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ANNUAL REPORT

KEYSTONE ECONOMIC DEVELOPMENT AND WORKFORCE COMMAND CENTER

JANUARY 2020

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LETTER TO THE GOVERNOR

Dear Governor Wolf,

In your budget address nearly one year ago, you announced your intention to create the Keystone Economic Development and Workforce Command Center. Shortly thereafter, we, as selected co-chairs, stood by your side as you signed Executive Order 2019-02. Your call to action for the agencies under your purview and for private sector organizations representing business and labor has sparked unprecedented collaboration.

The following report lays out the work the Command Center has completed to date, and the implications of that work for the future. In accordance with your vision for creating the strongest workforce in the nation, we have put forth recommendations to ensure that both the businesses and citizens of the commonwealth have the tools and opportunities the need to be successful.

Workforce development has so many intricate moving parts and requires cross-agency, cross-sector collaboration. Your leadership and vision in creating this initiative has allowed for a thriving public-private partnership and has created collaborations between agencies and organizations for the first time, leading to better services for Pennsylvanians across the commonwealth. Over the last year, regular discussions among representatives of government agencies, businesses, and labor; presentations from partners engaged in workforce initiatives; and regional public listening sessions were all critical in highlighting emerging challenges to the commonwealth's workforce and the barriers impacting Pennsylvanians. We identified five key barriers to employment for jobseekers, workers, and employers: transportation, child care, re-entry, licensure, and training.

This report details these key barriers and offers concrete and actionable solutions to overcome them. However, the Command Center will continue its work, focusing on addressing additional barriers as they arise, recommending solutions, and offering assistance in the implementation of this report's recommendations. Command Center members will also work together to provide innovative models for economic success and examine the workforce development delivery system to ensure efficient and effective feedback loops, communication between agencies and communication to integral local partners. Economic development and workforce development efforts must be completely cohesive to ensure Pennsylvania's competitiveness, and through its work, the Keystone Economic Development and Workforce Command Center will do just that.

Sincerely,

Dennis M. Davin,
Secretary, Department of Community and Economic Development

W. Gerald Oleksiak,
Secretary, Department of Labor & Industry

Kathryn Boockvar,
Secretary, Department of State

Gene Barr,
President, Pennsylvania Chamber of Business and Industry

Richard Bloomingdale,
President, PA AFL-CIO

Anthony Bartolomeo,
Co-Chair, Team Pennsylvania

EXECUTIVE SUMMARY

BUILDING THE STRONGEST WORKFORCE IN THE NATION

Education, economic development and workforce development are all mutually dependent. To be effective, all must work collaboratively together. They must be strategically developed and cultivated together, without extra attention to one or the other. The classic "catch 22" quandary pertains here. An educated and skilled workforce is necessary to attract businesses to Pennsylvania communities. Great companies for these talented workers to gain employment are necessary to attract a skilled workforce to a region. And community development is required to bridge the gap. All sectors moving simultaneously together is what creates prosperity.

In the fall of 2017, Governor Tom Wolf established a Middle-Class Task Force to gain the perspective of workers, business communities and students throughout the commonwealth related to workforce development. The task force concluded that *"Pennsylvania's public education and workforce development systems must work together to provide relevant and affordable services and supports to all students and workers of all ages, prioritize outcomes, and align to 21st century business needs."*

CREATING A "COMMAND CENTER"

The Keystone Economic Development and Workforce Command Center (Command Center) was created by Governor Wolf through an executive order in February 2019. The creation of the Workforce Command Center demonstrates the continued commitment from Governor Wolf to create the strongest workforce in the nation by creating new technical and vocational training and apprenticeship programs and expanding others, so everyone has the skills needed to find good-paying jobs.

The Command Center has created a new culture in state government, and has fostered an environment for state agencies to work more closely with each other, and to work with private sector groups like the PA Chamber of Business and Industry, the PA AFL-CIO and Team Pennsylvania. Its creation has inspired collaboration and an unprecedented line of communication. The Command Center has created an open forum for all by placing everyone from program level staff to cabinet secretaries in the same room, discussing the effectiveness of each of their respective agency's programs.

All agency employees and executives in the room are there on a weekly basis because they believe strongly in the work that they complete. They know that the conversations that have occurred in the room, some challenging, some difficult to hear, lead to positive change. Even the smallest change in a program, one highlighted by a customer, or one examined through organic conversation, has potentially huge impacts on millions of Pennsylvanians.

The work of the Command Center is not done; in fact, it is just beginning. The first year of operation allowed for the agencies and organizations around the table to come together weekly and learn about the workforce development efforts already taking place. It was invaluable. Each agency was working towards creating a strong workforce with a siloed mindset. Learning what the agencies were working towards, and the programs being utilized allowed educated discussions to occur. The first year of the Command Center has allowed for relationship building, education on available resources and a willingness to have the difficult conversations that may challenge the programs each agency manages. New inter- and intragovernmental relationships have blossomed as a direct result of the Command Center; for example:

- The Department of State has started participating in the job fairs held by the Department of Corrections, to discuss potential licensed careers with inmates re-entering the workforce.
- The Department of Agriculture and the Department of Human Services began discussion on how to connect SNAP and TANF recipients with agriculture groups with employment needs in southeast Pennsylvania.
- The PA Chamber of Business and Industry and the Department of Human Services have started exploring innovative child care models with businesses in Pennsylvania.
- The PA Chamber of Business and Industry and the Department of Corrections have teamed up to explain the benefits of hiring re-entrants to businesses at career events.

Through the discussions, as well as through a feedback loop of regional listening sessions and presentations by experts and operators of innovative models, the Command Center identified five key barriers (childcare, licensure, re-entry, training, and transportation) and best practices of those outside of state government trying to tackle each. These barriers are by no means the only barriers but were those that were most widely identified through all regions of Pennsylvania. The Employment First Plan was created to assist individuals with disabilities, including giving direction to the Command Center to host a roundtable discussion with company executives that hire people with disabilities to pull out best practices and create strategies to encourage other companies to do so. This will be an initiative of the Command Center in the upcoming year.

A wide variety of workforce related topics have been discussed over the last year. Early in the process, five committees were created. These committees explored the key barriers, the ideal infrastructure of government, as well as strategies around data collection, sharing and analytic practices. These committees were:

- Data
- Barriers
- Best Practices
- Jobs/Skills of the Future; and
- Government Infrastructure

The committees met biweekly and in most cases, were co-chaired by a member of the public sector and the private sector. Each committee put forward a set of recommendations or action plan (Data Committee) in their respective purviews. The recommendations were presented to the full Command Center and were scrutinized and analyzed by the members before a consensus was reached. The final list of recommendations (42 total) are included throughout this report.

A GUIDE TO READING THE REPORT

This report outlines the work of the Command Center over the last year, the comprehensive review and intake of information surrounding the workforce system and initiatives in Pennsylvania and the dedicated effort of time, resources and critical thinking put forth by each agency and organization named in the Executive Order. Agencies that were not originally named as a part of the Command Center have joined the conversations to further elaborate on the topics covered.

Barriers impact more than one population or person. The work done over the last year was broad, taking into consideration the impediments to job-seekers, employers and workforce development professionals. State government cannot fix the current state of workforce alone. That is why the audience of this report is also broad, with recommendations being made to the Administration, the Legislature and to the Private Sector. The 42 recommendations are included here in the Executive Summary and are provided in more detail below.

The committees were integral in creating the recommendations for each barrier, however, this report is not written as a committee report out. Instead, the report lays out the main themes discussed over the last year. Those themes are Pennsylvania's current workforce landscape, using current data at the time of drafting, data, key barriers, and networked governance. Finally, the report wraps up with next steps for the Command Center. The Key Barriers section breaks out each key barrier individually, exploring some of the root causes, highlighting Best Practices already underway, in Pennsylvania or outside of Pennsylvania as well as the recommendations to mitigate the barrier. The recommendations should be examined collectively, as it will take buy in from legislators, local elected officials, workforce professionals and the administration to make effective change. Recommendations are directed toward the Legislature, Executive Branch, Public Sector (state, regional and local governments), Private Sector, Regulatory bodies, and in some cases, should examined via Public Private Partnership. It should be noted that the Best Practices are not all encompassing, as there are undoubtedly other great programs occurring in which commonwealth officials are unaware.

