

PY 2006 WIA Local Plan Guideline

I PLAN DEVELOPMENT

Describe the process for the development of the local Plan, including:

- **A description of the involvement of the Local Elected Official (LEO), the Local Board and stakeholders in the development of the Plan;**

The local area has adopted a strategy that allows for the timely submission of the Comprehensive WIA Operational Plan with substantive input from the membership. The Mayor of the City of Pittsburgh, the Three Rivers Workforce Investment Board (TRWIB) Program Committee, PA CareerLink Leadership Council and the full TRWIB all provide input into the plan.

Time is also allowed for input from the local elected officials of the two local areas. The Mayor is represented at all meetings discussing the operational Plan. Comments and changes are made from the Mayor through the representative to the TRWIB for the final version of the Plan. When the draft Plan is completed, an overview will be presented to the Board for a vote to allow the Chair to sign the transmittal with the Mayor. Due to Mayor Bob O'Connor's health condition, Deputy Mayor Yarone Zober, signed the Plan for the City of Pittsburgh.

- **A description of the collaboration between the Local Board and representatives from economic development, education, the business community and other interested parties in the development;**

The Three Rivers Workforce Investment Board is comprised of representatives from economic development, education, and the business community. The local Plan will be presented to the full TRWIB.

Of the TRWIB membership, nearly 70 percent represent interested parties from the economic development, education and business communities. Each of these representatives all have input into the operational Plan.

- **A description of the process used to make the Plan available to the public and the outcome resulting from review of public comments. Describe measures taken to include or address all comments received within the review period. [A copy of the published notice should be included as Appendix A. (For Internet publication, a screen print is acceptable.)] Any comments related to the Plan should be included as Appendix B.**

The draft Operational Plan will be available on the TRWIB website and hard copies will be available at the Pittsburgh Partnership Office, the Allegheny County Department of

Human Services and the Three Rivers Workforce Investment Board. The draft Plan for public inspection and comment will also be advertised in community newspapers.

II VISION AND PRIORITIES

A. Vision

Describe how the LWIB will:

- Utilize available resources to support local workforce and economic development;
 - 1) TRWIB staff, funded through WIA and other sources, provides support to the Industry Partnership organizers in various ways, such as convening meetings, preparing and filing grant requests, etc.
 - 2) TRWIB works with numerous community based organizations, K-12 schools, and the PA Pittsburgh/Allegheny County PA CareerLink to get information about the local labor market into the hands of career/training decision makers, students, and parents.
 - 3) TRWIB also receives private foundation grants and government dollars to administer needed programs in the area such as financial literacy, basic computer skills, and transportation aid.
- Maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the local area;
 - 1) TRWIB, along with other WIBs in SWPA, provides support to various entities seeking funds to provide training in high demand occupations. Funds are leveraged by each of the WIBs cooperating in grant development and regional use and impact of the funds received. For example, TRWIB has worked with the Community College of Allegheny to attract a federal demonstration project in manufacturing. TRWIB helped achieve the required match by committing funds received from private sources to the project, resulting in CCAC obtaining nearly \$1 million for equipment and training.
 - 2) TRWIB often partners with other organizations whose work is similar to TRWIB initiatives to increase the impact to both the funds and organizations. For example, the Allegheny Intermediate Unit provides support services to schools awarded Project 720 funding from the PA Dept. of Education. TRWIB is providing funding to increase the amount of support from the AIU to these schools by paying for the development of additional career resource materials.
- Engage business, industry, education, economic development, and community organizations to participate with the public workforce system to identify workforce challenges and develop strategies and solutions to address those challenges.

TRWIB's study of the impact of the aging workforce on selected industries in SWPA is an example of how we engage these critical customers. Working with the Institute of Politics at the University of Pittsburgh, a recent event drew close to 150 employers, training providers, and workforce professionals to learn more about the study, share thoughts and set an agenda for action.

TRWIB has coordinated 14 industry and incumbent worker partnerships in areas such as: health care, robotics, manufacturing, utilities, financial and business services, and information and communications.

TRWIB also was awarded the Regional Career Education Partnership Grant to develop an intermediary network between employers, schools and other educational institutions.

B. Priorities and Goals

Identify key workforce investment priorities for the local workforce system. Describe how each supports the local workforce development vision. Include strategies to:

- **align with the *Strategic State Workforce Investment Plan*;**

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 Three Rivers Workforce Investment Board and Allegheny County help achieve this goal by the following:

1. Gather, analyze and provide information to decision makers about the current labor market activity and projected growth.
2. Establish the International Computer Driving License (ICDL) as a key component of the region's technology skill development. The ICDL is a globally recognized certification program that provides a way for people to demonstrate their knowledge of fundamental computer concepts and their core computer skills through a series of performance-based tests.
3. Translate industry demand for skills into the training curriculum at local training providers, most importantly, the community colleges.

- **the Governor's *Job Ready Pennsylvania* priorities;**

Job Ready Pennsylvania will align local workforce spending with high priority industries and occupations and tie all education and training funding to employer needs. TRWIB has addressed these goals through the following initiatives:

TRWIB has coordinated 14 industry and incumbent worker partnerships in areas such as: health care, robotics, manufacturing, utilities, financial and business services, and information and communications.

TRWIB also was awarded the Regional Career Education Partnership Grant to develop an intermediary network between employers, schools and other educational institutions.

- **issues identified through analysis of the local economy and labor market, and;**

1. TRWIB's continuing commitment to developing new ventures in the Pittsburgh/Allegheny County area is evident through continuing support of the entrepreneur project at Duquesne University.

2. TRWIB's studies identifying; where is the work? TRWIB's recent published study of aging and its impact on industry sectors in SWPA – naming four in specific with very detailed analysis of each, illustrates the approach we have been pursuing. In instances, numerous partner organizations, employers, government entities have been engaged in discussing the issues, recommendations, and working on solutions.

- **the creation and sustainability of small, new, and emerging industries.**

Aside from the many industry partnership and incumbent worker programs the TRWIB supports listed above, the TRWIB also reviews the City of Pittsburgh and Allegheny County's use of the Self Employment Assistance (SEA) funding from the Commonwealth. These dollars are used to assist interested individuals in starting their own businesses within the TRWIB's identified industry clusters. In 2005-2006, Allegheny County served 61 of these individuals and the City of Pittsburgh has served 42 individuals.

III GOVERNANCE STRUCTURE

A. Organization

1. **Describe the role of the LEO in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision making process between the local elected officials.**

Economic development including workforce development has the highest priority for the local elected official (LEO) of Pittsburgh. The Mayor appreciates the importance of workforce development in the ability to attract and retain business. He has charged the TRWIB to develop a coordinated and coherent employment and training system with the goal of establishing a ready and qualified labor pool, and to provide timely, readily available, and accurate career information for all the residents of Pittsburgh. Nothing better illustrates the deep commitment to these goals than the creation of a joint workforce investment board.

The LEO is well represented and is kept well informed. Furthermore, to keep the elected official aware of and involved in the actions of the TRWIB, there are periodic meetings between the parties. All minutes of meetings and other reports as requested are forwarded to the LEO in a timely manner. In addition, there are periodic meetings between the LEO, or LEO designee, and the TRWIB Chair. The LEO, or LEO designee, may also want to attend Board meetings from time to time. The Chief Executive Officer reports regularly to the Mayor, or designee, and in turn also reports back to the TRWIB.

The Mayor continues to exert a leadership role in the area of workforce development. He is integrally involved in the development of the Operational Plan and co-signs the plan submissions with the Chair of the TRWIB.

Since there are two Local Workforce Investment Areas (LWIAs), there continues to be two LEOs dealing with the TRWIB. No LEO Agreement to indicate the decision making process between the two is, therefore, required.

The Mayor is the Chief Elected Official of the City of Pittsburgh. Residents of the City of Pittsburgh elect the Mayor of the City of Pittsburgh in a general election for a four-year term. Mayor Bob O'Connor's term began on January 3, 2006.

The City of Pittsburgh retains the respective sub-state WIA designation and the Mayor directs the activities of respective operational staff.

2. Identify the WIA Title I Operator. Describe the process for selection and the relationship of the Title I Operator to the Board.

The WIA Title I Operator is the City of Pittsburgh's Pittsburgh Partnership. Pittsburgh Partnership is a division of the City of Pittsburgh's Department of Personnel and Civil Service Commission. The LWIA is a member of the Pittsburgh/Allegheny County PA CareerLink Leadership Council (Operator Consortium) for the local PA CareerLink network of Comprehensive Centers and Community Centers. The PA CareerLink Leadership Council is a joint venture incorporating physical and financial resources from the City of Pittsburgh/Pittsburgh Partnership (LWIA), Goodwill Industries, Allegheny County Department of Human Services/Office of Community Services, the Bureau of Workforce Development Partnership, the Pennsylvania Office of Vocational

Rehabilitation, and the Greater Pittsburgh Literacy Council. The TRWIB, whose members are appointed by local elected officials, granted this Consortium's charter to operate the PA CareerLink. Members of the PA CareerLink Leadership Council are represented on the TRWIB Board and representatives attend TRWIB Quarterly Meetings.

3. Identify the entity responsible for the disbursement of grant funds, as determined by the Chief Elected Official (CEO). Provide all contact information for this entity.

The Mayor of the City of Pittsburgh selected the City of Pittsburgh's Pittsburgh Partnership (a division of the Department of Personnel and Civil Service Commission) as the fiscal entity responsible for disbursement of grant funds. Contact Information is: Ms. Judy Hill Finegan, Manager, 406 City-County Building, 414 Grant Street, Pittsburgh, PA 15219. Phone: (412) 255-0716. E-mail: jfinegan@pghPA CareerLink.org. Fax: (412) 255-8909.

4. Provide an organizational chart (Appendix C) that delineates the relationship between the agencies involved in the workforce development system, including the LEO and the required and optional PA CareerLink partner programs and line of authority. The chart should reflect the distinct separation between governance and service delivery structure consistent with the State's LWIB Staffing Policy.

See Appendix C for workforce development organizational chart.

B. Local Workforce Investment Board

1. Describe any functions the Board has assumed other than those required by statute.

- a. TRWIB has placed a high priority on regional partnerships. The most notable effort in this regard has been the establishment of the Regional Workforce Collaborative (RWC) of Southwestern Pennsylvania, a regional entity consisting of the WIBs and Community Colleges in southwestern Pennsylvania.
- b. TRWIB has partnered with the Coro Center for Civic Leadership to create the Regional Internship Center (RIC). RIC is focused on increasing the number of internships in the 13-county region in order to develop a labor pool for local employers. The RIC serves employers in the counties of Allegheny, Armstrong, Beaver, Butler, Clarion, Crawford, Fayette, Greene, Indiana, Lawrence, Mercer, Washington, and Westmoreland, as well as the Panhandle of West Virginia.
- c. TRWIB organized and hosted a Faith & Community Based Organization Summit to help further understanding of labor market conditions.

- d. TRWIB has funded, with private foundation funds, the International Computer Driving License evaluation and implementation.
- e. TRWIB has funded, with private foundation funds, the preparation of incumbent workers in healthcare to prepare for skill upgrade training.
- f. TRWIB convenes a Providers Council to help provide technical assistance to community based organizations that provide youth services and to help implement work readiness competencies adopted by the Board.
- g. TRWIB has served as the fiscal entity & partner on a project dubbed “Raise-Up” that provided both technical support and some limited funding to help PA CareerLink sites across the state better serve persons with disabilities.
- h. TRWIB is the fiscal entity for a private foundation grant to help fund equipment to better serve persons with disabilities.
- i. TRWIB engaged in a Financial Literacy project aimed at increasing the financial literacy of predominately minority populations.
- j. TRWIB engaged in a Basic Career Literacy project aimed at increasing career awareness of predominately minority populations.
- k. TRWIB has successfully partnered with the Plumbers & Steamfitters unions to secure funds to train incumbent workers in orbital welding.
- l. TRWIB has worked with the Carpenters’ Union to provide assistance to a pre-apprenticeship project funded to African-American Workers Training through Lorraine Construction, a minority construction firm in Pittsburgh.
- m. The TRWIB continues to collaborate with regional agencies for future grant proposals.

2. Describe measures developed to improve operational collaboration of workforce investment activities and programs. Include measures to identify and eliminate existing barriers to coordination.

- In recognition of the regional nature of labor markets, TRWIB has placed a high priority on regional partnerships. The most notable effort in this regard has been the establishment of the Regional Workforce Collaborative (RWC) of Southwestern Pennsylvania, a regional entity consisting of the WIBs and Community Colleges in southwestern Pennsylvania. Seed funding for the RWC was obtained through the Heinz Endowments. The RWC promotes a regional approach to cluster organization as much as possible. The RWC has also entered into a memorandum of understanding with local and regional economic development and public transportation agencies to address access to work challenges (which ultimately impact industry success) on a regional scale.
- In addition, TRWIB has partnered with the Coro Center for Civic Leadership to create the Regional Internship Center (RIC). RIC is focused on increasing the number of internships in the 13-county region in order to develop a labor pool for local employers.
- TRWIB has also worked with surrounding WIBs to develop a project scope for JobReady PA funds and to determine which WIBs should file the applications.
- Through the partnership formed from the industry partnership grants, the TRWIB has the ability to identify barriers to coordination.

- TRWIB has worked to eliminate existing barriers to coordination by collaborating with the Westmoreland/Fayette WIB and Allegheny County to operate industry partnership grants.

3. Describe how the Board ensures that meetings and information regarding Board activities are accessible to the public (including persons with disabilities.)

TRWIB meetings are held quarterly and are published online at <http://www.trwib.org/boardschedule.htm>. The Board ensures that all meetings are open to the public and provides a contact phone number and email for people to register. In addition, all the TRWIB briefing books (a detailed summary of the items discussed at each meeting) from February 2002 are also available online at <http://www.trwib.org/briefingbooks.htm>.

For people with disabilities, the TRWIB webpage contains a line which forwards people in need of information in an alternate format to the TRWIB COO. A phone number and email are provided. TRWIB meetings are held in an accessible location with a lift for wheelchair access.

4. Describe how the Board ensures timely, open and effective sharing of information between state and federal agencies, other boards and the local workforce investment system, including the PA CareerLink.

The TRWIB Program Monitor is in regular contact with the Department of Labor and Industry for guidance and instruction. The TRWIB also takes advantage of trainings offered by the Employment and Training Administration (ETA).

The TRWIB is the organization responsible for oversight of the PA CareerLink system in the Pittsburgh / Allegheny County Workforce Investment Areas. In addition to chartering and rechartering PA CareerLink centers, the TRWIB sets policy, oversees performance and ensures EEO compliance. The PA CareerLink Leadership Council members are members of the TRWIB and represent the PA CareerLink System on various sub-committees, including the Executive Committee. The TRWIB sets policy, goals and oversees performance of the PA CareerLink through the Leadership Council. The PA CareerLink Leadership Council selects the Site Administrator, delineates the responsibilities of the administrator and is in charge of operating the PA CareerLink site. Both the Site Administrator and the Chief Operating Officer of the TRWIB attend the monthly Leadership Council meetings and continuous contact is maintained on a regular basis via phone, e-mail and personal contact. The TRWIB is located in the same building as the Pittsburgh PA CareerLink, facilitating easy and ongoing communication.

