spouses) who meet the statutory priority and WIOA Title I Adult program eligibility.
- All other Veterans and eligible spouses who meet WIOA Title I Adult program eligibility.
- Other individuals (not Veterans or eligible spouses) who do not meet the statutory priority but meet a local discretionary priority and WIOA Title I Adult program eligibility.
- Other individuals (not veterans or eligible spouses) who do not meet the statutory priority and do not meet the local discretion but do meet WIOA Title I Adult programs eligibility.

Services are to be provided to Delaware County residents. Priority of service will be considered for all potential customers, including individualized career services and training services using WIOA Title I Adult funds.

How data will be obtained for each of the three priority groups in their service area and the approximate number of individuals in each category

DCWDB ensures data is obtained for each priority group. The first step is to ensure high-quality data entry the DCWDB generates and shares data reports. Regular data reports include quarterly performance reports from CWIA, contractor monthly reports to the DCWDB, and ad hoc reports run by DCWDB staff from the system of record, CWDS.

Outreach is completed to inform the public of Pennsylvania’s priority of service policy and is targeted to best reach those potentially eligible for priority of service and any agencies that serve them.

The DCWDB actively works to expand access to programs and services for eligible individuals, particularly individuals with barriers to employment. DCWDB raises awareness of the workforce development system among the community by building referral channels from systems that serve individuals with barriers to employment and by growing the geographic and programmatic diversity of opportunities to reach individuals. 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. These connections are reinforced through quarterly meetings and cross-training. Finally, the DCWDB works to create a workforce development system that offers a variety of opportunities in the various communities that benefit from services.

PA CareerLink® partners and providers share the priority of service information with customers and prospective participants, as well as share the information with their community connections.

Furthermore, this information is on the PA CareerLink® Delaware County website and is part of the orientation.

How individuals seeking access to WIOA services will be informed of their priority of service, such as through posters and prominent placement of other information

DCWDB uses intake assessments to identify barriers to employment among those entitled to priority of service and the services needed to address them. Individual Employment Plans are developed for persons entitled to priority of service that will address, in addition to career service and training needs, any barriers to employment they may have. A spectrum of persons entitled to priority of service are served including those such as English language learners, who may require additional resources. The needs of individuals with barriers to employment are addressed in the delivery of services. Individuals who qualify for services based on their priority of service are identified and notified by a Career Advisor during their intake process.

The intake process that DCWDB has implemented in the PA CareerLink® sites offers a comprehensive assessment and individual employment planning process that addresses the career goals and supportive services needs of job seekers, including those who are included in the priority of services categories. Below are descriptions of the intake process and priority of service policy that are followed by all PA CareerLink® staff. All PA CareerLink® staff are trained on and follow the PA CareerLink® Delaware County Orientation Intake Process.

At PA CareerLink® Delaware County, the orientation intake process ensures all visitors are informed about the full range of services available to support their career and employment goals. Below is an overview of the process:

1. Digital Intake Form:

Upon arrival, all visitors complete a digital intake form to share important information about their visit. This form collects details such as:

- The visitor's primary reason for visiting PA CareerLink®.
- Barriers to employment that may need to be addressed.
- Goals and interests that align with available services.

2. Orientation Presentation:

All new visitors are directed to a self-paced orientation presentation. This presentation provides an in-depth overview of the services and resources available within the PA CareerLink® system, including job search assistance, training programs, and supportive services.

3. Account Assistance:

If visitors need help accessing their online accounts at pacareerlink.pa.gov, our front desk staff is available to assist with account creation or resetting login credentials.

4. Career Advisor Intake Meeting:

Once visitors complete the orientation presentation, they have an opportunity to meet with a Career Advisor. During this session, advisors work one-on-one with visitors to:

- Discuss their career needs and goals.
- Identify appropriate services or resources, including those based on priority of service.
- Develop a personalized plan for achieving employment or training objectives.

This streamlined process helps visitors get acclimated to the PA CareerLink® system, ensures they receive the guidance they need and facilitates access to the tools and resources essential for their career journey.

All PA CareerLink® staff are trained on and follow DCWDB's priority of service policy which states:

Priority of service will be determined during the eligibility and enrollment process. Individuals will be considered for priority of service if they are currently receiving public assistance; are deemed low income; basic skills deficient or underemployed, Veteran, or eligible spouse of a Veteran.

Priority of service will be determined during the eligibility and enrollment process using a locally developed checklist. The targeted groups are:

- **Public Assistance:** Individuals or a family member who receives or in the past six (6) months have received through Supplemental Nutrition Assistance Program (SNAP), Temporary Assistance for the Needy Families (TANF), or Supplemental Security Income (SSI).
- **Low-income:** Public assistance (as defined above), individuals in a family with total income below the poverty line or 70 % of the lower living standards income level, homeless, foster youth, individuals with disabilities with individual income below the poverty line or 70% of the lower living standard income level.
- **Basic Skills Deficient:** A WIOA Title I Adult who is unable to compute or solve problems, or read, write, or speak English, at a level necessary to function on the job, in the participant's family, or in society. We will assess basic skills, using an appropriate tool for the targeted population and reasonable accommodations will be provided.
- **Underemployed:** Individuals who are employed full-time or part-time must also meet the definition of low-income individuals in order to be eligible for the WIOA Title I Adult priority of service.
- **Local discretionary priority:** Individuals in a family with a total income below 70% of the Lower Living Standards income level.
- Individuals with barriers to employment may include but are not limited to: displaced homemakers, Indians, Individuals with disabilities, older individuals, and homeless individuals. The priority of services WIOA Title I Adult program will be applied in the following order:
 - Veteran and eligible spouse who meets the statutory priority.

Qualified Veterans and eligible spouses are identified and referred to a job by qualified staff. When a job match from an employer job order is made through Commonwealth Workforce Development System (CWDS), identified covered Veterans and eligible spouses' names appear first on the list of potential job seekers. Veterans Program staff promotes an understanding of Veterans' priority of referral with all PA CareerLink® partners. The priority of service for job referrals is as follows:

- Special Disabled Veterans
- Disabled Veterans
- Newly Separated Veterans
- Recently Separated Veterans
- Other Veterans with Campaign Badge or Armed Forces Service Medal
- Other Veteran with no Campaign Badge
- Eligible Persons
- Covered Veterans
- Eligible Spouses
- Non-Veterans

- Employers are informed about Tax Credits for Veterans; particularly the Work Opportunity Tax Credit (WOTC) and the Vow to Hire Heroes Act of 2011.
 - Other Individuals (not Veterans or eligible spouses) who meet the statutory priority and WIOA Title I Adult program eligibility.
 - All other Veterans and eligible spouses who meet WIOA Title I Adult program eligibility.
 - Other individuals (not Veterans or eligible spouses) who do not meet the statutory priority but meet a local discretionary priority and WIOA Title I Adult program eligibility.
 - Other individuals (not veterans or eligible spouses) who do not meet the statutory priority and do not meet the local discretion but do meet WIOA Title I Adult programs eligibility.
- Services are to be provided to Delaware County residents. Priority of service will be considered for all potential customers, including individualized career services and training services using WIOA Title I Adult funds.

Staff are trained to understand which individuals are entitled to priority of service and how to be responsive to their needs.

DCWDB provides policy and guideline training, yearly, to all contracted program administrators who then share the information with their staff.

DCWDB follows a process implemented to transfer program funds between A and DW programs (as needed) to help ensure sufficient training opportunities for eligible participants.

The process to transfer program funds from WIOA Dislocated Worker to WIOA Adult programs is led by the Deputy Director for Fiscal Operations. An analysis of eligible participants compares the representation of both groups in the context of funding amounts. If WIOA Adult participants are overrepresented compared to the category's funding amount, a recommendation is drafted to restore matching proportions of funding to populations served. The analysis typically occurs after the second quarter of the program year. The number of participants who are eligible for service under WIOA Title I Adult is compared to the number of participants under WIOA Title I Dislocated. The Deputy Director for Fiscal Operations also compares the actual program year-to-date spending for WIOA Title I Adult and Dislocated Worker services. Ideally, the actual spending and participants will reflect the funding allocation. In recent years Delaware County has had more WIOA Title I Adult-eligible participants than WIOA Title I Dislocated Worker-eligible. However in PY23 DCWDB received more WIOA Title I Dislocated Worker funds than WIOA Title I Adult funds. In response to this imbalance, the Deputy Director for Fiscal Operations recommended moving funds from WIOA Title I Dislocated Worker funds to WIOA Title I Adult.

The DCWDB Executive Committee reviews the recommendations, asks any questions, and once the transfer is agreed to the committee makes a recommendation to the DCWDB. The DCWDB will vote on the transfer at one of the quarterly public meetings. The Deputy Director for Fiscal Operations completes the administrative steps to implement the transfer.

Describing the board’s operational position and current actions relative to the development and promotion of Career Pathways, co-enrollment of participants across multiple WIOA programs, and work-based training activities such as pre-apprenticeships, apprenticeships, and OJT.

DCWDB seeks to maximize job seekers' and workers' success by matching programs and services to address their needs. DCWDB offers an array of types of training activities. Pre-employment training opportunities include pre-apprenticeships and Individual Training Accounts (ITAs). These training models help job seekers acquire skills that are required prior to beginning a job. DCWDB also offers training opportunities for workers including On-the-Job Training (OJT), apprenticeships, and incumbent worker training. These training models increase the skills of new hires and existing workforce to increase retention.

Frequently job seekers can benefit from multiple programs or services. DCWDB encourages cross-program referral and collaboration. DCWDB will use apprenticeships as a tool to support individuals with barriers to employment to succeed in their chosen career pathway. Through an Apprenticeships Building America grant DCWDB developed a strategic plan for using apprenticeships to serve non-traditional workers or individuals with barriers to employment.

3.4. Youth Workforce Investment Activities

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

This section includes the established priorities of DCWDB that allow for the service of as many eligible youth as possible, especially out-of-school youth (OSY), older youth, and young people who are most at risk of not acquiring the necessary skills and abilities to attain meaningful employment, including individuals with a disability. Successful models of activities are included.

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 (TANF) Youth Development Program (YDP) funds are 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 skill 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.

DCWDB’s Youth Committee is active in youth program design, including making the 14 Program Elements available to participants.

DCWDB's Youth committee is comprised of board members and non-board members who are subject matter experts. The committee is chaired by a DCWDB board member.

- 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
- Karen Kozachyn, (DCWDB Member) Delaware County Community College
- Steve Butz, (DCWDB Member) Delaware County Technical Schools
- Jason Rode, Carpenters with past apprenticeship experience
- James Neilsen, Upper Darby School District
- Alanah Pierce, Youth Resource Coordinator, Chester Youth Collaborative

The Youth Committee meets quarterly to help identify trends, gaps, and best practices. During the RFP process, members help set goals for funding priorities and review staff recommendations for funding. Youth Committee members act as ambassadors with employers who hire youth job seekers and facilitate connections to schools, unions, and systems that serve youth. The DCWDB seeks ways to leverage partner, board, and youth committee resources to provide the WIOA 14 program elements.

DCWDB prioritizes recruitment and services to OSY (WIOA 75 percent expenditure requirement);

The DCWDB dedicates 100% of its WIOA funding to serve OSY in response to the WIOA 75% expenditure requirement. Services include workforce development activities tailored to youth most in need of services, including individuals with disabilities. Three OSY provider staff are co-located at the local PA CareerLink® offices and assist with orientation, pre-enrollment services/career discussion, provide workshops, and are aware of partner services and the referral process. The co-location of staff has simplified the recruitment process allowing for direct access to community-based organizations, partners, and juvenile justice agencies that serve our youth population. CWDS will be used to make referrals. Provider staff have access to the PA's workforce development system of record Workforce Program Referral Enhancement process. One of WIOA OSY contractor, the Delaware County Intermediate Unit, is co-located within several underserved school districts such as William Penn, Southeast Delco, and Interboro, to provide easier access to Opportunity Youth Programming for exiting high school seniors.

DCWDB seeks to increase work experience opportunities for youth (WIOA 20% expenditure requirement)

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 Delaware County Chamber of Commerce based on the employer findings. Another consideration to expand on the work experience opportunities currently available, the DCWDB funded a pre-apprenticeship program and updated its OJT policy to allow OSY access to openings.

DCWDB seeks to develop strong Career Pathways

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 Delaware County. Service providers discuss these occupations and use online resources to introduce youth to 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 comprehensive career pathways

DCWDB seeks to increase the co-enrollment of youth into partner programming in alignment with the participant's individual service strategy and goals

The DCWDB encourages co-enrollment of its OSY youth participants if a youth meets the partner programs' eligibility criteria. The services or training 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® facilitate a more streamlined approach to effectively identify appropriate services available to increase youth participants' co-enrollment.

DCWDB seeks to leverage federally approved TANF two generational (2 Gen) Youth Development funding (YDF) to offer 2 Gen workforce activities for TANF purpose 2 that reduce the dependency of parents in need by promoting job preparation, work, and marriage for the benefit of local area youth.

DCWDB promotes outreach efforts to connect with parents in need. Outreach is conducted during back-to-school and community events. Parents are encouraged to access services through the PA CareerLink®.

