



Local Workforce Investment Area Strategy

City of Pittsburgh Workforce Investment Area
(Allegheny County)

In response to the funding that is being made available to local workforce investment areas through the American Recovery and Reinvestment Act (ARRA), the City of Pittsburgh Workforce Investment Area puts forward this document which is the framework of its strategy for implementing programming funded by the Act.

Response to the PA Department of Labor & Industry

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

In February 2009, the Three Rivers Workforce Investment Board (TRWIB) released a comprehensive view of the labor market titled, "Seeing in 3D: The Dynamics, Diversity, and Density of Southwestern Pennsylvania's Labor Market" (http://www.trwib.org/3D2009/index_flash.php). Key findings indicates that the SWPA region offers job opportunities for all educational levels: 25% of jobs require a bachelors degree, 25% of jobs require less than a bachelors degree, but more than a high school degree, and 55% only require some type of on the job training.

TRWIB also identified five industries that are significant in the SWPA region: Healthcare; Manufacturing; Professional, Scientific and Technical Services; Financial Services; and Construction. In addition to all of the quantitative labor market research identified in the 'Seeing in 3D' report, TRWIB also regularly convenes employers on labor market needs both through the industry partnerships and other community based partnerships. TRWIB is currently convening health care providers, educators, organizations involved in sustainability and green jobs, and staffing agencies to be sure the quantitative data matches what is actually happening in the labor market. To communicate the labor market information to key constituents, TRWIB has developed an e-newsletter, a quarterly report, and a "Special Executive Report" for policymakers as well as posting all regional labor market information on TRWIB's website.

The unemployment rate in the Pittsburgh MSA increased from 5.4% to 7.3 % in calendar year 2008. As of March 2009 the preliminary data suggests the rate has again increased to 7.6%. We should make note this increase represents over 24,000 affected workers. In turn, we saw the following:

- 22% increase in new individuals seeking services (3400 in 2007 to 4139 in 2008)
- 28% increase in individuals whose employment status is unemployed (2836 in 2007 to 3641 in 2008)
- 68% increase in individuals whose unemployed status is due to lay off (1151 in 2007 to 1943 in 2008)

The educational levels of new individuals also show a 42% increase in individuals with Post Secondary Education (1619 in 2007 to 2305 in 2008), and a 18% increase in individuals who completed college (1460 in 2007 to 1726 in 2008), seeking on-site help. These individuals are now taking employment that in better economic conditions would be taken by entry level (youth) and/or less educated individuals.

The single biggest sector of job loss was manufacturing. In Southwestern Pennsylvania, over 6,000 manufacturing jobs were lost in the past year. Since manufacturing jobs in our area have high wages, these job losses will likely cause negative effects in the retail and service sectors in the months ahead.



The region's Leisure and Hospitality sector, which includes sports and cultural facilities, hotels, restaurants, and bars, has lost 5,300 jobs in the past year, the second highest number of job losses after manufacturing.

Looking forward, we do not see any one industry sector with the potential for mass layoffs.

Economic Development and Job Growth:

In 2008, the Allegheny Conference on Community Development and the Pittsburgh Regional Alliance secured 290 corporate investment and development projects with the potential of more than 10,000 new jobs and more than \$4.2 billion in capital investments for the Pittsburgh region. This number is down slightly from 2007 when the region saw 308 development projects.

The Urban Redevelopment Authority of Pittsburgh uses a "First Source Agreement" on all of their economic development loan packages. The First Source requirement stipulates the number of new jobs that will be created by the loan and requires that the employer utilize the Pittsburgh Partnership and PA CareerLink Pittsburgh to identify candidates for the new jobs. Over the past 6 months the URA closed on 17 projects for a total public investment of \$8,077,709 in which the First Source Agreement will be utilized.

Pittsburgh is home to the Green Building Alliance, a non-profit organization that advances economic prosperity in Western Pennsylvania by driving market demand for green buildings and green building products. Through their Green Building Product Initiative, the Green Building Alliance helps companies seize opportunities offered by the emerging green building marketplace which will generate job opportunities in the Green Sector. Southwestern Pennsylvania is home to approximately 500 businesses involved in the Energy sector, most of which are involved with the energy supply chain. Although we do not have an aggregate number of jobs to be created, the emerging occupations we anticipate within this sector are Energy Auditors, Renewable Energy Technicians, Geothermal Installers, Solar Panel Installers, Mining & Geological Engineering Technicians and Water treatment Plant Operators. These emerging occupations may require our LWIA to identify appropriate training providers.

We will continue to use a customer driven approach to identifying skill gaps. Our Business Services Team works with employers to identify the minimum skill sets needed for available occupations and job seekers are assessed by a variety of tools to determine competency.

The following is a partial list of High Priority Occupations in the Pittsburgh LWIA for which training is in place.

High Priority Occupations with over 1000 job openings across all Industries over the next 5 years

SOC Code	Occupation	Job Openings
29-1111	Registered Nurses	4,803
43-4051	Customer Service Representatives	4,400
43-9061	Office Clerks	4,035



53-7081	Laborers & Freight, Stock & Material Movers	3,563
31-1011	Home Health Aides	2,277
53-3032	Truck Drivers, Heavy & Tractor-Trailer	2,132
41-4012	Sales representatives	2,041
43-3031	Bookkeeping, Accounting & Auditing Clerks	1,835
31-1012	Nursing Aides, Orderlies & Attendants	1,833
39-9011	Child Care Workers	1,810
25-2021	Elementary School Teachers	1,683
13-2011	Accountants & Auditors	1,479
29-2061	Licensed Practical & Licensed Vocational Nurses	1,450
43-6014	Secretaries	1,446
25-2031	Secondary School Teachers	1,353
53-3033	Truck Drivers, Light or Delivery Services	1,083
15-1051	Computer Systems Analysts	1,033
51-2092	Team Assemblers	1,021
47-2031	Carpenters	1,011

Current and expected skill needs of our regional employers

Based on data from the CWIA 2008 High Priority Occupations for Pittsburgh's LWIA, and data from our active employers utilizing the CWDS site, we are seeing current needs in the following occupational families projected to 2014: Computer and Mathematical, Educational, Healthcare Support, Production, Healthcare Practitioners, Office and Administrative, Sales and Related Occupations, Construction and Extraction.