In addition, TRWIB staff members sit on the board of PA Partners and are active members of the Quality Assurance Technical Workgroup and the Youth Workgroup. These meetings provide contact to other boards and the broader workforce investment system.

5. Describe the relationship of the Youth Council to the LWIB and to the WIA Title I Operator.

A significant number of Youth Council members are also members of the TRWIB and facilitate coordination with the TRWIB. When youth related issues are on the TRWIB agenda, Youth Council members on the Board (and/or others) attend TRWIB meetings to represent the Youth Council position and bring recommendations to the Board. There are additional meetings between the TRWIB and Youth Council workgroups as needed. Furthermore, all minutes of meetings and other reports are forwarded to the TRWIB.

The Title I Operator, Pittsburgh Partnership, participates in the Youth Council. The Pittsburgh LWIA meets regularly with the TRWIB Youth Program Officer. The TRWIB Youth Programs Officer is invited to, and attends, regular meetings of the LWIA' providers meetings and the LWIA's Independent Proposal Review process. A Pittsburgh LWIA representative also attends the TRWIB's Youth Providers Council meetings.

6. Describe the process used to identify and select local Board members.

Each year the TRWIB mails letters to local chambers of commerce, educational entities, labor organizations, community based organizations, and private sector businesses inviting them to nominate potential board members. A member of the Board meets and interviews each nominee.

The actual appointment to the Board is a joint appointment by the Chief Executive of Allegheny County and the Mayor of the City of Pittsburgh from nominations forwarded by TRWIB's Executive Committee. The Chief Executive and the Mayor each appoint economic development representatives and their WIA mandated partners to the Board.

Two representatives from educational entities, labor, community-based organizations, economic development agencies and mandated partners are appointed to the Board. The private business sector comprises 51% of the membership and represents employers in the region with key industry clusters. Members' terms are staggered and membership is in full compliance with PA Department of Labor and Industry Bureau of Workforce Development Partnership Guidelines (Notice No. 3-03)

7. Describe the process to identify a potential conflict of interest for, or any matter that would provide a financial benefit to: a Board member, a member's immediate family, or a representative entity. Include actions to be taken by the Board or Board member, in the event of a conflict of interest.

Upon appointment, each Board member is required to review TRWIB's Ethics policy and sign the Potential Conflict of Interest Declaration; the declaration is updated annually. The policy covers general rules and definition of conflict of interest, financial interests of relatives and business associates. The policy defines specific procedures in the event of a conflict of interest. Requests for rulings are directed to the Chief Operating Officer and may be directed to the Executive Committee for a final ruling in case of a dispute. If a conflict of

interest does arise at a board meeting, board members announce the conflict and are excluded from the vote. The exclusions are always noted in TRWIB minutes.

iv Provide a detailed analysis of the local economy, the labor pool, and labor market. This analysis must include the following:

All of the following data was provided by the Pennsylvania Center for Workforce Information Analysis for the Three Rivers Workforce Investment Area which includes the City of Pittsburgh and Allegheny County.

A. The current makeup of the local economic base by industry.

The TRWIB has analyzed the local economic base by number of employees, highest weekly wages, and size of payroll using the industry projections data for the base year of 2002. The TRWIB has focused and formed industry partnerships for health care, manufacturing, financial services, and information technology. Please note that each industry the TRWIB has focused on is important economically to the region by number of employees, weekly wages, and size of payroll.

Most important industries by number of employees	Most important industries by highest weekly wages	Most important industries with largest impact by size of payroll
Total Nonfarm Jobs	Management of Companies and Enterprises	Total Nonfarm Jobs
Service Providing	Mining	Service Providing
Healthcare and Social Assistance	Professional and Technical Services	Goods Producing
Goods Producing	Finance and Insurance	Health Care and Social Assistance
Retail Trade	Utilities	Professional and Technical Services
Educational Services	Manufacturing- Durables	Educational Services
Accommodation and Food Services	Wholesale Trade	Finance and Insurance
Professional and Technical Services	Information	Manufacturing-Durables
Manufacturing-Durables	Transportation	Transportation
Finance and Insurance	Goods Producing	Retail Trade
Administrative and Waste Services	Construction	Construction
Other services, Except Public Administration	Government	Wholesale Trade
Transportation	Educational Services	Government
Construction	Total Nonfarm Jobs	Information
Government	Service Providing	Administrative and Waste

		Services
Wholesale Trade	Health Care and Social Assistance	Management of Companies and Enterprises
Information	Arts, Entertainment, and Recreation	Other Services, Except Public Administration

B. Industries and occupations expected to grow or decline in the short term and over the next decade.

For the Three Rivers Workforce Investment Area, the following industries will have the largest number increase for employment growth, not percentage change, from 2002-2012:

- 1) Ambulatory health care services (7,140 increase)
- 2) Professional and technical services (4,380 increase)
- 3) Nursing and residential care facilities (2,820 increase)
- 4) Social assistance (2,280 increase)
- 5) Membership associations and organizations (1,780 increase)

In addition, the following occupations are expected to have the largest number increase, not percentage change, from 2002-2012:

Occupations increasing the most due to growth	Occupations increasing the most due to replacement	Occupation increasing the most by growth and replacement
Registered Nurses	Waiters and Waitresses	Waiters and Waitresses
Personal and Home Care Aides	Combined Food Preparation and Service Workers	Registered Nurses
Customer Service Representatives	Registered Nurses	Combined Food Preparation and Service
Medical Assistants	General and Operations Manager	Customer Service Representatives
Home Health Aides	Customer Service Representatives	General and Operations Managers

The following industries will have the largest decrease for employment declines, not by percentage change, but by actual number from 2002-2012:

- 1) Hospitals (4,280 decrease)
- 2) General Merchandise Stores (2,250 decrease)
- 3) Electronic Markets and Agents and Brokers (2,070 decrease)
- 4) Primary Metal Manufacturing (1,680 decrease)
- 5) Educational Services (1,310 decrease)

The following occupations have the largest declines in employment for 2002-2012:

Occupations decreasing the most due to lack of growth	Occupations with the largest number of replacements while still decreasing overall	Occupations decreasing the most by lack of growth and replacement
Secretaries	Cashiers	Cashiers
Stock Clerks and Order Fillers	Retail Salespersons	Retail Salespersons
Office Clerks, General	Office Clerks, General	Office Clerks, General
Laborers and Freight, Stock, and Material Movers	Stock Clerks and Order Fillers	Janitors and Cleaners
Retail Salesperson	Secretaries	Tellers

While all of these occupations have a percentage decrease in employment from 2002-2012 and average openings due to growth are decreasing, many still have a significant amount of average annual job openings due to the need to replace workers in jobs that already exist. This in part is due to the Three Rivers Workforce Investment Area's unique demographics.

In partnership with Carnegie Mellon University's Center for Economic Development, the Three Rivers Workforce Investment Board has conducted a study of industries affected by the aging demographics of our region. The Three Rivers Workforce Investment Area appears to have a somewhat older workforce than seven peer regions. For more information and to view the full study please visit <http://www.trwib.org/changingworkforce.htm>.

C. Local industries and occupations that have a demand for skilled workers and have available jobs, both today and projected over the next decade.

In the Three Rivers Workforce Investment Area, between 2002 and 2012, professional workers will increase by five percent, skilled workers will decrease by two percent, and unskilled workers will decrease by four percent.

The table below illustrates the occupations that will have the most annual openings due to growth for professional workers, skilled workers, and unskilled workers.

Largest Professional Worker Occupations by Growth	Largest Skilled Worker Occupations by Growth	Largest Unskilled Worker Occupations by Growth
Registered Nurses	Customer Service Representatives	Personal and Home Care Aides
Business Operations Specialists, Other	Medical Assistants	Home Health Aides
Computer Systems Analyst	Nursing Aides, Orderlies, and Attendants	Receptionists and Information Clerks
Computer Software Engineers, Systems Software	Social and Human Service Assistants	Child Care Workers
Computer Software Engineers, Applications	Computer Support Specialists	Interviewers

The following represent the top ten professional or skilled occupations by average annual openings for the Three Rivers Workforce Investment Area and the industries that hire the majority of them:

Occupation	Average Annual Openings	Top Employing Industry	Percent of Total Employed by Industry
Retail Salesperson	679	Department Stores	19%
Registered Nurses	548	General Medical and Surgical Hospitals	57%
Customer Service Representatives	303	Depository Credit Intermediation and Insurance Carriers	15%
General and Operations Managers	280	Grocery Stores and Local Government	6%
Tellers	211	Depository Credit Intermediation	91%
Sales Representatives	209	Electronics Market and Agents/Brokers	11%
Secondary School Teachers	203	Elementary and Secondary Schools	99%
Nursing Aides, Orderlies, and Attendants	179	Nursing Care Facilities	41%
Managers, Other	168	Self-Employed	46%
Business Operations Specialist, Other	147	Federal Government	14%

D. Occupations that are most critical to the local economic base.

The following table represents the top five high priority occupations that are most critical to the Three Rivers Workforce Investment Area’s economic base by annual job openings and by annual average wage.

High Priority Occupations by Annual Job Openings	High Priority Occupations by Annual Average Wage
Registered Nurses	Education Administrators, Elementary and Secondary School
Customer Service Representatives	Financial Managers
Office Clerks	Veterinarians, Large Animals
Receptionists and Information Clerks	Securities, Commodities, and Financial Services Sales Agents
Sales Representatives	Sales Manager

E. Skill needs for the available, critical and projected jobs.

The Commonwealth of Pennsylvania has identified targeted industry clusters for training purposes. For the Three Rivers Workforce Investment Area, the data presented below will be for the TRWIB targeted industry clusters of Advanced Materials and Diversified Manufacturing, Healthcare, Information and Communication Services, and Business and Financial Services. Each of the four industry clusters will have a set of occupations grouped by the Center for Workforce Information Analysis and will list the most important O*NET knowledge, skill and ability.

Advanced Materials and Diversified Manufacturing

Occupation	Knowledge	Skill	Ability
Management	Administration and Management	Coordination	Oral Expression
Business and Financial	Mathematics	Information Gathering	Written Comprehension
Sales	Sales and Marketing	Speaking	Oral Expression
Technicians, Technologists, and Therapists	Engineering and Technology	Mathematics	Written Comprehension
Engineering and Physical, Biological and Social Science	Engineering and Technology	Mathematics	Written Comprehension
Skilled Craft Workers	Mechanical	Product Inspection	Manual Dexterity
Production Workers and Equipment Operators	Production and Processing	Operation and Control	Manual Dexterity
Clerical	Clerical	Reading Comprehension	Written Comprehension
Information Technology and Mathematics	Computers and Electronics	Operations Analysis	Written Comprehension
Mechanics Repair and Maintenance	Mechanical	Repairing	Information Ordering
Transportation Equipment Operators	Transportation	Operation and Control	Far Vision

Health Care

Occupation	Knowledge	Skill	Ability
Management	Administration and Management	Management of Personnel Resources	Oral Expression
Business and Financial	Mathematics	Information Gathering	Written Comprehension
Healthcare Practitioners	Medicine and Dentistry	Speaking	Oral Expression

Technicians, Technologists, and Therapists	Medicine and Dentistry	Service Orientation	Oral Expression
Food Service	Customer and Personal Service	Service Orientation	Wrist-Finger Speed
Clerical	Clerical	Reading Comprehension	Oral Comprehension
Information Technology and Mathematics	Computers and Electronics	Programming	Written Comprehension
Counseling and Social Work	Therapy and Counseling	Social Perceptiveness	Oral Expression
Mechanics Repair and Maintenance	Customer and Personal Service	Equipment Maintenance	Manual Dexterity

Information and Communication Services

Occupation	Knowledge	Skill	Ability
Management	Administration and Management	Coordination	Oral Expression
Business and Financial	Administration and Management	Information Gathering	Written Expression
Sales	Sales and Marketing	Speaking	Oral Expression
Technicians, Technologists, and Therapists	Design	Math	Written Comprehension
Engineers and Scientists	Engineering and Technology	Math	Written Comprehension
Production Workers and Equipment Operators	Production and Processing	Product Inspection	Near Vision
Clerical	Clerical	Reading Comprehension	Oral Comprehension
Information Technology and Mathematics	Computers and Electronics	Programming	Written Comprehension
Arts, Entertainment and Sports	Fine Arts	Speaking	Oral Expression
Communication and Media	English Language	Reading Comprehension	Written Comprehension
Mechanics Repair and Maintenance	Telecommunications	Installation	Manual Dexterity
Transportation Equipment Operators	Transportation	Operation and Control	Spatial Orientation

Business and Financial Services

Occupation	Knowledge	Skill	Ability
Management	Administration and Management	Coordination	Oral Expression
Business and Financial	Mathematics	Information Gathering	Written Comprehension
Sales	Sales and Marketing	Speaking	Oral Expression
Technicians, Technologists, and Therapists	Medicine and Dentistry	Active Listening	Oral Comprehension
Engineers and Scientists	Mathematics	Mathematics	Written Comprehension
Food Service and Processing	Customer and Personal Service	Service Orientation	Manual Dexterity
Personal Service	Customer and Personal Service	Service Orientation	Oral Expression
Skilled Craft	Building and Construction	Product Inspection	Manual Dexterity
Production Workers and Equipment Operators	Production and Processing	Operation and Control	Manual Dexterity
Clerical	Clerical	Reading Comprehension	Written Comprehension
Law Enforcement, Public Safety, and Compliance	Mathematics	Speaking	Written Comprehension
Information Technology and Mathematics	Computers and Electronics	Programming	Written Comprehension
Counseling, Advising, and Social Work	Therapy and Counseling	Social Perceptiveness	Oral Expression
Legal	Law, Government, and Jurisprudence	Critical Thinking	Written Comprehension
Arts, Entertainment and Sports	Fine Arts	Information Organization	Originality
Communication and Media	Communications and Media	Writing	Oral Expression
Mechanics Repair and Maintenance	Mechanical	Equipment Maintenance	Manual Dexterity
Transportation Equipment Operators	Transportation	Operation and Control	Far Vision

F. Current and projected demographic of the available labor pool, including the incumbent workforce.

In 2005, the Three Rivers Workforce Investment Area had 637,100 people in the civilian labor force: 606,200 (95%) were employed; and 30,900 (5%) were unemployed. Below is a table outlining demographic characteristics for the labor pool as of 2002 according to Labor Force Characteristics:

BOTH SEXES

<u>Minority</u>	<u>Percent of Labor Force</u>	<u>Percent Employed</u>	<u>Percent Unemployed</u>	<u>Unemployment Rate</u>
White	89.4	90%	77%	4%
Black	8.1	7%	20%	12%
Other Races	2.5	2%	3%	6%
Hispanic	1	1%	1%	6%

G. Any “in migration” or “out migration” of workers that impact the local labor pool.

The Three Rivers Workforce Investment Area has net in-commuting. More people commute in from outside the area than commute out to work somewhere else. The ratio of in-commuters to out-commuters is 3:2, meaning that three times as many people commute into the area to work compared to those who commute out of the area. This is typical of urban areas where more jobs are created than its residents can fill so the area attracts people to commute in from outside the area.