See the chart below for the 14 WIOA Youth Program Elements provided to the needy TANF youth, the local provider organization providing the programming, activity time (i.e., year-round or summer only) and the goals for the total number/percentage of TANF youth anticipated to receive a WIOA Youth Program Element

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, EDSI, Delaware Co. Intermediate Unit, Upper Darby Police Department	Summer & Year-Round	Provide academic and study skills along with dropout prevention and recovery strategies Number-94/Percentage-71%
Paid and Unpaid work experiences with an academic and occupational component	Be Proud Foundation, Chester Education Foundation, EDSI, Delaware Co. Intermediate Unit, Upper Darby Police Department	Summer & Year-Round	Provide career exploration and skill development in a structured work experience environment Number-174/Percentage-84%
Leadership development activities, e.g., community service, peer-centered activities	Be Proud Foundation, Chester Education Foundation, EDSI, Delaware Co. Intermediate Unit, Upper Darby Police Department	Summer & Year-Round	Enhance positive social behaviors through leadership skills, team building, workplace diversity training, and community service Number-94/Percentage-82%
Supportive Service	Be Proud Foundation, Chester Education Foundation, EDSI, Delaware Co. Intermediate Unit, Upper Darby Police Department	Summer & Year-Round	Provide transportation, work-related items, clearances, and links to educational and community resources Number-74/Percentage-71%
Adult Mentoring	Be Proud Foundation, Chester Education Foundation, EDSI, Delaware Co. Intermediate	Summer & Year-Round	Connect with role models related to interest, guidance, goals, and

	Unit, Upper Darby Police Department		support with structured activities Number-114/Percentage-65%
Comprehensive Guidance & Counseling, including Drug & alcohol abuse counseling	Be Proud Foundation, Chester Education Foundation, EDSI, Delaware County Intermediate Unit, Upper Darby Police Department	Summer & 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, EDSI, Delaware County Intermediate Unit, Upper Darby Police Department	Summer & 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, EDSI, Delaware County Intermediate Unit, Upper Darby Police Department	Summer & 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, EDSI, Delaware County Intermediate Unit, Upper Darby Police Department	Summer & Year-Round	Provide information on in-demand occupations, career awareness, counseling, and exploration services in an online or in-person format Number-54/Percentage-52%
Identified as at risk of dropping out of school	Be Proud, EDSI, Chester Education Foundation, Upper Darby Police Department	Summer & Year-Round	Provide support to encourage school attendance and identify risks 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, EDSI, Delaware County Intermediate Unit, Upper Darby Police Department	Summer & Year-Round	Guidance with college and trade school application process, tours, and career exposure Number-74/114/65%
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This section describes the partnership for TANF Youth Development program participants, methods used for recruitment, and collaboration with local County Assistance Office(s) (CAOs) the Department of Human Services’ Employment and Training providers, PA CareerLink®, and other WIOA funded programs. Explain any agreements regarding or referral of youth to be served with WIOA funds.

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. PA CareerLink® offers a workshop for educations, counselors, school administrators, and parents informing them about the services for youth they provide and how they can help engage the youth in their networks.

During recruitment, priority is given to applicants who are receiving TANF benefits. TANF YDP participants must come from low-income households (under 235% of Federal Poverty Income Guidelines – FPIG). Providers are encouraged to connect with the County Assistance Offices (CAOs). DCWDB has an excellent working relationship with staff who work in the PA CareerLink® building and the EARN staff. Providers 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. WIOA service providers, some of whom also provide a TANF ISY program, are co-located at the PA CareerLink® offices, which affords them more opportunities for recruitment and referral to workshops, services, and WIOA-funded partner programs.

DCWDB prioritizes work experiences, enhanced by high-quality academic and workforce development programming for TANF youth

Programs are unique in their design and tailored to the population they serve. Participants are enrolled in the 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 are incorporated into 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, develop relevant skills, and offer 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.

DCWDB has increased the hourly wage to be in alignment with the Governor's priorities as defined in Executive Order 2016-02 Amended offered to participants for work experiences.

In alignment with wage increases and to make youth work experience competitive, DCWDB increased participant wages to be in alignment with the Governor's priorities as defined in Executive Order 2016-02 for entry-level work experience positions at \$15 per hour.

DCWDB contractors are responsible for recruiting employers/organizations for work experiences and maintaining these connections

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, and 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 CWDS. 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® Business Services Team and the Chamber of Commerce employer base to find opportunities.

Prospective businesses, as well as community, education, and workplace partners, support TANF 2 Gen programming.

The DCWDB partners with businesses, education, and community workforce partners to support current programs. Retirement communities, government agencies, and municipalities provide a work experience or guest speakers. Financial institutions offer workshops and financial literacy classes. Community-based organizations and PA CareerLink® offices assist with advertising, recruitment, referrals, field trip opportunities, and workshops. Monetary contributions are not provided.

DCWDB plans to use a portion of TANF funding to offer incentives to needy TANF parents and youth, as described below.

The DCWDB offers incentives to TANF youth for completion of benchmark goals, contingent upon available funding. The DCWDB Incentive policy that has been approved by the Department of Labor and Industry 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 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 incentive policy to ensure fair and equitable measurement and disbursement of youth incentives.

Below are the name, phone number, and email address of the LWDB staff member responsible for implementation, tracking, and reporting TANF YDF activities and expenditures.

DCWDB Staff Member responsible for implementation, tracking, and reporting of TANF activities:
Jennifer Kacimi, Deputy Director
Delaware County Workforce Development Board

1570 Garrett Road, Suite A, Barclay Square Shopping Center, Upper Darby, PA 19082
Phone: 610-713-2201/ Email:kacimij@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

Below is contact information for each TANF 2 Gen Youth Development Program-Youth Provider Sites in Delaware County.

TANF Youth Development Program-Youth Provider Sites in the Delaware County:

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
Laura Zales-, lzales@edsolutions.com -610-876-4855 - EDSI-160 E. 7th St., First Floor, Chester, 19013
Lisa Mitchell – lisa.mitchell@dcio.org- 610-938-9000- Delaware Co. Intermediate Unit-200 Yale Ave., Morton, 19070-
Laina Stevens – lstevens@udpd.org – 610-734-7693 x 2246 – Upper Darby Township Police Department – 7236 West Chester Pike, Upper Darby, PA 19082

DCWDB monitors local providers

DCWDB, in collaboration with the Department of Human Services (DHS), Bureau of Employment Programs (BEP), ensures compliance with TANF Youth Development Program funding guidance. DCWDB ensures compliance with applicable federal, state, and local laws and regulations, as well as contract provisions, policies, official directives, and grant agreements. Oversight includes compliance with the uniform administrative and fiscal requirements as well as program performance. These activities ensure compliance with federal, state, and local requirements, ensure that the programs achieve intended results, and that grant funds and other assets are adequately safeguarded.

It is the policy of DCWDB to assess the risk exhibited by each contract and/or contractor. Based on the determined risk, DCWDB uses the methods of oversight outlined below at the appropriate frequency to monitor contracts. Each year the DCWDB Monitor creates a Monitoring Plan to outline the monitoring process based on contemporaneous information.

Methods of Oversight:

The following activities may be employed by DCWDB monitoring staff:

- On-site visit. DCWDB staff will perform fiscal and programmatic monitoring to ensure all funds allocated by the DCWDB are adequately safeguarded, program performance goals are met, and local sub-contractors are programmatically, operationally, and fiscally compliant.
- Synchronist video-based meeting. DCWDB staff will perform regular video-based meetings to review monitoring tools, and interview contractors' staff and participants.
- Desk review. DCWDB staff will perform desk reviews of programs and related financial and

participant data to test compliance to identify potential or recurring problems, prepare for more in-depth on-site visits, and to conduct more systematic and continuous oversight.

- Random sampling. DCWDB staff may select a pre-defined volume of samples at random to be used to help identify compliance violations, questioned costs, and/or potential weaknesses in performance.
- Survey. Surveys may be used to help identify compliance violations, questioned costs or potential weaknesses in performance, as well as to capture promising practices or needs for technical assistance.

Oversight Process:

- Local Oversight Plan. DCWDB staff creates, and annually reviews, an oversight plan to ensure the successful completion of requirements of the grant agreement, on time, and within cost limits.
- Oversight Process. DCWDB staff ensures that all monitoring reports are reviewed and acted upon by the local board.
- Risk Assessment. DCWDB incorporates a risk-assessment approach into the oversight plan. Risk assessment results inform the frequency and way oversight will take place. DCWDB's risk assessment plan includes the following:
 - Assess Risks. DCWDB considers which contract(s) involve the most risks that may expose DCWDB to adverse consequences.
 - Identify frequency in which to monitor sub-recipients. DCWDB considers the level of vulnerability if a contractor's compliance with programmatic and fiscal system requirements is not systematically and regularly monitored.
 - Identify the factors used to assess risk. The following are answered and evaluated:
 - Is the contractor new to operating or managing state or federal funds, or has not done so within the past five years?
 - Does the contractor have new personnel or new or substantially changed systems?
 - The extent and results of Federal awarding agency monitoring (e.g., if the subrecipient also receives Federal awards directly from a Federal awarding agency)
 - Does the contractor lack effective operational and fiscal procedures and controls?
 - The results of previous audits including whether the contractor receives a Single Audit in accordance with 2 CFR 200, Subpart F—Audit Requirements of this part, and the extent to which the same or similar sub-award has been audited as a major program
 - What is the contractor's share of the local area's allocation?
 - Project the risk. DCWDB assigns well-defined, supported point values to the scoring system.

The numerical ratings must be used to determine the overall risk associated with, and how often to monitor, each sub-recipient. DCWDB classifies contractors as high-risk, medium-risk, or low-risk.

- Frequency. DCWDB monitors contractors based on the level of risk assessment and formal monitoring is conducted at least once per program year. Monitoring may occur as established in the local oversight plan or may be prompted by some event such as a complaint, poor

performance, or negative managerial patterns. The following is a list of sections that make up the formal monitoring.

- Administrative oversight. Monitoring of administrative functions must be conducted at least once each program year as part of the formal monitoring conducted by the local board.
- Programmatic oversight. A review of each service contractor's programmatic activities must be conducted at least quarterly. These reviews are conducted as desk monitoring.
- Fiscal oversight. Fiscal monitoring of all contracts must be conducted at least once during the contract period.

Contracts whose risk assessment is "medium-risk" or "high-risk" must be monitored more frequently (i.e., high-risk sub-contractors must be monitored at least quarterly and medium-risk, biannually).

Reporting and resolution requirements:

DCWDB ensures that a copy of the oversight report is provided to the monitored entity. The oversight report identifies instances of noncompliance (if any) and provides recommendations for corrective action(s) and program quality enhancements. Based on these recommendations, the monitored entity will develop a Corrective Action Plan (CAP) to address instances of noncompliance. The CAP will be developed and submitted to the DCWDB for approval within 10 business days of the monitored entity receiving the report. Timelines will be established for the completion of corrective actions, based on the severity of the deficiency. DCWDB will work with the monitored entity to ensure prompt implementation of corrective actions. The CAP will include the monitored entity submitting monthly progress reports to the DCWDB until compliance has been reached, as determined by the DCWDB. The oversight report will also include areas of concern. Areas of concern include activity or practice which may lead to a contract becoming out of compliance with DWADB, State and Federal policies. Areas of concern must be addressed and resolved in a speedy manner to ensure they do not lead to noncompliance.

Appeals:

Service contractors may appeal a finding within 10 business days of receiving the oversight report. Appeals must be submitted in writing to the DCWDB. The request for appeal must include, but is not limited to the following:

- The purpose for the request.
- An explanation regarding why such a sanction may not be warranted.
- Mitigating factors.
- Other elements relevant to the subrecipient's appeal as deemed appropriate by such subrecipient.

DCWDB will review and investigate the appeal request and issue a written initial appeal determination within 30 calendar days of receipt of the request. The determination will include:

- Initial appeal determination.
- Reason for the determination.
- Opportunity for the subrecipient to request a hearing if not satisfied with the determination.

If a service contractor remains unsatisfied with the appeal determination and subsequent hearing (if requested), they may submit an appeal to the Pennsylvania Department of Labor & Industry.

This section outlines and defines WIOA youth eligibility documentation requirements, including the “requires additional assistance to complete an education program or to secure and hold employment” criteria.

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 DCWDB Data Quality Specialist is 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 and reviewed at the beginning of each new program year.

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 required youth program eligibility documentation includes school status, employment barriers, low-income status, and high-poverty area residency. Youth provider staff conducts a secondary review to verify eligibility was accurately determined and supporting documentation was submitted. First and secondary reviews are completed before enrollment. 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 is permissible for the following eligibility barrier elements only: English Language Learner, homeless, In/Aged out of foster care system, justice-involved, pregnant and parenting, runaway, and school status at the time of registration. 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:

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, a notarized statement, case notes from applicant interview, resume, signed and dated preliminary application and/or WIOA Application, self-attestation 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, a notarized statement, quarterly estimated tax for self-employed applicant, resume, case notes, signed and dated preliminary application and/or WIOA Application, self-attestation 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: A written statement from the individual providing temporary residence or temporary support, case note, signed and dated Preliminary Application and/or WIOA Application, self-attestation 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 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.

DCWDB partners with WIOA Title IV Pre-Employment Transition Services to provide services to potentially eligible and eligible in-school youth with disabilities.

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. DCWDB places a strong emphasis on providing services to youth with disabilities.

DCWDB contracts with multiple 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 offers services to enter competitive integrated employment for 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 programs, 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, 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 (OIDD). Continued older youth services include assessment, job coaching and development, career exploration, and meaningful adult day activities.

DCWDB endeavors to expose more youth to YouthBuild, Job Corps, Pennsylvania Outdoor Corps, and AmeriCorps programs and opportunities.

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 Delaware County. 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 in Delaware County. 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.

3.5. Coordination between Title I and Title II

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

WIOA Title II adult education provider was involved in the development of the 2025-28 WIOA Local Plan for Delaware County

The DCWDB enjoys a close and productive relationship with the only WIOA Title II provider in Delaware County, the Delaware County Literacy Council. The Executive Director of the Delaware County Literacy

Council sits on the DCWDB and is a member of the Local Plan committee. She has attended regular planning sessions related to the development of this local area plan. She coordinated the involvement of Title II students in a focus group that took place at their facility to collect feedback for this plan. She has also reviewed this section before its publication.

DCWDB carries out the review of applications to provide adult education and literacy activities under WIOA Title II for the local area to determine whether such WIOA Title II applications are consistent with the local area plan. The local board review must be consistent with WIOA Sections 107(d)(11)(A) and (B)(i) and WIOA Section 232 to ensure alignment with its local area plan and the coordination of the activities described in the local area plan. Applicants for WIOA Title II grants are required to demonstrate alignment of proposed activities with the local area plan as one of the 13 required considerations under WIOA Title II.

The DCWDB works to align Title I and Title II activities through a 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.

DCWDB offers recommendations, if appropriate, to PA Department of Education (PDE) to promote alignment with the local area plan and DCWDB will coordinate WIOA Title I workforce activities with those Title II adult education and literacy activities designed to be associated with WIOA Title I (i.e., for when the individuals participating in title I activities have basic education needs and when individuals in Title II programs have needs that may be addressed through Title I services or other services through the one-stop centers).

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

- The Title II provider offers classes onsite at the PA CareerLink® in Chester City to ease accessibility for PA CareerLink® customers.
- The Title II provider offers targeted instructional support for potential Title I ITA recipients who lack the basic skills requirements to access ITA funding, especially math skills.
- The Title II provider will make presentations to the annual 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 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, bi-monthly Title I provider meetings, and quarterly board meetings.
- 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.

