



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

The May 2009 draft of the TCWIB ARRA Implementation Strategy was reviewed, voted upon, and approved on May 22, 2009. The TCWIB ARRA Implementation Strategy was posted on the TCWIB website for public review. To date, no comments have been received. The updated strategy will be posted on the TCWIB website.

Recovery Act Implementation Questions

1. Provide an analysis of the LWIA’s economy, the labor pool, and the labor market context.

The Center for Workforce Information and Analysis (CWIA) is providing a statewide analysis. The Local Areas are asked to provide the updated, dynamic labor market information that they have access to due to their role in the community. Specifically, the LWIA should focus on current and anticipated plant closings, mass layoffs and business expansion—information that CWIA does not have. Local Areas should describe the skills gaps of the available labor pool relevant to projected skills demanded by industries and occupations expected to grow through economic recovery.

Economic conditions across the Tri-County region of Butler, Armstrong, and Indiana Counties as well as Pennsylvania and the United States are continuing to decline. The Tri-County region continues to see losses in population, large-scale layoffs in major industries and an unemployment rate in Armstrong which is often higher than the state’s unemployment rate. In the chart below, the unemployment rates show that the local area has had an increasing unemployment rate since September. This unfortunate trend is expected to continue due to the known layoffs that have happened in 2009 and those that are projected. Armstrong County has particularly been hit hard and the rate is expected to hit double digits by summer. Unemployment rates are up considerably in comparison to last year at this time.

Unemployment Compensation Rates *Seasonally Adjusted

	Mar-08	Mar-09	Feb-08	Feb-09
Armstrong	6.5%	9.3%	5.5%	8.8%
Butler	4.8%	7.0%	4.2%	6.6%
Indiana	5.2%	6.9%	4.8%	6.7%
Tri-County	5.3%	7.9%	4.6%	7.0%
PA	5.2%	7.8%	5.3%	7.5%

Major layoffs have been occurring in manufacturing with local manufacturers, who have never before laid off, now laying off workers due to the economic downturn and lack of orders. Indspec Chemical put their 286 production people on layoff for 2-3 months and plans to use that time to upgrade their physical facilities. II-VI has laid off 149 people who are eligible for Trade Act funding. Many other companies such as Penn United Technologies, NAPCO, Universal Manufacturing and many smaller companies have laid off portions of their workforce. Allegheny Axle totally shut down, and their 22 employees have qualified for Trade funding. Eljer and Kensington Windows had also laid off their workforce. Ericsson, a leader in broadband communications laid off most of their employees which resulted in 75 from the Butler County area being out of work. Typically we see construction workers laid off in the winter, so it is difficult to tell whether this is purely seasonal or if there are economic effects. There have only been a few health care layoffs but it is unknown if this industry will be as impacted as others locally. Some transportation industry employees have been without work while others are still hiring.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Population continues to decline in the tri-county region. According to the U.S. Bureau for the Census since 2004, the region has lost approximately 2,500 people. This decline has been in Armstrong and Indiana Counties because Butler County does show growth due to Cranberry Township in the southern part of the county. Statistics from the PA DOL Center for Workforce Information and Analysis also indicate that Armstrong and Indiana Counties have been losing population at a steady rate in recent years.

Besides higher unemployment rates in Armstrong and Indiana Counties, there are also less job opportunities within the two counties. For example, when comparing new job orders on the PA CareerLink website for January 2009, Armstrong County only had 45 jobs that were posted by employers while Indiana County had 102. This is in comparison to Butler County who had 158, Allegheny County who had 651, and Westmoreland County who had 211. This indicates that it is hard to place clients when there are fewer jobs available. In addition, commuting patterns in our tri-county region indicate that people would rather work in the county they reside in. About 70% of the workers who reside in our tri-county region also work in the tri-county region.

Another indication of the downturn of the economy is the comparison of new job orders from April 2008 to April 2009 as illustrated in the chart below.

New Open Job Orders		
	April 2008	April 2009
Armstrong	133	42
Butler	221	139
Indiana	145	117

In addition to these factors, the counties are predominantly rural, with the service industry making up the majority of employment opportunities. As such, the average wages within the local area fall far below the state average. According to data from the United States Census Bureau and PA Center for Workforce Information and Analysis, the annual per capita income for Indiana County residents is \$28,681, for Armstrong County is \$30,233, and for Butler County is \$35,465. All of these are well under the state average of \$36,825. Further, the lower wages are seen more clearly in the average per hour earnings which are below the state average. The average per capita per hour earning for Indiana County is \$13.79. For Armstrong, the number is \$14.53, and for Butler, the number is \$17.05. The state average is \$17.70. When using median household incomes, Armstrong (\$38,271) and Indiana (\$38,386) Counties still rank far below Pennsylvania (\$49,184) and Butler County (\$51,215) levels. Again, Butler's statistics are affected by the growth area in the southern part of the county. In addition, it will be interesting to see how these numbers will be affected with the continually increasing unemployment.

Unfortunately, the economic situation is further compounded by the number of population living in poverty in Indiana and Armstrong Counties. According to the USDA Economic Research Service, in Indiana County in 2007, 18.9% of the population is living below the poverty line. In Armstrong County, this number is 13.1%. Butler County's overall population living below the poverty rate is 8.8%; however, this is attributed to the growth of the southern part of the county. The northern part of the County is recognized to more closely resemble Armstrong and Indiana Counties. Across the state, the average is approximately 11.6%.

Besides the economic factors in the Tri-County area, there are also concerns about the educational attainment rate of the area's workforce. This affects the average client's skill level and how much we can improve their skill level in the time they are within the workforce system. With less education, clients are more likely to find difficulty in finding a job with family sustaining wages. According to the latest census data, the region has a much higher than average percentage of workers who have less than a 9th grade



Tri-County Workforce Investment Board
ARRA Implementation Strategy

June 2009

education. In Armstrong County, 7% of workers have less than a 9th grade education. In Indiana County, 8% of workers have less than a 9th grade educational attainment level. In Pennsylvania, 5.5% of workers have a less than 9th grade educational attainment rate and in Butler County the figure is 4%. This data is echoed by local statistics. According to TCWIB's Title 1 provider, almost all of the youth need remediation when they enter the programs. The average out-of-school youth tested for entrance into WIA programs tests at an average of 9th grade in reading and between 7th and 8th grade in mathematics. These low scores would indicate a definite need for remediation prior to entering into employment or training. Virtually all of our out-of-school youth need remediation and will be part of this measure. In addition, the adult clients that we work with are generally long time unemployed and are not as easy to place in a job. Therefore, due to educational attainment and low work experience, it is often difficult to place adults and youth.

The WIB Chair created and named a TCWIB ARRA Recovery Committee of nine members. The charge of the committee is the following:

- To further develop the plan,
- To determine most needed skills by employers,
- To recommend funding to types of training as determined by procurement with quantified measurable results.

The Recovery Committee will meet with Industry Partnership leaders, Education Providers, PA CareerLink Administrators, WIB Staff, and the designated Title I provider, CareerTRACK to determine skills needed by employers. A survey to local businesses is currently being distributed to assist with reviewing skills needs. The Recovery Committee will review local data and survey results and get input from pre-bid discussion with the education providers. It is anticipated that due to labor shortages, health care will identify the needs for various health care workers including CNAs, LPN, and RNs. Other mentioned skills needs include building and construction for weatherization, CNC training, green training, and mechatronics.

2. What is the LWIA's vision for ensuring a continuum of education and training opportunities that support a skilled workforce?

In responding to this question, the LWIA should review ETA's vision for implementing the ARRA in Section 4 of TEGE # 14-08 and the Deputy Secretary's Workforce Guidance Memos.

The description should include the LWIA's vision for economic recovery, touching on the ARRA principles and how the ARRA funds can be integrated into transformational efforts to achieve an invigorated, more innovative public workforce system capable of helping enable future economic growth and advancing shared prosperity for all Pennsylvanians.

The funding that is being made available to local workforce investment areas through the American Reinvestment and Recovery Act (ARRA) will greatly increase our local capacity to serve the community. As a result, we will be able to serve many more adults, especially veterans and customers who are collecting public assistance; many more dislocated workers, including a greater number of unemployment compensation (UC) claimants; and many more youth, especially during the summer months. Strategically, we must maximize the efforts to provide citizens with training and placement services that will get them back to work as quickly as jobs become available. By increasing the number of customers we serve, we will help to stimulate the economy. At the same time, we have the opportunity to build out our existing system to increase the depth and breadth of what we do. This includes aligning more closely with industry partnerships, employers, and educators to collaborate to provide the best training programs for the most needed skills.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

3. What is the LWIA's vision for ensuring that every youth has the opportunity for developing and achieving career goals through education and workforce training, including the youth most in need of assistance, such as out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farmworker youth, youth with disabilities, and other youth at risk?