Within these areas the prominent skill sets required are/will be: Communication, Service Orientation, Writing and Speaking, Critical Thinking and Problem Solving.

Additionally, shown below are the Knowledge, Skills and Abilities needed for occupations with over 1,000 New Jobs by 2017:

- **Knowledge:** Mathematics; English Language; Education and Training; Customer and Personal Service; Administration and Management
- **Skills:** Speaking; Reading Comprehension; Critical Thinking; Active Listening; Social Perceptiveness
- **Abilities:** Written Comprehension; Near Vision; Deductive Reasoning; Oral Comprehension; Oral Expression

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

Pittsburgh's LWIA vision is to create and sustain an environment where all customers receive the most recent labor market information, identifying high priority occupations, to connect them to appropriate training programs creating the pipeline of skilled workers for local growth industries. This will be achieved by working in conjunction with PA CareerLink Pittsburgh Allegheny County System's Business Services Unit, the Three Rivers Workforce Investment



Board, and all growth sector employers in our area, to identify the career pathways within these industries and the training needed for the demand occupations. PA CareerLink Pittsburgh/Allegheny County System has created an innovative intake system that is used for all new job seekers. The Personal Employment Guide (PEG) is a computerized triage system that identifies job seeker's work history, education, knowledge, skills, abilities, and support service needs upon their initial visit to the PA CareerLink Pittsburgh site. The innovative intake system is designed to identify fast track job seekers, who are immediately prepared to attach to the workforce, as well as to map the other job seeker's recommended actions to improve their readiness for work. The system identifies the training and employment needs of all job seekers based on their responses to the PEG. After each job seeker completes the PEG, they attend PA CareerLink orientation and a CWDS enrollment session. After the orientation and enrollment session, job seekers that have identified an interest in learning more about Intensive and Training Services, complete a request to meet with a WIA Employment Service Coordinator. The WIA Employment Service Coordinators provide each job seeker with an overview of all available services to ascertain what career interests they have, schedule the job seeker for Core Assessment and direct them to workshops that were identified during the PEG. All of the above will assist job seekers in their immediate attachment to the workforce, or will map their recommended pathway in utilizing available services, training options and possible funding opportunities in the pursuit of their employment goal.

The Pittsburgh LWIA will continue to foster connections with employers, by performing Job Task Analysis for demand occupations (when funding and opportunities exist) and identify skill gaps and training options for job seekers. Through cooperation with employers, the LWIA will identify programs and training opportunities that will meet both the job seekers' and employers' needs. This effort will include increased participation and solicitation of employer feedback for training needs in conjunction with the Three Rivers Workforce Investment Board and the local Industry Partnerships. The goal will be to utilize traditional classroom training, on the job training, and customized job training to provide job seekers access to high priority occupations. Through this vision we see our region becoming more competitive in both economic and workforce development arenas.

The Three Rivers Workforce Investment Board meets regularly with economic development agencies and community colleges to develop a more coordinated effort to identify competitive business and provide them with assistance in the form of labor market information, production processes and help with grant applications.

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 young people 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 farm worker youth, youth with disabilities, and other youth at risk?

The City of Pittsburgh's LWIA has issued two Request for Proposals, in a two pronged approach to attract organizations which serve youth most in need. The 2009 Pittsburgh Summer Youth Employment Program (PSYEP) will serve youth ages 14-21. The Pittsburgh Partnership issued an RFP in early April with a program design for the PSYEP which included both conservation and internship opportunities for a stand alone summer jobs program. The PSYEP will be funded with ARRA youth monies, city's CDBG allocation as well as a grant from The Pittsburgh Foundation. Older, out-of-school youth will be recruited/enrolled in an employer specific Workforce Preparation Programs (WPP), as described in the year round RFP issued in mid-April, serving 22/23/24 year old ARRA youth,



which will result in industry recognized credentials, advanced literacy levels and employment upon program completion.

The RFP's were advertised in the local newspapers, posted on the City's, Pittsburgh Partnership and TRWIB websites, and sent to more than 300 youth service organizations seeking interventions/programs by organizations which serve youth with disabilities, out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders and children of incarcerated parents. These organizations represent virtually all youth constituencies and special youth populations in Pittsburgh. The Pittsburgh LWIA has and will make very effort to include youth in these target groups in program.

Services are carried out through sub-contracts with community, nonprofit, faith-based organizations, as well as colleges and universities, and for-profit entities. This allows a wide range of geographic locations and workforce preparation options for the young job seeker and student. It also allows multiple points of entry into the workforce development system. Pittsburgh's rich network of youth service organizations insures a wide variety of service options and market-driven and demand driven career choices. The many services organization belonging to this network already have connections and experience to a constituency that is comprised of the most in need. The myriad of training options available through this network opens doors to the hardest to serve that may otherwise continue to add to the growing ranks of untrained young job seekers.

All youth engaged in summer and year-round activity will be required to participate in multi-faceted work readiness preparation, career guidance curriculum and certification referred to as the "JumpStart Success". Youth are immersed in a structure of discipline that emphasizes the need for life long education by using contextual learning approach throughout the Pittsburgh Youth Workforce Development System. JumpStart Success is based on the Pennsylvania Department of Education's Academic Standards for Career Education and Work Readiness and the Three Rivers Workforce Investment Board's Work Readiness Competencies. JumpStart Success also allows youth to develop career goals, cultivate training and educational strategies and develop a portfolio that can be connected back to the local Pittsburgh Public Schools Career Education efforts. JumpStart Success provides a solid foundation for all youth to begin serious planning with respect to career choices. It also lays out a system-wide platform for a consistent and ongoing review of individual progress. It is planned that a successful completion of the Jumpstart Success program will result in an employer recognized credential that will open employment gateways for many youth who might otherwise lack the resources or connections to successfully open doors to employment. Jumpstart Success is the system on which competency in work readiness will be measured through pre-test and post-test assessments for all youth programs in Pittsburgh's LWIA.