- The Title II provider participates in scheduled, system-wide referral update meetings to report the contact/enrollment status of individuals referred to Title II through the PA CareerLink® Delaware County orientation process.
- The Title II provider participates in scheduled ‘match meetings’ facilitated by the Business Services Team that are designed to support both employers and job-ready individuals

3.6. Wagner-Peyser Act

Describes 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.

Roles and responsibilities among partner programs are coordinated to achieve optimum results and avoid duplication of services

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 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 PA’s workforce development system of record referral module and bi-weekly meetings led by the PA CareerLink® Site Administrators. 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 bi-weekly meetings where peers share best practices, and emerging trends, and provide cross-training for a better understanding of program offerings.

The PA CareerLink® Administrators and One-Stop-Operator work to highlight contractors' and partner programs’ strengths and areas of focus. For example, Maturity Works supports mature workers looking for employment while other contracted programs have strength through connections and expertise in working with immigrants/English Language Learners, Re-entry folks, youth, etc. DCWDB strives to ensure all partners are aware of Wagner-Peyser staff role within the PA CareerLink®

DCWDB benefits from the participation of the Wagner-Peyser Assistant Regional Director on the board and the Services Oversight Committee that reviews quarterly performance data. This investment of effort ensures the system is connected from the board leadership through front-line staff.

Multiple efforts improve program partner integration at PA CareerLink® centers

Bi-weekly Managers and Data meetings are held for all Partners, including Title III staff to convene and discuss best practices, challenges, new strategies, etc. Title III staff participate in weekly job match meetings which allow for staff to highlight job-ready participants. The Title III staff are also involved in system-wide community outreach efforts.

The one-stop delivery system’s referral mechanism;

Under the leadership of the PA CareerLink® Administrators and the One-Stop-Operator, partners meet bi-weekly to review the status of all customers referred for services. The process endeavors to combine the CWDS referral module and a 'warm handoff' from one PA CareerLink® professional to another.

•**The established minimum requirements for a PA CareerLink® career services orientation, the method used for directing basic career services customer flow, use of a customizable initial intake form and a customizable template for developing Individual Employment Plans to ensure consistency and support alignment of services across programs, thus reducing duplicate data among partners; and**

At PA CareerLink® Delaware County, the orientation intake process ensures all visitors are informed about the full range of services available to support their career and employment goals. Below is an overview of the process:

1. **Digital Intake Form:**

Upon arrival, all visitors complete a digital intake form to share important information about their visit. This form collects details such as:

- The visitor's primary reason for visiting PA CareerLink®.
- Barriers to employment that may need to be addressed.
- Goals and interests that align with available services.
- Staff can utilize the information gathered from the digital intake to guide the interview during the Career Advisor Orientation meeting as well as future discussions.

2. **Orientation Presentation:**

All new visitors are directed to a self-paced orientation presentation. This presentation provides an in-depth overview of the services and resources available within the PA CareerLink® system, including job search assistance, training programs, and supportive services.

3. **Account Assistance:**

If visitors need help accessing their online accounts at pacareerlink.pa.gov, our front desk staff is available to assist with account creation or resetting login credentials.

4. **Career Advisor Intake Meeting:**

Once visitors complete the orientation presentation, they have an opportunity to meet with a Career Advisor. During this session, advisors work one-on-one with visitors to:

- Discuss their career needs and goals.
- Identify appropriate services or resources.
-

This streamlined process helps visitors get acclimated to the system, ensures they receive the guidance they need and facilitates access to the tools and resources essential for their career journey.

•**The program partner's staff development efforts designed to strengthen the professional skills of co-located partners' staff in PA CareerLink® centers, such as cross-program staff training, customer service training, employer engagement training, and interviewing customers to mitigating barriers training. As a partner, adult education may participate in delivering training in professional skills.**

DCWDB and the PA CareerLink® partners are committed to continuous program improvement. To achieve this, PA CareerLink® site administrators have developed and maintained regular pre-enrollment services training for all partner staff, training on utilizing data from the digital intake, and making referrals through the data system of record. The DCWDB set minimum professional development

requirements for all contracted programs (see below) to ensure that the basic assessments and services are provided to customers and participants.

Additionally, the PA CareerLink® Administrators and One-Stop Operator host an annual in-service professional development day for all required and optional PA CareerLink® partners, including Wagner Peyser staff. The table below illustrates the required professional development for WIOA Title I staff.

Career Advisor	Case Manager	Data Qual	
			<u>BWPO mandated for Title I staff:</u>
x	x	x	CWDS Foundational Training
x	x	x	Virtual CareerLink 101 (CL101)
x	x	x	The Labor Market Information Toolbox
x	x	x	WIOA Title I Hard and Soft Exits and Hold Outcomes
x	x	x	WIOA Primary Indicators of Performance
			<u>www.workforcestafftraining.com</u>
x	x	x	Collaborating for Success: A Shared Customer-Centered Approach to Service Delivery
x	x	x	Introduction to the PA CareerLink® System
			From Delco PA CareerLink® Administration
x			Navigate Financial Aid Resources
x			Delco Pre-enrollment Career Advising
x	x		Trauma-Informed Care

3.7. Core Program Facilitation

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

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

Describing the local board’s methods of validating the eligibility of individuals, including the use of telephone verification and documentation inspection verification, especially in consideration of individuals with barriers to employment; Outlining the steps staff will take to verify eligibility prior to self-certification;

DCWDB provides policy guidance on the process of validating the eligibility of individuals. The policy states the following:

WIOA eligibility review and verification is the responsibility of the contractor staff, the contractor staff must verify eligibility prior to an individual receiving WIOA services. DCWDB staff provides training and technical assistance for eligibility certification to designated staff. Contractors must complete the WIOA application in its entirety, and a supervisory/second-level review and verification of final eligibility for each file are required. The contractor staff must verify the WIOA application has been deemed eligible after enrollment in the Commonwealth Workforce Development System (CWDS). The WIOA application must be signed and dated by the contractor staff and the participant and retained in their file. The file is out of compliance if a signature/date is omitted. Completed WIOA-eligible files will remain with the contractor and contain all supporting documents verifying the eligibility determination in the participant's file and available for inspection by DCWDB staff. Participant files are not to be submitted to DCWDB offices. Incomplete files are to be kept by the contractor no longer than 30 days. Files determined ineligible must be destroyed immediately.

Self-Attestation, also referred to as an applicant statement, occurs when an individual states his or her status for a particular data entry, such as "runaway youth", and then signs and dates a form acknowledging this status. Self-attestation means a written declaration of information for a particular data element, signed and dated by the participant. The key elements for self-attestation are: (a) the individual identifying his or her status for permitted elements and (b) signing and dating a form attesting to this self-identification.

Self-certification means an individual's signed attestation, as mentioned above as self-attestation, that the information said individual submitted to demonstrate eligibility for a program under title I of WIOA is true and accurate. Self-certification must be limited and only available after all other sources of eligibility verification are exhausted. Self-certification also must be documented in the individual's case notes. Statement of family size/family income is a form of self-attestation and may be used to validate family size and income if other means are not available. Self-attestation statements are to be used as a last resort and attempts to secure verification prior to the use of the statement must be documented in the CWDS case progress notes.

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-Certification (Applicant statement) would be permissible for the following eligibility elements only:

- English Language Learner
- Homeless
- In/Aged Out of Foster Care System
- Offender
- Pregnant and parenting
- Runaway
- School status at time of Registration
- Requires additional assistance

Self-certification is permissible but limited and only available after all other sources are exhausted (i.e., self-certification is the "last resort" for documenting Title I program eligibility). The use of self-certification can be used for the following criteria elements:

- Date of Actual Dislocation (Dislocated Worker)

- Displaced Homemaker (Dislocated Worker)
- Reemployment Opportunity is Poor/Unlikely to Return-to-Work (Dislocated Worker)
- Permanently or Temporarily Laid Off because of a Disaster (Disaster Grant DWG)
- Long-Term Unemployed (Disaster Grant DWG)
- Homeless

Describing strategies and operational elements established to ensure that participant “co-enrollment” across relevant programs is practiced; Describing strategies and operational elements established to increase awareness of and access to WIOA title II programs, including an understanding of Title II-specific eligibility requirements;

All PA CareerLink® staff are trained on the eligibility requirements of all WIOA programs, including WIOA Title II. DCWDB ensures easy access to WIOA Title II programs through a variety of strategies. The Title II representative to the DCWDB provides an annual update on the programs and services available in Delaware County at the spring meeting of the DCWDB. There is a Title II class co-located in the PA CareerLink® Chester City. All PA CareerLink® staff have information about how to make a referral to Title II services.

Describing strategies and operational elements established to increase awareness and access to the WIOA title IV programs, and that operational compliance concerns are addressed (e.g., qualified Office of Vocational Rehabilitation (OVR) counselors determine eligibility for services);

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Vocational rehabilitation counselors determine eligibility for and work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. As a core partner, OVR provides Vocational Rehabilitation services for people with disabilities. Eligible OVR customers receive multiple services that may include but not be limited to, diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR recognizes the value of customer access to various services and resources and encourages co-enrollment across programs as appropriate.”

Describing strategies used to promote and develop Career Pathways to provide access to employment and training for individuals in adult education programs;

DCWDB awarded a WIOA Title I Career Services contract to the Delaware County Literacy Council, the WIOA Title II provider, to serve adult and dislocated workers. This unique opportunity allows for intentional access to employment and training for individuals in adult education programs.

During new student orientation at Delaware County Literacy Council, the Title I Career Advisor gives a presentation to new students on available PA CareerLink® services and directs students to register on PA CareerLink® along with details on locations and hours. During this time, additional assistance is provided to support English Language Learners and students with limited digital literacy skills to set up a PA CareerLink® account.

Improve access to activities leading to a recognized postsecondary credential (industry-recognized certifications or portable, and stackable certifications).

DCWDB works to improve access to recognized postsecondary credentials through a variety of strategies. DCWDB ensures that there are sufficient training opportunities to meet local labor market demands. Each year DCWDB analyses the annual High Priority Occupations list for Delaware County and compares training opportunities on the Eligible Training Provider List. The goal is to offer training for the largest and fastest-growing occupations in Delaware County. At the same time, DCWDB strives to balance the content delivery mode (in-person, virtual, hybrid). By working toward a large variety of training content and delivery modes, DCWDB eases access to postsecondary credentials and certifications.

When people visit the PA CareerLink® centers or the website, information is provided about how to access training opportunities. All PA CareerLink® staff are trained in how to refer a job seeker to training services.

Describing efforts to identify and improve access to work-based training activities leading to a recognized postsecondary credential, including Registered Apprenticeships and OJT

DCWDB has invested significant resources into improving access to work-based training activities leading to a recognized postsecondary credential, including Registered Apprenticeships and OJT. DCWDB employs a staff member who completed the Apprentice Navigator program and who is tasked with providing local leadership in improving the use of apprenticeships. Additionally, DCWDB awarded a contract focused on increasing the use of and placement into On-the-job training programs. PA CareerLink® staff are trained on the benefits to job seekers of participating in Registered Apprenticeships and pre-Apprenticeships. When a job seeker meets with a Career Advisor benefits of Registered Apprenticeships and OJT's are discussed. If the job seeker is interested in an Apprenticeship or OJT they are referred to the subject matter expert.

What existing programs and funding streams are available and best positioned to support Registered Apprenticeships and Pre-Registered Apprenticeships?

DCWDB holds an Apprenticeship Building America (ABA) grant that endeavors to increase the number of Registered Apprenticeships and Pre-Registered Apprenticeships as well as increase the number of people participating in the programs. This has been a useful funding stream to support increasing the use of apprenticeships in Delaware County. In addition to ABA funds, if the Apprentice or Pre-Apprentice is eligible for WIOA Title I funding as a Dislocated Worker or Adult then WIOA Title I funds may be available. These WIOA Title I funds are used in compliance with local DCWDB policy which states only training in Delaware County's High Priority Occupations will be funded.

3.8. ITA Accounts

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

DCWDB evaluates and sets the ITA cap for Delaware County

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 on funds available, comparable effective practices, leveraging of other funds' potential, the Delaware County High Priority Occupation list, and other factors.

DCWDB determines the circumstances in which contracts will be used instead of ITAs

DCWDB determines the best training model based on market demands. Factors including the number of job seekers pursuing the same training or the number of open jobs requiring the same training determine the use of ITA or contracts.

DCWDB ensures informed customer choice in the selection of training programs regardless of how the training services are to be provided

DCWDB ensures informed customer choice when selecting training programs or registered apprenticeships by requiring customers to research training/RA providers before selection. Customers need to complete the standard orientation at both PA CareerLink® locations to ensure methodical and consistent information is given to job seekers. This orientation covers all services, from universal services of Wagner-Peyser to individuals with specific barriers to employment, including English language proficiency, out-of-school youth, etc. Anyone interested in pursuing training or a registered apprenticeship must first complete the orientation and then meet individually with a Career Advisor to discuss career goals. When appropriate, job seekers are referred to the WIOA Title I training team to determine eligibility and readiness for occupational skills training.

After eligibility determination, DCWDB ensures informed customer choice in the selection of training programs by requiring customers to research training providers before selection. 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 support (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 basic skills assessment to determine basic skills readiness for 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.

DCWDB will account for the registered apprenticeship structure in the use of contracts and ITAs.

As part of the Apprenticeships Building America grant, DCWDB developed a strategic plan for the broader use of Registered Apprenticeships (RA) and Registered Pre-Apprenticeships. This strategic plan addresses strategies for identifying participants and employers who would be appropriate for these programs. DCWDB will evaluate registered apprentices on a case-by-case basis. Individuals who are eligible for WIOA Title I funding would be considered.

3.9. Coordination with adult education programs

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

DCWDB coordinates and enhances workforce services regarding secondary and post-secondary education to avoid duplication of services.

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.

DCWDB invests core funding and discretionary grant funding to conduct activities with secondary and postsecondary partners. DCWDB's youth services contractors serve under-resourced high schools with after-school programs. These after-school programs are for youth who can benefit from career exploration and paid work experience. School staff assist in identifying youth for the program. This aligns with DCWDB's goal to create a local talent pipeline. Additionally, DCWDB secured a grant to provide professional development for local high school staff. The professional development activities focused on the benefits of the PA CareerLink® system and local high priority occupations. This effort contributes to a more cohesive, research-based approach to guiding secondary students to high-demand careers.

DCWDB also collaborates with postsecondary education providers, especially the local community college. DCWDB has a comprehensive PA CareerLink® site on the main campus of the Delaware County Community College (DCCC). This co-location allows for daily connection between PA CareerLink® stakeholders and DCCC stakeholders.