In responding to this question, the LWIA should review the LWIA's, the Workforce Guidance Memos, and ETA's vision for implementing the ARRA in Section 16 of this TEG # 14-08 to reconnect disconnected youth through multiple pathways to education and training that enable them to enter and advance in the workforce. The LWIA should describe its strategy for serving youth with funds from the ARRA, as well as how its strategies will be adjusted to respond to the economic downturn. Describe how plans for the ARRA youth activities will complement the LWIA's and the State's overall vision for serving youth under WIA.

In general, all TCWIB youth programs are designed to offer needy youth opportunities to successfully transition to adult roles and responsibilities. While youth program design does ensure that WIA performance measures are met, the emphasis has been on teaching academic and employability skills to youth who might otherwise not have an opportunity to succeed academically or vocationally. The youth service providers work with various agencies to recruit the neediest youth who may be out-of-school, homeless, aging out of foster care, offenders, disabled, and other at-risk youth. The youth council has a proactive vision of creating a seamless system that ensures all youth transition successfully from school to advanced training to work. The youth council also understands the narrow constraints of WIA eligibility and the performance measures, but strives to create programs that teach transferable skills. The youth council links youth programming to high priority occupations and cluster groupings.

With ARRA funding, the neediest youth will receive work skills at a time when the economy is in a downturn and the youth unemployment rate is at its highest point since 1992. The Summer Work Experience program will allow youth to find a summer job, gain valuable experience in meaningful work experiences, attain work readiness and provide needed earnings to families. The ARRA youth activities align with the local area's and state's vision of having youth become skilled and gainfully employed. In addition, this work experience will provide them with opportunities of career awareness and actual experience to be the workforce of tomorrow.

4. Identify the LWIA's key workforce investment system priorities and how each will lead to actualizing the LWIA's vision for workforce and economic development.

In responding to this question, LWIAs should reflect on shifting priorities necessitated by the economic downturn and areas of focus for economic recovery. LWIAs should identify the LWIB's key workforce investment priorities for the use of the ARRA funds infused into the LWIA's workforce investment system and how each will lead to actualizing the LWIB's new vision.

Before the economic downturn, the local area was focused on vacant positions and the types of jobs that employers need now and to grow in the future. In addition, assistance was given to clients who met eligibility criteria and needed to find a new career. Emphasis was placed on looking at the needs of the future due to the aging workforce especially with the workforce of tomorrow. Now the focus is on getting people back to work. This means that TCWIB is looking at industries still hiring and projecting the needs of companies once the economy recovers.

In our PA CareerLink system, adults move easily between the labor market and further education and training in order to advance their careers while disconnected youth are able to reconnect through multiple pathways to education and training that enable them to enter and advance in the workforce. Education



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

and job training in high-growth occupations through the work of industry partnerships are aligned to meet the needs of employers and the community.

TCWIB's mission and vision remain the same. It is the goals and priorities that have changed. The mission of the Tri-County Workforce Investment Board, Inc. is to provide responsive and innovative leadership that meets the current and future needs of employers and job seekers. The vision of the Tri-County Workforce Investment Board, Inc. is that the local area will be a destination of choice for employers and job seekers, where existing businesses experience growth and where new businesses are eager to locate because of the excellent job opportunities, economic vitality, quality of life and the presence of a skilled workforce. In a time of economic strife, TCWIB's mission and vision become even more crucial.

ARRA priorities for the local area include: preserving and creating jobs, aligning training systems with the needs of the local businesses and community, helping Americans acquire new skills and to become re-employed, advancing the capacity of the one-stop delivery system for innovation and implementation, creating a green job partnership, and implementing the Act with full accountability and transparency. These ARRA priorities all work towards our vision of providing businesses the opportunity to grow and creating a skilled workforce in the careers that are needed now and in the future. This creates a prosperous and thriving economy.

5. What strategies are in place to address the Governor's priorities, the LWIA's priorities, and the workforce development issues identified through the analysis of the LWIA's economy and labor market?

The LWIA's response to this question should describe the LWIA's key, actionable strategies it is deploying to achieve the LWIA's vision for the use of ARRA and regular formula funds. The State is interested in how the LWIA is connecting and integrating ARRA activities to ongoing workforce investments. The responses should align with actionable direction provided to LWIAs by the State.

- How workforce investment system resources, both stimulus and regular formula funds, can be deployed to serve increased numbers of workers in need.
- How adults and dislocated workers, including low-income adults, who need to acquire new skills will have increased access to education and training opportunities.
- How the LWIA will address a dual-customer approach, meeting the skill needs of existing and emerging employers and high-growth occupations as well as the needs of under-skilled adults.
- How workforce activities (e.g., adult education, job training, postsecondary education, registered apprenticeship, career advancement, needs based payments, and supportive service activities) will be aligned in career pathways both now in implementing the ARRA and in the transformed workforce system of the future.
- How the LWIA will partner to develop workforce solutions with community colleges, business and labor organizations, registered apprenticeship program sponsors, civic groups, and community organizations to align workforce development strategies and align workforce strategies with strategies for regional development and shared prosperity.

The vision of the State's workforce development system is that "Pennsylvania's economic future depends on a workforce able to compete in today's global economy". In order for the Commonwealth to be economically competitive and for our workers to acquire careers that pay family-sustaining wages, Pennsylvania needs to ensure that its workforce development system is efficient and directs funding toward worker training that responds to employer and employee needs. The Governor's "Job



Tri-County Workforce Investment Board
ARRA Implementation Strategy

June 2009

Ready PA Initiative,” enhances current efforts and creates new initiatives that will enable Pennsylvania to come closer to achieving its goals. This is being done by strengthening Pennsylvania industries, creating industry-led training strategies, increasing opportunities for residents, preparing youth for the careers of tomorrow, and implementing rigorous accountability standards.

In order to accomplish this goal there must be a commonality of purpose at the state, regional and local level. The Tri-County Workforce Investment Board attends trainings and meetings regularly to keep abreast of the local, regional and national issues that affect workforce and economic development in the tri-county area. During the strategic planning process, the Tri-County WIB aligns its vision, mission, and goals with the state’s Strategic Workforce Investment Plan and the Governor’s priorities. In addition, workforce issues and new and emerging industries are identified through analysis of the local area. The WIB continues to improve the local workforce investment system through dialogue with the local PA CareerLinks, industry partnership members, local employers, economic development and other relevant stakeholders.

The WIB works closely and collaboratively with the state and local areas and economic development in the creation and sustainability of small, new and emerging industries. The WIB continues to strengthen ties to economic development and supports all the local industry cluster consortia. The PA CareerLinks also work closely with new and emerging industries, the WIB, and economic development to determine and meet critical needs. By working together, employers can more easily learn the resources available to help with business startup, hiring, and finance. The collaboration allows a case management system that communicates employer needs across multiple entities and allows for the leveraging of resources to meet those needs. Ongoing efforts between economic development and the WIB are crucial in order to achieve regional prosperity. A region that has a strong workforce that is adaptable to new technologies and business attraction success is better able to retain business. This will allow the community to grow.

With the ARRA funds, the local area will be able to serve increased numbers of workers in need. While still funding the regular WIA funded programs, a summer work experience will be created for youth from 16-24. This will increase the capacity of our youth program. In addition, eligible adults and dislocated workers will have more access to training programs because of the increased funding. In addition, the local area will now have the funds to serve the increased numbers of those not working. With the ability to have class-sized training as well as more funds for OJTs, apprenticeships, and ITAs,

By working with business to determine their skill needs for existing and emerging employers to prepare for high-growth occupations, the local area is better prepared to work with the needs of under-skilled workers. Workers that are under-skilled can be assessed to their aptitudes and skills levels and then advised of career pathways. The workers are then presented with training opportunities as well as supportive services and needs based payments.

Besides having appropriate constituency groups on the Board, the local area has been having public meetings with the commissioners and relevant stakeholders in ARRA. In these meetings, alignment of ARRA funding streams and collaboration between agencies were discussed. A regional meeting specifically about ARRA funds and weatherization implementation is being scheduled. In addition, the needs of the community were discussed so that workforce strategies were aligned with strategies for regional development and increased prosperity.