RECOMMENDATIONS

TRANSPORTATION

- Focus on transit-oriented development [Public Sector]
- Implement employer-employee cost-sharing programs [Private]
- Advance targeted economic development [Public and Private Sectors]
- Increase awareness of transit subsidies [Public Sector]

CHILD CARE

- Enhance employer/employee engagement [Public Private Partnership]
- Increase parent knowledge [Executive]
- Increase provider recruitment and support [Public Private Partnership]
- Increase access to quality child care [Executive and Legislative]
- Evaluate child care funding model [Executive, Legislative and Private]
- Support or incentivize the adoption of family-friendly workplace policies [Executive and Legislative]

LICENSURE

- Amend the state Criminal History Record Reformation Act [Legislative]
- Implement effective Act 41 Regulations [Regulatory/Executive/Legislative]
- Develop a "crosswalk" for veterans and active duty service members [Regulatory/Executive/Legislative]
- Reduce or eliminate unnecessary and unduly burdensome occupational licensing requirements [Legislative/Regulatory]
- Waive the initial application fees for low income Pennsylvanians [Legislative]
- Increase diversity of licensing board memberships [Legislative and Executive]
- Increase transparency and efficiency to improve the licensing system [Executive]

RE-ENTRY

- Conduct employer outreach and increase awareness [Executive/Private]
- Expand Clean Slate legislation and explore Ban the Box policies [Legislative, Public and Private Sectors]
- Review current scope of Memorandum of Understanding (MOU) [Executive]
- Increase access to identification and other vital records [Executive/Legislative]
- Expand PA CareerLink® opportunities for reentrants, including in correctional facilities [Public Private Partnership]
- Require Managed Care Organizations connect reentrants with primary care physician after exit [Executive]
- Explore an intensive case management model [Public Private Partnership]
- Explore alternatives to incarceration for non-violent parole violators while providing necessary essential skills [Legislative]

TRAINING

- Make PA CareerLink® services more accessible and user friendly [Public Sector]
- Evaluate the effectiveness and efficiency of the workforce development system [Public Private Partnership]
- Expand high-priority occupations (HPO) training options [Public Private Partnership]
- Leverage the flexibility of existing workforce development funding [Executive/Legislative]
- Engage employers on skills in demand and credentials of value [Executive/Private]
- Highlight Pennsylvania's Career Ready PA initiative with business, education and workforce stakeholders [Executive/Private]
- Support Pennsylvania students in accessing Pell Grants [Executive]
- Better utilization of SNAP 50/50 Program and increase in the number of SNAP 50/50 Programs [Executive]
- Explore Unemployment Compensation access to individuals enrolled in a state recognized training program [Legislative]
- Update the Pennsylvania Workforce Development Act [Executive/Legislative]

GOVERNMENT INFRASTRUCTURE

- Create shared commonwealth education, workforce and economic development metrics [Executive]
- Develop cross-training opportunities for commonwealth staff working in education, workforce, and economic development [Executive]
- Create a Governor's Award for Education, Workforce and Economic Development [Executive]
- Expand the PAsmart website to be a one-stop shop for education and workforce information and resources [Executive]
- Create a commonwealth-wide education, workforce and economic development email distribution system and website for grant opportunities and other resources [Executive]
- Explore ways to make the commonwealth a model employer [Executive]
- Consider how different discretionary funds can be leveraged to provide comprehensive solutions to address barriers and help the commonwealth meet its identified shared goals [Executive]

OVERVIEW

Governor Tom Wolf signed Executive Order 2019-02 on February 19, 2019 creating the Keystone Economic Development and Workforce Command Center.

Joined by commonwealth, legislative, labor, and business leaders for the signing, Governor Wolf showcased the collaborative dedication to strengthening Pennsylvania's workforce. During Governor Wolf's first term, he prioritized creating middle class jobs in manufacturing and new growth industries. By signing this Executive Order, Governor Wolf furthered his commitment to build the strongest workforce in the nation that drives the strongest economy. The Command Center brings an innovative approach to addressing the critical issue of qualified workers for the high-quality jobs Pennsylvania companies need to fill now and in the future.

Many job openings remain unfilled despite offering family-sustaining wages because there simply not enough qualified workers to fill them. Whereas in years past, businesses and labor groups have petitioned the Department of Community and Economic Development and the Department of Labor & Industry on a variety of diverse topics, today they share a top priority: workforce development. Labor groups have repeatedly expressed the need for skilled workers to fill the positions currently available, an argument also echoed by businesses surveyed by the PA Chamber of Business and Industry.[1] Pennsylvania companies need workers today but must also plan for tomorrow. The economic future of the commonwealth depends on building a well-educated and highly trained workforce now.

The Executive Order directed the Command Center to address Pennsylvania's workforce challenges by 1) convening a public-private partnership to target collectively programs and resources and 2) serving as an incubator for innovative ideas to build the desired skilled workforce and address worker shortages. Because of the Command Center's work, commonwealth agencies have begun to integrate initiatives and align resources and efforts to address the needs of both jobseekers and employers.

The Command Center has four main responsibilities:

1. Identify impediments to employment and develop proposals and recommendations to minimize barriers, modernize the workforce and improve the business climate in Pennsylvania;
2. Identify successful models from the public and private sectors that address workers' needs for access to a broad range of supports;
3. Develop workforce and economic development goals and track their implementation; and
4. Monitor the implementation of policies and initiatives related to workforce development.

The Command Center is housed within the Office of the Governor and administered by the Department of Community and Economic Development. It is led by an Executive Committee which consists of three private sector organizations and three commonwealth agencies.

- Department of Community and Economic Development
- Department of Labor & Industry
- Department of State
- Pennsylvania Chamber of Business and Industry
- Pennsylvania American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)
- Team Pennsylvania

[1] *https://www.pachamber.org/assets/pdf/annual_economic_survey_2019.pdf*

The Command Center also includes representation from the following state agencies and offices:

- Department of Education
- Department of Human Services
- Department of Corrections
- Department of Transportation
- Department of Agriculture
- The Office of the Auditor General
- The Pennsylvania State Workforce Development Board

At the first meeting of the Command Center on April 2, 2019, Governor Wolf outlined his vision and the critical nature of the future work of the group and importance of the products put forth by the Command Center. Since then, the Command Center has met weekly in Harrisburg and has held four regional meetings – in Elk, Greene, Huntingdon, and Philadelphia counties.

Governor Wolf has emphasized the importance of agencies working collaboratively to expend resources efficiently and effectively across initiatives, and thus challenged the Command Center to align existing resources to better serve the needs of jobseekers and businesses. As such, it was important that every organization around the table understood the current workforce development landscape in Pennsylvania and nationally. During the first several months, each organization connected to the Command Center provided a high-level overview of workforce efforts under their authority. These presentations provided an invaluable opportunity to learn about what workforce initiatives were ongoing within different commonwealth agencies and to initiative immediate programmatic and information-sharing collaborations.

These intra-governmental collaborations quickly benefited from the public-private nature of the Command Center, as the PA Chamber of Business and Industry began working with agencies such as the departments of Human Services and Corrections to match employers with workers from the populations served by the respective departments.

The Department of State has started participating in the job fairs held by the Department of Corrections, to discuss potential licensed careers with inmates re-entering the workforce.

The Department of Agriculture and the Department of Human Services began discussion on how to connect SNAP and TANF recipients with Agriculture groups with employment needs in Southeast Pennsylvania.

The PA Chamber of Business and Industry and the Department of Human Services have started exploring innovative child care models with businesses in Pennsylvania.

The PA Chamber of Business and Industry and the Department of Corrections have teamed up to explain the benefits of hiring re-entrants to businesses at career events.

As the Command Center came together each week, major themes quickly emerged and thus, five committees were created:

- The **Data Committee** identified agency data related to workforce development, the metrics used by state agencies to monitor and evaluate progress and program success, and ways in which agencies can share data to make future decisions surrounding workforce. The committee also began work on a longitudinal data system to better track workforce success and inform future policy decisions.
- The **Barriers Committee** explored the main barriers to employment for job seekers and employers; the root causes of those barriers; and steps that can be taken to minimize those barriers. As a result, five key barriers have been identified: child care, licensure, re-entry, training, and transportation.
- The **Best Practices Committee** identified successful models within the commonwealth and surrounding states that address specific barriers highlighted by the Command Center, including those identified by the Barriers Committee.
- Not every job requires a four-year college degree, but every worker needs both the specific and universal skills to compete for and succeed at a good job. Determining what those skills will be and ensuring those skills are taught from an early age will strengthen Pennsylvania's future workforce. Thus, the **Jobs and Skills of the Future Committee** considered how to prepare Pennsylvanians of all ages for jobs and occupations for the next five years, 10 years, and beyond.
- The **Government Infrastructure Committee** reviewed existing programs for duplication or future collaboration and examined how government structure could be improved to foster workforce growth. Whereas the Barriers and Best Practices Committees focused on barriers experienced by jobseekers and employers, the Government Infrastructure Committee focused on barriers workforce development professionals faced in fulfilling the goals of their organizations.