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 coordinates with CTE to ensure their students are referred to other applicable services.

The DCWDB contracts with Delaware County Intermediate Unit for WIOA Out-of-School Youth services. One of their co-locations is at the CTE school. This allows for direct referral and connections to be made between CTE youth and other applicable services.

Accessibility improvement of post-secondary programs and expanding access to appropriate technology in career and technical education programs, especially to online training programs that may help to eliminate skill gaps

Out-of-school youth providers have access to, utilize, and refer their participants to complete courses in Skill Up.

DCWDB is active in Perkins Act Section 134 biennial "CTE comprehensive needs assessment" and with secondary, adult, and postsecondary Perkins V recipients

DCWDB's Director is a member of the Perkins Advisory Committee for Delaware County Community College, Delaware County Technical Schools, and the Chester Upland School District. She actively participates in meetings regarding the CTE comprehensive needs assessment.

DCWDB collaborates with relevant education programs including adult education, registered apprenticeship and pre-apprenticeship, community colleges, community education councils, private licensed schools, and basic skills training.

DCWDB ensures that PA CareerLink® staff are aware of the testing schedules and application requirements for regional registered apprenticeships and pre-apprenticeships. DCWDB coordinates basic skills training with the WIOA Title II provider, Delaware County Literacy Council, to offer basic skills training classes inside the PA CareerLink® Chester City. PA CareerLink® staff can also make referrals for additional class times or service delivery methods, including virtual classes.

4. OPERATIONAL PLANNING: Local Area Workforce Delivery System

4.1. Business and Employer Engagement

What strategies will be implemented in the local area to improve business and employer engagement that:

- *Support a local area workforce development system that meets the needs of businesses in the local area;*
- *Manage activities or services that will be implemented to improve business engagement;*
- *Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and*
- *Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs*

Through a comprehensive set of strategies and collaborative efforts, DCWDB improves business and employer engagement, supporting the local economy and ensuring that workforce development efforts are aligned with employer needs.

Key operational elements of these initiatives include:

1. Work-Based Training Opportunities
2. Industry & Sector Strategies
3. Industry Partnerships
4. Collaboration with Core Partners
5. Measurement and Benchmarking

DCWDB implements work-based training opportunities, including but not limited to incumbent worker training programs, on-the-job training (OJT) programs, customized training programs, and the use of apprenticeship models to support these programs;

DCWDB offers a variety of work-based training opportunities, including incumbent worker training programs, on-the-job training (OJT), customized training programs, and apprenticeships. These initiatives allow businesses to upskill their workforce, address skills gaps, and retain talent.

DCWDB procured a WIOA Title I contract to offer an OJT program. This program combines services to employers and job seekers to identify and address challenging skills gaps. This team works with the Business Services Team and is active in the PA CareerLink®.

DCWDB has successfully implemented incumbent worker training programs to address employers' challenges. During the planning period, DCWDB seeks to increase the use of this training to help employer retain and upskill their workforce.

To assist in growing Registered Apprenticeships, DCWDB ensures identified local staff meet with the local ATO representative at least annually to review current Registered Apprenticeships in the local area. DCWDB will use the information to cultivate relationships with already registered apprenticeships to encourage the development of pre-apprenticeship to serve as a feeder to existing registered apprenticeship programs. DCWDB will encourage the development of new registered apprenticeship programs and/or work with the ATO as a regular part of business services.

•Describing who facilitates employer engagement in workforce development programs, including small employers and employers operating within in-demand industry sectors and occupations;

DCWDB uses a contractor to provide WIOA Title I business services to employers of all sizes in Delaware County. The Business Services Team (BST) includes a five-person Business Service Team contractor, Title III staff, and representatives from PA CareerLink® partners. A full-time DCWDB Employer Engagement Manager oversees the BST contract and supports collaboration. The DCWDB Employer Engagement Manager reports directly to the DCWDB Executive Director and Business Services Committee of the Board which includes members from industry, Economic Development, and the Chamber of Commerce.

•Discussing how core partners will collaborate in employer engagement (specifically referencing WIOA title IV programs, The Office of Vocational Rehabilitation, and benefits to hiring people with disabilities) to do comprehensive core partner education and outreach to employers;

As a core partner, OVR participates in Employer Engagement and provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR onboarding support for a qualified new hire can include reasonable accommodation consultation, On the Job Training wage reimbursement (OJT), referral on tax credits or deductions. OVR also works with businesses through connecting students involved in OVR's pre-employment transition services. Services under pre-employment transition services include programs like paid work experiences, job shadowing, and workplace tours. 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. Statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

Unemployment Compensation (UC) representatives are currently deployed in all the PA CareerLink® comprehensive centers. Customers and/or claimants may call a designated number to schedule an appointment with an unemployment compensation agent either in person or on occasion virtually. In the event UC staff are not present, claimants can use the CRC to connect with the unemployment compensation filing system. A kiosk system is being deployed throughout the commonwealth to assist with ID.me connectivity issues some claimants have encountered. The kiosk will assist in identification

verification in order for the claimant to have full access to their unemployment compensation claim dashboard on the state website.

•How will the local board engage employers within in-demand industries and ensure that the employment and training activities in the local area meet the needs of its employers;

DCWDB and the Business Services Team (BST) focus engagement efforts in in-demand industries. Starting at the board level, DCWDB recruits members from in-demand industries including health care, manufacturing, logistics, financial services, education, etc. These leaders are actively engaged in advising on employment and training activities. At an operational level, the BST staff are given specific industries to serve. This reduces overlapping communications and allows the staff to become experts in high-demand sectors. Finally, DCWDB staff and BST staff actively participate in employer-focused groups including chambers of commerce, industry partnerships, and other specialized groups. These strategies ensure that employment and training activities meet the needs of Delaware County employers.

•Describing entity(s) tasked with the management and administrative roles of the business engagement services function (which includes employer case management, tracking of services and data research and analysis) as well as tracking which entities are making employer visits and the collaboration that occurs during these visits; Describing the roles and responsibilities of local board staff hired and contracted entities primarily tasked with business engagement related activities and services;

DCWDB uses a contractor to provide WIOA Title I business services to employers of all sizes in Delaware County. The WIOA Title I BST contractor is responsible for employer case management, tracking of services and data research and analysis, as well as tracking which entities are making employer visits and the collaboration that occurs during these visits. The BST includes a five-person Business Service Team contractor, Title III staff, and representatives from PA CareerLink® partners. A full-time DCWDB Employer Engagement Manager oversees the BST contract and supports collaboration. The DCWDB Employer Engagement Manager reports directly to the DCWDB Executive Director and Business Services Committee of the Board which includes members from industry, Economic Development, and the Chamber of Commerce.

DCWDB develops appropriate ways to measure and benchmark employer outcome results;

DCWDB develops and implements strategies to measure the effectiveness of employer engagement efforts including:

Monitoring new employers and job postings.

Monitoring hiring rates from all programs with specific emphasis on hiring events (job fairs and recruitment events).

Tracking employer satisfaction with services provided.

Benchmarking employer metrics against regional or national best practices.

DCWDB maintains key economic development partner relationships;

DCWDB maintains positive relations with all key stakeholders including the Chamber of Commerce, Corporation for Economic Development, OVR, UC, ATO, and all PA CareerLink® Delaware County

providers. We come together weekly to share information on hiring and training opportunities along with follow-up and support. These relationships are valued and prioritized to ensure continuity.

•How are programs and services being adopted by businesses and employers;

Businesses and employers continue to increase their adoption of DCWDB's programs and services. DCWDB increases annual goals for the WIOA Title I BST to increase the adoption of services by employers.

•If the local area has Industry Partnerships, how will the partnership employers influence not only the industry partnership training, but also that of the entire area;

Delaware County employers have several opportunities to participate in industry partnerships. In Southeastern Pennsylvania, industry partnerships recruit employers from the region. Within the region there are over eight sectors engaged in industry partnerships. This level of coordination and collaboration influences more than the individuals benefiting from training, it impacts the success of the entire area.

•How will the local board improve strategies and practices to increase business and employer engagement over current levels;

DCWDB has been working to improve strategies and practices related to employer engagement. During the past planning period, DCWDB established a board committee to oversee employer engagement work and developed a WIOA Title I contract for business services. During the upcoming planning period, DCWDB will continue to build upon these efforts.

•Describing the local board's strategies and operational elements it uses to support unemployment insurance programs and resources employed for the benefit of the local area businesses and citizens. Describing how UC claimants are provided reemployment services, including a brief overview of how the local board coordinates services with the "Reemployment Services and Eligibility Assessment" (RESEA) program; Describing how the local board supports UC claimants, indicating they are complying with Pennsylvania's UC law "Register for Work and Work Search"; and •Indicating how the local board identifies and refers to UC for adjudication, listing any potential UC eligibility issues identified during RESEA or any other UC claimant interaction.

The DCWDB collaborates with the Unemployment Compensation (UC) to offer reemployment services to UC claimants, including connecting them with PA CareerLink® job seeker services. The board also coordinates with the Reemployment Services and Eligibility Assessment (RESEA) program. In the event of a WARN notice, the BST stands ready to support the employer and impacted employees with timely reemployment relief.

The Rapid Response team is a cross-program group that comes together to address the urgent needs of workers impacted by layoffs. The Rapid Response team helps employers by quickly reengaging workers into new employment.

Unemployment Compensation (UC) representatives are currently deployed in all the PA CareerLink® comprehensive centers. Customers and/or claimants may call a designated number to schedule an

appointment with an unemployment compensations agent either in person or on occasion virtually. In the event UC staff are not present, claimants can use the CRC to connect with the unemployment compensation filing system. A kiosk system is being deployed throughout the commonwealth to assist with ID.me connectivity issues some claimants have encountered. The kiosk will assist identification verification in order for the claimant to have full access to their unemployment compensation claim dashboard on the state website.

The One-Stop Operator also works with the Office of UC Service Centers Customer Services Section to coordinate seminars for employers, which address UC topics such as rights and benefits. These services provide additional opportunities to inform employers of all services provided by PA CareerLink® partners.

For those UC Claimants looking to file an appeal, forms are provided and submitted via fax at no charge and with limited wait. Staff provide copies of the confirmation printout for all faxes sent on behalf of Claimants. In addition to a variety of printable resources such as UC postings, signs, pamphlets, handbooks and forms for both claimants and employers

Through the Reemployment Services and Eligibility Assessment (RESEA) program, Delaware County identifies UC claimants most likely to exhaust UC benefits and may benefit from additional support. During RESEA sessions, staff assess claimants' compliance with UC requirements and flag any potential eligibility issues, such as insufficient job search activities or failure to participate in mandatory workshops. When eligibility concerns arise, Delaware County promptly refers these cases to the Pennsylvania UC office for adjudication

RESEA participants are required to complete pre-work, including a video explaining services offered at PA CareerLink® offices. After the RESEA claimant completes those steps, they will schedule a Personalized Service meeting with a BWPO Career Advisor. BWPO Career Advisors are required to schedule at least 10 RESEA Personalized Service Meetings each week to ensure each RESEA claimant has the opportunity to attend the required meeting. BWPO staff schedule both in-person and virtual meetings allowing the RESEA participant to choose the best option for their needs. During the PSM, the Career Advisor and Participant will agree on a mandatory follow up activity, a referral to the WIOA Title 1 is strongly encouraged by the Career Advisor.

The board is committed to improving business and employer engagement by implementing a range of strategies designed to meet the workforce needs of local employers, support economic development, and enhance the overall effectiveness of the workforce development system. These strategies will focus on building strong partnerships with businesses, improving the coordination of services, and ensuring that the workforce development system aligns with the evolving demands of the local economy.

4.2. Economic Development

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

DCWDB strategically coordinates with regional economic development and employer partners in the local area to identify and fulfill industry needs.

DCWDB coordinates local area workforce investment activities with regional economic development activities that are specific to Delaware County. DCWDB promotes entrepreneurial skills training and microenterprise services. DCWDB works closely with Economic Development and employer partners to ensure coordination of activities. The Executive Director of Delaware County Economic Development Corporation is a DCWDB board member and active member of the Business Services Committee. DCWDB collaborates with regional economic development partners, including the Delaware County Chamber of Commerce, and local employers to identify industry needs and align workforce development programs accordingly. This strategic coordination ensures that training programs are tailored to meet the specific demands of the labor market.

Regional and local area DCED supported activities (e.g., Small Business Development Centers (SBDCs) which are PREP agencies) that collaborate with interested entities;

DCWDB collaborates with the Widener SBDC and SCORE of Delaware and Chester counties. SBDC presented to Delaware County youth as part of the Business Education Partnership and the adult population for our last PA CareerLink® Awareness Day. DCWDB offers virtual workshops to Widener SBDC and SCORE.

•Describing the relationship between the local board and the Community Action Agencies;

The Executive Director for the Community Action Agency of Delaware County is a DCWDB board member and is active on the Service Delivery Committee. This leadership representation ensures coordination of services.

PA CareerLink® staff work with the Community Action Agency of Delaware County to address job seekers' housing barriers, especially for job seekers who are Veterans. CAADC offers workforce development initiatives that have the goals of removing barriers to employment, providing training for successful careers, and linking participants to jobs. The DCWDB maintains a strong relationship with CAADC to ensure that underserved populations, including those with barriers to employment, receive the necessary support and resources to succeed.

Community Action Agency of Delaware County serves as one of DCWDB's WIOA Out-of-School Youth providers. CAADC manages a program for out-of-school young adults (17-24) who have a H.S. diploma or equivalent to receive training to become a clinical medical assistant and obtain an Allied Health certification.

•Describing resources the local board will use to promote entrepreneurial skills training and microenterprise services;

Through community partnerships, DCWDB leverages a variety of resources to promote entrepreneurial skills training and microenterprise services. This includes access to grants, local funds, and partnerships with educational institutions that provide relevant business development coursework. The workforce system will ensure that potential entrepreneurs are connected to tools to help them understand financial management, marketing, law, and business best practices. Many of these workshops are provided at PA CareerLink®.

DCWDB utilizes a multi-pronged approach to promote entrepreneurial skills training and microenterprise services by partnering with organizations and participating in events like the Black

Business Forum, the Black Expo, the Women’s Entrepreneurial Conference, and similar events and activities for entrepreneurs and small businesses. The board is a member of the following business organizations: the African American Chamber of Commerce of PA, NJ, and Delaware, the Asian American Chamber of Greater Philadelphia, the Hispanic Chamber of Commerce of Greater Philadelphia, and the Delaware County Chamber of Commerce.