6. Describe innovative service delivery strategies the LWIA has or is planning to undertake to maximize resources, increase service levels, improve service quality, achieve better integration or meet other key LWIA goals.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

In answering this question, the Local Area should discuss how, in the context of a low-growth economy, they have changed training strategies that address longer-term unemployment.

LWIA should describe innovative local strategies to accomplish the LWIA's vision and achieve the goals of the ARRA, including how the LWIA will:

- Increase services to workers in need.
- Support the full range of PA CareerLink customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.
- Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value, and focus assessments and certifications towards the next level of education and employment.
- Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupations, particularly using registered apprenticeship and on-the-job training for all jobseekers, and summer work experience for youth.
- Align workforce activities with education, economic, and community development strategies to meet skill needs of individuals for occupations and industries important to the local and regional economies.

The Workforce Investment Act clearly identifies the one-stop system as the service delivery system for programs funded under the Act and its partner programs. In Pennsylvania, the PA CareerLink system has been designated as the one-stop delivery system. The PA CareerLink is a collaboration of site partners that are responsible for administering workforce investment, educational, and other human resource programs and funding streams. Our service delivery network consists of three full service PA CareerLink centers. We encourage recognition of the PA CareerLink system as the primary venue for jobseekers and employers to access services. The service delivery network includes the WIB, PA CareerLink Operators, and PA CareerLink Partners. Each PA CareerLink is a full-service site and provides the full continuum of core, intensive, and training services for jobseekers. Core services are also available via the Internet.

Partners will focus on the common issues of offering a seamless continuum of services for job seekers and employers, sharing responsibility for improved performance and ensuring informed customer choice. Local employer and job seeker customers have complete access to the entire continuum of core, intensive and training services at the PA CareerLink centers. In addition to establishing physical sites where partnering agencies are collocated, the local PA CareerLink partners will strive to make every other path to services available to potential customers, including allowing for electronic access to services and establishing a referral network for all investing, contributing and affiliated agencies. All job seekers begin their services with the PA CareerLink Career Resource Center. This entry level core service provides the job seeker with the complete guide of PA CareerLink Services. From providing assistance with registering on the PA CareerLink website to referral to a participating partner, the Career Resource Center covers all aspects of entry level job search and guidance. This entry way to PA CareerLink services paves the way for intensive and training services if needed.

Within the local PA CareerLink system, there is a commitment to quality and an understanding that the system is customer-driven. As such, the local design of the PA CareerLink is focused on universality, customer-choice, integrated systems, and results-based accountability. In addition to meeting the required performance standards, PA CareerLink partners must ensure that customers have easy access to services without being hindered by the obstacles related to funding streams and agency distinctness.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Customers must also be afforded an opportunity to investigate all of the available services and training options, including statistics and satisfaction rates prior to choosing a career path. The effective but disconnected services available to job seekers and employers must be integrated into a seamless network to increase the options available to customers and to ensure the individual success of each partner. Because the PA CareerLink systems have shared costs between agencies, there must be clearly defined objectives and measurements to ensure accountability.

The integrated, team-based approach to providing services in the PA CareerLink will ensure that partners focus on the individual processes leading to customer outcomes. It is the outcomes, which will indicate the effectiveness of service providers. By measuring and collecting performance data, recording customer satisfaction results and tracking return on investment, the PA CareerLink partners will have an accurate picture of where the processes need improvement.

ARRA is allowing the local area to increase services to workers in need by providing addition job search and skill workshops including basic computer skills, more training opportunities, and more employment opportunities. The local area, as always, will support the full-range of PA CareerLink customers in acquiring the skills needed to attain jobs in high growth, high wage occupations by working closely with business. In addition customers will have support such as need-based payments, basic skills remediation, ESL, and other supportive services. All education programs and training will be evaluated and monitored to ensure that they are valuable and lead to advancement on the career pathway. Providers will be expected to focus assessments and certifications towards the next level of education and employment. This will be especially crucial in the establishment of class-sized trainings that do not have the same established procedures monitoring and performance as ITAs.

Work sites are always chosen very carefully so that the work experience is meaningful. It is crucial that clients whether someone in an OJT or registered apprenticeship or a youth in a summer work experience gain skills through their work experiences that lead to employment with family-sustaining wages. The local providers work closely with clients to assess their skills and with employers to find a good match. In addition, providers work with industry partnerships in order to provide work experiences in targeted clusters.

It is planned to connect to green jobs by creating a green energy partnership. The partnership will focus on the needs of the region in an emerging field. Green occupations, training, and opportunities for youth will be researched and discussed. Members will consist of all interested stakeholders including employers, educators, economic development, unions, workforce development, and any others who are interested.

Workforce activities are aligned with education, economic, and community development by having the relevant stakeholders on the Board and part of meetings and committees. The membership of the Tri-County Workforce Investment Board reflects the following: Department of Public Welfare, Community Action, the Office of Vocational Rehabilitation, the ARC of Butler County, the United Mine Workers, the Operating Engineers Local 66, and other entities which serve citizens of the three local counties. The board is fortunate to have representatives from all of the local economic development entities. This has proven to be extremely beneficial in a number of ways. The economic development groups were instrumental in finding suitable sites for the local PA CareerLinks. Further, the groups have included the WIB and PA CareerLink partners in meetings with employers considering locating or relocating to one of the counties. Also, these agencies have shared information from the Business Calling Program to help direct strategic efforts. WIB staff, PA CareerLink staff and board members participate on the Local Management Committee to oversee DPW investments in the local area. This helps to produce more plans for investing local monies toward employer need. The WIB's partnerships with organized labor, most notably the United Mine Workers, are well documented. The WIB has been an active partner with the local industrial resource center, business and education partnerships, and regional efforts to align and catalog local industry cluster effort.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

7. Describe the LWIB's vision for increasing training access and opportunities for individuals including the investment of WIA Title I funds and the leveraging of other funds and resources.

In its response, the LWIA should describe how the LWIA will increase training access and opportunities for individuals, including the investment of WIA Title I funds and ARRA funds, and the leveraging of other funds and resources. How will the LWIA use contracts with institutions of higher education, apprenticeships, and other training providers to maximize funds to the greatest benefit? How will the relationships and curriculums developed through the industry partnerships be utilized?

Educational services will run the gamut from literacy training and Adult Basic Education/GED classes through academic training leading to a certificate or Associate's Degree from an Individual Training Account. Job readiness training, on-the-job training, occupational skills training and other activities are created and delivered by PA CareerLink partners. Customers will have access to a wide variety of academic, psychomotor and affective assessments to aid in the selection of appropriate types and levels of education and training activities. Customers will also benefit from TCWIB's High Priority Occupation list.

In keeping with the direction given by TCWIB and ARRA, additional education and training programs will be established. Specific skills have not yet been determined, but it is expected that the list will include CNC, nursing, and allied health training. Local data will be reviewed as well as input from industry partnerships to determine the needs of employers. TCWIB has traditionally focused training to the local high priority occupation list. Highest priority will be given to those skills where jobs are available now or soon in an emerging occupation. As described above, the Recovery Committee with industry input will determine the exact skills and the percent of adult and dislocated worker allocated to training.

It is planned that the local area will utilize various types of training including ITAs, classroom size trainings, OJTs, customized training, and apprenticeships. In instances where it is determined that classroom training is needed, a competitive bid process will be utilized. The Recovery Committee will review the proposals and choose the best provider based on class content, the needs of employers, placement rates, cost, etc. The local area currently has waiting lists of clients for training. Training opportunities will be marketed through the Career Resource Room, CareerLink workshops, rapid response events and the local media. Individuals will be counseled about supportive services and will receive needs-related payments if needed.

8. Describe the LWIA's strategy for providing comprehensive, integrated services to eligible youth, including those most in need.

In responding to this question, the LWIA should include the following:

- Describe the anticipated program design for the WIA Youth funds provided under the ARRA. Include in this description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with ARRA funds).
- Will the LWIA use the ARRA funds to fund only a 2009 summer youth program or some combination of 2009 and 2010? If using the funds over two summers, what percentage of funds does the LWIA anticipate using for the first summer?
- If using the funds for summer employment opportunities, describe how the LWIA will deliver summer youth employment opportunities.
- Describe the types of worksites that will be developed for summer employment, including a mix of public and private sector work experiences, and how the LWIA will ensure that meaningful work experiences will be developed.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

- Describe the LWIA's policy for developing the mix of classroom versus worksite time in a summer employment opportunity. Describe the LWIA's policy for determining that summer employment opportunities are connected to academic and/or occupational learning and the types of connections that will be utilized.
- Describe any policies or strategies, in alignment with State guidance, to ensure implementation of activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day-care.
- Provide the anticipated number of youth to be served with ARRA funds, including the anticipated number of summer employment opportunities created with ARRA funds.