To inform the work of these committees, the Command Center frequently invited external groups to attend regularly scheduled meetings and provide presentations. These external groups brought important issues to the attention of the Command Center; highlighted best practices occurring across the commonwealth and in other states; and helped Command Center members stay informed on the many facets of workforce and economic development.

There is no one-size-fits-all solution to workforce development. However, the Command Center serves as an open forum for frequent discussions on topics that will impact the lives of future generations of Pennsylvania citizens. A variety of topics have been explored within the Command Center and finding subject matter experts to discuss the issues has been an invaluable asset to the work of the Command Center and the recommendations put forth below.

The Command Center also hosted four regional meetings in 2019:

- August – Huntingdon County
- September – Elk County
- October – Greene County
- November – Philadelphia County

These regional meetings allowed local and regional groups to provide their perspective on the current workforce and economic landscape and identify specific barriers to employment for jobseekers, employers, and workforce development professionals in their respective areas. The Command Center will continue to host regional convenings in 2020.

As the Command Center approaches the end of its first year, these recommendations do not mark an end to the work begun when Governor Wolf created the Command Center. The work goes on. Rather, these recommendations should be seen as an initial marker on the path that the Command Center, its participating agencies, and its partners will continue to forge into the future for the betterment of Pennsylvania workers, Pennsylvania businesses, and all Pennsylvanians, including those of future generations. As the third decade of the 21st century begins, the convening, the collaborating, the listening, and the learning that happens in, through, and because of the Command Center remains vitally important to ensuring that Pennsylvania and Pennsylvanians lead our country towards an innovative, opportunity-rich, and stable economy for all.

PA WORKFORCE LANDSCAPE

Due to an aging population and slower population growth, Pennsylvania's economy continues to adapt and transform. These demographic changes will create both workforce challenges and opportunities. With fewer new workers entering the labor market, demand for efficiency and key skills will increase. Future worker shortages across industries are likely even with an expected influx of outside labor and higher labor force participation rates, and some industries and occupations will be affected sooner and more deeply than others. Jobs in most major occupational groups will be plentiful for current and future labor market participants and the best paying jobs will go to those with more than a high school education. Barring a downturn, modest economic growth coupled with an aging workforce will create opportunities for anyone seeking a job.

POPULATION CHANGE AND THE BABY BOOMERS

Between 2018 and 2028, Pennsylvania's population is projected to grow by 1.1 percent, a slower rate than the United States as a whole (6.9 percent). Pennsylvania's population is expected to grow slowly through 2035 and then decline slightly at least through 2048. However, Pennsylvania's age distribution is expected to change more dramatically due to the aging of the largest generation: Baby Boomers born between 1946 and 1964.

Pennsylvania has the seventh-highest median age (40.8) in the nation and the eighth-largest percentage of residents aged 65 and over (18.24 percent). This cohort is expected to continue to grow until 2048 largely because of the aging of the Baby Boomer generation. The oldest Baby Boomers turned 65 in 2011 and the youngest will turn 65 in 2029. Subsequent generations are smaller, meaning the natural increase in the workforce population will be insufficient to replace those leaving it. This will have profound effects on the future distribution of workers across industries and occupations.

JOB GROWTH

The estimated number of nonfarm jobs in Pennsylvania increased to 6,059,400 in October 2019, an increase of over 13,000 from September 2019 and spread across 10 of 11 industry super sectors. As of October 2019, total nonfarm jobs in Pennsylvania are up 28,700 over 2018. In comparison, the U.S. average employment in 2018 was 155,761,000, up 2,424,000 from 2017, or 1.1 percent. In 2019, Pennsylvania's employment numbers reached and remained close to record highs.

LABOR FORCE

Pennsylvania's labor force - people who are working or who want to work - was 6,516,000 in October 2019. Pennsylvania's labor force participation rate in September 2019 was 63.2 percent, just below the 2016 average (63.3) but 0.4 percent higher than the 2018 average (62.8 percent). In 2018, the male labor force participation rate was 68.3 percent, up 0.3 percentage points from the previous year, and the female rate was 57.3 percent, up 0.2 percentage points after a 1.5 percentage points decrease in 2017. During the same period, the nation's average labor force participation rate was 62.9 percent, unchanged from 2017.

UNEMPLOYMENT

Pennsylvania's unemployment rate rose to 4.2 percent in October 2019, up from 4.0 percent in September but unchanged from October 2018. The average unemployment rate for 2018 dropped 0.6 percent to 4.3 percent after having dropped 0.5 percent in 2017. In 2019 Pennsylvania's unemployment rate has been at the lowest levels since 2000, though it remains higher than the national average. Between October 2018 and October 2019, the unemployment rate amongst African-Americans in Pennsylvania increased by 1.0 percentage point to 7.8 percent. During the same time, the unemployment rate amongst Caucasians has decreased from 4.2 percent to 3.6 percent.

As the economy has continued to improve, long term unemployment - the number of Pennsylvanians unemployed for 26 weeks or longer (meaning they have exhausted unemployment compensation benefits) - has declined since 2018. In October 2018, 68,100 Pennsylvanians were unemployed long-term; in October 2019, 57,000 were. The average duration of unemployment has dropped from 25.5 weeks in October 2018 to 19.9 weeks in October 2019. Additionally, the number of workers working part-time for economic reasons has continued to decline from the peak (315,000+) in 2012 to 187,400 in October 2019.

WAGES

In Pennsylvania in 2017 and 2018 both the nominal and real wages increased. In 2018, the nominal wage rose by 3.1 percent, which was greater than the 2.9 percent increase in 2017, but higher price inflation led to only a 0.6 percent increase in the real wage, as compared to a 0.7 percent increase in 2017.

INDUSTRIES

Pennsylvania's education and health services, professional and business services, and leisure and hospitality sectors are anticipated to account for 80 percent of all annual employment growth through 2026. The government, information, and manufacturing sectors are the only three sectors projected to lose jobs annually. These trends reflect the dynamics of Pennsylvania's aging population, the rise of Baby Boomer retirements, and technological change. These factors do not affect all industries equally.

The industries with the most growth anticipated between now and 2026 are in the health care & social assistance sector, though elementary and secondary schools, services to buildings and dwellings, personal care services, other amusement and recreation industries, and other specialty trade contractors are also expected to grow.

Over the next five years, industries in the retail trade and manufacturing sectors are expected to show the greatest declines. Pharmaceutical and medical manufacturing, furniture and home furnishing merchant wholesalers, and iron and steel mills and ferroalloy manufacturing are also expected to decline.

The construction, health care and social assistance sectors are home to the largest developing industries - those with employment levels less than 30,000 but with annual employment gains of 50 or more - in Pennsylvania.

OCCUPATIONS

Modest economic growth coupled with an aging workforce will create opportunities for job seekers in all major occupational groups. The greatest total demand among these groups will be in office & administrative support occupations, food preparation & serving related occupations, and sales & related occupations. More than 95 percent of demand will come from workers leaving an occupation by exiting the workforce entirely or by transferring to a different occupation.

Pennsylvania's leading developing occupations - defined as having statewide employment less than 10,000 and projected annual demand of at least 360 - are concentrated in the healthcare practitioners and technical occupations. Starting wages in these occupations vary greatly, as indicated by the high growth, in-demand job chart below.

HIGH GROWTH, IN DEMAND JOBS IN PENNSYLVANIA WITH ENTRY-LEVEL HOURLY WAGES

By Volume Growth	By Percent Growth	By Annual Demand
Combined Food Prep & Serving Workers $8.40	Physical Therapist Aides $10.01	Combined Food Prep & Serving Workers $8.40
Retail Salespersons $8.51	Home Health Aides $10.26	Cashiers $8.42
Personal Care Aides $10.12	Physical Therapist Assistants $18.98	Waiters & Waitresses $8.42
Home Health Aides $10.26	Occupational Therapy Assistants $20.24	Retail Salespersons $8.51
Laborers & Material Movers .. $10.63	Web Developers $21.88	Stock Clerks & Order Fillers ... $9.22
Customer Service Representatives $11.86	Personal Financial Advisors .. $23.30	Home Health Aides $10.26
Nursing Assistants $12.28	Operations Research Analysts $26.85	Laborers & Material Movers .. $10.63
Construction Laborers $13.08	Physical Therapists $29.99	Office Clerks, General $10.94
Heavy & Tractor-Trailer Truck Drivers $16.01	Physician Assistants $34.32	Customer Service Representatives $11.86
Registered Nurses $25.70	Nurse Practitioners $35.10	Registered Nurses $25.70

Source: Based on Long-Term Occupational Employment Projections (2016-26) and Occupational Wages (2018)

DATA

In the technology age, data is more important than ever. To compete, economic development and workforce development need to evolve to data driven decision-making. More states, including Pennsylvania, are exploring ways to use programmatic metrics and their outcomes to measure success of programs. The Command Center is taking this even further by building a framework to make data-driven decisions, in real time, with internal and external groups to help frame out expectations as a state.