•How is the local board measuring employer outcome results;

DCWDB measures employer outcomes by tracking key performance indicators, such as employer satisfaction with program participants, the retention rates of individuals hired, and the impact of workforce training initiatives on staffing. Additionally, feedback from employers is gathered through surveys and focus groups, providing valuable insights into the effectiveness of the board’s efforts to meet industry needs.

•How will the local board support and promote a training strategy that leads to self-employment? How might this strategy be used to help individuals or participants with barriers to employment (e.g., persons with disabilities and ex-offenders)?

DCWDB collaborates with partners to offer targeted entrepreneurial training programs, business mentorship, and financial literacy workshops. This strategy is beneficial for individuals facing barriers to employment, such as persons with disabilities, ex-offenders, and low-income individuals who lack access to capital for business investment. By providing a supportive environment for entrepreneurial endeavors, DCWDB enables individuals to gain independence and create job opportunities.

•How will the local board better coordinate regional workforce and economic development strategy;

To ensure effective coordination of regional workforce and economic development strategies, DCWDB maintains a strong relationship by meeting regularly and working jointly on annual updates to the high-priority occupations list, the local plan, regional industry partnerships, and ad hoc initiatives as they arise. Our efforts are aligned with the broader goals outlined in the Governor’s Ten-Year Strategic Plan for Economic Development with an emphasis on Opening Doors of Opportunity for All Pennsylvanians so that everyone can secure a family-sustaining job and meaningful career.

- Keep Pennsylvanians in Pennsylvania through internships, apprenticeships, and experiential learning opportunities
- Double down on workforce training and pre-apprenticeship and registered apprenticeship programs
- Realign Pennsylvania’s higher education system to meet our workforce needs
- Provide second chances and grow our workforce

•If the local area has the Engage! Program, how will Engage! further strengthen the relationship between workforce and economic development.

In Delaware County, Engage! fosters partnerships between workforce systems, economic development, and the chamber of commerce facilitating joint efforts to connect job seekers, employers, and economic opportunities. Because Prep Engage meetings are held monthly with participants throughout the region (Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia as well as the SBDCs of Kutztown,

Temple, and Widener) there is knowledge of and access to a larger pool of resources to enhance opportunities for success for all individuals, including those with barriers.

4.3. Business and Employer Program Support

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

DCWDB offers a range of services, activities, and program resources to businesses and employers in the local area through the PA CareerLink® Business Services Team (BST). These efforts are designed to foster economic growth, enhance workforce development, and meet the needs of both employers and job seekers.

Roles performed by the PA CareerLink® Business Services Team within the scope of the region as a whole; describe the BST organizational structure and who manages the BST; describe coordination efforts amongst BST members as well as actions of the local board; and indicate the program providers that comprise the BST (e.g., Veteran program LVERs, OVR staff, Rapid Response staff).

DCWDB procures WIOA Title I business services which facilitates collaboration among the required and optional partners' business services. This group is responsible for identifying and responding to the needs of Delaware County employers. To accomplish this, they connect to employers at business-oriented events, through research and prospecting, or by responding to employer inquiries. Once connected, the business services team supports employers as they register in PA CareerLink®, post jobs, or search for qualified candidates. The team also hosts events for employers including workshops, hiring events, and large job fairs. The team is responsible for tracking their activities in the system of record (CWDS) and for reporting to the DCWDB. The DCWDB Employer Engagement Manager provides active contract management of business services. The DCWDB Employer Services Committee of the board provides oversight of the activities.

Required and optional PA CareerLink® partners coordinate and collaborate during regular meetings and trainings, including the weekly Match Meeting, bi-weekly PA CareerLink® managers meetings, quarterly PA CareerLink® Partner Meetings, and the annual Employee In-Service Event.

For program partners not specifically represented on the BST, describe how these partners are connected to employers (e.g., provision of adult basic education and workplace literacy information to employers)

Delaware County Literacy Council serves as our Title II provider helping adults develop reading, writing, math, and English language skills to thrive in the workplace and the community. This provider also holds a Title I career services contract and connects to employers through the PA CareerLink® business services. The Title II provider has the direct opportunity to connect to employers about the provision of adult basic education and workplace literacy information.

DCWDB facilitates regional coordination of messaging and engagement as program providers are making employer visits and the collaboration that occurs during these visits; and the management of tracking business related services and associated data analysis for all program partners to share;

While many employer visits are now conducted virtually, the BST as well as the BWPO, and OVR conduct employer outreach and engagement. As the relationships between the representatives grow, the

communication has improved. The primary source for documentation is the CWDS, Staff Notes and Services.

What WIOA Title III (Wagner-Peyser Act) employer-based services, as well as other services and resources made available from partners are made available to business customers including Registered Apprenticeships; describe how the activities and services are accessed by business and employers or their legal representatives; and offer insight into how workforce-oriented programs and services are being adopted by businesses and employers in the region;

The Local RA Navigator, collaborating with the ATO, offers training for all BST and contractor staff, including Wagner-Peyser staff. When necessary, the training can also be conducted via Teams and recorded for distribution to new hires. The BST will monitor employer interest in apprenticeships by tracking the number of referrals made to the Apprenticeship Navigator. DCWDB will ensure BST members are provided the Registered Apprenticeship Desk Guide and the Apprenticeship Strategic Plan Guide for PA CareerLink® Staff.

In addition to encouraging interest in Apprenticeships, the business services team is conducting more informational webinars on OJT and IWT as well as offering assistance with the paperwork to get employers more interested in these programs.

WIOA Title IV (Rehabilitation Act of 1973) employer-based services are made available to business customers

As a core partner, OVR participates in Employer Engagement and provides multiple 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, On-the-Job Training (OJT) wage reimbursement, referral on tax credits or deductions. OVR also works with businesses by connecting students involved in OVR's pre-employment transition services. Services under pre-employment transition services include programs like paid work experiences, job shadowing, workplace tours. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

DCWDB supports businesses and employers engaging with education

With support from the Business Education Partnership Grant, PA CareerLink® outreach focuses on establishing PA CareerLink® as the go-to resource for youth, parents, teachers, and businesses to connect. PA CareerLink® builds connections by sharing information about career pathways that match with what employers are looking for when they recruit workers. Youth to meet potential employers through employer presentations, worksite visits, and job shadowing. PA CareerLink® staff provide professional development opportunities for secondary school staff and community organizations to understand how PA CareerLink® can help with career exploration, career pathways, and high priority occupations. DCWDB also assists with work readiness, visit high schools, and offer youth job fairs and career exploration events.

If there are local board innovative practices such as the use of board staff and contracted entities providing business engagement activities and services, the narrative must detail the administrative

and operational relationship between the BST and the local board business engagement efforts as well as demonstrating the reduction of duplicative services and activities.

The DCWDB Employer Engagement Manager provides active contract management of the procured WIOA Title I business services contract. Services are not duplicated.

4.4. Continuous Improvement

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

- **Explaining the local board’s periodic process that may employ regional and local area labor market information, HPO list, as well as stakeholder input to help inform and meet workforce activity goals and objectives;**

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.

DCWDB staff collaborates with Southeastern Pennsylvania LWDB colleagues to 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, the regional team will gather additional employer input to determine widespread demand, which may lead to petitioning for additional HPOs for the region. Through collaboration with the Delaware County Economic Development and the Delaware County Chamber of Commerce, the DCWDB will regularly collect input from employers in individual or group meetings to better understand their needs.

- **Describing how the board projects the needs of employers, workers and jobseekers, including consideration of pipeline needs;**

DCWDB combines labor market information, qualitative input from business leaders, and reports from partners, including local CTE, the business services team, and economic development, to project the needs of Delaware County’s labor market. 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, bidders must demonstrate the use of Delaware County labor market information and employer feedback in the program design.

- **Describing the local board’s outreach plan designed to better understand employers and their needs as well as service providers (e.g., employment, training and education);**

DCWDB uses a variety of strategies to better understand employers and their needs. The Business Services Team is tasked with developing monthly market intelligence reports that delve into the real-time trends in selected sectors. Each month the report includes the labor market and other

environmental forces that impacted that sector. Another strategy is to solicit employer feedback through participation in local chamber of commerce groups, Perkins advisory groups, industry partnerships, economic development groups, etc. These employer-led gatherings offer timely insight into employers' needs.

- **Describing how the local board will ensure sufficient numbers of quality eligible providers that meet the needs of employers and individuals;**

DCWDB has a long tradition of procuring services from multiple quality eligible providers to serve job seekers and employers. DCWDB currently has four Adult/Dislocated Worker career or training providers and four Out-of-School service providers. Furthermore, DCWDB employs a coaching or "active contract management" approach to contract oversight that allows for continuous improvement of services.

- **Discussing how local board's application of L&I's Eligible Training Provider policy; include strategies to grow in number and improve the overall quality of eligible training providers participation in the statewide eligible training provide list.**

DCWDB benefits from a vibrant ecosystem of post-secondary training providers in Delaware County. DCWDB staff encourage high quality training providers to join the L&I Eligible Training Provider List. Additionally, DCWDB encourages training providers to collaborate with employers to develop new training opportunities for high priority occupations in Delaware County.

- **Briefly explaining how the local board employs the procurement process cycle to support continuous improvement;**

DCWDB staff participated in the PA Labor & Industry-sponsored course with the Harvard Government Policy Lab to learn best practices in procurement and active contract management. Through those courses, staff learn how to use the procurement process to allow bidders to introduce innovative ideas while working within the regulatory environment.

- **Describing the local board's oversight roles assigned to the board and how it is implemented throughout the workforce service delivery system to support continuous improvement;**

DCWDB board members are actively engaged in oversight of the service delivery system. Board members participate in an orientation that outlines the multiple parts of the workforce development system and the performance measures that apply to each part. Partners and contractors routinely give presentations at DCWDB quarterly meetings to share new and promising practices. The DCWDB Service Delivery Committee reviews detailed performance and monitoring reports for the delivery system.

DCWDB staff take an active role in the continuous improvement of the workforce service delivery system in Delaware County. DCWDB's coaching model trains, manages, and informs the needs and topics for contracted youth, A/DW, and TANF contractors to be current in the practices and topics within the field as well as implementing best practices, monitoring performance and CWDS data, along with completing required L & I training.

- **Describing the local board's assessment and monitoring process of the service providers; include the review of training provider's performance data as well as qualitative information; and**

The DCWDB monitors all programs to ensure they are high quality. DCWDB applies Active Contract Management to ensure that contractors provide quality programming through quarterly coaching visits and monthly reporting as well as desk-monitoring of CWDS. Through annual on-site and quarterly desk monitoring, performance toward negotiated benchmarks and qualitative performance are evaluated. 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.

•**Describing the local board’s review, tabulation and consideration of customer satisfaction surveys.**

The PA CareerLink® Site Administrators are responsible for collecting customer satisfaction surveys. The results of the surveys are published in the quarterly board materials. The Service Delivery Committee of the board reviews the reports.

4.5. Technology and Remote Access

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

DCWDB leverages resources and expands capacity in remote areas within Delaware County. DCWDB offers quality services to remote and rural areas using technology and other means.

The DCWDB workforce development system ensures individuals with barriers to employment can easily access services through a variety of initiatives. DCWDB’s hub and spoke system includes two PA CareerLink® sites (hubs) in communities of greatest need plus multiple community-based locations of service providers (spokes). Through a decentralized system of community-based program providers, services are easily accessible to individuals with barriers to employment. Each provider has representatives at both PA CareerLink® locations who provide the needed services to the customers.

The DCWDB facilitates access to services throughout Delaware County by offering two comprehensive PA CareerLink® sites at different ends of Delaware County. 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, and use of referrals. In 2023 PA CareerLink® locations incorporated digital intake forms for participants.

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.

A selection of PA CareerLink® workshops, approximately 30-40% each month, are offered in-person and virtually to enable participants to join in the way that is most comfortable and convenient for them. Topics of the workshops are wide-ranging including: Introduction to Training Services (ITA & OJT), job seeking on PA CareerLink® website, interviewing skills, etc. Title I ADW and OSY contractors are very flexible in their goals of meeting participants including phone calls, virtual intake/orientation, and in-person meetings closer to the participant’s home such as libraries and other public spaces.

DCWDB offers policy guidance to address, in conjunction with a WIOA participant's interaction with the one stop delivery system, and program case managers in particular, how and when participant or employer information is entered into the state's system of record (i.e., CWDS). Including, if a program case manager does not enter some or all the participant and employer information, who enters the information. Also, when the participant or employer information is entered into the state's system of record (i.e., CWDS) in relation to the time services were actually performed.

WIOA eligibility review and verification is the responsibility of the contractor staff, the contractor staff must verify eligibility before an individual receives WIOA services. DCWDB staff provide training and technical assistance for eligibility certification to designated staff. Contractors must complete the WIOA application in its entirety, and a supervisory/second-level review and verification of final eligibility for each file are required. The contractor staff must verify the WIOA application has been deemed eligible after enrollment in the Commonwealth Workforce Development System (CWDS). The WIOA application must be signed and dated by the contractor staff and the participant and retained in their file. The file is out of compliance if a signature/date is omitted.

Completed WIOA-eligible files will remain with the contractor and contain all supporting documents verifying the eligibility determination in the participant's file and available for inspection by DCWDB staff. Participant files are not to be submitted to DCWDB offices. Incomplete files are to be kept by the contractor no longer than 30 days. Files determined ineligible must be destroyed immediately.

Contractor staff funded by WIOA Title I Services, serving both job seekers and employers, will review the initial eligibility determination of all participant files and upload all verification documents to the participant's WIOA application. Documents will be updated as required to ensure accurate record-keeping. All files digitized for upload will be retained in hardcopy. All data must be uploaded within 30 days of the actual date of occurrence (e.g., service start date, hold date, entered employment, certifications, assessments, and program exit dates).

DCWDB recognizes other state-owned case management information system(s) employed in the local area that WIOA participants' information is entered and stored (examples include, but are not limited to Unemployment Insurance, Adult Education and OVR). The local area must indicate the program partner that is the responsible entity that uses the case management information system;

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.

Commonwealth Workforce Development System (CWDS)/PA CareerLink® is the system of record for the participant tracking of WIOA, WIA, Wagner-Peyser Act, and TAA programs. In Delaware County, secondary databases must not be used for any PII. All participants, employers, and providers served by these funding streams (for all levels of service, including career planning) must have their services and/or activities entered into CWDS/PA CareerLink® expeditiously to ensure a common record and, when appropriate, assignment of a common exit date.