Of the 146,097 who commute into the Three Rivers WIA, most come from surrounding Pennsylvania counties including: Westmoreland County (30%), Washington County (19%), Beaver County (16%), and Butler County (15%). In addition, a substantial number come from Ohio (3%) and West Virginia (2%). Similarly, those 45,707 people who commute out to work elsewhere go mostly to the same list of counties and neighboring states.

H. Current local area skill gaps and skill gaps projected to occur over the next decade.

TRWIB has analyzed the critical skills needed by workers in the occupations in which local job demand exceeds the supply of trained workers. Despite the fact that these critical occupations occur in a wide variety of occupational fields, they exhibit some noticeable similarities in their skill requirements. Most of the occupations depend mainly on communication skills which include active listening, reading comprehension, writing, and speaking, so it is important for training providers to focus on these skills as much as the curriculum needed for training. A second commonality of these occupations in demand is the importance of knowing the work environment, most importantly information gathering, information organization, coordination, and problem identification.

As more a knowledge area than a skill, mathematics appeared as an important part of many of the in demand occupations. Finally, the importance of interpersonal skills can not be ignored. Service orientation (looking for ways to help people), and social perceptiveness (understanding why others react as they do) are throughout many of the in demand occupations. Training programs designed to address critical worker shortages in the Three Rivers Workforce Investment Area must take steps to insure that program completers are equipped with good communication skills, problem-solving skills, and interpersonal skills in addition to the specific knowledge required for overall work ready competency.

While the above data only identifies critical skills needed for the Three Rivers area, a much more detailed research study would need to take place to identify current and projected skill gaps. The TRWIB utilized data from CWIA to determine the critical skills needed in the Three Rivers area.

v PLANNING AND EVALUATION

A. Describe the PA CareerLink system in the local area. Provide strategic information about the availability and coordination of PA CareerLink services, including:

1. Number and type of site (PA CareerLinks and access points) and site locations.

To give physical access to as many people as possible there are three full-service PA CareerLink centers in Pittsburgh and Allegheny County: one in downtown Pittsburgh, one in the Mon Valley (located in Forest Hills), and one in the Airport corridor. In addition, the TRWIB jointly charters two regional comprehensive PA CareerLink sites with neighboring counties.

There are also eight-chartered PA CareerLink Community Centers in the Pittsburgh and Allegheny County LWIAs.

As of January 1, 2007 when the implementation of new chartering criteria is final, the TRWIB will have three PA CareerLink sites: Downtown Pittsburgh, Allegheny County East, and Allegheny West. TRWIB plans to have one PA CareerLink Affiliated site, Goodwill Industries of Pittsburgh.

2. Factors used to assess the effectiveness of such configuration. Include factors for determining a location's business hours and the types of services offered.

To determine the location of a PA CareerLink site, several factors are utilized. If a PA CareerLink center is new or must relocate, the TRWIB and PA CareerLink Leadership implement an extensive research process which details the following:

- Diversity and size of the resident community within a 10-minute drive time of the site;

- A significant number of employers located near the site;
- Accessibility both by public transportation and driving (this includes ample parking on site); and
- Financial feasibility while allowing for growth potential.

All applicants are required to submit a plan according to the State format. All requests for charters are reviewed by the PA CareerLink Leadership Council (including PA CareerLink partners who have representation on the TRWIB) and the Program Committee. Factors including location, hours, services offered, and location of other centers are reviewed. All factors relating to efficiency and effectiveness are reviewed during the annual PA CareerLink monitoring visit and regular quarterly reports are submitted to the TRWIB for analysis.

B. Describe the integration of the labor market information provided by the Center for Workforce Information and Analysis (CWIA) into planning and decision-making.

Labor market information provided by the CWIA is the catalyst for employer outreach in the PA CareerLink system. Based on the information, the Business Development Team is able to determine current penetration rates into each of the 17 defined industries clusters and enables the team to perform targeted solicitation for increasing the opportunities within growth industries for PA CareerLink users.

Labor market information from CWIA is also used to develop the TRWIB Promising Career Pathways (PCP) newsletter. The PCP is a product of the TRWIB Labor Market Council and is a useful resource to career counselors and other professionals responsible for helping jobseekers make informed decisions about employment and training.

C. Describe how LWIA ensures that the strategic direction and performance goals are communicated for PA CareerLink planning and alignment.

The Pittsburgh LWIA in conjunction with Allegheny County's LWIA and the Pittsburgh/Allegheny County system has developed a Strategic Plan to ensure that the strategic direction and performance goals are communicated and disseminated to all partners and participating entities. The Strategic Plan is presented by the Pittsburgh/Allegheny County PA CareerLink Leadership Council for the local PA CareerLink network of Comprehensive Centers and Community Centers. This plan was developed through a strategic planning process that began in the fall of 2005 with a thorough review of previous plans and ultimately culminated in the creation of newly articulated goals, objectives and associated action steps for each. This plan will serve as a guide for the PA CareerLink system over the course of the next three years.

The goals are as follows:

- Goal #1: Continue to enhance the employer service model to increase utilization of PA CareerLink;
- Goal #2: Continue to enhance the job seeker service model to better meet individual needs;
- Goal #3: Create a PA CareerLink staff development and training program that ensures customer focused service;
- Goal #4: Ensure stability and support program enhancements by expanding and diversifying the funding base; and
- Goal #5: Continue the development of the Pittsburgh / Allegheny County PA CareerLink system and ensure continuity of mission

Successful implementation of this plan will continue to depend on the commitment of time, resources, and energy by the Leadership Council, hard work and dedication demonstrated by PA CareerLink staff and Community Center employees, and support from the TRWIB.

D. Describe innovative strategies for improving services to business customers.

A significant achievement for the Business Development Team to better serve business customers has been the development and launch of a customized, web based contact management system. The Employer Contact Management System (ECMS) enables the staff at all locations to record all contacts with employers and is a real time web based application that enables staff throughout the system to record all contacts with employers. The system eliminates duplications of efforts through multiple contacts. This allows a more streamlined and focused approach with potential business customers. Staff also records the working conditions, types of occupations, and hiring trends so they can be proactive with the businesses hiring needs. The ECMS provides basic information on all 36,000 employers in Allegheny County and enables us to conduct targeted outreach by a variety of factors such as industry, location and size of company. This also affords us the ability to have targeted outreach to businesses and sectors that we have not yet enrolled on the system and allows us to evaluate our employer penetration rate set forth in the Strategic Plan.

E. Describe any regional workforce development partnerships. Describe the purpose of these partnerships, the roles, goals and objectives along with the activities (such as regional planning, information sharing and/or coordination activities) that will help improve performance.

The TRWIB has created the Regional Workforce Collaborative (RWC) for Southwestern Pennsylvania. The group is comprised of five workforce investment boards, four community colleges, economic development organizations, private businesses, and organized labor. The group is designed to address workforce issues on a regional level and help leverage resources among the members.

In addition, the Pittsburgh Allegheny County PA CareerLink is a partner in the Pennsylvania Business Retention and Expansion Program. This program joins agencies such as the Allegheny County Economic Development, Governor's Action Team and the Urban Redevelopment Authority of Pittsburgh through a shared database, which allows for seamless referral of businesses to the appropriate partnering agency based on their needs. This effort supports Goal #1: Continue to enhance the employer service model to increase utilization of PA CareerLink in the Strategic Plan. Our participation in the two Regional Service Centers (one in Donora, one in Alle-Kiski) allows us to expand our reach and increase coordination to outlying areas. These partnerships are promoted, supported, and improved through the efforts of Employer Services team. The Pittsburgh/Allegheny County PA CareerLink system is one of the agencies in the Southwestern Pennsylvania Entrepreneurial Assistance Network. This network provides a variety of services including business planning, funding assistance, import/export information, staff recruitment and special target programs. Another partnership that the Pittsburgh/Allegheny County PA CareerLink system has established is a working relationship with the Pittsburgh Regional Alliance (PRA). We share information for existing and new businesses looking to expand their business within Pittsburgh and Allegheny County. We work on a continual basis with local Chamber of Commerces, the Business Leadership Network, Rotary organizations, Southwestern Pennsylvania Commission, small business member organizations, and other targeted outreach organizations and efforts.

vi SERVICE DELIVERY

A. Delivery System

1. Provide a description of the service delivery network.

The PA CareerLink system supports local and regional economic development activities by serving as the foundation for the City of Pittsburgh workforce delivery system. There are three Comprehensive Centers in Pittsburgh/Allegheny County and eight Community Centers.

2. Describe overarching service delivery strategies, including the following:

- a. The strategy for seamless service delivery including: transition between core, intensive and training services and referral to partner services for both businesses and individual customers.**

Currently, Job Seeker customers arrive and are welcomed to the PA CareerLink by the greeter. Every new customer to the PA CareerLink is requested to complete an initial survey that provides the PA CareerLink with the individual's profile, interests, and demographics. Upon completion of the survey, job seekers are offered an orientation to the PA CareerLink and available services. During orientation, the job seeker is guided through a partial enrollment into the PA CareerLink job match system. Most customers are directed

to the Career Resource Center where core services, career counseling, and guidance to job seekers are available. Available core services include, but are not limited to: posted job listings; job search assistance; skills, interests, and aptitudes assessments; assessment of their needs; career counseling/advising; connections to support services; literacy services; education and training information; financial aid information; and information regarding the other programs and services. Job seekers who are identified in need of further services after utilizing core services are referred to Employment Services Coordinators/Counselor (ESC). Customers are informed of the full array of services available to them. Counselors along with the job seeker explore potential opportunities that include needs assessment, suitability, and eligibility for potential enrollment in the program. Counselors are aware of the programs and services available to customers from among the mandated and other partners in the system. They are also knowledgeable of the available services in the region.

Commencing in the fall of 2005, the Pittsburgh/Allegheny County PA CareerLink system has developed a pilot project to triage job seekers upon their initial visit. The Personal Employment Guide (PEG) is an intranet-based computer program that provides an initial assessment of the job seekers needs to allow them to better utilize the PA CareerLink. The PEG is an interactive system that customizes information based on the user's answers and input. This provides the job seeker with a highly personalized action plan to assist them in maximizing their use of available services and their job search efforts.

Other key service delivery components include:

Job Matching and Referral

All partners participate in a common system of job listings and efforts to match customers with appropriate job referrals. Customers are able to review those listings in the resource center, and staff has unsuppressed access to all listings and helps with referrals whenever appropriate.

Workshops

A variety of workshops are offered within the PA CareerLink. These include workshops design to address specific employment concerns: interviewing skills and techniques, resume and cover letter writing, Microsoft Office skills, and industry specific and related training programs that address the skills sets need for high priority occupations. Workshops have also been created to address barriers or bias to employment, such as, "How to Address Criminal Records" or "Re-entry into the Workforce for Older Clients and Displaced Homemakers." The workshops are reviewed for effectiveness and relevance to the current economic and workforce efforts and indicators.

Assessment Services

A distinctive feature of the PA CareerLink is its Assessment Center, managed by Goodwill Industries, and involving several investors. Assessment specialists work with customers in need of testing and in-depth assessment, using a range of appropriate instruments.

Individualized Employment/Training Plan

Customers referred to a Career Counselor for in-depth career counseling develop an individualized training plan with the ESC counselor's help. This plan outlines the steps necessary for the client to gain employment. These steps include intensive services, support services, and/or such special target group programs.

Intensive Services

After receiving Core Services, customers in need of additional services may progress to Intensive Services. Intensive Services are provided to assist clients that have not connected to the workforce using the self-help model of the PA CareerLink system. Customers in Intensive Services receive a variety of services and options designed to provide more individualized instruction that include, but are not limited to, job search, job placement and retention, and more in depth career and skill assessments. The City of Pittsburgh continues to contract with outside agencies that specialize in re- attaching individuals to the workforce as well as working with targeted populations to address their employment barriers.

Eligibility Determination

At the point when it is decided that intensive services are required, the ESC counselor determines whether the customer is eligible for such services in accordance with the WIA legislation and the local priority of service policy. In the event that (s) he is not eligible, the counselor attempts to refer the customer to other available services in the community.

Individualized Employment/Training Plan

Once a client has been determined eligible and suitable for Intensive or Training Services, an individualized Employment/Training Plan is created to address the client's particular needs. This plan outlines the steps necessary for the client to gain employment. The plan may include additional assessment of the clients' skills sets, related employment or training opportunities, work history, education, and their career and employments goals. The plan may also include provision of services by outside agencies that specialize in job search, placement and retention activities, support services, or services specifically designed for special targeted populations.

Individual Training Accounts (ITAs)

If the job seeker is still unable to secure employment after Intensive Services, the individual may meet again with an ESC Counselor to determine the next step. If appropriate, an ITA will be explored. ITAs are design to provide clients with funding to obtain training in occupations that have been designated as "High Priority." Clients that are eligible and suitable for training choose a training program and provider from the approved training provider list as designated by the TRWIB and the State Department of Labor and Industry. Individual training accounts are for a maximum of \$8,000 per person. Training cannot exceed two years.

Case Management

Throughout the individual's participation in intensive services and an ITA, the client receives case management services from an ESC Counselor. The ESC Counselor assists the client to stay on track, address existing or new barriers, and seek supportive services. The City of Pittsburgh has designed an incentive program that enhances our ability to closely monitor

our clients' activities and employment through increased communication with our clients and contractors. Each client is awarded gifts cards to local business establishments for obtaining employment (\$100) and for retention of employment for each of the next three quarters following exit (\$75).

Employers

Employers contacting the PA CareerLink for services are referred to one of the members of the Business Development Team. A Business Development Representative assesses the needs of the Employer and provides access to core services comprised of recruitment and screening assistance, assessment and testing services, technical assistance on employment issues, outplacement assistance, labor market information, and linkage/ referrals to other workforce and economic development agencies.

Other services include administering assessment tests to screen applicants or assess necessary job skills, accessing on-the-job training or customized job-training funds, and providing current employees access to community-based employee assistance programs.

b. The type and availability of training and employment activities and supportive services available in the Local Area. Include a description of how these were assessed/determined.

Pittsburgh is fortunate in the large number of employment and training activities and support services available. For occupational training, there are numerous public, private, for-profit, and non-profit vocational schools in the Pittsburgh area. The Community College of Allegheny County offers an extensive menu of technical and occupational training and has the capacity to respond quickly to any requests for additional needed training options. Additionally, there are many high quality private occupational and technical training institutions, both for-profit and not-for-profit. Many of these institutions offer remediation as well.