All summer and year round programs for both younger youth, ages 14-21 in summer employment, and older youth ages 22-24 engaged in year round employer specific workforce training, will be connected to academic remediation to ensure that they are equipped with skills required to survive in a competitive workforce. This will be accomplished through in-house education, connection to the local school district, or through referral to appropriate educational agencies.

The Three Rivers Workforce Investment Board's vision for youth is to ensure that all youth in the region are capable of entering adulthood with the necessary knowledge and skills to successfully perform and contribute in the 21st century



economy. We will do this through various programs and partnership that we are leading or involved in. One of our programs is Educators and Employers Engaged for Excellence also known as E4. This program gives educators and employers an opportunity to build relationships that opens up job shadow opportunities and internships. It also helps teachers to develop lesson plans based off their experience in the workplace through the educator in the workplace component.

We have also taken the lead on an initiative funded by the U.S. Department of Labor to develop a blueprint to help reduce the high school dropout rate and ensure youth are workforce and postsecondary ready.

The strategies for serving youth with ARRA funds are implemented through city and county programs as well as through the YouthWorks Inc. program. Each program will have a workforce readiness and testing component for its participants.

The Three Rivers Workforce Investment Board is also beginning to grapple with the issue of academic remediation, as we are seeing more students entering post-secondary training or education without the academic skills to be successful. We have convened discussions among a group that consists of college and university administrators, high school principals, TRWIB Board members, employers, and community organizations. The group is working to define what it means for the region to have an educated "world-class workforce" and to develop a coordinated regional strategy to achieve that in Southwestern Pennsylvania.

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.**

Pennsylvania's economic future depends on a workforce able to compete in today's global economy. In order for Pittsburgh and the LWIA to be economically competitive and for our workers to acquire careers that pay family-sustaining wages, we need to ensure that the workforce development system is efficient, responsive and directs funding toward worker training that responds to the employer and job seekers needs. We intend to increase our efforts with ARRA funding to strengthen and enhance our following key priorities:

- Increase employers utilization of the PA CareerLink CWDS Operating System to provide additional job opportunities;
- Expand job seeker services to better meet individual needs by increasing assessment options, training and or intensive services;
- Continued communication and coordination with local economic development agencies and employers to identify trends in emerging occupations and Industry growth;
- Enhance the Business Service model to increase, improve and promote partnerships with employers.

Our employer service delivery model has become increasingly effective in serving targeted businesses through the formalization of the model across the CareerLink system. We are using labor market information and information provided by Industry Partnerships to be strategic in our outreach. We currently measure our effectiveness by conducting market penetration analyses, ensuring that the services we are providing are being not only utilized by a wide range of industries, but are also being valued by each customer.



As part of our commitment to customers, the job seeker service model strives to provide universal access, regardless of age, race, gender, education level, ability or special needs. With core services effectively providing a high level of accessibility, the heart of this goal is to focus more on the individual needs of job seekers as they move through the CareerLink system. The value of career planning for all sectors of the labor force, from students to entry-level employees to experienced professionals making career transitions, will continue to be emphasized.

In order to identify the current and future needs of our business community our Business Development Representatives will continue to be active with the Allegheny County Economic Development Department, The Urban Redevelopment Authority of Pittsburgh, Industry Partnership groups and local Chambers of Commerce. These partners offer a tremendous amount of real time information on our local labor market which is crucial in our ability to maintain credibility with our employer customers.

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?

As with most of the country, the City of Pittsburgh has seen an increase in unemployed and under-employed persons. Based on previous year formula funding, the Pittsburgh LWIA has not been able to meet the high demand and need of all that have requested service. Our strategy for deploying the ARRA and regular formula funds is quite simply to let as many people know that we have funds for training. Pittsburgh's LWIA plans to spend at a minimum 60% of the ARRA Adult and Dislocated Worker funding on Individual Training Accounts (ITA), allowing us the opportunity to significantly increase the amount of clients that are placed into training using formula funds.

Pittsburgh's LWIA ARRA spending plan:

- Inform all partners within the PA CareerLink Pittsburgh Allegheny County system, as well as our community partners, that we have received additional funds and we are recruiting eligible/suitable clients that are in need of training.
- Increase our presence within the PREP call in system, while working closely with the PA L&I's BWDP staff to identify potential training candidates.
- Engage our local elected officials in promoting the PA CareerLink services, as well as invite their staffs to tour our facilities to get a first hand view of operations and available services.
- Stronger involvement with local community based organizations, colleges and training providers to explore innovative ways to train and assist them in matching employer needs.
- Strengthen outreach to employers within growth and emerging industry sectors in order to increase the number of job opportunities for our job seekers.
- Increased presence/outreach at Rapid Response meetings to emphasize the local labor markets, skill sets and training available to attach to the emerging occupations and industries.
- Participate in discussions with the local Industries Partnerships and explore options to train our workforce in new technologies, up skilling, and possible collaboration for future development of skilled workers with local institutes of higher education.



- Increased presence at job fairs, community events, and recruitments

Our goal to provide every client that enters PA CareerLink Pittsburgh for the first time a needs assessment (PEG), in the form of a survey that will identify assist in identifying why the person is there, what services, assistance/resources, and/or possible training they may require. All clients participate in a PA CareerLink Orientation that will inform them of numerous available services and training opportunities. The Pittsburgh Partnership issued an RFP for WIA Intensive Services for Adult and Dislocated Workers.