TCWIB youth programs are designed to offer needy youth opportunities to successfully transition to adult roles and responsibilities. While youth program design does ensure that WIA performance measures are met, the emphasis has been on teaching academic and employability skills to youth who might otherwise not have an opportunity to succeed academically or vocationally. The youth council also understands the narrow constraints of WIA eligibility and the performance measures, but strives to create programs that teach transferable skills. The youth council links youth programming to high priority occupations and cluster groupings.

The TCWIB Youth Council will review uses of the Recovery Funds for youth programs and will make recommendations to the Board. The Youth Council will also monitor all youth programs including funding through ARRA. At the April 6, 2009 Youth Council meeting, the following recommendations were made.

- To serve youth ages 16-24 with Recovery funds.
- To accelerate the process of enrollment and spending the ARRA funds by having TCWIB run one out-of-school youth crew per county beginning May 1, 2009.
- To procure work experience and education programs for the remainder of the youth funds with all programs beginning no later than June 15, 2009. Besides having work experience programs, discussion at the Youth Council meeting included having stand alone programs such as Manufacturing Pathways and Adventures in Technology.
- For in-school youth to participate in a maximum of an eight week program ending on August 14, 2009.
- For out-of-school youth to participate until September 30, 2009 if needed.
- The wage for youth work experiences for the funds is to be \$8.00 per hour.

In general, the youth programs are designed to offer needy youth with barriers to employment opportunities to successfully transition to adult roles and responsibilities. Eligible veterans and spouses will be given priority of service. In addition, there will be an emphasis on the neediest youth including disconnected youth, those youth aging in and out of foster care, youth offenders, homeless youth, etc. Youth will be recruited through the CareerLink and Youth partner agencies and schools. The WIB Board approved the current eligibility and case management Youth Program provider to initiate ARRA eligibility certifications and case management services in order to expedite the stimulus process.

Every effort will be made to include a "green job" as well as a high priority occupation element within each program. Each youth will receive an individual services strategy to identify age-appropriate career goals. Youth will receive a meaningful work experience along with work readiness skills. A pre-test and post-test will be completed by youth to assess work readiness skills. In addition, each youth will be evaluated to



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

see if they would benefit from enrolling in the year-around youth program or adult training services if deemed appropriate.

The local youth program provides an objective assessment of the academic levels, skill levels, and service needs of each participant. The assessment will include a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes (including interests and aptitudes for nontraditional jobs), supportive service needs, and developmental needs of such participants. If the assessment provider determines that a recent assessment fulfills these requirements, that assessment may be used. An individual service strategy will be developed for each participant that shall identify an employment goal (including in appropriate circumstances, non-traditional employment), appropriate achievement objectives, and appropriate services for the participant taking into account the objective assessment. In-school youth will receive work readiness skills as well as awareness of careers and the work world. Out-of-school youth will receive work readiness skills as well as skills needed to gain full-time employment. In addition, out-of-school youth will have opportunities for further training and supportive services as needed.

It is anticipated that TCWIB will serve a minimum of 96 youth with its ARRA funding. This is dependent on the proposals received back from the RFP and recommendations made by Youth Council and TCWIB. It is anticipated that 100% of the Youth ARRA funds will be spent in Summer 2009. If any funds remain, they will be used to extend out-of-school summer youth work experiences if a performance waiver is received by Pennsylvania for youth working beyond September 30, or they will be utilized for summer work experiences in Summer 2010.

The Summer Youth Participant Breakout is indicated in the chart below. Currently, these are targeted numbers since youth are still being registered. In addition, additional ARRA funds need to be allocated.

	In-School	Out-of-School	Total
ARRA Summer	29	67	96
Year Around	46	65	111
Total	75	132	207

The cost per participant for this year's ARRA summer youth program is \$8,787.31 per participant based on obligated funds of \$843,582. This number will change when the remaining \$153,426 is allocated.

Youth will be placed in one of the following three tracks.

Work Experience Track 1: Team-based work

Work teams will be engaged in conservation projects, environmental restoration or the improvement and beautification of parks and other public properties. Work teams are comprised typically of 8 youths and an adult Team Leader (Supervisor).

Work Experience Track 2: Internships in businesses or offices

Internships are work experience for youths in business or professional settings. Priority will be given to projects which involve activity in one or more TCWIB designated growth employment sectors (Health Care, Advanced Materials and Diversified Manufacturing, Information Technology, Oil and Gas, Transportation and Logistics, Financial Services), including Green Industries. Worksites and positions must not replace employees previously displaced or laid off for economic reasons. Internships may be



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

developed with for-profit and non-profit employers and organizations. Quality internships will offer value added contextual learning as part of actual supervised work experience.

Work Experience Track 3: Innovative work experiences

Innovative work experiences can involve a combination of education and work experience to further develop and enhance skills and/or knowledge in the TCWIB designated growth employment sectors (Health Care, Advanced Materials and Diversified Manufacturing, Information Technology, Oil and Gas, Transportation and Logistics, Financial Services), including Green Industries. Career exploration, skill development, and work experiences that could be considered innovative may include the following elements: (1) Exposure to various aspects of an industry; (2) Progressively more complex tasks; (3) Internships and job shadowing; (4) Integration of basic academic skills into work activities (5) Entrepreneurship; (6) Service learning; (7) Paid and unpaid community service; and (8) Other elements designed to achieve the goals of work experiences.

9. What policies and strategies does the LWIA have in place to ensure that, pursuant to the Jobs for Veterans Act (P.L.107-288) (38 USC 4215), priority of service is provided to veterans (and certain spouses) who otherwise meet the eligibility requirements for all employment and training programs funded by the Department of Labor?

In answering this question, the LWIA should outline the changes to local policies and strategies that make them sufficient to meet the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008, of the Jobs for Veterans Act regulations issued on December 19, 2008 implementing priority of service for veterans and eligible spouses in Department of Labor job training programs. This includes providing the following information and/or attachments.

A description of the changes to policies for the delivery of priority of service by the LWIB, and One-Stop Career Centers for all qualified job-training programs delivered through the LWIA's workforce system. The description must include how:

1. The LWIA policies ensure that covered persons are identified at the point of entry and given an opportunity to take full advantage of priority of service.
 2. The LWIA policies ensure that covered persons are aware of:
 - a. Their entitlement to priority of service;
 - b. The full array of employment, training, and placement services available under priority of service; and
 - c. Any applicable eligibility requirements for those programs and/ or services.
- A description or copy of the LWIA's policy to implement priority of service for the local PA CareerLinks and for service delivery by local workforce preparation and training providers.

TCWIB will adhere to all regulations regarding priority of service for all core, intensive, and training services for all qualified job training programs and services delivered through the local workforce system as described below.

On December 19, 2008, the U.S. Department of Labor (DOL) issued 20 CFR Part 1010, Priority of Service for Covered Persons: Final Rule, which further defines and expands on the requirements of the Jobs for Veterans Act (JVA) of 2002. JVA calls for priority of service to be implemented by all "qualified job training programs," defined as "any workforce preparation, development of delivery program or service that is directly funded, in whole or in part, by the Department of Labor." This includes the Workforce Investment Act, the Trade Act programs, and the Wagner-Peyser Programs, National Emergency Grants under the Workforce Investment Act as well as the American Recovery and



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Reinvestment Act of 2009. These regulations took effect on January 19, 2009. BWDP staff has been in communication with the USDOL to clarify the requirements and determine changes that will be needed to CWDS in order to implement the requirements.

The following definitions will be used.

- The regulations apply to “covered persons,” which is defined as “covered veterans **and** eligible spouses.”
- Covered Veteran – defined as service in the military, naval, or air service and a discharge under conditions other than dishonorable.
- Eligible Spouse – the spouse of any of the following individuals:
 - A veteran who died of a service connected disability.
 - A member of the Armed Forces serving on active duty, who at the time of application for service under this section, is listed in one or more of the following categories, and has been so listed for a total of more than 90 days: missing in action, captured in the line of duty by a hostile force, or forcibly detained or interned in the line of duty by a foreign government or power.
 - A veteran who has a total disability resulting from a service connected disability.
 - A veteran who died while a disability so evaluated was in existence.

Each program will still maintain its own veterans’ definitions. For example, to be counted on Wagner-Peyser reports as a veteran, the job seeker would need to meet length of service and/or campaign badge requirements. An individual who meets the definition of “covered person” would be given priority as a veteran under JVA, and reported on the Workforce Investment Streamlined Performance Reports (WISPR) as a covered veteran. If they received Wagner-Peyser or WIA services, they would not be counted as a veteran for that program unless they met the program’s veteran definition.