Furthermore, Pittsburgh has a wealth of both established and grass roots community-based organizations including faith-based organizations that provide a variety of services from job readiness activities to support services to full service programs for special target groups.

Other services include administering assessment tests to screen applicants or assess necessary job skills, accessing on-the-job training or customized job-training funds, and providing current employees access to community-based employee assistance programs.

c. Describe the coordination of PA CareerLink partner services. Include a copy of the memorandum of understanding (Appendix D) between the LWIB and each partner in the local workforce investment system, as required in WIA Section 118(b)(2)(B).

Please see Appendix D for MOU, or refer to 2.a. for a description of the coordination of PA CareerLink partner services.

B. Adults and Dislocated Workers

- 1. Describe any plans for transferring up to 100% of the funds between the Adult and Dislocated Worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.**

The City of Pittsburgh WIA has in the past transferred up to 20 percent of funds from the adult to dislocated worker programs. These transfers were precipitated by lower dislocated worker allocations combined with higher dislocated worker demand for services. With the imbalance in allocations and services between the two funding streams expected to continue, the City of Pittsburgh would like to reserve the right to transfer above the 20 percent limit as allowed under the Pennsylvania waiver. The decision to move funds will be predicated on the assurance that there will be minimal impact on the “sending” fund and that all possible Common Measures are met.

2. Core Services

- a. Describe how the Board ensures adults and dislocated workers have universal access to the minimum required cores services.**

The TRWIB assures through policies and the chartering process that all core services for job seekers as well as employers are available at the full service PA CareerLink locations and Community Centers and core service information is universally available via the Internet from any Internet connected computer.

- b. Describe how partner resources are integrated to deliver core services.**

PA CareerLink staff is cross-trained to know the services available from the other Partners. Based on information obtained from a job seeker via the initial informational survey from the first visit or from the PEG, customers are referred to a PA CareerLink staff or a PA CareerLink partner or referred to an appropriate agency. All partners have agreed that the PA CareerLink Operating System is their system of record used as the common data repository for all Workforce Investment Act activities. Joint processes and procedures have been established that enable partners to integrate their respective services into a seamless system. They accomplish this integration through participating in the delivery of the required core services and by assuring that intensive services and individual training accounts (ITA)'s as well as other required services are available to customer.

3. Intensive Services

- a. Describe measures taken to ensure intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).**

The City of Pittsburgh is one of two Local Workforce Investment Areas and assigns staff to the local PA CareerLink to ensure that intensive services are rendered to qualified individuals. The City of Pittsburgh, through an RFP, solicits local entities and Faith-Based and Community-Based Organizations that specialize in providing employment and remedial services to targeted populations to provide their services to our clients. Internally, the PEG, assessment processes, and case management identifies customers in need of Intensive Services.

b. Describe local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy.

“Self-sufficiency” means the ability of an individual to meet the needs of the individual and the individual’s dependents for food, shelter, clothing and personal items, health care, child care, taxes and transportation without relying on public assistance. The wage necessary to achieve self-sufficiency is determined by reviewing the individual’s particular circumstances and making an individual determination, which is not more than double the current Lower Living Standard Income Level (LLSIL) developed by the Secretary of Labor for the Pittsburgh MSA and the individual’s family size.

The City of Pittsburgh and Allegheny County are monitored annually by TRWIB and BWDP for compliance.

4. Training Services – Adult and Dislocated Worker

Please Note: If implementing the Waiver of the statutory exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for out-of-school youth, training services for out-of-school youth should be addressed in this section.

a. Describe measures to leverage resources to provide increased access to training opportunities. Include innovative strategies used to fill skills gaps.

The City of Pittsburgh consistently explores methods to leverage funds to provide increased access to training opportunities. We have been able to leverage Community Development Block Grant funds to train clients through OJT contracts with local companies and agencies. We have been able to provide additional training to clients to upgrade their skills through a grant with the TRWIB that allowed clients to receive certification through an International Computer Driving License (ICDL) and pursue additional certifications and training through ITA’s.

b. Describe local Individual Training Account policy including ITAs for Youth, as applicable. Include procedures to ensure that exceptions to the use of ITAs, if any, are justified.

Individuals who do not find employment as a result of core and intensive services may be eligible for Individual Training Accounts (ITAs). Both local WIAs use the same amount for Individual Training Accounts. Individual training accounts are for a maximum of \$8,000 per person. Training cannot exceed two years.

Currently, ITAs are not used for youth.

The TRWIB's ITA Policy is attached. (Attachment A)

Alternate sources of funding other than ITAs for eligible individuals include OJT and CJT.

- c. Describe how the Eligible Training Program / Provider System is used to provide improvement of education and training opportunities in response to the needs business and industry.**
 - i. Include the policies and procedures to determine eligibility of local level training providers, the use of performance information to determine continued eligibility, update or revise system information, and the agency responsible for these activities.**

As part of the strategic planning process, the TRWIB negotiates performance standards with the City of Pittsburgh and the State including consideration of possible additional performance standards, development of report cards, overview and monitoring policies, technical assistance policies, and means of ensuring that service providers meet the employment and training needs of all customers.

All contracts for intensive and youth services include performance standards that must be met in order for providers of services to continue to be a contractor for such services. City staff monitors the programs on a regular basis to assure that standards are being met and that there is continuous improvement in the delivery of the services. In cases where the employment, educational, and training needs of employers, workers, and job seekers are not being met, staff develop corrective action plans, provide technical assistance, and monitor improvements. The TRWIB does the monitoring, technical assistance, and corrective action performance of the WIA system.

- d. Describe the approach to On-the-Job Training and Customized Training including identifying opportunities, marketing, networking, and leveraging resources.**

The Business Development Team uses a demand driven approach, based on the needs of employers. Business Development Representatives (BDR) use various resources such as local media, economic development agencies, community development agencies and internal staff to identify employers who are in a hiring mode to solicit On the Job Training (OJT) and other subsidies to increase placement activities. These incentives are limited based on the occupation and job seeker eligibility.

e. Describe current and/or planned use of WIA Title I funds for apprenticeship training.

We have no plans at this time to use WIA Title I funds for apprenticeship training. The Pittsburgh/Allegheny County PA CareerLink system participates with the Builder's Guild and the Local Apprenticeship Information Committee in recruiting potential candidates for the free apprenticeship training programs available. The Pittsburgh Partnership has established a strong relationship with the Builders' Guild over the last six years. We currently attend all Builders' Guild meetings, share information with the PA CareerLink system and sit on the Apprenticeship Information Committee to stay abreast of each apprenticeship program. Each of the twenty-three trade groups in Pittsburgh offers a four-year apprenticeship-training program and PA CareerLink is a source of recruitment.

C. Service to Specific Populations

The narrative for this section may be combined to describe similar services strategies applied to all populations. Separately describe any strategies unique to a specific population sector.

All the services mentioned in this section of targeted groups, are part of a strategy of universal service in the PA CareerLink system. To the extent that they require more than core services, they may receive intensive services and ITA's as appropriate. The City issues Requests for Proposals (RFP's) that include models for special target groups. To ensure service delivery to persons with disabilities, assistive devices, interpreters, etc., are available as needed. As continued outreach to all of the mentioned targeted groups the City of Pittsburgh participates in and or coordinates area wide Job Fairs with local community groups, corporations, and training providers. Through our partnership within the local PA CareerLink system, we have used our Business Development and Marketing service to advertise and target audiences that are within the listed targeted groups.

Describe overarching strategies to ensure availability of services and training to meet the needs of the following:

- **Dislocated workers:** The City of Pittsburgh 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 service coordinators. The City of Pittsburgh 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, the City has contracted 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. The City of Pittsburgh 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. The City had recently contracted with a private corporation to work with local companies that are planning layoffs to ascertain the skill set of the affected employees and to also work with potential employers to gather information on the skill sets that they require in order to match the skill sets with the recently dislocated workers. Another outcome of the contract is to evaluate the local training providers to insure that they are training clients to meet the needs of the local established companies as well as the new and upcoming employees of Pittsburgh and Allegheny County.

- **Displaced homemakers:** As in keeping in compliance with the Federal laws, the City of Pittsburgh provides Intensive and Training Services to Displaced homemakers. The City of Pittsburgh 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 the City 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. The City provides finances 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 low-income individuals who are then referred to the City for more services through the PA CareerLink system.

Migrant workers: Due to the nature of the geographical region we serve, Migrant and seasonal farm worker populations are minimal within our urban setting. The City 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. The City 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. Many of these community-based groups have programs that are specifically designed to attract women and minorities who are then referred to the City for more services through the PA CareerLink system. In conjunction with our outreach efforts, the City advertises our services through local media outlets, such as, community newspapers, radio and television advertisements directed at our targeted audiences.

Individuals training for non-traditional employment: Working with the local Builders Guild, Local Apprenticeship Information Committee Council and training providers, the City of Pittsburgh 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, the city as part of the PA CareerLink system, have given Veterans priority status within our WIA services. The City 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 City has taken an aggressive stand to provide services to our Veteran by contracting with local non-profit agencies to provide job placement and supportive services to the region's Veterans and their families.
- **Public assistance recipients:** The City of Pittsburgh has developed a strategy that involves all of its programs that fall under the Department of Welfares RESET programs. The strategy involved relocation all of its RESET programs into the same office building as the PA CareerLink, for easy access to all of PA CareerLink services and partners. All RESET 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 counselor and the City of Pittsburgh WIA counselors to arrange for an ITA, if appropriate.
- **Individuals with multiple barriers to employment** are also engaged in the City of Pittsburgh plan to assist all eligible clients with employment and training needs. As in line with all other targeted populations the City has contracted with various community groups to provide Intensives employment 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, the City 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 City of Pittsburgh also invests in ADA compliant equipment and furniture, which has been beneficial to some older clients who also have disabilities. ADA compliance has made it possible for those clients to better prepare for future employment possibilities.

- **Persons with limited English proficiency:** The City of Pittsburgh 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 courses. This was then combined with job search assistance, placement and retention services for one of our fastest growing special populations.
- **Persons with disabilities:** Through our partnership at PA CareerLink the City works with the Office for Vocational Rehabilitation in assisting their clients. The City has partnered with OVR to provide tuition assistance as needed to OVR clients for training and Intensive services. 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 the City of Pittsburgh. The City has two Intensive Services contracts with non-profit community based organizations that focus on the ex-offender. Both are open to males and females but each has particular guideline related to their release for the penal system. The programs focus is on families, one is mostly fathers that need employment to support their children and the other is mostly women returning to the work force after incarceration. Each contract specializes in job placement and wrap around support services. All clients are enrolled into the PA CareerLink system and are eligible to participate in all of the services that PA CareerLink has to offer.

Describe the strategies/approach to provide services such as those listed below to special populations.

All PA CareerLink staff members are cross-trained to know the services available from all Partners. Based on the information obtained from a job seeker via the initial survey or from

the first contact with a business, customers are referred to the PA CareerLink staff if the partner is on-site or to the off-site partner or agency that provides the service in question. All partners have agreed that the PA CareerLink Operating System is their system of record used as the common data repository for Workforce Investment Act activities. It is the role of the Partners to establish joint processes and procedures that enable partners to integrate their respective services into a seamless whole of workforce development activities. They accomplish this integration through participating in the delivery of the required core services and by assuring that intensive services and Individual Training Accounts (ITA)'s as well as other partner services as required by legislation are available to customers in need of those services.

- **Re-employment Services (PREP)** are provided to unemployment compensation clients that are selected by the State department of Labor and Industry, as likely to not return to their previous employer and are also likely to exhaust their UC benefits. The City of Pittsburgh provides these clients with an orientation to PA CareerLink and its services, as well as explaining their options in regards to Intensive and Training Services. Clients that need assistance beyond Core Services are directed to one of our Intensive and Training Coordinators to receive additional information and direction on WIA services, these service can include training or re-training, GED or educational brush courses, and job placement services through one of our Intensive service contractors. The coordinators work with the BWDP employees to provide follow-up information for the client's records.
- **Unemployment Compensation Work Test:** Clients that are called in for PREP but miss two or more call-ins are reported as non-compliant to Unemployment Compensation. BWDP staff performs this function and the City of Pittsburgh is not involved in the reporting process.
- **Integration of Rapid Response:** The Pittsburgh/Allegheny County Rapid Response team consists of four supervisors and ten staff members (Counselors/Employment Coordinators and an assigned clerical support staff). Each member presents the information on the services provided at PA CareerLink and available through the PA CareerLink website. The information is similar in nature to the orientation given to new clients that come into our center daily. A prepared outline (bullet points) is available to assist anyone that may need it.

Each Rapid Response (RR) issued through a Warn Act notice is assigned a supervisor and two counselor/coordinators. The ideal makeup of the assigned members is a member from each functional division:

- 1 Business Development staff;
- 1 WIA Intensive and Training staff; and
- 1 BWDP staff

The Supervisor of Intensive and Training Services serves as the coordinator of the Rapid Response Team and is the primary contact for the Regional RR coordinator and assigns staff to participate in the RR informational session.

Each team member is informed about the company, line of business, numbers of employee affected, location, date(s) and time of RR session (s), and any other necessary information pertaining to the RR. The Supervisor, on a rotating basis, designates a person as the spokesperson for their group.

Each functional unit is required to provide information on their unit.

The Business Development staff assigned is responsible for preparing employment information (relevant listings on our site, on-site job interviews, job fairs, etc.) as well as informing and enlisting the services of our Community Centers if the employer is located within their neighborhoods.

An Intensive and Training staff is assigned to provide information on WIA services. General information on the WIA, the TRWIB functions, training providers list, intensive service employment contracts, assessment tools, etc. is the responsibility of this team member.

The State staff brings their expertise in employment matching and job search techniques and how to work within the website.

In addition the City of Pittsburgh has had a representative serve on the Rapid response POC, a statewide initiative the PA Partners that serves as an advisory committee to Labor and Industry on matters concerning Rapid Response and Dislocated workers.

- **Dislocated Worker:** The City of Pittsburgh has taken a proactive step in servicing dislocated workers, by placing permanent career counselor into the rotation of staff that's works 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 service coordinators. The City of Pittsburgh 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, the City has contracted 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. The City of Pittsburgh 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. The City had recently contracted with a private corporation to work with local companies that are planning layoffs to ascertain the skill set of the affected employees and to also work with potential employers to gather information on the skill sets that they require in order to match the skill sets with the recently dislocated workers. Another outcome of the contract is to evaluate the local training providers to insure that they are training clients to meet the needs of the local established

companies as well as the new and upcoming employees of Pittsburgh and Allegheny County.