The Pittsburgh LWIA and the PA CareerLink Pittsburgh Allegheny County system embraces a dual customer approach to workforce development by investing in staff dedicated to meeting the needs of local business as well as staff to assist job seekers in job readiness activities. The PA CareerLink Pittsburgh Allegheny County Business Services Team utilizes a custom designed Employer Contact Manager System, (ECMS). The ECMS enables staff to record all contact with local employers including; types of occupations, those occupation in most demand, the working conditions, hiring trends and targeted groups such as veterans, youth and older workers and people with disabilities. The ECMS provides basic information on over 34,000 employers in Allegheny County that enable us to conduct targeted outreach by a variety of indicators/factors such as industry, location and size of company. This also affords us the ability to examine and develop an outreach to business sectors that we have not yet enrolled on the system and also allows us to evaluate our penetration rate by industry.

All first time visitors to the Pa CareerLink Pittsburgh site receive an orientation to the services and resources available to them. Dedicated staff assists customers with enrollment in to the CWDS system as well as referring them to services and workshops which will allow them to increase their skills to attach to the workforce. On subsequent visits staff continues to assist with job search and job readiness activities.

The City of Pittsburgh, Urban Redevelopment Authority of Pittsburgh, the Pittsburgh Partnership and the TRWIB, are at the forefront of all new economic development within our region, especially in green and environmental projects. The City and/or TRWIB are currently represented locally at the Weatherization Project/Initiative, the Green Advisory Board, Living Cities and Industry Partnerships. We continually explore new and innovative training programs that align our clients with the skills necessary to compete in the new and emerging economy. By working with our partners to develop career pathways that cover the spectrum of possible employment levels/skill sets, we can increase the opportunities for training and employment for adults and dislocated workers.

In anticipation of the ARRA, we have been working/meeting with the Three Rivers Workforce Investment Board since January to develop strategies to assist all customers with overcoming possible obstacles to training, including but not limited to financial assistance. We are in the process of exploring what may be an increase to our needs based payments and supportive service to WIA and ARRA clients. We are in discussions with Allegheny County LWIA and the TRWIB to possibly expand supportive service offerings to meet the needs and increased technology required to compete in training programs for the emerging fields.

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.**



The Pittsburgh LWIA, as a partner in the PA CareerLink Pittsburgh Allegheny County system, has developed an innovative way to provide each new client with the knowledge of services provided at the CareerLink center. The Personal Employment Guide (PEG) was developed to provide new clients enrolled in our system with a quick initial assessment/employment guide. The surveys intent is to serve as a "triage" assessment to ascertain the clients present skill set levels and then direct them to the appropriate services/ employment opportunities offered at the site. The questions were designed to meet the EEO1 demographic needs, possible WIA information/classification (adult, dislocated, vet, etc), work history and educational experience, present job classification, skill sets and preferred future classification/skill sets, possible training needs, upgrades, etc. The PEG system supports the full range of PA CareerLink services as it focuses the staff and the client to direct service links with the system. The system is designed to refer the client to the appropriate referral source and program should they not immediately attach to the workforce. The PEG also provides information on employment workshops that were designed to meet the needs or barriers identified during the PEG interview.

The Pittsburgh LWIA has recently issued a Request for Proposal for Intensive Services to serve Adults and Dislocated Workers, which addresses the needs of clients that are in require additional assistance to attaching or reattaching to the workforce. The RFP is designed to solicit programs and projects that will assist clients from special target populations, those in need of adult basic education, ESL, immigrants, ex-offenders, as well as, to provide job placement assistance to displaced homemakers, professional and technical jobseekers that have been recently laid off, and recent graduates of ITA's.

The Pittsburgh LWIA continues to look into various ways to ensure that all education and training option offered and delivered to our customers are relevant to the high growth occupations and the emerging industries. Along with the TRWIB, the Pittsburgh LWIA has been researching and evaluating the issue of value and quality of available training programs. As we strive for continuous improvement, we believe we have a two fold process of the job task analysis coupled with an analysis of the courses/training programs that our clients attend/select. The job task analysis was implemented to work with dislocated workers and their position from which they were separated providing a detailed analysis of the laid off workers position and all tasks and skill sets required to perform the work and to align those skill sets with upcoming job openings or employer outreach. The second analysis is designed to evaluate the training programs as well as the course work our clients have received and how well that training applies/relates to the needs of the employer/industry/job. We then ran a concurrent survey of the schools and specific programs to find out what the schools are teaching (course design, curriculum, etc). The results of employer and school survey are then compare to produce a "Gap Analysis" and when a possible gap is identified , we worked with the school to try and address the gap through upgrading curriculum, or added additional certification.

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.

The Three Rivers Workforce Investment Board will continue to use the Approved Statewide Provider/Program List for Individual Training Accounts and will continue to work with the local community colleges and proprietary schools to develop programs that will quickly address the needs of the current market. We will also work with local community based organizations to assist clients in obtaining the necessary workplace skills to connect quickly to employment. Proposals for all other training services have been solicited through Request for Proposals (RFP). Additionally, the



Three Rivers Investment Board issued ads in local newspapers to solicit information from local area training providers to determine if their programs/courses are eligible to be included on the Approved Statewide Provider/Program List.

Those successful bidders responding to the RFPs will be key providers in addition to providers on the Approved Statewide Providers List. Other key training providers will be: local area apprenticeships programs, career and technical education schools, Industry Partnership training providers and institutions of higher education that are engaged with employers. We will also include strategies which may include training providers of the employer's choice, i.e. On the Job Training and Customized Training.

Pittsburgh's LWIA will take advantage of ARRA funding to work with education providers, community based organizations, and Industry Partnerships to identify opportunities that can lead to the development of innovative training programs that address the needs of emerging industry sectors. The collaborative between the parties will lead to creating OJT's and other training opportunities that will provide a workforce that is ready and available to meet the needs of employers. The Pittsburgh LWIA will continue to leverage WIA and ARRA fund with the resources and services provided by the PA CareerLink Pittsburgh/ Allegheny County system.

The Pittsburgh LWIA will work in conjunction with the Three Rivers Investment Board to identify "green" occupations and create opportunities for training to address the needs of the employers of emerging industries.