The Eligible Spouse definition for 20 CFR Part 1010, is the same as the Wagner-Peyser definition for Eligible Person.

In addition, the TCWIB local area will adhere to all guidelines issued by the federal and state government as described below.

Provision of Service

The Disabled Veterans Employment Representative (DVOP) or a Local Veterans Employment Representative (LVER) cannot serve a job seeker who meets the definition of covered veteran, but does not meet the definition of veteran under Wagner-Peyser. This job seeker should be served by the appropriate staff within the PA CareerLink --Wagner-Peyser funded BWDP staff, WIA title 1 staff or other partner staff. Part time LVERs may serve this population as part of their non-veterans work time. However, local offices are encouraged to have the DVOP and LVER make the determination of veteran's status. If they determine the job seeker is a “covered person,” but does not meet the definition of veteran under the Wagner-Peyser statutes, the job seeker must be referred to BWDP Wagner-Peyser staff, Title 1 staff or other appropriate partner staff for services.

Applying Multiple Priorities

In addition, when the veterans priority is applied in conjunction with another statutory priority like the Recovery Act’s priority for recipients of public assistance and low-income individuals, veterans and eligible spouses who are members of the Recovery Act priority group must receive the highest priority within that priority group, followed by non-veteran members of that of the Recovery Act priority group. For



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

example, if three people are determined eligible for services funded by the Recovery Act – one veteran receiving public assistance (A), one non-veteran receiving public assistance (B) and one veteran who is eligible but not receiving public assistance or low income (C.) The priority of service should be applied as follows – “A” receives top priority, “B” next priority and “C” would be third in line for priority of service.

Identifying and Informing Covered Persons

The regulations require that covered persons be identified “at the point of entry,” whether that is a one-stop office or an online self-service application. In the future, a new program eligibility for “Covered Person” will be added to CWDS, and “covered persons” will also be included with other veterans at the top of job order match lists.

Covered persons must be made aware of:

- Their entitlement to priority of service;
- The full array of programs and services available to them; and
- Any applicable eligibility requirements for those programs and/or services.

In order to meet this requirement, additional questions will be added to the “01” screens, e.g. EE01, in CWDS to determine eligibility. If the job seeker meets eligibility requirements, they will be provided electronic notice of their priority rights. Until CWDS can be modified to handle the new requirements, there is no way to capture self-service covered persons, or to report on this category as a whole. Once system changes are made the information will be provided to the field.

In the meantime, some administrators have indicated they are posting notices in their offices indicating that the PA CareerLink provides priority of service to Covered Persons. In addition to the posting, PA CareerLinks must provide the participants with the full array of programs and services available to them and any applicable eligibility requirements for those programs and/or services, which can be accomplished with a single document. The Bureau is currently developing a poster and hand out which will satisfy the requirements of 20 CFR 1010 which will be made available to all offices.

CareerLink Administrators have met with and advised CareerLink staff of the provisions of 20 CFR 1010. Specifically, signs will be posted in the PA CareerLink that veterans and their spouses receive priority of service. Local PA CareerLinks will inquire on veteran status at the initial point of entry. In addition, PA CareerLink programs will also inquire about veteran status at their point of entry. Local PA CareerLinks also use an intake form that clients fill out at the time of entry. This form asks clients if they are a veteran or spouse of a veteran. If the client indicated that they are a veteran or spouse of a veteran, then the client is informed of all of the qualified job training programs and services delivered through the local workforce system including core, intensive, and training services that they may utilize including their entitlement to priority of service and eligibility criteria. The local area utilizes local employer veteran representatives to outreach to area businesses to promote the policy of considering veterans first as a priority in hiring. The local area has a close relationship with veteran organizations and the Veteran’s Administration is a partner in one of the local PA CareerLinks. This gives veterans access to benefits and services within the local one-stop system. In addition, the PA CareerLink has sponsored open houses geared towards veterans to inform them of the array of services available to them in the community. Veteran organizations are given special notice of job fairs and other events that are held.

The Tri-County Workforce Investment Board, Inc. has re-examined the policies regarding offering opportunities and supportive services to area residents with the goal of serving as many individuals in the local area as possible. In particular, the board has re-evaluated and redefined the priority of service policy and the dollar amounts paid to participants for supportive services.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

The priority of service policy adopted by the Tri-County Workforce Investment Board, in accordance with the rules and definitions above is as follows:

First priority of service will be given to veterans and their eligible spouses.

Second priority will be given to residents who are recipients of public assistance and low-income individuals. In general, a low income individual is defined as an individual whose prior six-month income does not exceed the higher of the poverty income level or 70% of the lower living standard.

Third priority will be given to job seekers who are employed or unemployed but whose family income does not reach the definition of self-sufficiency. Self-sufficiency is defined as a prior six-month income not exceeding 125% of the lower living standard.

Fourth priority will be given to jobseekers not meeting any of the above eligibility criteria.

Overall, priority will be given to residents of Butler, Armstrong and Indiana Counties.

While the above gives a general description of the priority of service policy, TCWIB has also created a graduated scale to allocate ITA dollars to each priority of service on a quarterly basis, keeping in mind that veterans and eligible spouses always have priority of service. This graduated scale is set to increase quarterly based on the level of expenditures to ensure that the WIB is serving as many people as possible and expending funds based on the State's requirements. In the first quarter of every program year, 70% of ITA dollars will be allocated to priority number one and two; 20% will be allocated to priority number three and 10% will be allocated to priority number four. If at the end of the first quarter TCWIB has not obligated 25% of the ITA budget, then the percentages change in the second quarter. In this case, the second quarter numbers will be: 60% for priority number one and two; 25% for priority number three and 15% for priority number four. If at the end of the second quarter, TCWIB has not obligated 50% of the ITA budget, then the numbers change again in the third quarter. In this case, the third quarter numbers will be: 50% for priority number one and two; 30% for priority number three and 20% for priority number four. If at the end of the third quarter, TCWIB has not expended 75% of the ITA budget, then the number changes one final time to start the fourth quarter. In this case, the fourth quarter numbers will be: 40% for priority number one and two; 35% for priority number three and 25% for priority number four.

For training, the priority of service is the same as described previously.

10. Describe the LWIA's strategies to ensure that the full range of employment and training programs and services delivered through the LWIA's PA CareerLink delivery system are accessible to and will meet the needs of dislocated workers, displaced homemakers, low-income individuals, migrant and seasonal farm workers, women, minorities, individuals training for nontraditional employment, veterans, public assistance recipients and individuals with multiple barriers to employment (including older individuals, limited English proficiency individuals, and people with disabilities).

In responding to this question, the LWIA should:

- Describe the strategy the LWIA will use to effectively implement the ARRA priority of service for low-income individuals and recipients of public assistance under the WIA Adult program.

Please note: The Bureau of Workforce Development Partnership is redesigning the PREP program and will be discussing our vision for a more robust Wagner-Peyser funded program and services to UI



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Recipients The product of those discussions will become part of the Local plan modification due in September 2009.

In general, the establishment of the PA CareerLink one-stop centers in the local area help to ensure that the educational and job skill needs of all local job seekers are met. The local change is not merely a collocation of services, but rather a rebuilding of the local service delivery system. By offering a truly integrated array of adult education/ABE/GED services, a link to specialized services such as job coaching and career assessments, individually designed career exploration workshops, job search and job retention seminars and a complete array of training providers for the local occupational demand areas, individuals will have access to all available resources regardless of their point of entry. The local PA CareerLinks will offer the entire continuum of services to employer and job seeker customers. The tri-county area has experienced a great number of dislocations in recent years, and there has always been an integrated approach to ensure these individuals find gainful employment. Under the PA CareerLink system, dislocated workers will have access to an even wider array of services. Many, whose skills are in demand, will find suitable employment through only accessing core services. Those who need further assistance in searching, an upgrade of the basic academic skills or some career counseling will benefit from intensive services. Finally, training in demand areas will be available for those whose skills are outmoded. Low-income individuals and individuals receiving public assistance have special needs that can be addressed through intensive coordination between service providers. These individuals may need more in-depth assistance and guidance to begin and complete the path through core, intensive and training services. Similarly, veterans may have a unique set of needs and barriers that would require an integrated approach. While USDOL Veterans services will offer an excellent starting point, the integrated nature of the PA CareerLink system will offer veterans greater opportunity to choose a direction and a service path.