- **Trade Act Program Services** are performed by the City of Pittsburgh in conjunction with BDWP staff and the Rapid Response Team. All clients that have been deemed eligible for Trade Act Benefits are Dual Enrolled into WIA and Trade Act services by either the BWDP staff or Employment Service Coordinators. Each client receives a PA CareerLink orientation and registration and meets with BWDP and City coordinators to overview their Trade Act benefits and WIA services. Clients that choose to take advantage of Trade Act/WIA services are then scheduled for assessments to determine math and literacy levels, as well as skill inventories and tendencies and labor market information. Clients then meet with Career Counselors that introduce them to training options in High Priority Occupations. After clients are enrolled into a program the both BWDP and the City provide follow-up case management services. Upon completion of the training program, the clients are enrolled into a job search/ placement contract for further assistance in obtaining employment in their field of study. Clients are then tracked for retention in accordance with Common Measures guidelines for performance.
- **Service availability for individuals with disabilities, including significant barriers encountered and the means to address them.** The City of Pittsburgh has an ADA compliance policy for all federally funded WIA contracts. The Pittsburgh PA CareerLink site has been equipped with ADA compliant equipment and facilities. Our staff has been training in ADA compliance and equipment use, as well as sensitivity training. As a Partner in the PA CareerLink system, we have as one of our partners the Office of Vocational Rehabilitation. The City recognized early on that they could not be the specialist, in all areas concerning employment to special population groups, so we partnered with others that have concentrated on the employment needs of this population. To that extent we work hand in hand with the OVR counselors to provide tuition assistance, career assessments and labor market assistance to all clients.

D. Priority of Service

- 1. Discuss the LWIB's policies and procedures for priority of service for PA CareerLink Operators.**

The TRWIB's priority of service policy is attached. (Attachment B)

- 2. Describe local strategies regarding Jobs for Veterans Priority Compliance.**

Veterans that meet the eligibility requirements for WIA are given priority of services as outlined in the Jobs for Veterans Act. Veterans will be given priority within targeted groups outlined in the plan as long as they also qualify for these programs. It is the policy of the City of Pittsburgh to ensure that eligible veterans are given priority over non-veterans for all available services.

3. Describe criteria to determine whether funds allocated for employment and training activities are limited and the process by which the PA CareerLink Operator will apply priority.

The TRWIB's priority of service policy is attached. (Attachment B)

E. Rapid Response (RR)

Describe the LWIB's role and functions in the provision of Rapid Response services including coordination with statewide Rapid Response activities.

Rapid Response Preliminary Action Plan

Purpose

To provide a coordinated response to WARN Act notices regarding impending layoffs within Pittsburgh and Allegheny County.

The Pittsburgh /Allegheny County PA CareerLink team is composed of staff members whose purpose is to provide outreach services (Rapid Response informational sessions) to dislocated workers before they are laid off. The team works in conjunction with the Regional Rapid Response Coordinator assigned to our region by the Department of Labor and Industry.

Action Plan

The Pittsburgh/Allegheny County Rapid Response team consists of four supervisors and ten staff members (Counselors/Employment Coordinators and an assigned clerical support staff). Each member presents the information on the services provided at PA CareerLink and available through the PA CareerLink website. The information is similar in nature to the orientation given to new clients that come into our center daily. A prepared outline (bullet points) is available to assist anyone that may need it.

Each Rapid Response (RR) issued through a Warn Act notice is assigned a supervisor and two counselor/coordinators. The ideal makeup of the assigned members is a member from each functional division:

- 1 Business Development staff;
- 1 WIA Intensive and Training staff; and
- 1 BWDP staff

The Supervisor of Intensive and Training Services serves as the coordinator of the Rapid Response Team and is the primary contact for the Regional RR coordinator and assigns staff to participate in the RR informational session.

Each team member is informed about the company, line of business, numbers of employee affected, location, date(s) and time of RR session (s), and any other necessary information pertaining to the RR. The Supervisor, on a rotating basis, designates a person as the spokesperson for their group.

Each functional unit is required to provide information on their unit.

The Business Development staff assigned is responsible for preparing employment information (relevant listings on our site, on-site job interviews, job fairs, etc.) as well as informing and enlisting the services of our Community Centers if the employer is located within their neighborhoods.

An Intensive and Training staff is assigned to provide information on WIA services. General information on the WIA, the TRWIB functions, training providers list, intensive service employment contracts, assessment tools, etc. is the responsibility of this team member.

The State staff brings their expertise in employment matching and job search techniques and how to work within the website.

Rapid Response Outline

1. Workforce Investment Act
 - TRWIB
 - PA CareerLink Partners
 - Website - Job Matching
 - Assessment Tools and other Resources
 - Credit Counseling
 - Unemployment Compensation
 - BWDP Rapid Response Coordinator

2. Functional Units
 - BWDP - Employment Services
 - Business Development
 - Assessment - Employment Counselors
 - Intensive and Training
 - Professional Job Search
 - Training Providers List

F. Youth

1. **Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include discussion regarding youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.**
2. **Describe the Youth Council and how it is integrating a vision for serving youth through collaboration with crosscutting agencies or entities within the local workforce investment system.**

3. Describe local efforts to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment. Additionally, describe local efforts to successfully connect youth to the education and training opportunities that lead to successful employment.

The Request for Proposals process is crafted to weight the funding decision making process in favor of proposals that demonstrate capability of recruiting and serving at-risk youth, and further demonstrate ability and history of connecting with institutions or agencies which serve special populations. Such connections include intermediaries such as Children Youth Services (homeless foster care youth), Juvenile Justice and Juvenile Probation (adjudicated youth and youth of incarcerated parents), and School Districts (information on drop-outs and out-of-school youth). The at-risk populations include out-of-school youth and youth with disabilities. Additionally, due to the nature of the geographical region we serve, we have not encountered an overwhelming population of youth classified as migrant workers and seasonal farm workers. However, the City contracts with local community-based and faith-based organizations that has the capabilities to serve these clients.

The RFP is distributed to organizations drawn from the Pittsburgh Partnership's database of over 500 organizations and individuals with interests in youth workforce development or youth services. These organizations represent virtually all youth constituencies and special youth populations. The RFP notice is also published in local newspapers and on the Pittsburgh Partnership and TRWIB websites.

Services are carried out through contracts with community and nonprofit organizations, faith-based organizations, 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.

In addition to these assurances, the Youth Policy Council is a vehicle for serving youth through collaboration with crosscutting agencies or entities within the local workforce investment system. The mission of the Youth Policy Council is to coordinate a consolidated and integrated youth employment network that matches employers with qualified youth workers.

The Youth Policy Council, as described in the Workforce Investment Act of 1998, Section 117(h), shall be established, as a subgroup within each local board, a youth council appointed by the local board, in cooperation with the chief elected official for the local area.

The membership of the youth council—(A) shall include—

1. members of the local board with special interest or expertise in youth policy;
2. representatives of youth service agencies, including juvenile justice and local law enforcement agencies;
3. representatives of local public housing authorities;
4. parents of eligible youth seeking assistance under this subtitle;

5. individuals, including former participants, and representatives of organizations, that have experience relating to youth activities; and
 6. representatives of the Job Corps; and
- (B) may include such other individuals as the chairperson of the local board, in cooperation with the chief elected official, determines to be appropriate.

Members of the youth council who are not members of the local board shall be voting members of the youth council and nonvoting members of the board.

The duties of the youth council include—

- (A) developing the portions of the local plan relating to eligible youth, as determined by the chairperson of the local board;
- (B) subject to the approval of the local board— (i) recommending eligible providers of youth activities, to be awarded grants or contracts on a competitive basis by the local board to carry out the youth activities; and (ii) conducting oversight with respect to the eligible providers of youth activities, in the local area;
- (C) coordinating youth activities authorized under section 129 of the Act in the local area; and
- (D) other duties determined to be appropriate by the chairperson of the local board.

The Youth Policy Council believes that every young person should have the opportunity to advance through a youth employment process that entails the following:

- Exploration of career options
- Assessment of individual skills, personality, and career interests
- Training opportunities for skill enhancement and basic job readiness
- Certifications for specific occupations
- Hiring of an emerging workforce
- Retention in the workforce

As youth advance through this process, the Youth Policy Council believes that every young person should have access to the following supports:

- Academic (e.g. tutoring)
- Professional (e.g. job shadowing)
- Personal (e.g. counseling services)
- Evaluative (e.g. career planning)

The TRWIB Youth Council convenes the Providers Council consisting of organizations across a wide range of youth services. This allows the free exchange of programming ideas as well as a means of disseminating technical assistance in workforce development concepts. The Council also includes the City and County LWIA's providers. In addition, the TRWIB Youth Program Officer is invited to and attends regular meetings of the LWIA providers meetings and the LWIA's proposal review process. The Pittsburgh LWIA also attends the TRWIB's Youth Providers Council meetings.

In addition, the Youth Policy Council will provide oversight in the management of the Regional Career Education Partnership Grant, which provides resources to create connections between employers and educators to improve career education.

As with the efforts to promote the connection to agencies that represent special needs youth, the City of Pittsburgh issues its Youth RFP that rewards proposal submitters and service providers that have established significant connections with schools systems and various human service agencies. The City of Pittsburgh contracts with a wide range of community organizations, schools and school districts, colleges and universities, and for-profit and non-profit corporations that demonstrate effectiveness in providing a training design that moves youth into verifiable and meaningful employment.

The participation of the Allegheny County Department of Human Services and the City of Pittsburgh as a primary investors and major operating partners in the local workforce development system provides a vast network of human and social services. Among these are the Children and Youth Services, Juvenile Probation and Juvenile Court.

The TRWIB has endorsed efforts by the City of Pittsburgh to implement the YouthLINK initiative. The conceptual framework of YouthLINK is a true connection between youth and their community and its resources. The two YouthLINK sites coordinate employment efforts of youth service providers (funded and non-funded) with interests in youth workforce development. The coordination is a function of a centralized hub (YouthLINK) that collects job orders from employers and provides appropriate referrals from a large array of coordinated agencies and organizations. This hub and spoke design relieves the employers from entertaining multiple and duplicated requests from local service agencies, while providing the youth service community with a platform on which to exchange information about constituents and local employer needs.

4. Describe the strategy to coordinate with Job Corps and other youth programs.

The Executive Officer for the local Pittsburgh Job Corps is a member of the Youth Policy Council. Job Corps staff makes semi annual presentations to PA CareerLink and the local WIA staff to provide youth service personnel and PA CareerLink staff a knowledge base on which to make informed referrals to Job Corps. Job Corps staff holds recruitment sessions and help sponsor or conduct workshops related to interviewing and employer contacts. These workshops present a venue for young job seekers to hear about the opportunities available through Job Corps. PA CareerLink and the staff of the two local LWIA's regularly make referrals to job Corps. City of Pittsburgh staff is also members of the Job Corps Community Relations Council to exchange program information among service providers and business leaders.

5. Describe policies to ensure compliance with applicable safety and child labor laws.

All contractors and subcontractors are required to comply with all applicable child labor and child safety laws. Contracts are monitored by youth services staff, contract and fiscal staff, and TRWIB staff to ensure compliance. All Contractors are required to obtain Act 33/34 clearances for personnel having direct contact with youth.

6. Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment for Youth.

Service providers are responsible for recruitment and intake because of their knowledge of the community and the youth residing in those communities. This recruitment strategy allows for a wide range of customer portals to our workforce development system. Recruitment, eligibility determination, and assessment are done through a coordinated effort by PA CareerLink and service providers. Providers are selected in part on their ability to recruit, perform case management, and effectively assess participants. Assessment of all youth for eligibility and literacy and numeric skills is accomplished through a State approved assessment instrument. Individual Service Strategies are created through a one-on-one conversation between the program operator and the customer. Customers describe their work history, skills and interests, education goals and employment goals. Pre-assessment test scores (if required) are annotated. Program Operator discusses any services or needs the customer feels he/she would need to successfully complete the program. A plan is then created with steps necessary to reach the goals discussed. A projected unsubsidized employment position resulting from completion of the program is discussed. The plan is then signed by both the customer and the program representative. A copy is given to the customer. This paper version is then forwarded with all paperwork necessary for enrollment.

7. Describe the design framework for youth programs that includes the following components:

The youth procurement system employs methods that weight proposals in favor of those organizations that include post-secondary education preparation, connection between academic and occupational learning, preparation for employment and connecting youth to businesses through intermediaries. The final funding decisions and programming menu is selected after it is apparent that all ten youth service elements are available. The close connection with the Allegheny County Department of Human Services and the Mayors Office ensures that a wide range of youth services covering all ten required elements are available (funded and non-funded). Youth service personnel throughout the provider network are continuously updated with information regarding other youth services so that informed referrals can be made. The ten elements of service are provided through contractual and sub contractual arrangements with community based and faith based organizations, schools and school districts, colleges and universities, non-profit and for-profit organizations, as well as corporations and small businesses. Funding decisions are made on the basis of the service providers' capability to bring additional resources and organizations into the delivery of services. This provides a rich network of available choices for the youth consumer and a wide range of service strategy options for the practitioners.

- **Preparing youth for post-secondary education;**
The Requests for Proposals process results in contracted programs that prepare youth for entry into post-secondary education. This is accomplished through contractual arrangements with public school systems and schools, community based and faith based organizations, colleges and universities and professional associations by providing basic academic remediation, preparation for entrance requirements, attainment of secondary school completion or certification (diploma or GED) and various assessment activities.
- **Connecting academic and occupational learning;**
The Requests for Proposals solicits process results in contracted programs that connect academic and occupational learning. The City and County engage the Pittsburgh Public Schools and several School districts in youth workforce development activities. The Youth Policy Council also engages local schools and school districts in other planning initiatives. The City of Pittsburgh has contracts with the Pittsburgh Public Schools to connect youth with school life and workforce development training that is tied to work experience. Additionally, the TRWIB engages a group of local school superintendents to advise the Youth Policy Council on in-school and dropout prevention options.

The TRWIB has also convened a regional Act 48-eligible workshop where local educators learn about the Pittsburgh workforce development system and the TRWIB/local LWIA programming strategies in an effort to increase or improve connections of academic learning to occupational preparedness. The workshops provided educators information to facilitate connections with the service providers and illustrate the value of current services to overall career education efforts.

- **Preparing youth for unsubsidized employment opportunities;**
The Requests for Proposals process results in contracted programs that prepare youth for unsubsidized employment opportunities. Contracts and services for are currently in place to provide those services. Service providers are selected on the basis of their ability to impart the necessary work readiness competencies to all youth. Work readiness preparation is accomplished through contractual arrangements with public school systems and schools, community based and faith based organizations, colleges and universities and professional associations. While all approaches follow a basic protocol, this arrangement allows for a wide range of approaches to work readiness preparation.
- **Connecting youth to the business community through intermediary entities.**
Utilizing the vast network of subcontracted organizations for the delivery of services ensures that a wide range of intermediaries is utilized for the connection of youth to the business community. Each provider was selected on the basis of its capability to connect to employers and its established business connections.