The Command Center, through the Data Committee, focused on two main priorities:

- Fulfilling the Command Center's directive, per the Executive Order, to "[d]evelop workforce and economic development goals and track implementation and progress through the development of a dashboard" and
- Driving progress toward the development of a workforce state longitudinal data system (SLDS) in Pennsylvania to connect early learning, K-12, postsecondary education, and workforce data to track education and workforce outcomes from early childhood to career.

To advance these priorities, the Data Committee held regular meetings and organized a data collaboration event where representatives from nine commonwealth agencies presented key metrics related to the Command Center's mission. Additionally, the committee reviewed workforce-themed dashboards and data products from other states and organizations to generate ideas regarding dashboard design, metrics to track, and approaches to developing a statewide LDS.

DATA DASHBOARD

To fulfill the Command Center's responsibility to set workforce and economic development goals for the commonwealth and track progress toward these, the Data Committee helped create the Keystone Economic Development and Workforce Command Center Data Dashboard. The dashboard is both a performance measurement tool and an opportunity to provide macroeconomic and workforce data to policymakers throughout Pennsylvania. The dashboard was created using a "storyboard" tool that the commonwealth had already purchased and is being hosted on Open Data PA, the commonwealth's open data portal.

A significant milestone in the development of the Command Center Data Dashboard was the Data Collaboration Event, hosted by the Data Committee on October 21, 2019. The purpose of the event was to:

- Fostering a culture of information at the commonwealth to support continuous improvement of state programs and initiatives[2]
- Promote interagency collaboration on developing goals and objectives for tracking the progress of the Command Center; and
- Raise awareness among Command Center members of the metrics that commonwealth agencies are currently tracking that are related to the Command Center's mission.

Representatives from nine commonwealth agencies[3] presented at the Data Collaboration Event. In total, the agency representatives presented on 85 individual metrics or groups of metrics that the agencies are currently tracking and that provide information related to the mission of the Command Center. Following each agency presentation, audience members – who collectively represented all the Command Center's partner organizations – asked questions of the presenters and engaged in discussion. The Data Committee recorded participant feedback both in session and via email following the Data Collaboration Event.

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[2] *https://www.ecs.org/using-state-data-systems-to-create-an-information-culture-in-education/*

[3] *Commonwealth agencies participating in the presentation include: Labor & Industry, Community and Economic Development, State, Agriculture, Transportation, Education, Human Services, Corrections, and the State System of Higher Education*

Following the Data Collaboration Event, the Data Committee met to discuss the results and select a set of priority metrics for publication on the Command Center Data Dashboard, designating 24 priority metrics within four categories:

1. **Economic Drivers -** Metrics include indicators of economic activity in Pennsylvania and the overall macroeconomic climate.
2. **Labor Force -** Metrics describe the current or future workforce in Pennsylvania, as well as its relationship to employer needs.
3. **Training Effectiveness -** Metrics provide information on education or training programs and their effectiveness.
4. **Barriers -** Metrics provide information describing or measuring the impact of the five barriers identified by the Command Center.

Upon receiving the Executive Committee's approval, the Data Committee used the list of priority metrics as the basis for gathering data, crafting narrative content, and creating graphics and visualizations for the Command Center Data Dashboard: https://data.pa.gov/stories/s/wsmw-ne8f. This two-month process culminated in the launch of the Command Center Data Dashboard on January 27, 2020, in conjunction with the delivery of this Annual Report.

STATEWIDE LONGITUDINAL DATA SYSTEM (SLDS)

The Command Center presents a promising opportunity to convene stakeholders and provides the executive sponsorship necessary to develop a statewide longitudinal data system (SLDS) to monitor all aspects of Pennsylvania's education and workforce outcomes from birth to retirement. This method of data sharing and tracking of the education and workforce continuum, an SLDS, is recognized as a best practice for public and private workforce partnerships across the country, leading to better data-driven policy and funding decisions, and a culture of continuous improvement.[4] Creating such a system requires linking data across systems of record in four core areas: early learning, K-12 education, postsecondary education, and workforce development. Other states have been successful in developing SLDSs to better understand the educational and workforce outcomes of residents over the course of their lifetime. By maximizing data connections in Pennsylvania, state agencies can use data to expand publicly available information and inform legislation, education and workforce development issues.

Ideally, SLDS data should link or integrate with data from other agencies, the workforce, U.S. Census Bureau, and other existing aggregate sources. This broader integration creates a more complete picture of an individual's experiences throughout their academic and professional lives, offering richer context for policy decisions and research. These existing data sources significantly increase in value when combined to form new data sets. Making these new, combined data sets accessible from a central, public-facing location ensures consistency between the data sources and ensures greater transparency.

The success and value of a comprehensive SLDS depends upon consistent quality data and committed partners. States such as Florida, Minnesota, Ohio, and Rhode Island found that this level of commitment and sustainability could only be achieved through legislative action. For this reason, the Command Center recommends the General Assembly review current statute and regulations and take actions to remove barriers to the collection and reporting of data and to require key partners to participate in the SLDS, such as L&I, PDE, PAWDB, DHS, and all public postsecondary institutions.

One of the barriers to creating a SLDS is the legitimate concern about transferring identifiable data owned by one agency to another agency's data platform. To address this barrier, the Office of Administration (OA) is pursuing an alternative approach to data sharing that avoids the actual transfer of data out of the original system of record. OA's approach involves providing the ability for agencies to create "views" into their systems of record, without transferring any data to other agencies. Views into agency systems of record will be permitted only after the completion of the required legal agreement(s) between or among agencies.

[4] *https://www.ecs.org/state-longitudinal-data-systems/*

While certainly a priority of the Data Committee and the Command Center as a whole, creating an SLDS is part of a broader commonwealth initiative to improve interagency data-sharing, with an aim to improve data-driven policy development, service delivery, and performance measurement. This initiative is central to other priorities of Governor Wolf, notably the Customer Service Transformation of state government. Accordingly, progress on the SLDS will require collaboration between the Command Center and other key stakeholders, including OA, the Office of General Counsel (OGC), and the agencies and program areas whose data will be connected by the LDS (e.g. PDE, L&I, DCED, DHS). Foundational work for the creation of an SLDS that is already planned or underway includes:

1. **Identification of Agency Data Stewards.** The Data Steward will be a functional role in each agency whose purpose is to facilitate the efficient sharing of data assets. Data Stewards will serve as the single points of contact and subject-matter experts for agency or program-area data and data-related decisions.

2. **Identification of Agency Privacy Points of Contact.** Privacy Points of Contact will be members of agency legal offices whose responsibility will be to ensure that the commonwealth's data-sharing practices protect individual privacy rights and comply with all relevant data privacy statutes.

3. **Hiring Chief Data Officer (CDO).** The CDO will be a senior manager in the commonwealth responsible for the implementation of a documented data strategy that enhances the commonwealth's digital government services to citizens, business, and other government entities. The CDO will meet monthly with agency Data Stewards to coordinate strategy regarding data sharing.

4. **Hiring Chief Privacy Officer (CPO).** The CPO will work in partnership with OGC to ensure that all commonwealth data-sharing activities and initiatives maintain the protection and privacy of individuals' data. The CPO will meet monthly with agency Privacy Points of Contact to coordinate strategy regarding data privacy.

5. **Developing the Technical SLDS Infrastructure.** Using existing data system infrastructure in L&I and PDE as a guide, the commonwealth will develop a centralized statewide LDS that allows unit-level and aggregate data to be combined with other state and national sources and reported back to users in the aggregate via a web-based reporting tool. The resulting system will operate in a secure environment and ensure privacy and confidentiality of non-public data, while at the same time providing valuable data that agencies, educators, businesses and policymakers can use to inform workforce development efforts.