The process for participants not provided with WIOA title I and title III career and training services but are enrolled in other WIOA programs follows their funding 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.

DCWDB prohibits non-Commonwealth owned and leased information management system(s) employed in the local area to aid in the management of WIOA programs (include information management system(s) used by contracted service providers).

DCWDB's Secondary Database policy states "Commonwealth Workforce Development System (CWDS)/PA CareerLink® is the system of record for the participant tracking of WIOA, WIA, Wagner-Peyser Act and TAA programs. Secondary databases must not be used for any PII. All participants, employers, and providers served by these funding streams (for all levels of service, including career planning) must have their services and/or activities entered into CWDS/PA CareerLink® expeditiously to ensure a common record and, when appropriate, assignment of a common exit date."

DCWDB participates in the development of Career Pathways that provide access to employment and training for individuals in adult education programs.

DCWDB contracts with the Delaware County Literacy Council, Delaware County's WIOA Title II provider, to offer WIOA Title I Career Services. Through this contract, Career Advisors develop Career Pathways that provide access to employment and training for individuals in adult education programs

DCWDB uses partners' program information sharing in ways that stress the importance of getting the information to customers quickly, as well as ensuring that communication is accessible and uses a variety of strategies for better meeting the needs of individuals with barriers to employment, such as improving digital literacy skills.

The one-stop system is well prepared to offer services equally to all participants, including individuals with barriers to employment. 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. Individuals who face the barrier of limited English language proficiency can receive English language instruction from WIOA Title II partner the Delaware County Literacy Council. DCWDB has competitively procured WIOA Title I career services for individuals returning from incarceration. These career services assist individuals with the specific challenges of seeking employment with past involvement with the justice system. Individuals facing barriers of poverty or homelessness are assisted through referral to the County Assistance Office and the Delaware County Human Services department to address basic needs while WIOA Title I programs assist the individuals with career services.

Though Delaware County is densely populated with over ten times the number of people per square mile compared to rural areas, DCWDB strives to make services available to underserved communities. Many PA CareerLink® customers lack a personal computer or dependable internet access. PA CareerLink® sites in Delaware County offer an open computer lab that is staffed by a CRC attendant who can provide individual assistance. For individuals who seek to improve their digital skills, free classes are available through the Delaware County Literacy Council, the WIOA Title II partner.

DCWDB ensures access to services (i.e., interpreters and translated documents) for persons with impairments (visual, hearing, other accessibility needs) as required by law and offers reasonable accommodations (used to mitigate impairments caused by a disability) requested by employees and participants, and the response provided to the request.

Under the guidance of the PA Office of Equal Opportunity, the DCWDB works with both Delaware County PA CareerLink® sites to ensure auxiliary aids are available to anyone. Job seekers, staff, and employers may request reasonable accommodations in advance of arriving at the PA CareerLink® site or when they arrive. Common requests include accommodations for hearing and sight impairment. These needs are met by moving services to a room with less background noise and by using adaptive equipment for technology. Recently the PA CareerLink® site in Chester City accommodated a staff member who needed changes to computer accessories to accommodate physical discomfort. Job seeker requests for accommodations typically arise as staff are working with customers. For example, recently the PA CareerLink® site in Media coordinated two ASL interpreters for customers with hearing barriers. PA CareerLink® site in Chester helped a customer who was struggling because she was blind in one eye and elderly by using a Zoom Text Large Print keyboard.

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
- Compliance Assessment Tool-Kit

Both PA CareerLink® sites in Delaware County are fully compliant with ADA accessibility requirements.

DCWDB responds to language assistance requests received for limited English proficiency (LEP) populations

DCWDB offers telephone and video interpreting services provided Propio One Services. Propio offers translation of over 350 languages. All PA CareerLink® staff are trained to access the services when requested.

DCWDB recognizes that limited English-speaking ability generally includes limited English-reading ability. To deliver meaningful access to adult customers of the PA CareerLink® service, DCWDB analyzed the percentage and number of adults who speak English less than well by language spoken. In Table 4, Spanish and Chinese (Incl. Mandarin, Cantonese) languages that exceed 1,000 individual adults.

However, the definition shown in Section II specifies “Lesser of 2 factors” in defining Limited English Proficiency.

For example: “Lesser of 2 factors” means generally whatever number is less. If 5% of the total county population is 4000, but 2000 speak Chinese, then 2000 is the lesser number and the one that is used for this plan. Over 1,000 Delaware County residents speak Chinese (including Mandarin, Cantonese), Yoruba, Twi, Igbo, or Other Languages of Western Africa, Haitian, and Bengali. Therefore, DCWDB includes these populations under the definition of Limited English Proficiency and will provide vital documents in these languages.

Overall, the goal is to make sure these non-English speaking and reading populations receive equal access to services and information as those without limited English proficiency.

Identification of Spanish as the most common language spoken by adults accessing PA CareerLink® services is validated by other indicators including the frequency of Spanish language speakers among adults seeking English as a Second Language instruction at the Delaware County Literacy Council (Delaware County’s WIOA Title II provider), and reports from Delaware County WIOA Title I contractors who serve immigrants.

The DCWDB staff reviews these data on an annual basis while preparing for the procurement process for Title I services for Adults, Dislocated Workers, or Youth. Adjustments to the LEP Plan and Request for Proposal process are adjusted when needed.

If it is determined that other LEP language groups are seeking benefits/services or are potentially eligible to receive benefits/services within Delaware County, the DCWDB staff will adjust its methods and services to serve the new population accordingly. Any new LEP populations will be reflected in the next LEP plan.

4.6. Transportation and Supportive Services

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

DCWDB Identifies supportive services and resources (e.g., transportation, public libraries, childcare, legal aid, housing, mental health, refugee and immigration services, vocational rehabilitation services, independent living services, community reentry programs); and coordinate supportive services and resources to allow customers to participate.

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. DCWDB Supportive Services Policy allows for the use of micro-transit as needed when public transportation to a worksite or event is not available, as well as gas cards for participants who drive. These transportation resources are leveraged to ensure eligible individuals can access WIOA Title I activities and the subsequent employment they achieve.

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

4.7. Rapid Response

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

DCWDB coordinates workforce investment activities and ensures they are carried out in the local area with statewide rapid response.

DCWDB values the resources of the statewide Rapid Response team and coordinates local efforts to support employers and employees who are vulnerable to lay-off. The DCWDB maintains open communication with the Delaware County Economic Development Department and the Delaware County Chamber of Commerce to gather information about employers who may be struggling. DCWDB also utilizes data sources like EconoVue to identify businesses that may be struggling financially. Through the Business Services Team, DCWDB works with PA CareerLink® partners and program providers to help employers access support 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. DCWDB works to ensure dislocated workers who do not attend Rapid Response events are encouraged to use PA CareerLink® services through general outreach activities and targeted mailings sent to all new Unemployment Compensation recipients. DCWDB tracks the number of individuals who receive the mailing.

4.8. Individuals with Barriers to Employment

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

•Describe how the one-stop delivery system employs a methodical process ensuring customers' accessible intake, establishing participant status, determining needs of the participant, and identify any barrier(s) to employment;

At PA CareerLink® Delaware County, the orientation intake process ensures all visitors are informed about the full range of services available to support their career and employment goals. Below is an overview of the process:

Digital Intake Form:

Upon arrival, all visitors complete a digital intake form to share important information about their visit.

This form collects details such as:

- The visitor's primary reason for visiting PA CareerLink®.
- Barriers to employment that may need to be addressed.

- Goals and interests that align with available services.
- Staff utilize the information gathered from the digital intake to guide the interview during the Career Advisor Intake meeting as well as future discussions.

Orientation Presentation:

All new visitors are directed to a self-paced orientation presentation. This presentation provides an in-depth overview of the services and resources available within the PA CareerLink® system, including job search assistance, training programs, and supportive services.

Account Assistance:

If visitors need help accessing their online accounts at pacareerlink.pa.gov, our front desk staff is available to assist with account creation or resetting login credentials.

Career Advisor Intake Meeting:

Once visitors complete the orientation presentation, they have an opportunity to meet with a Career Advisor. During this session, advisors work one-on-one with visitors to:

- Discuss their career needs and goals.
- Identify appropriate services or resources.
- Develop a personalized plan for achieving employment or training objectives.

This streamlined process helps visitors get acclimated to the system, ensures they receive the guidance they need, and facilitates access to the tools and resources essential for their career journey.

•Describe how local areas will utilize Digital Intake information to employ barrier mitigation processes;

PA CareerLink® staff use the Digital Intake information in real time to identify individuals' barriers. During the intake meeting, staff offer referrals to services to address individuals' barriers. If the individual is referred to a WIOA program, the case manager will complete an individual employment plan to identify barriers and work to mitigate them.

DCWDB staff conducts a monthly review of the Digital Intake reports to identify trends or systemic barriers that may require system-wide solutions.

•Describe how the one-stop delivery system employs a methodical affirmative outreach process that presents the benefits and services of the workforce development system to individuals and groups. A description of outreach activities may include information sessions regarding services that partner agencies provide and how to access such services. These outreach efforts may include presentations on available services that target certain populations, specifically targeting individuals with barrier(s) to employment;

DCWDB and the PA CareerLink® staff conduct extensive, methodical outreach to individuals and groups in Delaware County. Outreach includes participation in a multitude of community fairs and events and presentations to interest groups serving individuals and groups who could benefit from PA CareerLink® programs. A small sample of the group's reach includes the Re-entry Coalition, SCORE small businesses, and teachers at Interboro High School.

•Describe how the local area will include all partners in regular community outreach;

DCWDB and the PA CareerLink® staff rely on all partners to participate in community outreach. Events are shared with managers from all partners.

•Describe how the one-stop delivery system provides the appropriate services and resources equally to participants and

PA CareerLink® staff are trained to offer trauma-informed services to all individuals without bias. If an individual feels they have received unequal services based on status in a protected class, they are given the opportunity to submit a complaint to the Equal Opportunity Officer.

•Describe services provided to individuals with disabilities eligible for services under WIOA Title IV.

The Office of Vocational Rehabilitation (OVR) is a valued partner at the PA CareerLink® sites. At least annually, OVR staff train PA CareerLink® staff on the services and referral opportunities. OVR maintains a physical presence in the PA CareerLink® to provide real-time responses to referrals.

4.9. Nondiscrimination

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

•List key technology and materials at the one-stop available for use by individuals with disabilities.

For customers with disabilities, the following accessibility equipment and software are available on both PA CareerLink® locations for use:

- | | |
|--|--|
| - Signature Guide | - Large Grip Pens |
| -UbiDuo | - Low Vision Pens |
| - Assistive Listening Devices | -Low Vision Paper |
| - Foam Wrist Rest | - Page Magnifier |
| - Monitor Arm | - Adjustable Computer Chairs |
| - Ergonomic Mouse | - Foot Stool |
| - Alternate Keyboards: Bright Contrast
Keyboard, Large Key Keyboard, Braille
Keyboard, Mini Keyboard | -Personal Sound Amplifier |
| - Adjustable Monitors | - Disposable Headphones |
| - Monitor Magnifier | - Language Line |
| - Laptop Magnifier | - Digital Translator Device |
| - Handsfree Magnifier | _ Text to Speech Device |
| | - JAWS Speech Output Software |
| | - ZoomText Screen Magnification Software |

•Describe operational support for addressing the needs of individuals with disabilities.

Along with providing the key technology and materials, both PA CareerLink® sites provide a Welcome Orientation where participants are notified of their rights by signing a Civil Rights Statement and a Compliant Policy and Procedure Acknowledgment Form. DCWDB has added an Accessibility Page and posted Policy and Procedure manuals on the website. All WIOA-funded materials contain taglines. The

Equal Opportunity is the Law are posted in the public areas. Both PA CareerLink® sites provide the braille posters with the EO Officer's information.

•If applicable, describe program partner and stakeholder actions related to this prompt.

DCWDB is a partner with OVR. Participants and referrals who need services for vocational rehabilitation service are made based on interviews, assessments, and classes. Everyone who needs special services (vision, hearing, mobility, or English as a Second Language help) will be provided accordingly. If participants need English services, they are referred to Delaware County Literacy Council, the Title II partner for tutoring and/or classes.

•Describe local area staff trainings related to the subject matter (e.g., civil rights, equal opportunity, physical and programmatic accessibility, disability etiquette and sensitivity training) in this section and indicate when the trainings occurred.

- Hitting the Reset Button: Goal Setting – 01/18/2024
- Cool Tool from the ADA-CAT Bag - 01/22/2024
- Strengthening Your Relationships – 02/08/2024
- Regional Resources on the ADA – 02/13/2024
- International Women's Month – 03/18/2024
- Mondays with Marvis & Marina. April Edition. Understanding the Equal Pay Act – 04/29/2024
- Advancing Civil Rights Protections of Asian Americans, Native Hawaiians, and Pacific Islanders in the Workplace – 05/08/2024
- Complaint Inquiry Process for Workers – 05/09/2024
- Mondays with Marvis & Marina. May Edition. Service Industry- Know Your Rights – 05/13/2024
- What is Juneteenth? And Why does it matter in American History? – 05/20/2024
- Fostering LGBTQ+ Friendly & Inclusive Workplaces – 06/04/2024
- 57th anniversary of the passage of the Age Discrimination in Employment Act – 06/12/2024
- Don't Leave Me Out! Holistic Approaches for Disability Inclusion & Resolving Conflict Conference – 07/19/2024
- Delaware TA Training – 07/16/2024
- DCWDB Contractor Kick-Off Meeting. Monitoring and Equal Opportunity Training – 07/22/2024
- Mondays with Marvis & Marina. 60th Anniversary Title VII of the Civil Rights Act – 07/29/2024
- Understanding the EEOC Charge and Investigation Processes – 08/08/2024
- A Refresher on Language Access Obligations for Recipients and State-level Equal Opportunity Officers – 08/27/2024
- Barriers and Accomplishments of the Hispanic Community – 09/12/2024
- The updated LEP Plan 2024. Important details to note – 09/23/2024
- Serving Individuals with Disabilities – A Day in the Life of an American Job Center. Module 1 – 10/09/2024
- Working across partners; A Day in the Life of an American Job Center, Module 2 – 10/23/2024
- Providing Inclusive Business Services: Day in the Life of an American Job Center, Module 3 – 11/13/2024
- Diversity, Equity, and Inclusion Training – 11/22/2024

•List the one-stop program partners participating in local staff training indicative of the subject matter noted in this section.