The TRWIB has endorsed efforts by the City of Pittsburgh to implement the YouthLINK initiative. The conceptual framework of YouthLINK is a true connection

between youth and their community and its resources. The two YouthLINK sites coordinate employment efforts of youth service providers (funded and non-funded) with interests in youth workforce development. The coordination is a function of centralized hub (YouthLINK) that collects job orders from employers and provides appropriate referrals from a large array of coordinated agencies and organizations. This hub and spoke design relieves the employers from entertaining multiple and duplicated requests from local service agencies, while providing the youth service community with a platform on which to exchange information about constituents and local employer needs.

The YouthWorks organization, as a contributing agency to the PA CareerLink system and the two LWIA's, provides coordination and job development services for the workforce development system. Co-located with other youth agencies and the PA CareerLink, YouthWorks assists the TRWIB and the LWIA's in advancing youth from the work experience at non-profits to full-time employment with for-profit employers. This is accomplished through job readiness training and placement. The YouthWorks' connections to employers exemplify the local workforce system use of another system-wide intermediary for youth to business connection.

8. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:

- **Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention**
Programs have been sought through the RFP process and contracts are in place to provide tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention. Proposals for funding and the services selection process is weighted heavily in favor of in-school programs that demonstrate capability to keep youth in school, while increasing academic standing. Again, the close connection to the array of youth service agencies provides many choices for both the practitioner and youth customer.
- **Alternative secondary school services;**
Programs have been sought through the RFP process and contracts are in place to provide secondary school services.
- **Summer employment opportunities linked to academic and occupational learning;**
Summer employment services, which are linked to year-round experiences, are solicited through the RFP process. The City currently has summer employment opportunities as an integral part of various year-round programs. The City of Pittsburgh has contracted with the Student Conservation Association (SCA) to provide a stand-alone summer program where youth are engaged in service projects, work experience and an academic program
- **Paid and unpaid work experiences;**

Programs have been sought through the RFP process and contracts are in place, which allow paid and unpaid work experience. Paid and unpaid work experience is provided through a network of youth service providers.

- **Occupational skill training;**

Programs have been sought through the RFP process and contracts are in place to provide occupational skills training. The City utilizes service providers that demonstrate the ability to provide training that result in employer recognized credentials.

- **Leadership development opportunities;**

Programs have been sought through the RFP process and contracts are in place to provide leadership development opportunities. Significant relationships with the fellowship and leadership organizations, CORO Americorps and America's Promise, have been established. These relationships allow direct referrals to youth leadership opportunities as well as internships (see unpaid work experience).

- **Comprehensive guidance and counseling;**

Programs have been sought through the RFP process and contracts are in place to provide secondary school services. Counseling and case management are a required function of all youth providers.

- **Adult mentoring;**

Programs have been sought through the RFP process and contracts are in place to provide Adult Mentoring as a part of many youth workforce development programs. The two LWIA's have established a significant relationship with the Mentoring Partnership (represented on the Youth Policy Council) allowing direct referrals to mentored relationships for youth.

- **Supportive Services;**

The RFP for the City requires follow up and Supportive Services for all programs.

The City has implemented an incentive system that increases the frequency of contact by youth participants. Youth are provided a \$100 gift card for achieving any of several post-program or post-placement activity or events. This system also allows more contact with the youth and more opportunity to impart valuable information regarding workforce survival. The gift cards also help minimize the financial hardship associated with a re-start in the workforce.

A transportation incentive system has also been implemented. Youth are issued transit system passes or debit cards for the purchase of gas. These incentives are provided for youth who have verifiable employment. The transportation incentive also encourages good attendance and helps with long-term employability. Just as with the other financial incentives, the issuing of a bus pass or gas debit card increases the probability of contact with post-program youth. This in turn provides the opportunity to exchange information that results in longer-term employment.

- **Follow-up services**

The RFP requires follow up and Supportive Services for all programs.

A transportation incentive system has also been implemented. Youth are issued transit system passes or debit cards for the purchase of gas. These incentives are provided for youth who have verifiable employment. The transportation incentive also encourages good attendance and helps with long-term employability. Just as with the other financial incentives, the issuing of a bus pass or gas debit card increases the probability of contact with post-program youth. This in turn provides the opportunity to exchange information that results in longer-term employment.

9. Describe services provided to non-WIA eligible youth under the 5% exception (WIA Section 129(c)(5)). Include the process and criteria used to determine “serious barriers to employment.”

All youth determined to be non-WIA eligible under the 5% exemption have access to all services available to eligible youth through community organizations in the City of Pittsburgh.

Service providers assess serious barriers initially during the recruitment process. Barriers must be from one or more of the following categories: School Dropout Act 101(39); Basic Skills Deficient – English reading, writing or computing skills at or below the 8th grade level Act 101(4); Behind Grade Level; Pregnant or Parenting; Individual with disabilities, including learning disabilities Act 101(17); Homeless or Runaway youth; Offender Act 101 (27); Serious barriers to employment as identified by the local board and described in the local plan. Documentation corroborating the barrier is submitted with the application.

City of Pittsburgh staff, in accordance with the protocol for source documentation verification, then reviews the barriers and the accompanying documentation.

G. Business Services

1. Describe the role of the Business Service Team in the PA CareerLink system.

The Business Services Team is comprised of representatives from the City of Pittsburgh’s LWIA and Allegheny County’s LWIA, BWDP, YouthWorks, Inc. and other partners. Each comprehensive center has at least one Business Development Representative who works with employers on a daily basis. Team members solicit new employers through direct mail and calling efforts. It is the responsibility of the Team to monitor new job orders and to ensure that they are written effectively. Team members train employers on how to best utilize our web-based applications. They also offer continued technical assistance with job orders once posted. Team members frequently host in-house recruitments for employers and assist at local job fairs. The Business Services Team coordinates, organizes and hosts job fairs. Team members also identify and contract with employers interested in On the Job

Training and other initiatives. Team members contact potential OJT employers. The Business Services Team meets monthly to review information obtained and outreach efforts in order to improve services. Every month these representatives meet as a committee to review information obtained from their outreach efforts. This committee creates tools and “best practice” procedures to ensure the timely delivery of appropriate services to business customers. As previously discussed in Section 5.D., the ECMS system will greatly enhance all services to employers.

2. Describe how the Local Area ensures that local strategic plans and goals of the PA CareerLink system for business services are communicated and connected with Business Services Teams.

The current and previous Strategic Plans have always had a goal of continuous improvement in delivery of services to employers. The Business Service Team consists not only of members from the Pittsburgh/Allegheny County System but also from Regional Service Centers. Team members meet monthly to monitor activities in order to ensure that our service delivery is in line with the goals of the Strategic Plan.

We continue to focus efforts to remain responsive to industry clusters as identified by the TRWIB and State-identified industries. The Employer Service Team monitors the employer penetration rate into all industries and will focus efforts as identified.

3. Describe service innovations offering human resource solutions for business customers, including development of: career ladders, industry recognized credentialing, customized service delivery, and collaboration or partnership.

Some examples of customized service delivery, collaboration, and partnerships include:

- Health Care Awareness Week
- Health Care Job Fair
- USAir Job Fair
- On-site recruitments
- Promising Career Pathways newsletter
- Business Development team members as points of contact for specific industries
- Industry-targeted mail promotion
- Hospitality Industry Job Fair
- Customized Pre-Screening for the Financial Industry
- Customized Assessments
- International Computer Driving License Certification
- Safe Serve Certification
- Customer Service Certification

4. Describe any Local Area plans for waiving the required 50% matching employer payment for Customized Training. If applicable, describe the

criteria that will determine the percentage of cost to be paid by the employer.

The City of Pittsburgh has no plans to waive the 50% match. It reserves the right to request said waiver if employers are identified as needing CJT but is unable to come up with the match.

5. Describe any plans the Local Area has to permit the use of up to 10% of Local Area formula funds to conduct Statewide Activities, such as Incumbent Worker Training.

The City of Pittsburgh is not requesting a waiver at this time. It may wish to request this waiver if employers are found to need assistance in training, such as incumbent workers. Plans are not yet in place but the city can reserve the right to request this waiver.

H. Faith-Based and Community Organizations

Describe service coordination with Faith-Based and Community Organizations.

The Pittsburgh Partnership maintains a database of over 500 local and interested Faith-based and Community-based organizations. We use this list to mail notices about the availability of Adult, Dislocated Worker and Youth Request for Proposals. Faith-based and community organizations participate in Independent Review Committees, Service Provider Meetings, Bidder's Conferences and other efforts.

vii ADMINISTRATION

A. Program Administration

Describe any local policies or guidelines implemented to support WIA Title I program operations that are not addressed elsewhere in the Plan. Include information regarding the purpose, development, implementation, and monitoring of such policies.

Because the TRWIB has two LWIA's, TRWIB has worked with the City of Pittsburgh and Allegheny County to develop and implement the "Policies for Fiscal Monitoring of City of Pittsburgh and Allegheny County WIA Contracts" and "Policies for Programmatic Monitoring of City of Pittsburgh and Allegheny County WIA Contracts". In addition, TRWIB developed an Act 33/34 policy for youth providers following an announcement from the state that in-school providers need these clearances on file.

All policies are revisited and revised at the end of the fiscal year. TRWIB is in the process of developing Equal Opportunity policies for training providers and sub recipients.

B. Fiscal Administration

1. Describe the administration of WIA funds used by the LWIB. Include oversight responsibilities for WIA funds, PA CareerLink and other workforce development resources.

The Financial Management System consists of a series of operations relating to the reviewing, classifying, recording, and reporting of financial transactions. The Fundware computer system accounts for and documents the receipt and disbursement of all WIA funds, using generally accepted accounting principles and following the requirements of federal regulations, as well as rules adopted to meet the specific needs of internal management. This series of reviewing, classifying, recording, and reporting operations insures that a clear audit trail exists and that all financial information can be generated on the basis of benefits derived by each grant, program, activity or cost category.

Although a separate accounting system using accounts payable, general journals and a general ledger is maintained, it is maintained in conjunction with the City of Pittsburgh's financial management requirements.

Accounting records are maintained on a computerized double entry cash system with accruals recorded for internal and State reports. The Fiscal and Contracting Services Supervisor oversee all of the accounting procedures.

All financial operations are under the general supervision of the WIA Fiscal and Contracting Services Supervisor, Mary Horvath. Her telephone number is (412) 255-2399.

Internal control is maintained by well-defined operating policies and procedures, with clear delegation of duties between fiscal staff and overall responsibility for fiscal management maintained by the Fiscal and Contracting Services Supervisor. The segregation of duties among local workforce area staff is supplemented by the City of Pittsburgh Department of Finance and the City Controller who perform certain financial functions for the WIA program. Not only the Fiscal Section but also by the City of Pittsburgh Controller's Office reconciles bank balances monthly.

The Financial Management System provides comparisons of actual expenditures with budgeted amounts. The system provides, on a monthly basis, an accrued expense amount by cost category and program identifier. This expense total is reported on the monthly Financial Status Report that also shows budgeted amounts, thus facilitating comparison of actual expense to budgeted amount. In addition to this monthly monitoring of expenditures, expenditures are projected for year-end, on an as-needed basis, in order to analyze program performance and to modify planned expenditures where applicable. These monthly and yearly projections also provide a means of ensuring that the administrative and participant support expenditure constraints are not exceeded.

The computer system is capable of generating not only all financial information, but also additional information that may be needed. Every disbursement of funds must be supported by source documentation bearing approval for payment by the Fiscal and Contracting Services Supervisor and Assistant Director of the Department. Each disbursement is

broken down in the General Ledger by cost category and program identifier. All journal entries are traceable to the General Ledger. The source and application of all WIA funds is properly identified thus permitting accurate and complete financial disclosure. A clear audit trail exists.

The Fiscal Section implements a cash management system that insures that only the minimum amount of cash required to effectively operate the program is requested. Only a sufficient amount of cash to meet current needs is kept on hand.

Funds are drawn from the State using the WIA Request for Funds Report. The report is prepared by the Fiscal Section, reviewed by the Fiscal and Contracting Services Supervisor, and must be approved by any one of the following: Director of Personnel & CSC, Director of Department of Finance, City Controller, or the Mayor of the City of Pittsburgh. Cash needs are analyzed by considering invoices on hand and by estimating other necessary disbursements, such as payroll, that will occur in the following two-week period. Cash forecasts of two weeks are necessary to allow time for receiving the funds from the State and notifying the City Controller into which legislatively established Trust Funds the funds should be deposited.

As invoices are received, the Grant Accountant reviews each invoice for accuracy to insure that the source documentation supports the invoice. A voucher is created through the City's computerized accounting system and is then approved by the Assistant Director and Fiscal and Contracting Services Supervisor. The voucher is then be submitted to the City's Controller's Office where a second review process is completed and disbursement is made in conjunction with the Department of Finance. Periodically, funds are requested and electronically transmitted through the state computer system. The City of Pittsburgh funds are used until state funds become available in the legislatively established Trust Fund.

All costs are reviewed for reasonableness and acceptability and allocations are made where appropriate. Fiscal staff relies upon the Act, its regulations, and the Policies and Procedures Manual for reference. Also, when the need arises, the Technical Assistance Liaison is contacted. If a questionable item arises, the Fiscal and Contracting Services Supervisor, and the WIA Director review it. Local workforce area staff also has access to the City of Pittsburgh's Law Department.

The Fiscal Section also functions within local regulations and requirements. All expenditures must be authorized by City Council. Also, since source documents for disbursements are processed through the City Controller's Office, the City Controller provides not only a second check on these documents, but also assurance that all local and contractual requirements have been met.

Accounting records are supported by source documentation in a manner that provides a clear and complete audit trail. Every disbursement of funds is recorded in the accounts payable system by cost category and program identifier. The accounts payable system automatically generates an entry to the General Ledger. The accounts payable system shows the amount and to whom the disbursement was made. It also shows the check

number of the payment and how the disbursement was distributed into the various cost categories and program identifiers. Source documentation is filed by program in alphabetical order by contract. Source documentation bears the appropriate authorizing signatures and is stamped with the check number and date of payment.

The financial record keeping system involves the following permanent records:

Accounts Payable

Disbursements are listed showing date, amount, to whom the disbursement are made, and the check number of the disbursement. The amounts recorded as disbursements are spread among the various cost categories and program identifiers that correspond to those established by the WIA Act and its regulations. Disbursements are supported by proper documentation, such as departmental invoices for payrolls, sub recipient reimbursement invoices, travel expense reports, purchase orders and vendor invoices, which evidence the nature of each payment and show the approval of the Fiscal and Contracting Services Supervisor and WIA Director. Each disbursement posted through the accounts payable system is automatically recorded in the General Ledger through the General Journal.

General Journal

Maintains accounts balances by cost category and program identifier and provides a complete summary of each transaction. Each entry is posted to the General Journal, which is the point of original entry, and is automatically entered into the General Ledger. General Journal(s) are recorded for cash receipts, cash disbursements, allocations, accruals, and other journal entries and automatically posted to the automated General Ledger System.