6. **Improving the Usability of Education and Labor Market Information.** The commonwealth has a variety of educational and workforce development resources, some of which are available on Open Data PA at the Center for Workforce Information and Analysis (CWIA), or other agency websites. But these resources are not necessarily user-friendly or presented in an easily understandable way for Pennsylvania students, parents, teachers, workers, and businesses to inform their decision making. Access to the right kinds of information for those who need it is critical to ensure the success of all Pennsylvanians. The Command Center will continue partnering across agencies to make these education and labor market information resources easier to use and understand, and give Pennsylvanians the tools they need to inform their education, career, and business decisions.

KEY BARRIERS

The Key Barriers section of this report is a culmination of the work of three committees: Barriers, Best Practices, and Jobs/Skills of the Future. Throughout the first year of the Workforce Command Center's existence, many barriers were identified as impediments to employment for job seekers and employer's ability to find and retain workers. Those outlined below – transportation, child care, licensure, re-entry and training - represent the most commonly identified barriers and impact large numbers of Pennsylvanians. The Command Center outlines below the challenges they provide to potential job-seekers, examples of a few innovative models currently enacted and recommendations to the Executive branch, the legislature and the private sector to assist in limiting or providing opportunities to overcome the barriers.

BARRIER #1

TRANSPORTATION

Access to transportation can be a challenge and a barrier in all areas of the commonwealth. Our national infrastructure is auto-centric so the inability to afford a car, acquire insurance or obtain a driver's license can limit a person's ability to move where and when they want. For low-income individuals or those with disabilities, the options are even more limited.

Even where public transportation exists, barriers still exist, including the lack of first- and last-mile service, shorter hours or operation that may not provide service on weekends and evenings or low frequency of services. Safe and appropriate pedestrian or cycling infrastructure, particularly for those with mobility issues, can also pose a challenge to those trying to access public transportation.

PennDOT invests heavily in Pennsylvania's infrastructure for both highways and other modes including public transportation. With an annual budget of $10.2 billion, PennDOT maintains over 40,000 miles of roadway and over 25,400 bridges. There are 53 transit systems in the commonwealth that offer fixed route and demand response service; three ports; 64 operating railroads; and 128 public use airports. Additionally, there are 11.8 million registered vehicles driving 102 billion vehicle miles each year. In all modes of transportation, PennDOT balances competing funding needs to best use the available funding. Despite this significant investment, Pennsylvania still needs sustainable transportation funding as the backlog of projects continues to grow in all modes. PennDOT depends on the state Motor License Fund revenues for funding our highways and bridges and with more fuel-efficient vehicles on the roadways, less motor fuels tax is being collected. Additionally, as determined by studies by the Southeast and Southwest Partnership for Mobility, long-term sustainable funding solutions need to be identified for public transportation as well. Notwithstanding these state funding issues, transportation challenges on an individual level can impact an individual's ability to find and keep a job.

The Command Center identified three main transportation challenges on which its recommendations were focused:

1. **Mismatch between employer location and employee residence:** There are significant geographic gaps between where employers operate and where their likely employees live. This is most pronounced for low-income residents who earn hourly wages, and for those employed at larger scale distribution centers and warehouse facilities that are located closer to major transportation corridors instead of public transportation routes. Hourly job postings for 16 large U.S. Metropolitan Statistical Areas[5] (a measure of urban metropolitan regions) show significant spatial mismatch where job postings far exceed job seekers.[6] Residents are often unable or unwilling to relocate, and the cost and time of a long commute becomes a significant barrier.

2. **Insufficient public transit options:** PennDOT subsidizes 33 transit systems in both rural and urban areas that provide fixed route service. In addition, demand response paratransit service offered by 44 transit systems is available in every county in Pennsylvania. Fixed route public transportation where there is a posted schedule with predetermined stops is most efficient in areas that have a larger population density. Many times, these routes will connect to centers of employment and education, retail, and cultural and recreational attractions. Job seekers who live beyond the reach of

[5] *The United States Office of Management and Budget (OMB) identifies metropolitan and micropolitan statistical areas according to published standards that are applied to Census Bureau data.*

[6] *https://www.urban.org/features/too-far-jobs-spatial-mismatch-and-hourly-workers*

public transit in rural and suburban areas have a difficult time getting to work using public transportation if they work outside of the route structure, work at times when transit does not run, or if the public transit option operates during limited hours or doesn't have a fixed route service. People with disabilities often have an even more challenging time with transportation options, often citing long wait times or lack of consistency when attempting to use existing options. Pennsylvania does provide over 3.5 million trips per year on our shared ride demand response service to seniors and persons with disabilities that is subsidized with lottery and transportation funding. While that service is available, its routes are locally controlled and, in most cases, does not run on evenings or weekends and requires a reservation a day in advance. It can be cost prohibitive for individuals who are not eligible for the subsidized service. In addition, workers with children frequently cite an added challenge when they also must factor in public transit access to their child care facilities.

3. **Vehicle costs are prohibitive for some:** The cost of vehicle ownership disproportionately impacts low-income workers. The average transportation cost burden for low-income families can be as high as 30 percent of household income.[7] In areas without public transit and where vehicle costs are prohibitive, workers are left with few viable affordable options. Moreover, privately-owned automobiles are not only expensive to own but costly to maintain, including the cost of insurance.

BEST PRACTICES

- **Local Shared Cost Models** [Private-Public Partnerships]
  - **Employer-Sponsored Public Transportation – South Central Transportation Authority (SCTA):** Rabbit Transit, the Central PA Transportation Authority, located in York, and the South-Central Transportation Authority in Lancaster have contracted with employers to provide new routes to get people to work at locations that were outside of the current service areas. In York, Rabbit transit is running a bus several times a day to service the industrial complex with the service being paid for by the businesses. In Lancaster, the transit agency is using vans in a pilot with partial subsidy from the employers. Other models include Red Rose Transit partnering with several businesses in Lancaster and Commute with Enterprise model where businesses work with Enterprise to set up ride sharing opportunities. There are other models throughout the commonwealth as well.
  - **Employer-Employee Cost Sharing [Private Sector]:** This best practice showcases employers who deduct transportation fees from employees' paychecks to facilitate a variety of transit options or contract directly with transportation providers to give employees access to transportation. Several models currently exist such as Wheels to Work (Michigan) where shuttle service is provided and rider fares are managed in part through a payroll deduction plan; the Navy Yard Shuttle (Philadelphia) which is fully funded by employers on the Navy Yard campus; the Union Snyder Community Action (USTA) in which USTA Commute provides shared ride services into Harrisburg from key locations in rural communities; and Tri County Community Action, which provides a volunteer–operated van service.
- **Transportation Benefit Coordination – Travelers Aide of Pittsburgh [Public Sector/Non-profit]:** The availability of transportation supports is key for low-income individuals who may not have personal transportation or may rely on public transportation to get to employment, training, or other necessary appointments. Recipients of TANF cash assistance engaged in employment and training as well as recipients of SNAP engaged in employment and training may be eligible for transportation special allowances through the County Assistance Office. Traveler's Aide of Pittsburgh is a non-profit, United Way agency which, among other services coordinates the receipt of these allowances so that resources are conserved across programs and payment is made in a timely manner.
- **Transportation Management Association – Regional Transit Agencies [Public/Private Partnership]:** Transportation Management Association's (TMA) model is established to reduce traffic congestion and improve air quality throughout a region by providing options to single occupancy vehicles. These TMAs receive funding from the United States Department of Transportation's Congestion Mitigation & Air Quality (CMAQ) program. TMAs typically form as non-profits and can potentially use CMAQ funding for their operations for up to three years. As time goes on, they work with businesses to fund their services which can include carpool and van programs. Vans can be individually owned, employer provided or even leased through a third party. Other options include transit information, online ride matching and emergency ride home programs. Organizations such as Lehigh and Northampton Transportation Authority have Revenue Guarantee Agreements with employers to cover new locations or hard to serve shift times. Pennsylvania has 11 TMA's, most of which are more than three years old and offer many of these services.

[7] *https://aceee.org/blog/2016/07/america-s-transportation-energy*

- **Ride Share Apps [Public/Private Partnership]:** Numerous states have created partnerships that provide app-based customized transportation services for children and their families. Programs like Virginia's HopSkipDrive facilitate ride share to get kids to and from school, sports practice, and other after-school activities while the Via app in Montgomery County, Maryland is piloting a system that allows individuals to request a ride on an 11-passenger shuttle. However, programs like these will only work if there is existing or available transportation to be able to link to the app. In many rural areas across Pennsylvania, the lack of available transportation/ride share drivers is a barrier, due to a lack of high-speed internet access.