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

The City of Pittsburgh's LWIA has a two pronged approach toward assisting youth to become workforce ready with ARRA funding. The 2009 Pittsburgh Summer Youth Employment Program (PSYEP) will serve youth ages 14-21. The Pittsburgh Partnership issued an RFP in early April with a program design for the PSYEP which included both conservation and internship opportunities for a stand alone summer jobs program. The PSYEP will be funded with ARRA youth monies, city's CDBG allocation as well as a grant from The Pittsburgh Foundation. Older youth will be recruited/enrolled in an employer specific Workforce Preparation Programs (WPP), as described in the year round ARRA RFP issued in mid-April, serving 22/23/24 year old youth, which will result in industry recognized credentials as well as employment upon program completion.

The PSYEP will expose all enrolled youth to real work opportunities in a wide range of experiences including a work ready credential program. Approximately 50% of the Pittsburgh Summer Youth Employment Program participants will work in conservation related assignments which involve the reconstruction or beautification of city parks and other public land. All work assignments will be coordinated with the City of Pittsburgh's Department of Public Works and the Park Maintenance Division to ensure a maximum "green impact" while youth will be immersed in contextual learning in conservation and green industry concepts. Work will be accomplished in supervised work crews and managed by youth serving organizations (sub-contractors) which successfully submit proposals in response to the 2009 PSYEP RFP. These organizations will be responsible for intensive case management, supervision, health/safety, and the delivery of contextual learning skills.

The remaining 50% of the Pittsburgh Summer Youth Employment Program participants will be placed in work experience/internships designed for youth in business offices or professional settings. The RFP requested youth



serving organizations (intermediaries) with experience and ability to broker relationships with various employers and create work sites/internships for youth. Priority will be given to projects which involve activity in one or more Three Rivers Workforce Investment Board designated growth employment sectors.

The out-of-school youth ages 22-24 will be participating in employer specific year round Workforce Preparation Programs. These programs move youth toward the attainment of an employer specific, employer-recognized credentials or certificates, employment and/or access to post-secondary education and increases in literacy. This approach allows the delivery of work preparation services to more mature young adult job seekers with age appropriate learning. This approach also allows the possibility of participation by young veterans exiting the military and seeking their way back to the very competitive job market.

These two approaches allow for multiple career preparation pathways that are based on age and school status appropriate interventions. In no case will youth assume duties of workers who have been laid off or displaced for economic reasons.

All youth engaged in summer and year-round activity will be required to participate in multi-faceted work readiness preparation and career guidance curriculum referred to as the JumpStart Success. Youth will be immersed in a structure of discipline that combines a mix of classroom or (pseudo-classroom) activity and work experience to deliver the JumpStart Success and learn new occupational skills. This methodology emphasizes the need for life long education by using contextual learning approach throughout the Pittsburgh Youth Workforce Development System. JumpStart Success is based on the Pennsylvania Department of Education's Academic Standards for Career Education and Work Readiness and the Three Rivers Workforce Investment Board's Work Readiness Competencies. JumpStart also allows youth to develop career goals; cultivate training and educational strategies; and develop a portfolio that can be connected back to the local Pittsburgh Public Schools career education efforts. Jumpstart Success is the system on which competency in work readiness will be measured through pre-test and post-test assessments.

The City of Pittsburgh's LWIA will expend 66% of its funds on summer 2009 activities, serving approximately 512 youth. The City of Pittsburgh has leveraged a great deal of additional funding for the PSYEP, more than \$500,000, as Mayor Luke Ravenstahl is committed to youth development through employment and education. The Pittsburgh Partnership submitted a grant application and was awarded \$150,000 from The Pittsburgh Foundation to support the 2009 PSYEP. It is expected that the majority of the remaining ARRA funds will serve 65-70 youth served through year round intervention as described above in the WPP.

Because year round interventions require a more intense relationship between youth and the trainers, and logically a long term period of participation, programs are equipped with case managers and a menu of support options. These options help increase the chances of successful completion of the program, given the multiple barriers that the hardest-to-serve, out-of-school, 22/23/24 year old population faces. Incentives will also be used to encourage participants to complete phases of the program, achieve program objectives and meet WIA benchmarks. Other support services include follow-up upon program exit, case management, and referrals to a wide variety of social and human service agencies and counseling.



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?

Pittsburgh LWIA of Pittsburgh adheres to the Priority of Services Policy as set by Three Rivers Workforce Investment Board, which currently states that "Should funds become limited, priority shall be given to recipients of public assistance and other low-income residents of City of Pittsburgh and Allegheny County, as defined in the Workforce Investment Act and detailed in the Pennsylvania Department of Labor and Industry's Workforce Investment Information Notice No.3-99, Change 2, Attachment D. Within this context, individuals will be provided assistance on a first-come, first-serve basis".

"The TRWIB acknowledges that there may be individuals with a demonstrated need who are above the income levels. These adults can be served on a case-by-case basis as approved by a supervisor, but must be tracked. The TRWIB will ask for these numbers during the annual monitoring visit." *TRWIB's Priority of Services Policy is in the process of being amended to include the following: Covered Veterans and their spouses pursuant to 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.*"

The new policy will ensure that all covered persons are identified at the point of entry, via our initial survey, which will also be amended to add the additional language of Covered Veterans and their Spouses to its "Current Military Status" question, within the survey. The policy will also be reiterated and explained to all clients that are seeking WIA services for employment, training, and placement services.

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 farmworkers, 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).

The Pittsburgh LWIA will continue with its efforts to assist in providing a full range of employment and training services that are accessible to the needs of our clients served at the PA CareerLink Pittsburgh site. All clients that are eligible under the Workforce Investment Act and ARRA will receive "priority services" as outlined in the acts. The Pittsburgh LWIA has issued an RFP requesting proposals for the provision of Intensive Services for Adult and Dislocated Workers with emphasis on services that obtain employment for Special Targeted Populations. Listed below are our strategies for each group within the WIA legislation.