Payroll Register

Contains gross payroll amounts and employer's share of F.I.C.A., for each pay period (usually bi-weekly). The amounts recorded in the payroll register are supported by departmental invoice charges from the City Controller bearing the authorizing signatures and check numbers used in transferring the funds to the City of Pittsburgh payroll account. The departmental invoices are supported by computer print outs showing the name, social security number, hours worked, gross pay, deductions from gross pay, and other appropriate information. The back up for the computer print out is a payroll roster, which shows the daily time and attendance information for each person on payroll. Supporting the payroll rosters for staff are sign-in and sign-out sheets along with time sheets showing what work was completed daily. All the above documents bear the appropriate certifying signatures.

WIA Inventory Ledger

Contains all pertinent information such as description of property, WIA tag number, condition, location, original acquisition price, original source, etc., on all WIA property. This computerized ledger is divided into two sections. Section one is made up of all WIA

property with a unit acquisition cost of \$5,000 or more. Software packages, which are to be acquired solely for use in training programs and classroom instruction for WIA participants, do not require written authorization prior to acquisition. Section two consists of all WIA property with an original acquisition price less than \$5,000 but greater than \$ 500.00. All WIA property inventory must be non-expendable with a useful life of more than one year. All financial and program records, including any supporting documents, are retained for at least three years from the date of submission of the closeout reports for each program. If any litigations, claims, or audits are begun prior to the expiration of the three-year period, all records shall be retained until those litigations, claims, or audits relating to those records that have been resolved. All financial and program records are retained for at least three years after the final resolution of all litigations, claims or audits. Records relating to non-expendable personal property acquired with WIA funds are retained for at least three years after final disposition of the property.

Sub recipients are mandated to operate programs in compliance with standards outlined by the Department of Labor and Industry. All sub recipients must become party to a contract with the local workforce area before WIA funding is permitted. The contract binds sub recipients to compliance with all appropriate standards. In addition, local workforce area staff monitors sub recipients both fiscally and programmatically during the term of the contract.

The local workforce area allocates costs using monthly time sheets for staff charges, actual expenditure for the month for other charges, and the indirect cost rate. The local workforce area uses a citywide indirect cost plan as determined by an independent accounting firm. The indirect cost plan is submitted and approved by the Pennsylvania Department of Labor and Industry. The term of the plan is one calendar year. The yearly rate is applied to the base of administrative salaries and wages. A copy of the yearly study performed with The Fiscal and Contracting Services Supervisor maintain supporting documentation. Indirect costs are only charged when the indirect cost plan has been reviewed and approved by the Pennsylvania Department of Labor and Industry.

Costs chargeable to more than one program or funding source are equitably allocated on the basis of the benefit received by each grant, program activity or cost category. Benefit received is determined by using charges that are directly attributed to the funding source to allocate the costs. The allocation is appropriately documented in the financial records.

All persons authorized to receive or deposit WIA funds, or to issue financial documents; checks or other instruments of payment for WIA program costs are bonded for protection against loss. The Director of Personnel and Civil Service Commission and the Assistant Director of Personnel, and the Fiscal and Contracting Services Supervisor are bonded per person in the amount of \$250,000. City employees, that is, employees paid out of City tax funds, which are involved with WIA, are also bonded at no cost to WIA. The Department of General Services negotiates insurance and bonding agreements through bid process. Copies of policies are kept on file in the Fiscal and Contracting Services Supervisor's files. Originals are on file in the Department of General Services.

Audit and Debt Collection

The City of Pittsburgh has implemented the Single Audit Act of 1996 in its entirety. The first year for which the City procured a Single Audit was 1985. A Single Audit is performed each year. The City's Pittsburgh Partnership program continues to plan and arrange for a separate audit of City WIA sub recipients.

Sub recipients, who are not vendors, are required to perform an A-133 each year for state and local governments and non-profit organizations that meet the following requirements:

Entities that received \$500,000 or more from various programs during a fiscal period have an audit made in accordance with the provisions of the Circular.

Entities that receive \$500,000 or more during a fiscal period, but receive awards under only one program may elect to have an organization-wide audit made in accordance with the Circular or have an audit made of the one program.

Entities that receive less than \$500,000 are exempt from these audit requirements, but the entities are required to maintain records of Federal financial assistance and to provide access to such records by Federal and State agencies or their designees.

If the entity is a non-profit institution that is not subject to the provisions of the OMB Circular A-133 or is a for-profit organization, the entity shall be subject to the audit requirements of the laws and regulations governing the programs in which it participates.

At minimum, the audit must be performed in accordance with Government Auditing Standards (Yellow Book 1994 revision); and auditors shall fully obey and comply with all laws, ordinances and administrative regulations duly made in accordance with applicable service performed.

For all service providers, The City of Pittsburgh collects one copy of the A-133, programmatic, financial and compliance audits, which are retained in the fiscal office. The City of Pittsburgh arranges for a separate programmatic audit or financial and compliance audit of all for-profit organizations receiving awards (contracts) totaling \$25,000 or more and not performing a programmatic or financial and compliance audit.

The local workforce area selects sub recipients to be audited on the basis of amounts of funding, type of population served, and variety of programs and services provided. This is the process the local workforce area has used in previous audits. The primary factor in the selection process is the funding amount. The local workforce area attempts to cover the largest possible percentage of sub recipient expenditures.

The City of Pittsburgh resolves all audits of funds expended by the WIA service providers. The resolution process, whenever practical, adheres to a 120-day time frame. The resolution process is as follows:

- a. The audit firm or agency submits the written report to the City of Pittsburgh. One copy of the report is transmitted to the audited entity by certified mail, initiating the 120-day resolution time frame. If no findings are listed in the audit report, a Final Determination letter accompanies the audit report. The audit is then to be considered fully resolved.
- b. Following receipt of the report, the audited entity has thirty days to respond in writing to each finding listed in the report. The response includes an explanation of any corrective actions taken, along with the documentation needed to verify the corrective actions or to support any expenditure questioned in the audit report.
- c. By the 60th day of the resolution process, the City of Pittsburgh issues by certified mail an Initial Determination to the audit report. The Initial Determination lists each administrative and financial finding, the response submitted, and a determination as to the adequacy of the corrective actions taken or the documentation submitted to resolve each finding. The letter transmitting the Initial Determination notifies the audited entity of the next steps in the resolution process. The audited entity may request to informally discuss with representatives of the City of Pittsburgh any findings yet to be fully resolved. Should no meeting be requested, the audited entity would then have thirty days to submit a final written response to these findings not yet resolved.
- d. By the 120th day, whenever practical, the City of Pittsburgh issues by certified mail a Final Determination to the audit report. The Final Determination lists each finding in the audit report, any responses submitted by the audited entity, and the final determination as to the adequacy of those responses and the resolution of the finding. It also lists individually any questioned amounts determined allowable or unallowable under the requirements of the Act.

The letter transmitting the Final Determination lists the total amount, if any, of costs allowed and/or disallowed as a result of the audit resolution process. The Final Determination establishes a debt for the disallowed amount, and designates a date by which repayment of that amount must be made. If the audited entity has a contract or contracts still in effect, the City may elect to withhold payment of any amounts due from future invoices, within the established time frame. It also lists the procedures to be followed in submitting a formal appeal of the Final Determination. The formal appeal is a request for a review of the audit resolution by an impartial hearing Officer.

Debt Collection Procedures

Issuance of a Final Determination signifies the completion of the audit resolution process. A debt is established when the Final Determination disallows any costs questioned in the audit. The collection of that debt is a separate process, with specified time frames and procedures. The Final Determination contains the first official demand for repayment of the debt.

- a. Following receipt of the Final Determination, the audited entity has twenty days to submit an appeal. That appeal is a request for a formal review of the Final Determination

before an impartial Hearing Officer or the TRWIB Director. The debt collection process is stayed pending a decision regarding the appeal. However, the debt does become delinquent on the 31st day following receipt of the Final Determination, whether or not an appeal has been filed. Interest on the delinquent debt, based on the U.S. Treasury rate in the quarter when the debt becomes due begins to accrue at that time, and accrues during the entire time of the appeal process.

b. Following receipt of the Final Determination, the audited entity has twenty days to submit an appeal. That appeal is a request for a formal review of the Final Determination before an impartial hearing Officer of the Commonwealth. The debt collection process is stayed pending a decision regarding the appeal. However, the debt does become delinquent on the 31st day following receipt of the Final Determination whether or not an appeal has been filed. Interest on the delinquent debt begins to accrue at that time according to the prevailing rate determined by the U. S. Treasury, and accrues during the entire time of the appeal process.

c. If no appeal of the Final Determination is filed, repayment of the debt is due within thirty days after receipt of that determination. If the audited entity has a contract or contracts which is/are still in effect, the City may elect to deduct any amounts due from future invoices, within the established time frame. Upon repayment of the outstanding debt, the City of Pittsburgh issues a final letter. This letter acknowledges receipt of the repayment, and ends the debt collection process.

d. Should repayment not be received within the thirty-day period, a second notice is transmitted by certified mail. This notice states that repayment must be submitted within twenty days of receipt of the letter. It also states that interest on the outstanding debt began to accrue on the 31st day following receipt of the Final Determination by the audited entity.

e. Should repayment of the outstanding debt not be received within twenty days after receipt of the second notice, a Final Notice is sent by certified mail. The Final Notice states that the City of Pittsburgh must receive repayment within ten days of receipt. It also lists the amount of accrued interest due on the debt. The notice also states that, should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions may be instituted.

2. Describe measures to eliminate duplicative administrative costs being used by the LWIB.

The TRWIB, Inc., in their role as advisor to the City of Pittsburgh, Pittsburgh Partnership, has related administrative expenses in conjunction with that role. The City of Pittsburgh, Pittsburgh Partnership, as the fiscal agent, has administrative expenses related to the role of the fiscal agent. These are two distinct entities with two distinct and different roles and thus the total administrative expenses are not duplicated. Regular communication and meetings take place between the city, county and TRWIB to ensure duplicative administrative costs do not occur.

3. Describe the property management approach used by the LWIB.

An effective property management system has been developed and is maintained by the Fiscal Agent. In this system, all purchases of non-expendable personal property with a unit cost of \$ 500.00 and useful life of one year or more are entered into the inventory record. Supporting documentation for all purchases is maintained. A physical inventory with reconciliation to the inventory record is completed annually.

All WIA computer property and property valued at \$5,000 or more is tagged or stamped as such and is used solely for the purpose of the Act. All WIA property is treated in the same manner. Provisions are also made in contracts with sub grantees regarding ownership, utilization, and disposition of any property acquired with WIA funds.

The local workforce area uses the following procedures in acquiring, controlling, and utilizing property under WIA. After a need for property is determined to exist and after the local workforce area has determined that the needed property is not available through any other source, the process begins with a written request approved by the Fiscal and Contracting Services Supervisor, and Director. The local workforce area uses the City of Pittsburgh's new automated financial system, "People Soft" system. For items not under contract, the Department of General Services completes the procurement bidding procedure and the bid is awarded and a purchase order is issued by the Department of General Services through People Soft. Key items on the purchase order include a description of the property, company to whom the bid was awarded, and amount of the bid. For items under contract, the Purchasing Division of the Department of General Services approves the purchase order within "People Soft," prints out a hard copy and dispatches it to the vendor.

The local workforce area receives the goods from the vendor and verifies that the shipment is correct and enters a receiving receipt into "People Soft." The local workforce area enters a P.O. Voucher into "People Soft" and prints out a hard copy approved by the Fiscal and Contracting Services Supervisor, which are then submitted to the Controllers Office for payment. The Fiscal Section of the local workforce area records the disbursement in the appropriate ledger.

The Fiscal Section is also responsible for inventorying, tagging and recording key Information such as property description, WIA tag number, serial number, and requisition price, in the WIA computerized inventory spreadsheet. All non-expendable personal property with an original acquisition price of \$500 or more is recorded in the WIA inventory. The inventory is reconciled monthly to new purchases as shown in the computerized general ledger. It is also reconciled at the end of each grant year to the total of all property disbursements made by the local workforce area plus all disbursements made by sub recipients as disclosed on invoices and the sub recipient contract closeout package. A physical inventory is performed on an annual basis; the result of which is reconciled to the WIA computerized inventory spreadsheet. Also, at that time, any appropriate changes, such as in condition codes are recorded.

An annual physical inventory is taken of all WIA property. The inventory verifies the existence, location, and condition of the property. The inventory also assists in assessing

the continued need for the property for present and future training programs. The Administrative Entity uses its cumulative Inventory Ledger, which shows property location for all property purchased under WIA in order to locate all property and update appropriate information. A copy of the inventory is forwarded to the Department of Labor and Industry at closeout each year. Explanations are provided for any new or changed items.

Agreements with sub recipients contain a property management section that ensures that sub recipients adhere to the property management requirements. The Agreements also provide that sub recipients must submit a contract closeout package, one section of which applies to inventory.

The local workforce area provides adequate safeguards for the protection of all property within its jurisdiction. Security guards monitor the location of the Administrative Entity, the City-County Building, during work and non-work hours. Visitors during non-working hours are required to sign in and sign out. In addition, all WIA Offices are locked at the end of the work day. The office where the computer master station is located is an office within an office and thus is protected by two locks. Also, insurance carried by the City of Pittsburgh covers WIA property at the Administrative Entity location. Contracts with sub recipients contain a property management section.

Prior to any acquisition, the local workforce area determines that the property is not available through any other source, such as from existing WIA property or from any other service within the local workforce area which may have property available for use. The local workforce area also refers to any information supplied by the Department of Labor and Industry.

Written approval is obtained from the Department of Labor and Industry prior to procurement of non-expendable personal property with a unit acquisition price of \$5,000 or more.

The City of Pittsburgh's Department of General Services is responsible for procuring bids on all purchases of property and equipment. Purchases of up to \$5,000.00 are made on a competitive bid basis. Purchases over \$5,000.00 are made on a sealed competitive bid basis. In all cases, the Department of General Services contacts at least three potential bidders.

The annual inventory is one means of identifying excess property items. Also, the Administrative Entity assesses the needs it has on a continuing basis. Any property that the local workforce area or its sub recipients has that is determined to be excess is reported to the Department of Labor and Industry and made available for use in other local workforce areas.

WIA property with a unit acquisition cost under \$5,000 is disposed in accordance with the procedures established by the local workforce area. These procedures include the following priorities:

- (1) Determine if there are other programs funded by the City where the property is needed.

- (2) Notify the Commonwealth Property Officer that excess property is on hand and available for transfer.
- (3) Notify surrounding local workforce areas of the availability of excess property.
- (4) Place the property up for public sale or auction. If this step is taken, procedures are followed that assure open and fair competition. Any proceeds received, as the result of the sale of property is reported as program income.

C. Procurement

- 1. Describe the competitive and non-competitive process that will be used to award grants and contracts for activities under Title I of WIA, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.**

Procurement for service providers for training and supportive services for participants is conducted through a competitive Request for Proposals (RFP) process. The review process includes a documented methodology for technical evaluation, standards for performance of cost or price analysis, and awards to responsible submitters whose proposals are most advantageous to the program considering price, technical factors, and all other relevant considerations.