RECOMMENDATIONS

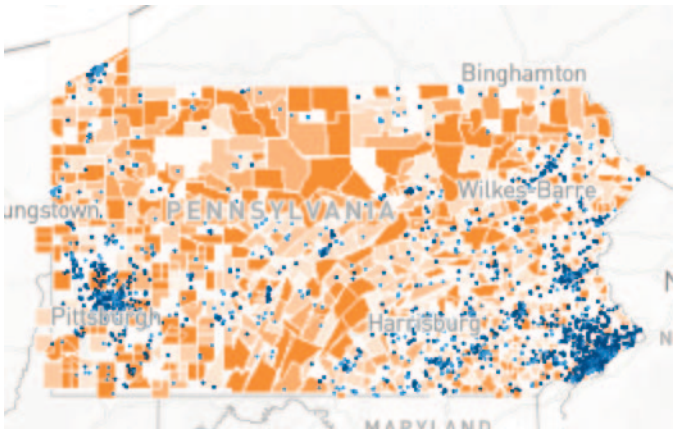
1. **Focus on transit-oriented development (TOD) [Public Sector]:** A long-term strategy for addressing transportation issues is to make more informed and intentional decisions about housing and land-use policy. Expanding and preserving affordable housing in job-dense areas coupled with developing more housing along transit lines can allow a more diverse array of workers to live closer to the job market.
   - **[Executive Action] --** In the immediate term, commonwealth agencies should evaluate their grant or loan programs and where there is ability, implement scoring criteria that incentivizes transit-oriented development in a company's decision-making process.
2. **Implement employer-employee cost-sharing programs [Private]:** Employers should evaluate implementing cost-sharing programs like those highlighted under best practices, and where possible, partner with other employers within a region to implement fixed routes that move employees from higher unemployment areas to the jobs and last-mile transportation options for employees. This may require them to adjust shift times or adjust mandatory overtime requirements for employees who use this service.
3. **Advance targeted economic development [Public and Private Sectors]:** Economic development approaches should consider access to public transit as a key consideration for business attraction and retention.
   - Driving employers to locations with existing access to public transportation allows those employers to better connect with people that are more likely to use public transit to get to work.
   - Encouraging zoning and land use policies, with incentives that encourage reuse of former industrial sites, capitalizes on areas where access to infrastructure and proximity to workers is readily accessible.
   - Considering the transit component needs should be incorporated into the design of new facilities. For example, if a facility is to be potentially be served by a fixed bus route, the driveway to the facility needs to be wide enough to accommodate the bus and the stops need to be located within a reasonable distance from the entrance. Additionally, building site designs may need to be considered differently as long distances between drop-off points increase costs for transit providers and employees.
4. **Increase awareness of transit subsidies [Public Sector]:** The commonwealth should support low-income commuters by making sure they are aware of reduced-fare programs where they exist, and if possible, expand the number of individuals who qualify for reduced fares or further reduce the fares for those who qualify. Expanding public transit subsidies for individuals lessens the financial burden that employees face when commuting to work. In addition, increased awareness for public programs that provide subsidies or reduced fares for low–income populations could increase the use of transit options.

BARRIER #2

CHILD CARE

The committee identified access to and affordability of child care as a barrier for employees and job seekers who cannot go to work without having an affordable plan for the care of their children. If affordable, high-quality child care providers do not exist or are not accessible either near a family's home, work, or along the route from home to work, parents and guardians cannot pursue employment or may face major barriers in the workplace.

A five-year review indicates that in November 2014 there were 8,098 child care providers (centers, groups, and family child care homes) operating in Pennsylvania. In November 2019, the number decreased to 7,141. Access to child care also includes issues such as affordability and providers' operating hours. As the number of jobs that require non-traditional work schedules (evenings, weekends, and overnight) increases, families' need for child care during non-traditional hours has also grown. Demand for child care increases in summer when parents of school aged children are seeking care. Families also have difficulty finding part-time care for children whose kindergarten program operates half days. For businesses and communities that want to recruit people into the region, families often look at child care and education options before making employment and relocation decisions.



Child Care Deserts in Pennsylvania.[8]

The root cause of the child care barrier falls into two major categories – 1) availability of providers, and 2) accessibility to providers, all of which have to do with affordability, quality, and workforce. Child care deserts are not exclusive to rural areas as many urban and suburban areas are faced with limited options of quality child care. According to the Center for American Progress, 57 percent of people in Pennsylvania live in a child care desert. Listed below are several challenges identified by the Command Center that need to be addressed to begin breaking down this barrier.

- **Financing a child care center:** The start up costs for a new child care center are significant especially if a new building or renovations are needed. Each classroom has specific costs for materials and setup depending on the age of the children in that classroom. In addition, there are day to day operating costs as well as the need to employ and pay enough workers to meet the ratio demands to ensure that there are appropriate staff for the number of children in the classroom.
- **Managing the business of a child care center:** Many providers choose to open a child care facility because they are interested in and passionate about quality early learning, child development, and providing a safe, secure environment for children. Many child care providers are not often business experts and could benefit from training on various business management topics such as start up, operations, sustainable models, tax credits, and navigating licensure. Experts assert that to be financially viable, a child care facility should serve more than 100 children.[9] In rural communities, this target enrollment may be difficult to achieve.
- **Staffing a child care facility:** A child care facility requires a certain number of staff to adequately care for children and remain in ratio to meet regulatory requirements, yet it is challenging to attract and maintain highly skilled workers for several reasons. The most common reason cited is the low wage associated with early child care providers. In 2018, the average hourly wage for a child care worker in Pennsylvania was $9.71, with approximately 50 percent receiving public benefits for their families.[10] Staffing to meet ratio requirements is also a decision point as to how many children can be served in the facility. For example, the facility may be licensed for 75 children, but due to the staff recruitment and retention issue they may only be able to serve 60 children.
- **Revenue:** The rates paid to a child care provider for subsidized child care slots are frequently cited as an issue as they are lower than the actual costs of providing care. In some cases, providers may choose not to accept Child Care Works subsidies because it is not cost effective to do so.

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[8] *https://childcaredeserts.org/?state=PA&urbanicity=All*

[9] *The Iron Triangle: A Simple Formula for Financial Policy in ECE Programs, Louise Stoney 2010, The Iron Triangle: A Simple Formula for Financial Policy in ECE Programs*

[10] *Early Childhood Workforce Index 2018 http://cscce.berkeley.edu/files/2018/06/2018-Index-Pennsylvania.pdf*

- **Costs and waitlists for families:** The cost of child care is significant; one resource cited that one year for infant and toddler care can equal a year of some colleges' annual tuition.[11] Child care is the highest expense of the average Pennsylvania family. The lowest-cost type of state-regulated provider, licensed registered home-based child care, costs an average of $1,229 per month for two children, while an accredited child care center would cost on average $1,469 per month. Costs also have risen significantly over the past decade: accounting for changes in both prices and income, it was 24 percent more difficult for a two-parent household to afford child care in 2012 than in 2004.[12] Some families may choose to refrain from employment or to leave the workforce because the costs outweigh the benefits or they cannot afford the care. For people who qualify for subsidized child care through Child Care Works, there is currently a waitlist of almost 7,400 children. There are also waiting lists for child care slots for people who can pay privately.

- **Access to Information:** Even where child care exists, parents often express there is a lack of information about where to find child care locations and how to choose a child care center that meets the needs of their family. More information is needed for families to feel confident in placing their children with a new provider.

- **Lack of non-traditional child care:** Non-traditional care is defined as care from 6:00 PM to 6:00 AM. The lack of accessible non-traditional child care is a barrier for both employees and employers. Especially when combined with workplace policies that are not family friendly, the lack of non-traditional child care creates a significant barrier to maintaining employment for many families—both those eligible for subsidies and otherwise. Likewise, the lack of non-traditional child care contributes to employers' difficulty in recruiting and retaining staff for non-standard work hours.

- **Physical access:** Child care facilities may not be in areas that are easily accessible to families. In areas with robust public transportation networks, the child care center still may not be located directly along the route; and in rural and suburban areas without adequate transportation, this can be even more challenging particularly if families do not have access to a reliable vehicle. Costs, zoning and availability of suitable space all contribute to the lack of accessible child care facilities.

BEST PRACTICES

- OCDEL utilizes the federal Child Care Development Fund to support tuition assistance programs for the child care workforce and has implemented the Early Childhood Education Professional Development Organizations to assist the early childhood education workforce to obtain industry credentials and higher qualifications.