All one-stop program partners are required to participate in local staff training.

•Describe corrective actions addressed as a result of L&I’s Office of Equal Opportunity annual compliance reviews and state current OEO compliance status (i.e., discrimination complaint procedures, LEP, affirmative outreach, training, and accessibility).

For the Office of Equal Opportunity 2024 Monitoring Survey Compliance Review, DCWDB was in compliance.

•The identity and role of the individual(s) responsible for ensuring equal employment opportunities and civil rights protections.

The EO Compliance Officer's identity is made known through all written outreach materials the public display of “Equal Opportunity is the Law” posters in English and Spanish, the distribution of pamphlets and booklets, the issuance of an annual Policy Statement, the Civil Rights Statement, Internet, Intranet, and through the designated Equal Opportunity Liaison within each PA CareerLink® and UC Service Center, as well as, the WIOA Policies and Procedures Manual and contact with the Equal Opportunity Officers for WIOA.

The EO Compliance Officer’s name, position title, address, and telephone number (including TDD/TTY) are included in all the above-mentioned internal and external communications.

•Describe outreach efforts such as: targeted media advertising (e.g., radio, newspaper, social media), sending notices about program openings and activities to schools, community groups and other special-interest groups that serve the targeted populations.

DCWDB pursued many outreach efforts including advertisements on buses, trolleys, and regional pail stations in under-resourced neighborhoods. Press efforts included letters to the editor, monthly columns, and radio interviews. Social media was used extensively to reach a variety of customers. DCWDB made targeted efforts to reach specific populations by doing presentations to social service and advocacy groups like librarians, human services administrators, and a coalition of social service providers. EO access is addressed in the Welcoming Orientation at both PA CareerLink® sites. Accessibility Tools Training was provided to all front desk staff and also staff who work with customers.

•Since affirmative outreach includes training programs, outreach efforts and other positive steps, describe consultation with groups serving the targeted populations about efforts to improve outreach, training and services to targeted populations, and describe input received identifying training, education and services needed from organizations representing these groups, or programs, that interact with target populations, and how these needs are being addressed.

DCWDB’s LEP Plan is updated annually through evaluation of the concentration of foreign languages using “Lesser of 2 factors”. Based on this information, updates of the LEP Plan attachments are made. The PA CareerLink® Delaware County websites have a translation feature. We also use a PROPIO service, Taglines, and Babel notice in all most common languages. EEO posters in Spanish. Delaware County has been using the statewide digital intake forms from October 2023 which allows the intake form to be translated into any preferred language. DCWDB pursued many efforts including advertisements on buses, trolleys, and regional pail stations in under-resourced neighborhoods. Press efforts included

letters to the editor, monthly columns, and radio interviews. Social media was used extensively to reach a variety of customers. DCWDB made targeted efforts to reach specific populations by doing presentations to social service and advocacy groups like librarians, human services administrators, and a coalition of social service providers. EO access is addressed in the Welcoming Orientation at both PA CareerLink® sites. Accessibility Tools Training was provided to all front desk staff and also staff who work with customers.

5. COMPLIANCE

5.1. MOU assessment

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.

DCWDB develops 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.

DCWDB and the One-Stop Operator lead the collaborative process to develop the PA CareerLink® MOU and Operating Budget. Six months before the budget period, DCWDB fiscal staff collect information on the regular expenses associated with PA CareerLink® operations. Increased efficiencies are sought where possible. PA CareerLink® Administrators offer feedback on strategies to integrate services. Four months before the budget period, a draft MOU and budget are circulated to PA CareerLink® partners. The One-Stop Operator facilitates a quarterly meeting to discuss and seek agreement on the MOU and budget. The agreed-upon MOU and budget are sent to BWPO by May 1.

5.2. Fiscal responsibility

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

DCWDB follows federal, state, and county guidance to ensure the collection of the debts of lower-tier sub-recipients, because of audits. DCWDB publishes a fiscal policy related to the collection of debts. Varying, day-to-day operational demands will dictate management's decision to provide goods or services without immediate payment. It is not the intent of the DCWDB to encourage the withholding of delivery of goods or services based merely on the inability to make immediate payment, nor to be unduly intrusive in gathering information to aid in collection. This policy intends to establish fair and consistently applied procedures and practices for extending credit and collecting the monies owed to the DCWDB.

Whenever possible, DCWDB requires payment at or before the time goods or services are provided. In cases where this is not possible or practical, DCWDB may grant credit to patrons by relying on contracts, applications, or other similar forms that provide sufficient identifying information to enable the establishment of an accounts receivable record and information necessary for subsequent collection procedures. By extending credit, the DCWDB is assuming the risk that the patron will not pay and the DCWDB will ultimately be liable for any uncollected revenues, out-of-pocket costs, or bad debt expense. When an agency requests that patrons complete contracts, applications, or other similar forms, the agency extends credit if the patron fails to pay or subsequently incurs fees or fines.

5.3. High-performing Board Attainment

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

Attainment of the Governor’s goals as described in PA’s WIOA Combined State Plan. Successfully performed by meeting the local area negotiated federal performance goals.

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. DCWDB ensures board members are active and engaged. Board members complete an orientation with a Board Orientation Manual which offers a comprehensive resource on programs and performance goals. The board participates in the negotiations of performance goals through a formal approval process. The Service Delivery Committee closely oversees progress toward negotiated federal performance goals through quarterly local performance reports.

- Sustained fiscal integrity throughout the local area and all interactions on a regional level (include employment of appropriate fiscal practices such as the adoption of internal controls and more robust procurement policies);**
- Attainment of successful monitoring reports and other evaluations by federal and state oversight staff;**

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, the 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 review period of 2021-22.

- Creation and employment of workforce governance and service delivery ‘best practices’ that may be modeled;**

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. In 2022 the DCWDB implemented a Board Orientation process, including a comprehensive manual for Board Members. Similarly, the DCWDB is working to maintain strong oversight of services by the board.

- Adoption and use of new and improved methods to reach and serve individuals with barriers to employment;**

The DCWDB is developing new and improved methods to reach and serve individuals with barriers to employment. 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.

- Adoption and use of new career and training services provided for the WIOA Title I programs;**

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.

•Successful regional coordinated employer engagement practices between local BST(s) and local board(s) direct activities; and Sector initiatives measured through the employment of qualitative and quantitative measurements.

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. DCWDB has benefited from the BWPO-led project to create a Business Services Playbook. Additionally, DCWDB will actively participate in the planned regional project to create an employer website that will act as a regional hub for employers seeking information about services.

5.4. Public Notice

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

Expectation 1: In early 2024, DCWDB activated the ad hoc Local Plan Committee to guide the 2025-28 WIOA Local and Regional Planning process. The Local Plan Committee included board members who represent education (Penn State University Brandywine), manufacturing (Drummond), logistics (UPS), and WIOA Title II (Delaware County Literacy Council). Individuals on this committee have experience in strategic planning and are well-connected to their sectors. The committee met quarterly and reported its activities to the full board.

In Fall 2024, DCWDB commissioned a stakeholder feedback project to augment regular communications with employers, job seekers, and local leaders. Feedback sessions provided an opportunity to gather information from local stakeholders to inform the development of the 2025-28 WIOA Local Plan. During the sessions, fifty-two (52) stakeholders provided information about satisfaction with the workforce development system in Delaware County, anticipated challenges expected for employers and job seekers over the next four years, and workforce initiatives and goals that might be able to be supported by the workforce development system.



As the plan was drafted, content experts were consulted to ensure an accurate description of programs and services. Among the groups who reviewed draft narratives were the WIOA Title I program administrator, the director of WIOA Title II program, the Assistant Regional Director for Wagner-Peyser, etc.

Expectation 2: DCWDB provided a 30-day public comment period to collect feedback from stakeholders on both the Delaware County WIOA Local Plan and the Southeastern Pennsylvania WIOA Regional Plan. The public comment period was publicized in multiple ways. For the Regional Plan, notice will be given in the Philadelphia Inquirer which has a regional readership. There was a virtual information session on Monday, April 28, 2025 at 2:00 pm. For the Local Plan, notice will be given in the Delaware County Times and through the PA CareerLink® Delaware County newsletter. There was an in-person information session on Monday, May 5 at 5:00pm at the PA CareerLink® Chester City, 501 Crosby Street, Chester, PA.

The Regional and Local Plans were posted to DCWDB’s website delcoworks.org. The public comment period for the Regional Plan was Monday, April 21, 2025, through Thursday, May 22, 2025. The public comment period for the Local Plan was Monday, April 28, 2025, through May 29, 2025.

DCWDB received no public comments on the Local or Regional Plans.

Website notice:



2025-2028 Southeast Pennsylvania Regional WIOA Plan

The Workforce Innovation and Opportunity Act (WIOA) requires local workforce development boards and workforce regions to develop and publish a strategic plan every four years that details workforce service delivery and compliance. Additionally, both local and regional plans must be reviewed for modifications every two years.

The Southeast PA Regional Workforce Innovation and Opportunity Act (WIOA) Plan is available for public comment from Monday, April 21 to Thursday, May 22. The plan outlines the efforts of the Southeast PA Workforce Development Planning Region to continue fostering a thriving workforce system in Southeast Pennsylvania. This region comprises Berks County, Bucks County, Chester County, Delaware County, Montgomery County, and Philadelphia County. We invite all community members to review and provide feedback on the plan. Each local workforce development area will also be posting their local plans for public comment.

[Fiscal Years 2025-2028 Southeast PA WIOA Regional Plan](#)

A virtual public information session will be held on Monday, April 28 at 2:00 PM. Please join us to learn more and share your thoughts by registering for the session* here: <https://bit.ly/InfoSession428>. If you are unable to attend but would like to provide public comment, please complete this form: <https://bit.ly/PlanComments25>

2025-2028 Delaware County WIOA Local Plan

The Delaware County Workforce Development Board is pleased to post the 2025-2028 Workforce Innovation and Opportunity Act (WIOA) Local Plan for public comment from Monday, April 28 to Thursday, May 29. This plan outlines our local efforts to support and enhance the workforce system in Delaware County.

[Fiscal Years 2025-2028 Delaware County WIOA Local Plan](#)

An in-person public information session will be held on Monday, May 5 at 5:00 PM at the PA CareerLink® Chester City, 701 Crosby Street, Suite B, Chester, PA 19013. If you are unable to attend but would like to provide public comment, please email comments to mcgeeverk@co.delaware.pa.us by May 29.



Email Newsletter Notice:

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THE DELCO WORKFORCE DIGEST May 2025

**A Message from Our Executive Director
Kate McGeever**



The PA CareerLink® Delaware County is here for all laid-off workers, but especially the 2,651 workers who have been laid off from the Crozer Health System in recent days. Below, you'll see information about the events and services we have established to support Crozer workers. We will offer a Crozer Job and Resource Fair on May 13 at Subaru Park, and we have opened a Crozer Transition Center at 160 E 7th Street in Chester City. We stand ready to support Crozer workers as they find a new professional home or take time to attend training to shore up their skills.

As Crozer workers look to their futures, the Delaware County Workforce Development Board has created a four-year strategic plan for our PA CareerLink® system. The plan is available for public review and comment at <https://www.delcoworks.org/about-us/>. We will seek your feedback on the plan through May 29, 2025.

Take care,

PHILADELPHIA GROUP

AFFIDAVIT OF PUBLICATION
390 Eagleview Boulevard • Exton, PA 19341

DELCO WORKFORCE DEVELOPMENT BOARD
1570 GARRETT ROAD, STE A
KATE MCGEEVER
UPPER DARBY, PA 19082
Attention: CATHY BASELICE

STATE OF PENNSYLVANIA,

The undersigned Richard L. Crowe, being duly sworn the he/she is the principal clerk of Delaware County Daily Times, Daily & Sunday Times Digital, published in Delaware County for the dissemination of local or transmitted news and intelligence of a general character, which are duly qualified newspapers, and the annexed hereto is a copy of certain order, notice, publication or advertisement of:

PUBLIC NOTICE

The Delaware County Workforce Development Board is pleased to post the 2025-28 Workforce Innovation and Opportunity Act (WIOA) Local Plan for public comment from Monday, April 28 to Thursday, May 29. We invite all community members to review and provide feedback on the plan which can be found at www.delcoworks.org. An in-person information session will be held on Monday, May 5 at 5pm at the PA CareerLink® Chester City, 501 Crosby Street, Chester, PA.
DCT: Apr. 25, 26, 27, 28. a-1

DELCO WORKFORCE DEVELOPMENT BOARD

Published in the following edition(s):

Delaware County Daily Times, Daily & Sunday Times Digital
04/25/25, 04/26/25, 04/27/25, 04/28/25

Sworn to the subscribed before me this 4/28/25.

Maureen Schmid

Notary Public, State of Pennsylvania
Acting in County of Montgomery

Commonwealth of Pennsylvania - Notary Seal
Maureen Schmid, Notary Public
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The Philadelphia Inquirer

100 S. INDEPENDENCE MALL W, STE 600, PHILADELPHIA, PA 19106

Affidavit of Publication

On Behalf of:
MONTGOMERY COUNTY COMMERCE DEPARTMENT
PO BOX 311
1430 DEKALB ST
NORRISTOWN, PA 19401

STATE OF PENNSYLVANIA COUNTY OF PHILADELPHIA:

Before the undersigned authority personally appeared the undersigned who, on oath represented a and say: that I am an employee of The Philadelphia Inquirer, LLC, and am authorized to make this affidavit of publication, and being duly sworn, I depose and say:

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3. The printed notice or publication attached hereto set forth on attached hereto was published in all regular print editions of The Philadelphia Inquirer on

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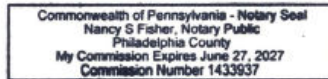
4/20/2025

4. Under oath, I state that the following is true and correct, and that neither I nor The Philadelphia Inquirer, LLC have any is interest in the subject matter of the aforesaid notice or advertisement.




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COPY OF ADVERTISEMENT

The Southeast PA Workforce Development Planning Region is pleased to post the 2025-2028 Workforce Innovation and Opportunity Act (WIOA) Plan for public comment from Monday, April 21 to Thursday, May 22. The region includes the counties of Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia. The plan outlines regional efforts to continue fostering a thriving workforce system in Southeast Pennsylvania. We invite all community members to review and provide feedback on the plan. Each local workforce development area will also be posting their local plans for public comment.