- **Dislocated workers:** Pittsburgh LWIA has taken a proactive step in servicing dislocated workers, by placing permanent career counselors into the rotation of staff that work in the Career Resource Center at our local PA CareerLink. The counselor's mission is to provide orientation to PA CareerLink services and to refer clients to our Intensive and Training Employment Service Coordinators. Pittsburgh LWIA notifies the PA CareerLink of all WARN notices and information on local office or plant closings and participates in all Rapid Response efforts. To meet the needs of the dislocated workers, Pittsburgh LWIA will continue to contract with local private contractors to provide job search and job placement



services specifically for dislocated workers. These services include resume preparation, workshops on interviewing techniques as well as networking and any other topics that may assist the dislocated workers. Pittsburgh LWIA works with local and governmental economic development agencies to provide them with information on the local workforce, particularly recently laid off individuals and their skill sets.

- **Displaced homemakers:** As in keeping in compliance with the Federal laws, Pittsburgh LWIA provides Intensive and Training Services to displaced homemakers. Pittsburgh LWIA continues to provide funding to local community based organizations that are located strategically throughout the City, to provide City residents an opportunity to be referred to the PA CareerLink system. Many of these community-based groups have programs that are specifically designed to attract displaced homemakers who are then referred to Pittsburgh LWIA for more services through the PA CareerLink system.
- **Low-income individuals such as:** Low Income individuals that meet the Federal WIA regulations on eligibility and suitability are given the opportunity to receive Intensive and Training Services and are given priority status under the authority the Priority of Services Policy, within the guidelines of the Workforce Investment Act. Pittsburgh LWIA provides financial support to local community based organizations that are located strategically throughout the City with Community Development Block Grant monies, to provide City residents with services and programs that are specifically designed to attract low-income individuals.
- **Migrant workers:** Due to the nature of the geographical region we serve, migrant and seasonal farm worker populations are minimal within our urban setting. Pittsburgh LWIA has contracts with local community and faith based organizations that have the capability to service these clients as needed within their communities.
- **Women and Minorities:** Individuals that meet the Federal WIA regulations on eligibility and suitability are given the opportunity to receive Intensive and Training Services. Pittsburgh LWIA provides financial support to local community based organizations that are located strategically throughout the City, to provide City residents an opportunity to be referred to the PA CareerLink system.
- **Individuals training for non-traditional employment:** Working with the local Builders Guild, Local Apprenticeship Information Committee Council and training providers, Pittsburgh LWIA supports their efforts to attract clients to non- traditional employment through their apprenticeship programs and targeted recruitments. All trade information is posted within the PA CareerLink and Community Based Organization offices. The partnership with the Builders Guild, Local Apprenticeship Information Committee Council includes training and informational sessions with our employment counselors and staff to keep them abreast of all upcoming open apprenticeship recruitment sessions, educational requirements, remedial classes, as well as the organizations that provide coursework directly related to the educational requirements. Builders Guild, Local Apprenticeship Information Committee Council is also included and represented in our planning of job fairs and targeted recruitments. As with all targeted groups all clients that are meet eligibility are given the opportunity to receive intensive and training services, which include funding for ITA's.
- **Veterans:** In our efforts to attract and assist veterans, Pittsburgh LWIA as part of the PA CareerLink system, have given Veterans priority status within our WIA services, this service has been extended to included covered veterans and their spouses, in accordance to 20 CFR 1010.230. The Pittsburgh



LWIA works with the Veterans representatives located in the PA CareerLink office to establish a direct referral system to WIA services for training or re-training and Intensive and supportive services. The Pittsburgh LWIA will seek the assistance of organizations to serve this targeted population through its RFP process.

- **Public Assistance Recipients:** Pittsburgh LWIA has developed a strategy that involves all of its programs that fall under the Department of Welfare's RESET/EARN programs. The strategy involved relocation all of its RESET/EARN program into the same office building as the PA CareerLink, for easy access to all of PA CareerLink services and partners. All RESET /EARN clients are given an orientation of PA CareerLink services and are enrolled into the PA CareerLink labor exchange system. All clients have the opportunity to take advantage of all of the PA CareerLink services that apply to them, this may include employment workshops, such as resume writing, and interviewing skills and how to perform a successful job search, upcoming employer recruitments and job fairs information is also available for them. Clients that are eligible for training can work with their RESET/EARN Case Manager and Pittsburgh LWIA WIA Employment Services Coordinators to arrange for an ITA, if appropriate. Clients that receive public assistance have been given "priority status" for WIA services, in compliance with the ARRA.
- **Individuals with multiple barriers to employment** are also engaged in Pittsburgh LWIA plan to assist all eligible clients with employment and training needs. As in line with all other targeted populations Pittsburgh LWIA has contracted with various community groups to provide Intensives Services, as well as providing ITA's for training or the re-training of individuals within the following targeted groups.
 - **Older individuals:** In order to provide the best service for this particular client, Pittsburgh LWIA works hand in hand with the local Area on Aging Agency (AAA) in conjunction with the PA CareerLink office to provide orientations, assisted enrollments, group work shops and guest speakers, in order to better prepare our clients for the barriers that they may encounter. Our staff has also participated in seminars and sensitivity training to better prepare us on how to address the concerns of older clients. The Pittsburgh LWIA also invested in ADA compliant equipment and furniture, which has been beneficial to some older clients. ADA compliance has made it possible for those clients to better prepare for future employment possibilities.
 - **Persons with limited English proficiency:** Pittsburgh LWIA has also prepared for the servicing of clients with LEP. All of our staff have participated in mandatory LEP training and are prepared to assist client with LEP. We realized that we needed to take this a step further and we have contracted with community-based organizations that specialize in dealing with immigrant populations and funded an intensive services contract with them to provide LEP and English as a Second Language (ESL) courses. This was then combined with job search assistance, placement and retention services for one of our fastest growing special target populations.
 - **Persons with disabilities:** Through our partnership at PA CareerLink Pittsburgh LWIA works with the PA Labor and Industry's Office for Vocational Rehabilitation in assisting clients. Pittsburgh LWIA has partnered with OVR to provide tuition assistance as needed to OVR clients for Training and Intensive eServices. As with all other target or special population groups, all WIA and PA CareerLink services are provided as requested.