- Apprenticeship programs are working to increase the number of qualified early learning professionals and to keep tuition and education costs low, and some programs offer free training and support (including the Pennsylvania Child Care Association). Pennsylvania is pioneering using an innovative apprenticeship model to develop high-quality early childhood educators. The District 1199C Training and Upgrading Fund has developed an Early Childhood Education registered apprenticeship to develop a pipeline of high quality early childhood educators. The program also supports apprentices as they advance their careers with an accelerated Early Childhood Education associates degree from the Community College of Philadelphia and assistance toward a bachelor's degree, supporting career pathways into teaching.[13]

- Wilson College and Misericordia University offer single parent scholar programs that allow the parent and child to live on campus together while the parent earns a degree.

- Models of businesses that have onsite child care centers such as Sheetz, Merck, PSECU, and the Pennsylvania Department of Labor & Industry.

  - Businesses such as Sheetz operate and co-locate early childhood learning centers, making facilities available to the children, grandchildren and legal dependents of Sheetz employees in collaboration with Bright Horizons.

  - Commonwealth agencies such as the Department of Labor & Industry and the Department of Community and Economic Development are co-located with a child care facility in their commonwealth-owned building.

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[11] *Growing Tomorrow's Economy Means Investing in Child Care Today, April 2019 https://paearlylearning.com/growing-tomorrows-economy-means-investing-in-child-care-today/*

[12] *Costs were calculated based on the state average cost to enroll an infant and a 4-year-old, using 2018 data collected by the Office of Child Development and Early Learning. Costs ranged from $833 per month to $1,820 per month. These findings come from the 2019 report "ALICE in Pennsylvania: A Financial Hardship Study," pp. 25, 30. Hoopes, Stephanie. United Way of Pennsylvania. https://www.uwp.org/wp-content/uploads/ALICE-Report.pdf*

[13] *https://1199ctraining.org/ECEapprentice*

RECOMMENDATIONS

1. **Enhance employer/employee engagement [Public Private Partnership]:** Child care is an issue not just for employees who need it, but for employers who want to recruit and maintain qualified workers. However, many employers may not be aware of child care needs and the impact to their business, or how they can be part of the solution.
   - Employers can work with their HR offices to locate or develop materials and information for their employees about selecting a local child care center and develop a survey to identify child care needs in a company. The local Early Learning Resource Centers can provide localized information to HR offices, or could also be listed as a direct resource for employees who are parents.
   - Employers can utilize the U.S. Chamber's child care toolkit[14] for businesses as a how–to guide for implementing solutions to address this challenge such as: providing business mentoring, contracting for a guaranteed number of slots, cost sharing with parent–employees, providing space, and investing in start-up and operating costs.
2. **Increase parent knowledge [Executive]:** The commonwealth's Early Learning Resource Centers (ELRCs) serve as child care information "hubs" across the state. Providers, employers, and families can utilize the ELRCs for help on various topics pertaining to child care.
   - The commonwealth should promote state resources and tools, including the ELRCs and the online provider search tool through Compass,[15] that parents can use to locate and choose quality child care.
   - The ELRCs should broaden their marketing efforts to ensure all families are aware of ELRC supports and services in their area.
3. **Increase provider recruitment and support [Public Private Partnership]:** Recognizing that starting and operating a child care facility requires business knowledge, the state should provide technical assistance to prospective providers and facilitate learning networks across Pennsylvania.
   - OCDEL, in collaboration with relevant partners, should develop a "how–to" guide for opening and operating a child care facility that includes a focus on funding and sustainable models. The how–to guide should include information for different audiences, including employers.
   - OCDEL and ELRCs should routinely assess child care capacity and produce notices of opportunity for child care business owners to open or expand.
   - Develop through state, regional, or local resources business incubators to support the human resources and the financial management aspect of the business.
   - Establish no or low-cost small business loan opportunities to assist child care operators with capital costs.
4. **Increase Access to Quality Child Care [Executive/Legislative]:** Program requirements and participation vary widely for Child Care Works, Head Start, PA Pre-K Counts, child care certification, Keystone STARS, and local requirements. These differences can be confusing to families, who are looking for quality programs and may result in parents not finding the right "fit" for their children.
   - The state should review and update child care and other program regulations to modernize program expectations.
   - The state should streamline program monitoring to reduce administrative burden on child care operators while continuing to maintain health and safety, quality and program integrity.
5. **Evaluate Child Care Funding Model [Executive/Legislative/Private]:** An assessment should be completed as to how public and private investments can better support the child care system and remove barriers to blended funding models.
   - The commonwealth should increase efforts to subsidize child care reimbursement rates, and new sources of revenue should be creatively used to fund additional slots and reduce the waiting list.

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[14] *https://www.uschamberfoundation.org/sites/default/files/Childcare%20Workforce%20Toolkit_April%202018.pdf*

[15] *https://www.compass.state.pa.us/compass.web/ProviderSearch/Home#/BasicSearch*

- Investments from the federal Child Care Development Fund, PA Pre-K Counts, Head Start Supplemental assistance, Earned Income Tax Credit, private tuition and charitable giving should be assessed for their ability to support child care and barriers to blended funding removed.
- The commonwealth should restore the use of a financial incentive for non-traditional care hours for providers participating in Child Care Works.
- A strategic plan should be developed to increase the Child Care Works base rate payment to insure equal access to children of low-income working families.

6. **Support or incentivize the adoption of family-friendly workplace policies [Executive/Legislative]:** Beyond the federal Family and Medical Leave Act (FMLA), Pennsylvania employers have few legal mandates to accommodate the needs of working families. Neither are there requirements for employers to contribute to the costs of child care or provide on-site child care options. Yet working non-traditional schedules can be easier for families to balance if they are provided with flexible scheduling, advanced scheduling, and on-site or proximity to affordable child care. Irregular schedules and the lack of an advanced scheduling create barriers to employment for many families and contribute to costly late pick-up fees.
   - Collaboration between employers, families, and providers should be improved.
   - State policymakers should consider the benefits of statewide mandates or incentives to expand these kinds of family-friendly policies, such as a paid family medical leave insurance fund.
   - The commonwealth should lead as a model employer.

BARRIER #3

LICENSURE

In Pennsylvania, nearly one million professionals hold an occupational license or professional certification. There are over 100 licenses and credentials which are overseen by 29 independent licensing boards and commissions.

The groundwork for licensure reform was laid through Executive Order 2017-03, which commissioned a study of licensing requirements for Pennsylvania compared to eleven other states within the Mid-Atlantic region. Based on the findings of the report, Governor Wolf proposed several recommendations to assist in reducing unnecessary burdens for those seeking employment. Regulatory reforms were initiated in connection with the Boards of: Medicine, Nursing Home Administrators, Podiatry and Veterinary Medicine.

This work has been expanded through a three-year grant from the U.S. Department of Labor, expected to be completed June 30, 2021. The grant will add on to the study of 11 states by providing a full, national comparative licensing report which aims to compare education, experience and formal training requirements for all Department of State licensed occupations in the commonwealth against those from all 50 states and jurisdictions. Additional reviews under the grant include effects of licensure for several groups, including military families and veterans, low income individuals, persons with criminal histories and limited English proficient individuals.

Several factors contribute to licensure being a barrier to employment:

- **Good moral character:** Currently, the law dictates that most licenses require a demonstration of "good moral character" for a person to obtain an occupational license. This is subjective in nature and is unevenly applied across licensing boards. Further, current law imposes a mandatory 10-year ban on licensure for individuals convicted of drug felonies for 13 different boards. These policies cause unevenly applied disadvantages to those who are reentering society after incarceration and are trying to find employment in an area in which they received workforce training. One example of this is in the commonwealth's Barber Vocational Program (Department of Corrections) inside the State Correctional Facilities where inmates can receive Barber Licenses.
- **Mobility:** There is a need to create greater flexibility for individuals with out of state licenses to become licensed to practice in Pennsylvania. This is also the case for veterans, current members of the military and military spouses/partners to transfer their skills and certifications into Pennsylvania licensing requirements.
- **Unnecessary requirements of licensure:** Utilizing the data from the above-mentioned studies through the U.S. Department of Labor, there is an ample opportunity to compare requirements or even license types of those with other states. The review will ensure that Pennsylvania does not have overly burdensome requirements and licenses for people seeking occupations here.
- **Lack of diversity on licensing boards:** The demographic makeup of the 29 licensing boards does not reflect the diversity of Pennsylvania as a whole. This is true both demographically, as well as representation by veterans and military families. Without diversity on decision making boards, there is a lack of diverse perspectives making decisions and impacting the growth of each profession.
- **Lack of clarity and speed of license process:** The commonwealth should continue to work to reduce license processing times and increase information provided to applicants and stakeholders, to assist Pennsylvanians in becoming licensed in their professions as quickly and efficiently as possible. The commonwealth must work in partnership with the licensing boards, licensees, stakeholders and staff to identify factors that cause delays, implement procedures to improve license processing times and customer service and provide Pennsylvanians with the information they need to understand what to expect when applying for a professional license.