The local area maintains a list of agencies interested in providing employment and training services. The RFP is sent directly to those agencies included in our list of potential service providers. A legal notice is also published in local newspapers for the Pittsburgh area. All RFPs are available on the Pittsburgh Partnership and TRWIB's websites.

Proposals must demonstrate the experience of the organization with respect to providing the particular type of training proposed, the capability to serve the proposed target population(s), sensitivity to their special needs, and the ability to provide services that can lead to the achievement of competency standards for participants with identified deficiencies.

Proposers must provide assurances that the organization will comply with all legal requirements in the RFP.

Proposals are reviewed and analyzed, first internally and then by an Independent Review Committee including community and business representatives utilizing the following criteria:

- Need for service(s) offered.
- Past performance and demonstrated capability of the organization to perform the work required.

- Experience of the organization in working with the designated target population(s).
- Ability of the organization to provide services that can lead to the achievement of competency standards for participants with identified deficiencies.
- Accessibility of services to specified target populations and/or target areas.
- Project goals and objectives that coincide with those of the Workforce Investment Act.
- The practicality and probable effectiveness of the program as evidenced by planned program outcomes, performance standards, and qualitative standards, such as the quality of the curriculum, the length of training, and (for occupational training only) the job security and mobility potential of the job for which training is proposed.
- Adequacy of administration, time and attendance procedures, payroll accounting systems (including time and attendance documentation), organization and staffing, equipment and facilities.
- The cost effectiveness of proposed program. Proposals must contain budget backup that fully outlines the cost of proposed program.
- Cash or in-kind contributions (e.g., salaries, benefits, equipment, materials, support services for participants, etc.).
- Evidence of adequate insurance: General Liability, Auto (if applicable), Workmen's Compensation, and Bonding.

Sole source (non-competitive) proposals are used only under one of the following circumstances:

- The item or service is available only from a single source;
- The public exigency or emergency need for the item or service does not permit a delay resulting from competitive solicitation;
- The awarding agency authorized noncompetitive proposals;
- After solicitation of a number of sources, competition is determined inadequate; or
- On-the-job training (OJT) contracts, except OJT brokering contracts, which shall be selected competitively, and proposals for customized training.

The purchase of individual opportunities in an Individual Training Account relationship is not solicited through the RFP. The selection is based on participant choice from the list maintained by the Commonwealth.

The City of Pittsburgh's procurement systems provides for full and open competition in the procurement of goods and services for the City. The City's Department of General Services is responsible for the purchasing for the City. Information about the City's purchasing services is located on the City's Web Site.

2. Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.

In order to be considered for funding, a program's proposal is required to demonstrate to reviewers that the proposed program could:

- recruit and retain sufficient numbers of eligible youths, in particular youths from the targeted priority populations and areas;
 - achieve required performance on federally mandated performance measures;
 - provide timely and accurate reporting; and
 - be cost efficient.
-
- **Organizational Capability (10%)** - Past performance with training/workforce development; organizational experience with similar type programs; fiscal and administrative capacity
 - **Program Design (30%)** - Participant recruitment; internal assessment; project components; expected results/outcomes; methodologies/curriculum; service elements included in program design; types of activities; location and accessibility of services; remote or on-line instruction; cost effectiveness: number of youth to be served, cost per participant, shared resources leveraged from outside; industry cluster addressed by the program: life sciences, tourism and hospitality, manufacturing, business and financial services, information technology
 - **Follow Up/Support Services (30%)** - In house support; referral/contracted services available; specific services to monitor long term employment retention
 - **Partnerships/Linkages (10%)** - Linkages with businesses, community or human service groups; linkages to PA CareerLink and the PA CareerLink system; linkages to schools; shared resources or services; memorandum of understanding
 - **Outcomes (20%)** - Expected outcomes appropriate for age group and target population; industry or employer recognized credentials awarded upon completion; occupational preparedness; WIA type outcomes

D. Appeals Process

Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the Board or One-Stop Operator.

Providers have the right to appeal rejected training programs, a denial of continuing eligibility, suspensions, and termination of eligibility. Appeals can be made against either the TRWIB or the State and must be submitted within 20 working days from the date of

rejection. The TRWIB and/or State will respond within 20 days of receipt of the appeal. A certification on-line appeal process is available on the Pennsylvania PA CareerLink website.

E. Equal Opportunity and Affirmative Action

- 1. Describe the system to assure compliance with all applicable federal and state laws and regulations including those regarding debarment, tax liabilities or delinquent obligations, the Federal Lobbying Act, Minority and Women Business, discrimination or harassment.**

Please refer to no. 3 in this section for a description of the system to ensure compliance.

Provide contact information for the Equal Opportunity (EO) Officer and EO Liaison(s) in the Local Area.

The TRWIB, City of Pittsburgh and Allegheny County hired an EO Coordinator to serve as the EO Officer for all Title I-funded activities in the City of Pittsburgh and Allegheny County. The EO Coordinator is Shad Henderson. Phone: 412-552-7099. Email: shenderson@trwib.org. Below, please find all EO liaisons for all PA CareerLink sites in Pittsburgh/Allegheny County.

Site	Site Administrator	EO Liaison
Downtown Pittsburgh 412 552-7100 TTY: 412 552-7044	Barbara Parees bparees@state.pa.us	Eric Pferdekamper- epferdekamper@pghPA CareerLink.org ; Kathy McCune- kmccune@state.pa.us.org
Allegheny County East 412 436-2225 TTY: 412 271-4217	Ella Holsinger eholsinger@dli.state.pa.us	Larry Puhalla lpuhalla@dhs.county.allegheny.pa.us
Allegheny West 412 809-3500 TTY: 412 809-3502	Eric Guiser equiser@state.pa.us	Christine Bruns, 412 809-3522 chbruns@state.pa.us
CCAC Allegheny 412 237-2545 TTY: 237-2601	Robert Kmetz rkmetz@ccac.edu	Tony Wieckowski awieckowski@ccac.edu
CCAC Boyce 724 325-6771 TTY: 724 325-6747	Charles Bostaph cbostaph@ccac.edu	Carol Johnson cjohnson@ccac.edu
CCAC North 412 369-3637 TTY: 412 369-4110	David Young dyoung@ccac.edu	Kathy White, 412 369-3686 kwhite@ccac.edu
CCAC South 412 469-6214	Melanie Porach mporach@ccac.edu	Jackie Logsdon jlogsdon@ccac.edu

TTY: 412 469-6005		
Goodwill 412 390-2327 TTY: 412 325-2854	Raeann Olander olander@goodwillpitt.org	Faith Reed freed@goodwillpitt.org
Forbes Road Career Technology & Center 412 373-8100 TTY: 412 373-8100 x 191	Alfreda Hines alfredah@forbesroad.com	Karen Carner karenc@forbesroad.com
Jewish Family & Children's Service Career Development Center 412 422-5627 TTY: 521-7286	Cheryl Finlay cfinlay@jfcspgh.org	Dorcas Miller, 412 422 5627 ext 343 dmiller@jfcspgh.org
West Pittsburgh Partnership 412 922-2740	Eric Worthing eworthing@westpittsburgh.org	Dru Imler, druimler@aol.com

2. Describe how the identity of the EO Officer and the appeal process are made available.

The identity of the EO Officer and the appeal process are made available through the Equal Opportunity is the Law posters. These posters are posted in highly visible areas within the PA CareerLink centers and administrative offices. The Equal Opportunity posters are available in English and Spanish and are displayed in prominent locations throughout significant areas in applicable facilities. Additionally, each applicant/claimant, (including applicants/claimants with disabilities) that registers for work with a PA CareerLink receives notification of their Civil Rights information electronically at the time of registration.

3. Describe the appeal process for assuring that no individual shall be excluded from participation, denied benefit or employment, nor subjected to discrimination under or in connection with, any program or activity for any reasons, including but not limited to: race, color, religion, national origin or citizenship, age, disability, political affiliation or belief.

The appeal process, as is stated above, is available on Equal Opportunity is the Law posters and stated in our LWIA Civil Rights Statement. Our Civil Rights Statement reads, "It is against the law for the Three Rivers Local Workforce Investment Area (LWIA), a recipient of Federal financial assistance, to discriminate on the following basis:

Against any individual in the United States, on the basis of race, color, religion, sex, national origin, age, disability, political affiliation or belief; and

Against any beneficiary of programs financially assisted under Title I of the Workforce Investment Act of 1998 (WIA), on the basis of the beneficiary's citizenship/status as a lawfully admitted immigrant authorized to work in the United States, or his or her participation in any WIA Title I-financially assisted program or activity.

The LWIA must not discriminate in any of the following areas:

- Deciding who will be admitted, or have access, to any WIA Title I-financially assisted program or activity;
- Providing opportunities in, or treating any person with regard to, such a program or activity; or
- Making employment decisions in the administration of, or in connection with, such a program or activity.

All complaints filed within the Three Rivers LWIA, will be immediately reported to the LWIA EO Coordinator and the State EO Officer. The LWIA EO Coordinator, based on consultation with the State Office of Equal Opportunity, will conduct a fact-finding/investigation at the local level in consonance with procedures outline in the Workforce Investment Act.

If it is determined that the complaint is service related and/or a non-Equal Opportunity complaint, the LWIA Coordinator will then forward the grievance information to the appropriate supervisor(s) at the LWIA agency of occurrence.

If the complaint is an Equal Opportunity issue, the LWIA EO Coordinator will meet with the complainant or his/her authorized representative within (10) business days from the receipt of the allegations, to conduct a fact-finding investigation of the circumstances underlying the allegations and attempt to informally resolve the issue. The LWIA EO Coordinators' findings will be submitted in writing to the complainant not later than (10) business days following the fact-finding/investigation. The written notification shall include notice of the complainants' right to request a formal investigation by the EO Officer at the State level if a satisfactory resolution is not accomplished at the local level.

If the complainant is dissatisfied with the attempted informal resolution, he/she must inform the LWIA EO Coordinator and the EO Officer at the State level within (5) business days of receipt of the unsatisfactory decision and request a formal investigation by the State Equal Opportunity Office.

All complaints filed at the local level must be documented on the Workforce Investment Act/State Employment Security Agency local complaint log that is submitted to the State Equal Opportunity Office on a quarterly basis.

If you file your complaint within the LWIA, you must wait either until the LWIA EO Coordinator/ State Office of Equal Opportunity issues a written Notice of Final Action, or until 90 days have passed (whichever is sooner), before filing with the USDOL CRC.

If the State Office of Equal Opportunity does not give you a written Notice of Final Action within 90 days of the day on which you filed your complaint, you do not have to wait for the State Office of Equal Opportunity to issue that Notice before filing a complaint with the USDOL CRC. However, you must file your USDOL CRC complaint within 30 days of the 90-day deadline (in other words, within 120 after the day on which you filed your complaint with the LWIA EO Coordinator/ State Office of Equal Opportunity).

If the State Office of Equal Opportunity does give you a written Notice of Final Action on your complaint, but you are dissatisfied with the decision or resolution, you may file a complaint with the USDOL CRC. You must first file your complaint within 30 days of when you received the Notice of Final Action.

VIII PERFORMANCE

A. Performance Management

1. Describe the monitoring process and oversight criteria and procedures utilized to move the system workforce investment toward LWIA goals.

In October 2004, the TRWIB hired an in-house Program Monitor who is responsible for carrying out the TRWIB's responsibilities for oversight, monitoring and corrective action of the Title I programs in accordance with Malcolm Baldrige principles and state and federal regulations. This continual monitoring process assists the PA CareerLink system in achieving LWIA goals.

Please refer to Attachment C for TRWIB's programmatic monitoring policy and Attachment D for the fiscal monitoring policy.

2. Describe the system to capture and report performance data.

All required data is entered in a timely manner. Subcontractors communicate all client information to Employment Services Coordinators (ESC) through a "Provider Information Form" (PIF). ESCs enter client information obtained either through the PIF or direct information into our internal database called "MRS". This database then generates the "Client Data Form" (CDF) and a "Client Tracker Form" which are reviewed and approved by a Supervisor. The CDF, Client Tracker, and supporting documentation are then forwarded to the Data Unit for review. If everything is correct, the Clerical Specialist enters the information into PA CareerLink System and into a second internal database that is not connected to the MRS database. These databases are reconciled on a monthly basis. Performance information is formally reviewed monthly at an internal "Spending and Performance Meeting" as well as by PA CareerLink management.

3. Describe how partner services are made available through PA CareerLink, including how the LWIA will avoid duplication of core services.

The PA CareerLink Leadership Council continually strives to ensure that all necessary services are available through the PA CareerLink and that core services are not duplicated.

Please see Appendix D “Three Rivers Workforce Investment Board/LWIB One-Stop Partner Agreement.”

4. Describe how the LWIA identifies areas needing improvement and any processes in place to address deficiencies.

The Pittsburgh Partnership has internal and external monitoring. Any issues that arise as a result of the monitoring are addressed and corrected. The PA CareerLink system is constantly in a state of self-assessment and quality improvement. The PA CareerLink system just completed an extensive assessment through the PA CareerLink Quality Review (CLQR). Findings will be addressed through the PA CareerLink Leadership.

5. Describe LWIA policies or strategies to ensure effective implementation of Common Measures.

All subcontractors and staff are routinely made aware of the Common Measures and the importance of exceeding those measures starting with the Request for Proposals and throughout their relationship with the LWIA. Specific language about the Common Measures is included in the contracts signed by all subcontractors. Performance contracts tied to Common Measures are used when appropriate. Individual subcontractor performance and overall program performance are reviewed at a monthly “Spending and Performance Meeting”. Staff visits each contractor at least once a month to review activities and address any specific issues including performance. If a subcontractor is unable to meet performance benchmarks, the contract will be terminated or will adversely affect the possibility of future contracts. Furthermore, client incentives have been revised to reflect and improve achieving negotiated performance levels.

B. Negotiated Performance

1. Describe how levels of negotiated performance ensure and support the LWIA vision.

The Pittsburgh Partnership and its partners work together to meet the performance standards for PA CareerLink as a whole and the performance standards of the respective partners. The Pittsburgh Partnership has monthly Spending and Performance Meetings to ensure that performance standards are being met. Through cross training of PA CareerLink staff, all staff has been made aware of the performance standards governing the different funding streams. Continually working to achieve negotiated performance standards ensures that the LWIA is moving towards the goals and objectives of the PA CareerLink system.

2. Provide a listing of the LWIA performance standards for the Adult, Dislocated Worker, and Youth Programs negotiated with the Center for Workforce Investment and Analysis, as Appendix E in the Plan.

Please see Appendix E for performance negotiations for Three Rivers WIA

ix APPENDICES

- Appendix A – Published Notice
- Appendix B – Plan Review Comments
- Appendix C – Organizational Chart
- Appendix D – TRWIB / PA CareerLink Partner MOU(s)
- Appendix E – Performance Measures and Levels