Additionally, a virtual public information session will be held on Monday, April 28 at 2:00 PM. Please join us to learn more and share your thoughts. To review the plan and register for the public information session, please visit <https://bit.ly/MontcoWorks>.

ATTESTATIONS

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

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

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

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

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

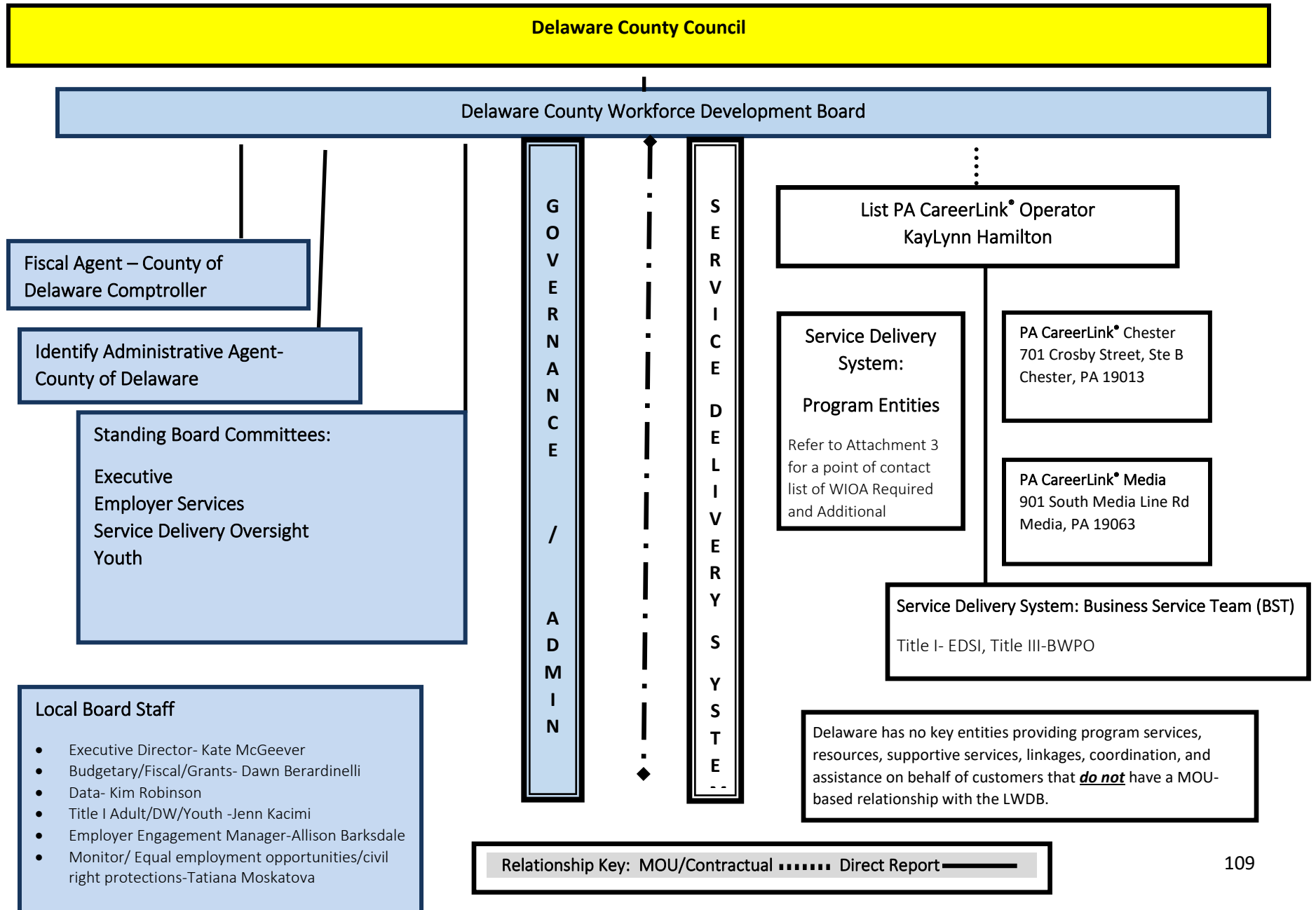
X It is best practice to have a human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.

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

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

Table A	LWDA Name: Delaware County Workforce Development Board		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	<u>Attained</u> Performance Results	<u>Negotiated</u> Performance Goals	<u>Negotiated</u> Performance Goals
	*Program Year 2023	*Program Year 2024	*Program Year 2025
Employment (Second Quarter after Exit)			
Adult	61.3%	69.0%	69.0%
Dislocated Worker	81.4%	78.5%	79.0%
Youth	72.3%	72.0%	72.0%
Employment (Fourth Quarter after Exit)			
Adult	60.8%	65.0%	65.0%
Dislocated Worker	65.6%	77.0%	78.0%
Youth	62.7%	69.0%	69.0%
Median Earnings (Second Quarter after Exit)			
Adult	\$6,388	\$6,000	\$6,000
Dislocated Worker	\$10,345	\$10,250	\$10,500
Youth	\$3,685	\$3,500	\$3,500
Credential Attainment Rate			
Adult	84.0%	78.0%	80.0%
Dislocated Worker	81.3%	79.0%	80.0%
Youth	25.0%	35.0%	45.0%
Measurable Skill Gains			
Adult	56.4%	56.0%	56.0%
Dislocated Worker	42.9%	42.0%	43.0%
Youth	5.9%	30.0%	30.0%

Attachment 2: Local Workforce Development System Organizational Chart



Organizational Chart Point of Contact List

Chief Elected Officer- Delaware County Council-Chair Monica Taylor, TaylorM@co.delaware.pa.us

Delaware County Workforce Development Board- Chair Rick Durante, rick@fmfcu.org

Fiscal Agent- Dawn Berardinelli, BerardinelliD@co.delaware.pa.us

Identify Administrative Agent- Kate McGeever, McGeeverk@co.delaware.pa.us

Executive Committee- Chair Rick Durante, rick@fmfcu.org

Employer Services Committee- Open

Service Delivery Oversight Committee- Open

Youth Committee- Catherine J. Cardillo, ccardillo@trinity-health.org

Executive Director- Kate McGeever, McGeeverk@co.delaware.pa.us

Budgetary/Fiscal/Grants- Dawn Berardinelli, BerardinelliD@co.delaware.pa.us

Data- Kimberly Robinson, RobinsonK@co.delaware.pa.us

Title I Adult/DW/Youth Managers- Jenn Kacimi KacimiJ@co.delaware.pa.us

Employer Outreach/Services Manager- Allison Barksdale, BarksdaleA@co.delaware.pa.us

Monitor/ Equal employment opportunities/civil right protections- Tatiana Moskatova, MoskatovaT@co.delaware.pa.us

List PA CareerLink® Operator- Kaylynn Hamilton kaylynnhamilton@outlook.com

PA CareerLink® Chester, 701 Crosby Street, Suite, Chester, PA 19013- 610-447-3350

PA CareerLink® Media, 901 South Media Line Road, Media, PA 19063- 610-723-1220

Business Service Team (BST)- Nicole Cowan- NCowan@eds.com

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

Local Workforce Development Area Name: _Delaware County Workforce Development Board
 Effective Date (must align with current MOU): July 1, 2023 to June 30, 2026

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email & POC Name (if known)
Adult/Dislocated Worker Employment and Training Activities - Career Services2217 Providence Ave, Chester, PA 19103	WIOA Title I, Subtitle B, Chapter 3 Elaine Herbert 484-461-2144	Delaware County Literacy Council www.Delcoliteracy.org
Adult/Dislocated Worker Employment and Training Activities Career Services800 North King Street, Plaza Level, Wilmington, DE 19801	WIOA Title I, Subtitle B, Chapter 3 Tondalaya Carroll 302-660-7123	Business Interface Workforce Services www.bfacellc.com
Adult/Dislocated Worker Employment and Training Activities 160 East 7th Street, Chester, Pennsylvania 19013	WIOA Title I, Subtitle B, Chapter 3 Laura Zales 610-529.0480	EDSI Lzales@edsisolutions.com
Adult/Dislocated Worker Employment and Training Activities 901 Media Line Road Media Pa 19063	WIOA Title I, Subtitle B, Chapter 3 Melinda Hines 610-723-1220	Delaware County Community College mhines@dccc.edu
WIOA Youth Workforce Activities 160 East 7th Street, Chester, Pennsylvania 19013	WIOA Title I, Subtitle B, Chapter 2 Laura Zales 610-529.0480	EDSI Lzales@edsisolutions.com
WIOA Youth Workforce Activities 419 Avenue of the States, Suite 700, Chester, PA 19103	WIOA Title I, Subtitle B, Chapter 2 Elaine Greene 610-364-1212	Chester Education Foundation egreene@chestereducation.org
WIOA Youth Workforce Activities 1414 Meetinghouse Rd. Boothwyn, PA 19061	WIOA Title I, Subtitle B, Chapter 2 Heather Parmely 610-874-8451	Community Action Agency of Delaware County hparmely@caadc.org
WIOA Youth Workforce Activities 200 Yale Ave., Morton, 19070	WIOA Title I, Subtitle B, Chapter 2 Lisa Mitchell	Delaware Co. Intermediate Unit

	610-938-9000 x 2317	
Job Corp 100 South Broad Street, Suite 1416	WIOA Title I, Subtitle C Lynn Intrepidi 856-596-1070	Philadelphia Job Corps www.philadelphia.jobcorps.gov
Native American Programs 120 Charles Street Pittsburgh, PA 15238	WIOA Title I, Sec. 166 (29 U.S.C. 3221) Kerry Jevsevar 800-341-3577	Council of Three Rivers American Indian Center, Inc. kjevsevar@cotraic.org
National Farmworker Jobs Program (NFJP) 421 McFarlan Road, Suite E Kennett Square, PA 19348	WIOA Title I, Sec. 167 Nita D'Agostino 717-234-6616	Pathstone ndagostino@pathstone.org
YouthBuild Program 1231 N. Broad St. Philadelphia, PA 19122	WIOA Title I, Sec. 171 (29 U.S.C. 3226) Scott Emerick 215-627-8671	Youth Build Philly hello@youthphilybuild.org
Wagner-Peyser Act Employment Services Programs PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Wagner-Peyser Act (29 U.S.C. 49 et. seq.), as amended by WIOA Title III Mike Dopkin	Bureau of Workforce Partnership and Operations ddopkin@pa.gov
Jobs for Veterans State Grant Programs PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Mike Dopkin 610-841-1022	Bureau of Workforce Partnership and Operations ddopkin@pa.gov
Adult Education and Family Literacy Activities (AEFLA) 2217 Providence Rd. Chester, PA 19013	WIOA Title II Adult Education and Family Literacy Act program Colleen Duran	Delaware County Literacy Council cduran@delcoliteracy.org
Vocational Rehabilitation State Grant Programs 1875 N. Hope Street Norristown, PA 19401	Title I of the Rehabilitation act of 1973 (29 U.S.C. 720 et. seq.), as amended by WIOA Title IV Shanae Stallworth 484-250-4340	Office of Vocational Rehabilitation sstallwort@pa.gov
Senior Community Service Employment Program (SCSEP) 350 Fairfield Av	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	The Workplace jcarbone@workplace.org

Bridgeport CT 06604	Joseph Carbone 203-610-8502	
Senior Community Service Employment Program (SCSEP) One Liberty Place, 1650 Market St. Suite 675, Philadelphia, PA 19103	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.) Veronica Brown	AARP vbrown@aarp.org
Postsecondary Career & Technical Education (Perkins V) 901 Media Line Road Media Pa 19063	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155-224)	Delaware County Community College Caitlin LaPorte claporte@dccc.edu
Trade Adjustment Assistance (TAA) PA Dept. of Labor & Industry 479 Thomas Jones Way, 500 Exton, PA 19341	Title II of the Trade Act of 1974 (19 U.S.C. 2271 et. seq.) Mike Dopkin	Bureau of Workforce Partnership and Operations ddopkin@pa.gov
Employment and Training Activities—US Department of Housing and Urban Development 1414 Meetinghouse Road Boothwyn, Pa 19061	Edward Coleman 610-891-5101	Community Action Agency of Delaware County ecoleman@caadc.org
Employment and Training Activities—Department of Community Economic Development 1414 Meetinghouse Road Boothwyn, Pa 19061	Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et. seq.) Edward Coleman 610-891-5101	Community Action Agency of Delaware County ecoleman@caadc.org
State Unemployment Insurance (UI) Program PA Department of Labor and Industry, Office of UC Centers 651 Boas St Harrisburg, Pa 17121	Social Security Act 9 of 1935 (Title III, IX, and XII) and Federal Unemployment Tax Act (FUTA) of 1939 William Trusky, Jr 717-787-3907	PA Department of Labor & Industry witrusky@pa.gov
Reentry Employment Opportunities (REO) Programs 160 East 7th Street, Chester, Pennsylvania 19013	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169 Laura Zales 610-529.0480	EDSI Lzales@edsolutions.com

Temporary Assistance for Needy Families (TANF) Department of Human Services/ TANF 701 Crosby street Suit A Chester, Pa 19013	(43 U.S.C. 601 et. seq.) 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	(43 U.S.C. 601 et. seq.) Jane Buchanan- 610-891-8808	Be Proud Foundation beproud@comcast.net
TANF- Youth- ISY 200 Yale Ave., Morton, 19070	(43 U.S.C. 601 et. seq.) Lisa Mitchell 610-938-9000 x 2317	Delaware Co. Intermediate Unit lisa.mitchell@dciu.org
TANF- Youth- ISY 160 E. 7th St., First Floor, Chester, 19013	(43 U.S.C. 601 et. seq.) Laura Zales 610-529.0480	EDSI lzales@edsisolutions.com
TANF- Youth- ISY 7236 West Chester Pike, Upper Darby, PA 19082	(43 U.S.C. 601 et. seq.) Laina Stevens 610-734-7693 x 2246	Upper Darby Police Department lstevens@udpd.org
TANF- Youth- ISY 419 Avenue of the States, Suite 700, Chester, PA 19103	(43 U.S.C. 601 et. seq.) Elaine Greene 610-364-1212	Chester Education Foundation egreene@chesterreduction.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)	Emerald Williams	Business Interface ewilliams@bfacellc.com
Work Ready Program 1414 Meetinghouse Rd. Boothwyn, PA 19061	Eileen Kemske 610-874-8451	Community Action Agency of Delaware County www.caadc.org