TCWIB's LEP Plan is designed to serve and be able to quickly respond to those customers with Limited English Proficiency by having immediate access to an interpreter who can translate communication between the customer and the staff through the Language Line interpretation services. The poster is prominently displayed in the reception area, and Language Identification Cards are at the Reception Desk and on the staff worktable in the CRC for ready access. Staff who answer the main phones all have a copy of the Quick Reference Guide for receiving a call from a Limited-English speaker, while all staff have the Language Line step-by-step procedures. Since we recognize the confidentiality issues which may be involved, we have a room close to the reception point so that the customer can be taken there for assistance. In addition, referrals are made to ESL programs.

Reemployment Services form a major initiative of the One-Stop as we work to assist those workers laid off from their jobs or whose work hours have been cut to locate suitable employment and/or training to enable them to return to self-sufficiency. With group orientations conducted twice a week both by PREP invitation and through walk-ins, we conduct a workshop that emphasizes the services in the One-Stop and in the area that will provide support while encouraging enrollment in workshops that could help to jump start the job search process – resume writing, job search skills, financial literacy, etc. Many dislocated workers qualify for Title 1 funding, and they are identified and encouraged to progress through intensive services into training.

Literacy connections including Adult Basic Education, Remediation programs and others are offered through universal access to our customers. Career TRACK (WIA) provides GED review classes and math and English remediation to those who meet WIA eligibility criteria. Butler County Community College, , has a Literacy program which encompasses GED Review classes, English as a Second Language (ESL), and math and English remediation to the public at no charge. ARIN intermediate Unit also provides GED and basic skills classes. Customers are provided with information on all of these providers and decide for themselves which location best suits their needs.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

The Local Veterans Employment Representative (LVER) provides functional responsibility for Veterans' Programs. LVER responsibilities include intake interviewing, referral and placement, job development, referral to social services and follow-up to determine success of activities. Staff assists veterans with connecting to the appropriate service organizations or veteran support groups and works closely with that person with regular 30, 60 and 90-day follow ups to insure that the veteran is receiving the support and assistance he needs to return to or change employment. Staff maintains knowledge of and contact with various veteran organizations, employers and community organizations to assist veterans to prepare for and enter employment. The LVER also reviews and analyzes veteran programs and performance standards to determine success of programs and prepares required reports to ensure compliance with veteran standards. The LVER can provide information and referral to Veteran programs such as Hire Vets First and Federal Benefits for Veterans and Dependents. Veterans receive personalized assistance which begins with staff who personally meets with every veteran who enters the office or enrolls on the website from home. The LVER is stationed periodically in the Domiciliary Unit and provides personal assistance to veterans ready for employment. The LVER provides employment workshops there for any veteran in the VAMC and then coordinates with their case manager to offer employment workshops in the PA CareerLink for those same people to be in the office to enroll on the website and to be in an employment setting. By leveraging the PA CareerLink resources with those of the local VA, we have been able to offer annual open houses for veterans, bringing to one site all the veteran service organizations and benefit providers for veterans and their families to make connections and have their questions answered all in one stop.

Ex-offenders are encouraged to participate in workshops offered at the PA CareerLink. In Butler, the Starting Over After a Record (SOAR) workshop is offered weekly in the One-Stop. Co-facilitated by the local crisis intervention agency, the county's Drug and Alcohol program, OVR and the One-Stop, the workshop is designed to provide the support and community connections needed by ex-offenders in order to stabilize their lives and get the needed assistance while also learning job search techniques and assessing their own skills to prepare for employment. Recognized in the community for its value, the program is also offered one day a month in the local prison to those on work release. Because of this involvement, the One-Stop has been asked to participate in many of the city and county initiatives to work with ex-offenders. In Armstrong County, ex-offenders are served through Project Reconnect. Even though Armstrong County does not have a State Correctional Facility, the premise of Project Reconnect is used in the Armstrong County Jail. The groundwork for Project Reconnect in Armstrong County was implemented through the joint efforts of the County Commissioners, Warden and PA CareerLink staff. Workshops are conducted by PA CareerLink staff for male and female adult inmates on jail premises. PA CareerLink resource material is provided and discussed during the workshop and inmates are encouraged to visit the Pa CareerLink upon release for job search, training and employment related assistance. In Indiana, workshops are given at the local State Prison. Offenders are connected with an appropriate program such as Project Re-Connect, CORE (Community Orientation and Reintegration, and YO for youth offenders.

TCWIB will follow the priority of service policy described in the previous section. When a low-income individual or public assistance recipient identifies their status at the point of entry, WIA Adult program eligibility and information as well as all qualified job training programs and services in the local workforce system including core, intensive, and training services will be given to them along with an explanation of ARRA priority of service in conjunction with the veteran priority of service. For example, when the veterans priority is applied in conjunction with another statutory priority like the Recovery Act's priority for recipients of public assistance and low-income individuals, veterans and eligible spouses who are members of the Recovery Act priority group must receive the highest priority within that priority group, followed by non-veteran members of that of the Recovery Act priority group. For example, if three people are determined eligible for services funded by the Recovery Act – one veteran receiving public assistance (A), one non-veteran receiving public assistance (B) and one veteran who is eligible but not receiving



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

public assistance or low income (C.) The priority of service should be applied as follows – “A” receives top priority, “B” next priority and “C” would be third in line for priority of service.

Assessment, training opportunities, placement, and supportive services will be explained and promoted to potential clients. In addition, Welfare Customers may receive many targeted services through New Directions and EARN in the One-Stop as well as the wealth of services already available to the public. The New Directions referrals are the highest in the Western Region this year, and the BWDP staff person is diligent in his personalized assistance to this group and proactive in his job placement efforts for them. Welfare Initiatives Program is a partner in the One-Stop, and its case manager, job developer, and instructor handle all the EARN clients who are automatically referred for the appropriate workshop(s) on site to meet their particular needs.

Migrant and seasonal farm workers receive all of the services provided to all job seeker accessing our services, and with the LEP Plan in place, communications of their needs and our services is now insured with the Language Line. When listings of migrant seasonal positions in other counties of PA are received, they are shared with this population group if they contact the One-Stop.

Individuals training for non-traditional employment have often started with the New Choices/New Options program funded located within our local area. The local unions have been targeting this group of individuals as well, and both Trade Act and WIA funding have enabled many of these individuals to complete the requisite training for their new fields.

Women receive the same services available to everyone but special consideration is given to those indicating low income due to recent death of a spouse, those with children receiving public assistance and those transitioning from being homemakers into the job market. Many of these job seekers are not aware of the variety of services available to them, including the Senior Aide program for aged 55 and up. Clients who have lost a spouse or whose spouse or dependent children are disabled are referred to Social Security. Those with children who are on assistance may qualify for the EARN program and other special services to aid in the reemployment process. Those who are displaced homemakers are strongly encouraged to participate in the New Choices/New Options workshops. There is also concern for those indicating they are dealing with verbal and other types of spousal abuse, and they are immediately referred to VOICe (Victim Outreach Intervention Center in Butler County) or other appropriate agencies.

Minorities receive the same services as everyone accessing the One-Stop and are afforded the full range of intensive and training services as anyone else meeting the specific income or other guidelines required to participate. We have a very limited number of minority job seekers. But this fact is also responsible for many local businesses adopting voluntary affirmative action hiring initiatives, and the One-Stop works closely with those employers to job develop and/or match minority applicants' skills with their needs.

With welfare reform, local agencies have been serving individuals who have multiple barriers to finding employment. This customer base presents the biggest challenge to the PA CareerLink. These customers need more than just the basic core, intensive and training services. They may face such issues as language barriers, domestic violence, limited literacy skills, discrimination, and other obstacles. The local area also has an excellent history of combining the services of partnering agencies like OVR, the Intermediate Units, the local Title One assessment and adult education services, literacy providers, the sheltered and progressive workshops and other providers to assist individuals whose basic skill levels are extremely low. Serving individuals with multiple barriers will also be a true test of the effectiveness of an integrated approach to services.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

By combining the expertise of partners who can provide counseling, supportive services, ABE/GED, literacy training and advocacy, the local system should offer all individuals a chance to reach economic self-sufficiency.

11. Describe the competitive and non-competitive processes that will be used at the local level to award grants and contracts for activities under title I of WIA, including how potential bidders are being made aware of the availability of grants and contracts. In answering this question, the LWIA should describe:

- How providers of all youth services will be procured under the ARRA. If using funds for summer employment opportunities and the fiscal agent or the LWIA is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.
- How the LWIA will implement the ARRA provision allowing the LWIB to award a contract to an institution of higher education or other eligible training provider if the local board determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.