- **Ex-offenders** are also served by Pittsburgh LWIA. Individuals that meet the Federal WIA regulations on eligibility and suitability are given the opportunity to receive Intensive and Training Services. The Pittsburgh LWIA has issued an RFP requesting proposals to assist clients with barriers, including ex-offender, in finding employment with self sufficient wages.

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.

The City of Pittsburgh's Pittsburgh Partnership has issued Requests for Proposals to solicit bids from providers to:

1. Operate the 2009 Pittsburgh Summer Youth Employment Program for Youth ages 14 – 21 years;
2. Provide Intensive Services for WIA Adult and Dislocated Workers; and
3. Provide Workforce Preparation Programs for Out of School Older Youth ages 22 – 24 years.

The RFP's were posted on the City of Pittsburgh, the Pittsburgh Partnership and TRWIB websites and notices of issuance were sent to a mailing list of over 300 organizations. All proposals will be sent to an independent non-partial Review Committee composed of workforce development professionals for ranking. The results will be tabulated and the Youth Policy Council will review and approve the Youth providers and will submit a recommendation to the TRWIB for approval. The Adult and Dislocated Worker providers will be approved by the Mayor's Office and sent to the TRWIB.

Through cooperation with the Three Rivers Workforce Investment Board (TRWIB), services will be identified which will focus on adapting existing or creating new curriculum to provide more opportunities to job seekers. If the TRWIB determines there is a need to train multiple individuals in a specific classroom training setting, the City will contract with the institution of higher education to provide such training.

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

The Three Rivers Workforce Investment Board will ensure ARRA funds will not supplant existing resources by tracking expenditures through the Financial Status Reports and by tracking the number of persons in Intensive Services and Individual Training Accounts. We will also track ARRA expenditures through reports that can be generated from the ARRA database that is currently being developed. It is the plan to abide by the state's recommendation to use at least 60% of Adult and Dislocated Worker funding for ITA costs.

The Pittsburgh LWIA will utilize the Youth ARRA funds by contracting with providers that offer creative and productive approaches to summer work experiences in either Conservation Work or Internships for youth ages 14–21. Considerable effort is being made to place youth participants in green industries as well as professional office environments. The work experience opportunities will be designed to enhance and/or develop work based skills. An Out of School Older Youth Program will serve youth ages 22–24 and will become part of our year round as the Workforce Preparation Program.

Simultaneously, we will use WIA Title I Youth funds to continue operating our year round youth programs for In and Out of school youths ages 14–21. We are in the 2nd year of a multi-year Request for Proposal and will extend contracts with performing providers.



We plan to spend Adult and Dislocated Worker ARRA funds to launch a comprehensive outreach effort to Adults and Dislocated Workers in regards to services available. The Pittsburgh LWIA has issued a Request for Proposals for WIA Adult and Dislocated Worker Intensive Services which includes Remediation, Adult Basic Education, Job Search/Job Placement, Customized Job Training and Special Target Population Services for Adults. We intend to place increased numbers of Adults and Dislocated Workers in Individual Training Accounts (ITA) and in On-the-Job Training (OJT) opportunities for demand occupations in our area. We also plan to increase efforts to prepare Adults and Dislocated Workers for "green jobs". We anticipate that with decreases in WIA Title I funding and the increased numbers of Adults and Dislocated Workers needing services we will not have problems spending WIA Title I and ARRA funds concurrently.

WIA Title I funds will continue to be spent on salaries, benefits, infrastructure and operating expenses of the LWIA Fiscal Agent, LWIB and the PA CareerLink Pittsburgh

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.

TRWIB's WIA monitoring policies and procedures meets the requirements of 20 CFR 667.410(b) (2) and our policies will be modified to reflect the rules and regulations of ARRA and the Jobs for Veterans Act. Monitoring policies will emphasize and reflect the importance of transparency and accountability in the use of ARRA funding and will include procedures for monitoring and tracking the 2009 Pittsburgh Summer Youth Employment Program.

Staff will be hired to monitor all worksites prior to implementation and during actual activity. Monitors will check time and attendance records; pre-and post-testing and test results; worksite safety; accessibility; compensation and payroll frequency, required postings, and adherence with child labor laws, 33/34 clearances and all other applicable local, state and Federal statutes.

Pittsburgh's LWIA monitors in accordance with the Three Rivers Workforce Investment Board's requirements. The requirements are outlined in "Policies for Fiscal Monitoring of Pittsburgh and Allegheny County WIA Contracts" and "Policies for Programmatic Monitoring of City of Pittsburgh and Allegheny County WIA Contracts". Both policies are reviewed and revised at the end of each fiscal year. A risk assessment is completed each year which weights Contracts based on funding level, past findings, program performance and other appropriate questions. In addition to the TRWIB's monitoring policies, programmatic and fiscal monitoring of contracts are done in accordance to WIIN 2-00, change 2, TAG, WIA final rule, WIA section 184, applicable OMB's and CFR's, and GAAP.

The monitoring of the LWIA funds is also a continual process. Monthly each sub-recipient's invoices are reviewed to insure that source documentation, that may be submitted, supports the invoice. The invoices are also reviewed to ensure that the costs are charged appropriately and coincide with the budget contained in the contract.

ARRA funds will follow the monitoring process described above with additional oversight and tracking. Summer Field Staff has been hired to support the 2009 Pittsburgh Summer Youth Employment Program so that all contractors will be monitored, both fiscally and programmatically, on a continual basis. This will allow for quick feedback to Youth Program Supervisor and Account/Contract Supervisor, as well as provide immediate technical assistance to sub-



recipient programs and staff. Summer Field staff will review all youth applications to ensure eligibility and to monitor the outreach to the youth in most need. Field staff will also visit worksites on a regular basis to make sure they are in accordance with the spirit of the ARRA funds and all federal, state, and local regulations dealing with the health and safety of the youth workers.

The WIA Local Plan for the City of Pittsburgh is being updated to include the handling and administration of ARRA funds and will include the responsibilities of the Summer Field Staff.

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

TRWIB's primary focus is to ensure that the both the letter and the spirit of the Recovery Act is met on a local level. To do this, we will work to ensure that the Recovery Act is implemented expeditiously and effectively with full transparency and accountability of fund expenditures.

As we carry out our mission in pursuit of our vision, TRWIB will operate in a manner that reflects the following values and we will encourage our partners in workforce development to do the same.

We will demonstrate a **commitment to excellence** by setting high standards, pursuing continuous improvement and monitoring results. We intend to adopt a rigorous approach, emphasizing outcomes rather than outputs, measuring results rather than documenting processes and striving to improve rather than focusing on meeting minimum standards. TRWIB will demonstrate an approach to workforce development that is grounded in data collection and analysis and utilization of best practices in the industry.

We will foster **innovation** by going beyond what was done in the past and capitalizing on the creativity of others. We intend to increase our efforts through the ARRA to promote innovation in the system so that job seekers obtain skills that are recognized by industry, establish or lead to a career path that fosters self-sufficient wages, and employers realize employees who are ready to contribute to the business's and the region's competitiveness.

TRWIB will also promote open communication through a willingness to listen, having a respect for different perspectives and by having a positive attitude. We believe we can facilitate this process by modeling effective communication and highlighting our shared successes. We intend to provide a more transparent view of dollars committed to workforce development through listing contracts and contractors utilizing ARRA funds on our website.

The TRWIB will continue to track the Pittsburgh LWIA's performance through the quarterly Common Measure Performance Reports that are produced by the Center for Workforce Information and Analysis (CWIA). These reports show the City's Adult, Dislocated Worker and Youth negotiated performance levels with the State and their actual levels of achievement for a particular quarter. The TRWIB will also have access to the ARRA supplemental reports being developed by CWIA. The supplemental reports will be participant based instead of exiter based and will provide a more robust, "real-time" view of the impact of the Recovery funds. In addition to the supplemental reports, TRWIB will develop internal ARRA reports when necessary to meet the oversight needs of our Board and the information requests from stakeholders and the general public.



Currently, TRWIB captures relevant ARRA/WIA data in our Briefing Book which is produced on a quarterly basis. The Briefing Book illustrates the City's WIA formula fund allocations and ARRA allocations and the number of persons receiving intensive or training services by funding stream. We will include a section that captures the number of youth participating/completing Summer Employment programs and the number of youth with a measurable gain in work readiness. Also provided in the Briefing Book is a PA CareerLink Pittsburgh/Allegheny County Business Services Activity Report. The Activity Report shows the number of employers enrolled the PA CareerLink system, penetration rates of a targeted industry cluster and the number of job orders.

Furthermore, the TRWIB will continue to receive the City's Financial Status Reports that will be used to monitor WIA and ARRA spending levels. Most importantly, TRWIB will continue to monitor City LWIA ARRA funds and contractors through our WIA Fiscal and Programmatic policies. These policies and procedures will be modified to meet the rules and regulations of ARRA.

Furthermore, we will provide good **customer service** by identifying and knowing customers' needs and responding to them in a prompt and courteous manner. The local workforce investment system has two distinct customer bases -- employers and job seekers. To the extent that these customers are aware of their needs and can articulate them to us, we must be attentive and responsive not assume a passive role. Since the system relies on informed decision making, we have a responsibility to try to help our customers identify their own knowledge gaps and develop strategies to address those as well. TRWIB will provide the best available labor market information to CareerLink and to all TRWIB partners to assist their efforts.

In addition, TRWIB will build **partnerships** by engaging in cooperation and teamwork in pursuit of common goals. We recognize that a significant amount of solid groundwork has already been laid by our partners in workforce development. We are committed to leveraging resources and working together for the benefit of the region. TRWIB commits to advancing an active role in developing a "regional" understanding of the workforce issues and needs, and seeking the solutions to those needs.

Promoting **equity** is another key component for ensuring a continuum of education and training opportunities. TRWIB believes that equity is characterized by both access to the services under WIA such as PA CareerLink, but also the training that might be needed to compete in the region's labor market, as well as access to the employment opportunities that are created. We will continue to work with economic development, local elected officials and planners, transit officials, community-based organizations, and with the learning provider community to assure this access. TRWIB believes that all persons in the region should be "ready-to-work" and "ready-to-learn" and will reach out to educators and policy makers to ensure that our region provides the appropriate program offerings to achieve a region recognized, internally and externally, for its excellent workforce development system in preparing its workforce for current & future challenges.

TRWIB also intends to utilize demonstration grants and "one-time" funding for **sustainable** program advances. TRWIB recognizes that this type of funding is not long-term and therefore, promotes through its letters of support the utilization of demonstration, foundation, and "one-time" grants to develop new practices for services or training methods that help change operational or learning behaviors through better connection to job opportunities and/or increased program effectiveness or efficiency.



The City of Pittsburgh's Pittsburgh Partnership will continue to track performance for Adult and Dislocated Workers funded by ARRA for the WIA negotiated performance goals for PY'2009 utilizing the Commonwealth Workforce Development System (CWDS). The youth ages 22 to 24 years will participate in a year-round program and will be tracked for all WIA Youth measures in the CWDS system.

The youth being served by the Summer Youth Employment Program will be pre and post tested as a function of the JumpStart Success work readiness curriculum. Pre-test and post-test assessments are the cornerstone of the JumpStart system and will be used to determine and verify the achievement of work readiness, the only benchmark of summer employment activity. JumpStart Success is recognized and approved by the Three Rivers Investment Board and its Youth Policy Council.

JumpStart Success is based on the Pennsylvania Department of Education's Academic Standards for Career Education and Work Readiness and the Three Rivers Workforce Investment Board's Work Readiness Competencies. JumpStart Success also allows youth to develop career goals; cultivate training and educational strategies; and develop a portfolio that can be connected back to the local Pittsburgh Public Schools career education efforts. Jumpstart Success is the system on which competency in work readiness will be measured through pre-test and post-test assessments.