Youth employment service providers will be determined by a competitive bid process. The corporation, TCWIB, has in-place current written procurement policies, which are in accordance with OMB Circular A-122, Cost Principles for Non-Profit Organizations, and 29 CFR Part 95, Subpart C, Procurement Standards to allow for the procurement of those necessary goods and services required under the WIA of 1998.

An RFP for youth summer employment services was advertised to the public. The proposals received are currently being reviewed. Potential bidders were asked to submit a letter of intent and to attend a bidder's conference. To be considered for funding, proposals must: be submitted by the closing date and time; address all requested information in the RFP; be presented in the format requested by the RFP; include all required forms containing original signatures; and include all documentation required by the RFP. Proposals will also be assessed and ranked based on the value of the activities and services being proposed. An Evaluation Committee will be formed and will consist of designated Youth Council Members who will examine proposals individually and rate each one separately consistent with the rating scale included in the RFP. Potential providers will be scored on the following criteria: following instructions, past performance, organizational experience, fiscal and administrative capacity, quality of work for participants, connect to "green" project or employments, academic enrichment, location and accessibility of services, clearly defined program completing, cost effectiveness, connection to industry clusters, ability to meet work readiness skill attainment, and objective budget score.

Once all parties of the Evaluation have had the opportunity to examine and rate all proposals on the above criteria, a meeting of the Evaluation Committee will be convened. During this time, each rating criterion will be discussed and the scores of each rater will be tabulated for a total score by category. Once all scores are recorded, the subset totals will be combined to generate an overall score. Overall scores will be compared and ranked. The Bidder(s) who accumulates the highest score may be recommended for funding, as may others that have not received the highest scores, as recommendations for funding are at the sole discretion of the Evaluation Committee, the Youth Council and the TCWIB. Once proposals are rated, recommendations will be made to TCWIB for the Board's approval. Bidder(s) recommended for funding may be awarded a contract if all certifications are in order, the TCWIB elects to award a contract, and both parties agree to the terms of the contract.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

ARRA class training procurements will follow the same procurement procedures described above. The Evaluation Committee will consist of members from TCWIB's ARRA Committee. Evaluation will be based on understanding the need, soundness of the approach, contractor qualifications, and cost. Once proposals are rated, recommendations will be made to TCWIB. Bidder(s) recommended for funding may be awarded a contract if all certifications are in order, the TCWIB elects to award a contract, and both parties agree to the terms of the contract.

Results of any competitive bid process for ARRA activities will be publicized and posted on the TCWIB website.

12. How will the LWIB ensure that ARRA funds will supplement, not supplant, existing resources?

How will ARRA funds be spent at the same time as formula funds?

The enactment of the ARRA greatly increased the amount of workforce funds available in our workforce investment area. As a result, many more adults (including veterans and clients who are collecting public assistance), many more dislocated workers (including a greater number of unemployment compensation (UC) claimants), and many more youth, especially during the summer months will be served. TCWIB's formula funds have been cut dramatically in the last several years. The ARRA funds will allow the local area to serve the greater number of people who are unemployed and dislocated while at the same time serving clients with formula funds. In addition, clients will receive more services and training. In the past, the ITA budget was severely limited due to budget constraints. Now training will be available to more people due to the increased funds and the ability for class-sized training.

Many more youth will be served because the regular WIA youth program will be running at the same time as the ARRA summer employment program.

The board remains constantly vigilant about the funding streams and maintains a high level of cost control. The WIB Executive Director, Chief Financial Officer, and Fiscal Committee reviews and oversees Fiscal Concerns related to Tri-County Workforce Investment Board. Federal, state and internal procedures are strictly followed for all purchases. Fiscal controls also ensure that purchases are necessary and reasonable.

13. Describe the monitoring and oversight criteria and procedures the Local Area has in place to ensure not only compliance with the laws, regulations and guidance but also with the intent and spirit of ARRA.

In responding to this question, the LWIA should demonstrate, through a monitoring plan or otherwise, that the LWIA monitoring system meets the requirement of 20 CFR 667.410(b)(2) and that the LWIA's plan includes monitoring and oversight of the additional funds provided under the ARRA, particularly plans to monitor reemployment services and summer employment, including summer employment worksites.

In accordance with the Workforce Investment Act, Final Rule 20 CFR part 652 et al., each recipient and subrecipient must conduct regular oversight for quality assurance of its WIA activities and those of its subrecipients and contractors. There are several strategies for assuring the quality of program operations and activities. Included in these strategies are five statewide minimum requirements for methods of quality assurance/oversight and evaluation that must be addressed at the local level:

- 1) Risk assessment to select the most non-compliant operators
- 2) Review of audits
- 3) Reviews of quality of service to enhance program accountability



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

- 4) On-site visits to review records, documents and observe operations
- 5) Reviews of service providers' financial and progress reports

Tri-County Workforce Investment Board, Inc. (TCWIB) follows the recommendations of the Local Area Monitoring Guidelines and conduct quality assurance/oversight of its WIA and ARRA activities and those of its contractors in order to:

1. Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and the regulations.
2. Determine whether or not there is compliance with other provisions of the Act and WIA regulations and other applicable laws and regulations.
3. Provide technical assistance as necessary and appropriate.

Compliance monitoring will ensure administrative and programmatic compliance with the Act by local workforce investment boards, fiscal agents, PA CareerLink operators, Memoranda of Understanding and PA CareerLink partners.

All results of quality assurance conducted at the local level will be provided to the local WIB.

Risk Assessment

The Quality Assurance staff will conducted a risk assessment yearly and record the findings of that assessment accordingly. All Risk Assessment will include:

- Date of last monitoring visit
- Structure for provision of services
- History of disallowed costs
- Extent of recent audits or monitoring findings
- Contractor's share of LWIA allocations

All subrecipients must be monitored at a minimum every three years. The Risk Assessment is a tool to allow rotation in monitoring and allow for focus of direction to problem areas.

PA CareerLink Operations Quality Assurance

The evaluation process will consist of reviewing the PA CareerLink operators in the areas of partnership, Memorandum of Understanding (MOU) services provided, and customer satisfaction. A review of statistics in relation to core, intensive and training services will be conducted.

Review selection is determined by: frequency of modifications made to the (MOU), sites which have a history of problems, and attaining or exceeding minimum Department of Labor and Industry standards. Prior to any monitoring, the Policies and Procedures Manual, WIA Act, MOU, Strategic Plan, Operational Plan and any relevant State communications are reviewed by the Quality Assurance staff.

A review of the documentation is conducted prior to any site visit. This allows for the monitor to be informed and to be prepared with any questions that appear during the desk review.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

PA CareerLink monitoring is very detailed and conducted with the idea that when reviews are completed and corrective actions implemented, sites monitored will sufficiently pass any subsequent audit or monitoring review.

Specific areas of focus are:

- leadership
- information and analysis
- strategic planning
- human resources development and management
- process management
- business results
- customer and market focus

Program Quality Assurance

The following is a list of programs that shall be monitored by the LWIA Quality Assurance Officer and staff:

- Individual Training Accounts
- On-the-Job Training
- Youth Programs
- NEG grants
- Subrecipients
- Welfare Initiative Programs
- Future programs as they commence

Specifically, TCWIB's Youth Program Coordinator and the Quality Assurance Officer will monitor youth programs for adherence to regulations and guidelines for ARRA including client eligibility, worksites, re-employment services, programs, and work readiness evaluation. In addition, TCWIB will monitor to assure that all programs follow the spirit and accomplish the goals of ARRA. Monitoring includes site visits, file reviews, interviews, and performance review.

14. Identify the performance indicators and goals established to track progress toward meeting strategic goals and implementing the LWIA's vision for the workforce investment system.

- The ARRA emphasizes the importance of accountability. Describe the LWIBs overall efforts to hold the LWIA accountable for the results of activities funded by the ARRA, and how the LWIB will measure whether it has achieved the local goals for implementation as described in "Local Vision and Priorities."
- The ARRA requires states to report on work readiness to assess the effectiveness of summer employment opportunities for youth. The LWIA should identify its methodology for determining whether a measurable increase in work readiness skills has occurred, and what tools will be used for this determination.

The Local Area follows the "plan, process, documentation" method of determining performance. Goals are established during the planning stages. Title 1 programs and the local PA CareerLinks record data that will illustrate the progress towards their stated goals. The established goals are reviewed annually to see if benchmarks have been met. Goals are then revised accordingly. Data reviewed includes, but is not limited to, customer demographics, customer satisfaction, customer success, wage increases, and



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

employment statistics. TCWIB's ARRA Committee will continually review the strategic implementation strategy and the reports by providers to determine if local goals are being met. In addition, training opportunities will be evaluated for their effectiveness and in getting people back to work.

All participants in Adult and Dislocated Workers programs are expected to meet the following performance levels. These performance levels reflect the PY2008 targets. Levels will be negotiated for PY2009. Adult and Dislocated Workers who are enrolled in ARRA funded programs will also be expected to meet these goals.

Adult EER	84
Adult Retention	85
Adult 6 Months Avg Earnings	12,000
DW EER	88
DW Retention	93
DLW 6 Months Avg Earnings	14,500

Case manager meet with clients and work with clients to establish goals and to complete the appropriate programs. Clients are tracked and reports are submitted to the TCWIB.

The Tri-County WIB has perennially been in the top performers in the state for meeting performance standards. The WIB negotiated its performance measures with the state based on economic, workforce and education statistics. The WIB also factors for continuous improvement. The WIB's success can be attributed to excellent communication between the board, the staff and the Title 1 and other service providers. The WIB ensures that those entering data and working with customers are well trained and have a good understanding of the life cycle of a WIA participant. The WIB has ensured that staff has access to face-to-face training, print materials and online services. This training has allowed service providers to successfully track customer activity and understand timing of measures from registration through hard and soft exits.

Determining the methodology for measuring the Work Readiness Criteria will be determined by the providers who are awarded contracts under the competitive bid process. It is anticipated that supervisors will use a work readiness attainment rating sheet that will be filled out for pre-assessment and for post-assessment.

On May 22, 2009 TCWIB Board meeting, two providers were approved to ARRA youth services for Summer 2009. For both programs, TCWIB has set the goal of 75% of youth participants will show an increase in work readiness skills. In addition, 85% of youth enrolled in bother provider's programs are expected to complete the program. Providers are being asked to provide weekly and monthly reports to the Youth Program Coordinator.

The first provider is utilizing a pre test and a post test to determine work readiness skills. It is expected that youth will be able to achieve an 80% proficiency score on the final post-test.

The second provider is utilizing supervisor assessments in work readiness. This will include a pre-assessment and a final assessment. The goal for each participant will be at increase at least 20% on the rating sheet by final assessment. In addition, the participant must increase at least 20% in 8 of the 12 rating categories.

Copies of the above mentioned assessments are attached.



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Training Estimates for FY09 and FY10 for ARRA and WIA funded Dislocated Workers and Adults

	FY09	FY10	Total
WIA Adult	30	25	55
WIA Dislocated Worker	50	40	90
ARRA Adult	60	0	60
ARRA Dislocated Worker	100	0	100
Total	240	65	305



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Family-Life Youth Opportunity Program

114 South Jefferson Street - Kittanning, PA 16201
Work-Readiness Skills Pre/Post-Test

Total Score

/63

Name: _____

Date: _____

Skill Area I : Positive Work Habits

A. Punctuality	<u>Staff Section Only</u>		<u>Staff Section Only</u>		
Showed up to session on time?	Yes	No	pts./ of 1		
1. What are two reasons you should be to work on time?					
a. _____					
b. _____			pts./ of 2		
<i>Circle the best answer below</i>					
2. If you are going to be late for work, what should you do?					
a. Call in at least :30 minutes before you shift starts					
b. Call in when you shift starts (For example:, your shift starts at 8 so you call in at 8)					
c. Don't call, but you let your supervisor know why you were late during your next shift			pts./ of 1		
d. Don't call or explain, it's OK to be late once in a while.					
B. Presentation	<u>Staff Section Only</u>				
Dressed Professionally?	1	2	3	4	pts./ of 4
Hygiene (Hair, Overall Cleanliness)	1	2	3	4	pts./ of 4
1. Describe what you should wear to the jobs listed below.					
a. J C Penney					
_____					pts./ of 1
b. Kittanning Kwik Lube					
_____					pts./ of 1
c. Pizza Hut					
_____					pts./ of 1



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

C. Task Management (Circle the best answer below)

1. ***Pretend you are at work.* How would you handle the following situation? You just completed the work assigned by your supervisor. You have 5 hours left before the end of the work day. What would you do?**

- a. Stay out of sight until your shift is over.
- b. Pretend you are working, so that you appear to be busy.
- c. Tell your supervisor that there is nothing left for you to do.
- d. Tell your supervisor you completed the work and ask for more to do.
- e. Ask for a raise.

pts./ of 1

2. **This competency must be evaluated by staff based on tasks completed and responsibilities assigned to the participant prior to the administration of this Pre-Test. Ratings must be based on 2 assignments chosen from those listed below. Answer Yes or No.**

Staff Section Only

Assignment	On-Time	Completed Task	Followed Directions
a. ISS Appointment			
b. Orientation			
c. Work-Readiness Assessment			
d. Occupational Skills Assessment			
e. Other			

pts./of 2

Skill Area II : Labor Market Knowledge

1. **List two ways you would learn more about a job you are interested in pursuing.**

- a. _____
- b. _____

pts./ of 2

2. **List four resources you would use to look for employment.**

- a. _____ c. _____
- b. _____ d. _____

pts./ of 4



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Skill Area III : Career Planning

1. List two jobs you would like to get within the next 5 years.

a. _____ b. _____ pts./ of 2

2. What level of education do you think you would need to get these jobs?

- | | |
|----------------------------|---|
| a. None | e. Masters |
| b. High School Diploma/GED | f. PhD |
| c. AA | g. Other (Industry Certificate,
Vocational School) |
| d. Bachelors | |

pts./ of 2

3. List three skills required to do the job you identified in answer 1a.

- a. _____
- b. _____
- c. _____

pts./ of 3

Skill Area IV : Job Search Techniques

Staff Section Only

1. List four areas a resume should cover.

- | | |
|----------|----------|
| a. _____ | c. _____ |
| b. _____ | d. _____ |

pts./ of 4

2. What is a cover letter?

pts./ of 2

3. Fill out the attached application.

pts./ of 5



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

Skill Area V : Team Work		I Strongly Disagree	I Disagree	I Agree	I Strongly Agree	
1.	I enjoy group activities	1	2	3	4	
2.	I can work with people whether I like them or not	1	2	3	4	
3.	If there is a problem at work it can be worked out	1	2	3	4	
4.	I like sharing my ideas with others	1	2	3	4	
5.	I never blame others for my mistakes	1	2	3	4	
6.	I dislike people who don't do their own work	1	2	3	4	
7.	I often voice my opinion	1	2	3	4	
8.	I value other people's opinions	1	2	3	4	pts./ of 16
Skill Area VI: Interpersonal Skills						
1.	Identify 5 characteristics used for getting along with and working well with others at school and/or work.					
a.	_____					
b.	_____					
c.	_____					
d.	_____					
e.	_____					pts./ of 5
Total Score						____/63



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

**CAREER T.R.A.C.K., INC. RECOVERY ACT SUMMER PROGRAM
WORK READINESS ATTAINMENT RATING SHEET**

Job Title:		<u>Performance Ratings:</u> 0 - unsatisfactory 1 - below average 2 - average 3 - fair 4 - good 5 - excellent			
Participant:					
Worksite:					
Supervisor:					
Task	Pre-Assessment (week 1)	Post- Assessment (June)	Post- Assessment (July)	Post- Assessment (August)	Post- Assessment (September)
A. WORK READINESS SKILLS					
1. Follows directions given by supervisor					
2. Motivated to seek out additional projects/work or interested in learning other tasks at the worksite					
3. Follows safety procedures/precautions					
4. Ask questions to clarify tasks/instructions					
5. Maintains clean work area					
6. Be consistently punctual					
7. Maintains regular attendance					
8. Demonstrates positive attitude and appropriate work behavior					
9. Presents appropriate appearance					
10. Good interpersonal skills with co-workers					
11. Completes tasks effectively with minimum supervision					
12. Accepts constructive criticism from supervisors					
TOTAL SCORE:					



Tri-County Workforce Investment Board
ARRA Implementation Strategy
June 2009

It is the goal of the A.R.R.A. (Recovery Act) programs to provide youth with an understanding of workplace ethics and provide them with Work Readiness Skills. The Crew Leader/Site Supervisor will rate each youth participant in their acquisition of essential work readiness skills as outlined on this document.

RECOVERY ACT RATING SHEET SIGNATURE PAGE

Participant Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Participant Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Participant Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Participant Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____

Participant Signature: _____ Date: _____

Supervisor Signature: _____ Date: _____