BEST PRACTICES

Pennsylvania has taken noticeable steps towards reducing barriers caused by occupational licensure. The White House, through policy calls with stakeholders, has publicly recognized Pennsylvania, under the leadership of Governor Wolf, for taking noticeable action steps towards reducing the overburden of licensure.

- In August 2019, the licensing boards in Pennsylvania began implementing the provisions of Act 41 of 2019. Passage of this act provided another tool for the licensing boards to consider applicants licensed in other states. This is helping to reduce barriers for those who wish to move to Pennsylvania, including veterans and military spouses, who wish to work in the commonwealth. Act 41 allows for consideration of licenses from jurisdictions that have similar requirements and demonstrate competencies in the occupation or profession.
- The Pennsylvania Department of State has launched a navigator tool to assist prospective licensees in the necessary steps and expectations of obtaining a license in Pennsylvania. To date, Licensing Processing Guides have been published for Cosmetology, Nursing, Osteopathic Medicine, Medical Doctors, Real Estate Sales and Engineers. Pennsylvania is one of the only states in the country that provides this type of clarity and transparency on the professional licensing process. The guides specifically outline expected processing times and outlines helpful steps that can be taken to reduce mistakes and mitigate delays.

RECOMMENDATIONS

1. **Amend the state Criminal History Record Reformation Act [Legislative]:** The boards should only withhold a license for convictions which are directly related to the practice of the occupation. The boards should consider the nature of the offense and multiple factors before making a final decision. There are current legislative efforts around this recommendation.
2. **Implement effective Act 41 Regulations [Regulatory/Executive/Legislative]** – Act 41 provides greater flexibility for individuals with out of state licenses to become licensed to practice in PA, but the Department of State must promulgate regulations for each board to apply these provisions effectively.
3. **Develop a "crosswalk" for veterans and active duty service members [Regulatory/Executive/Legislative]:** The Department of State should coordinate with the Department of Military and Veterans Affairs to engage veterans and active duty service members to develop easier conversion of military skills and certifications to the civilian workforce and Pennsylvania license requirements. The "crosswalk" is a framework for converting military duties, skills, training and certifications to fulfill Pennsylvania's occupational licensing requirements. The 29 licensing boards and commissions of the Department of State's Bureau of Professional and Occupational Affairs (BPOA) should be provided the "crosswalk" as a tool to assist in a consistent transition from military to civilian occupational employment.
4. **Reduce or eliminate unnecessary and unduly burdensome occupational licensing requirements [Legislative/Regulatory]:** In June 2018, Governor Wolf called for the legislature to eliminate 13 job licenses and replace them with less restrictive requirements.[16] The Department of State's BPOA and related boards should ensure Pennsylvania does not have occupational licensing requirements that are onerous for people seeking occupations in Pennsylvania or that are significantly more restrictive than comparable requirements in other states. The Department should also continue to employ its sunrise review process when presented with proposals either to institute regulation of an unregulated professional or occupational group, or to expand the scope of practice of a regulated group.
5. **Waive the initial application fees for low income Pennsylvanians [Legislative]:** Individuals would still be required to pay renewal fees and any costs associated with satisfying continuing education requirements, but waiving the application fee for first-time applicants whose income is under a certain percentage of the federal poverty guidelines could provide greater access for people to enter a career where the application fee may be a financial barrier.
6. **Increase diversity of licensing board memberships [Legislative/Executive]:** The state should increase the diversity of licensing boards to reflect the demographic make-up of Pennsylvania. Additionally, the confirmation process should be reformed and streamlined for licensing board membership, as it currently causes significant delays and bottlenecks.
7. **Increase transparency and efficiency to improve the licensing system [Executive]:** The commonwealth should continue to conduct top-to-bottom review of license processing, apply lean or continuous improvement principals, and implement smart process mapping, staff training, technology upgrades and expansion of the web-based license processing guide navigator for all licensed professions in Pennsylvania. Additionally, the commonwealth should modernize BPOA practices to increase access to board meetings and minutes (i.e., live stream board meetings, establish a uniform policy for transcribing board meetings and reviewing, approving, and posting meeting minutes, etc.).

[16] *https://www.governor.pa.gov/newsroom/governor-wolf-proposes-job-licensing-reform-cut-red-tape-strengthen-workforce/*

BARRIER #4

RE-ENTRY

The Wolf Administration is a nationally recognized leader regarding judicial reform. With a state population with minimal population growth, mostly increasing due to immigration, Pennsylvania companies are hard pressed to find working age adults to fill positions. Formerly incarcerated individuals are an untapped resource for employers who are often trained and highly skilled workers. Therefore, initiatives such as Ban the Box and the Clean Slate Law are important steps toward getting reentrants back on their feet and into a position that can earn them a wage and keep recidivism rates down.

Nearly 33 percent of Pennsylvanians have a criminal record. While most have never been convicted, or have minor convictions, even a minor record can cause lifelong barriers to employment. The Clean Slate Law, signed by Governor Wolf in June 2018, is the first of its kind in the nation. This bi-partisan legislation opened the doors for individuals to have certain criminal records sealed.

Governor Wolf took steps as a model employer, by instituting Ban the Box in 2017, for commonwealth employment.[17] This mandated that applications for non-civil service positions under the Governor's jurisdiction (state-employment) remove the criminal conviction question. This policy has continued the administration's commitment to reducing barriers for Pennsylvanians seeking the opportunity to work.

Re-entrants face several workforce barriers:

- **Opportunity for increased employer education and engagement –** Employers may not be aware of best practices to successfully engage and hire reentrants, which are an emerging source of skilled talent. For example, employers and hiring managers may not know how to read and understand background checks, which may impact their hiring. Employers may also not be aware of existing programs that provide financial incentives to hiring individuals with criminal backgrounds (e.g. federal Work Opportunity Tax Credit and federal bonding programs).[18]
- **Stigma around hiring reentrants –** A stigma exists around hiring reentrants. The commonwealth policy of Ban the Box as well as Clean Slate Laws took major steps towards removing the stigma of those with low-level convictions, by sealing records. However, newly reentered individuals still face the harsh reality of their previous crimes.
- **Lack of identification and vital records upon exit –** While there are agreements in place to ensure that reentrants can have photo ID and social security card upon exit, there are still barriers in place, including timeframe issues and lack of documentation that need to be addressed.
- **Suspended driver's license –** Individuals often lose their licenses, which are essential for identification as well as for driving to and from work.

BEST PRACTICES

Individuals reentering society represent an underutilized population of workers, who can step into the open positions that businesses are struggling to fill while the economy is at full employment. However, fighting a blemish on a record can be one of the biggest barriers to overcome. The Command Center has identified just a few of the many groups currently working with this population to get them back into the workforce.

- The Trade Institute of Pittsburgh (TIP), located in Allegheny County, works closely with recently released individuals to provide opportunities to overcome employment barriers by offering training in building trades. They engage returning citizens to meet the growing need for skilled workers as the older generations retire. Trades include masonry, carpentry, painting and welding. In addition to the building trade training, TIP also meets their students where they are in life. Staff offers support services to assist these individuals with assessing and development their talents. TIP indicates a one-year recidivism rate at lower than 9 percent, compared to the state recidivism rate of 42 percent.

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[17] *https://www.oa.pa.gov/Policies/hr/Documents/TM001.pdf*

[18] *https://www.dli.pa.gov/Businesses/Workforce-Development/WOTC/Pages/default.aspx*
https://www.dli.pa.gov/Businesses/Workforce-Development/Pages/Federal-Bonding.aspx

- The Lehigh Workforce Development Board established a PA CareerLink® in a county prison facility with the support of a federal demonstration grant. This was done to develop men and women to be ready for full time employment upon release from jail.
- Center for Employment Opportunities (CEO) offers individuals coming home from prison the ongoing support necessary to build career capital and financial stability. The CEO model includes job-readiness training, transitional employment, job coaching & placement, and retention services. They are in 9 states and 26 cities with over 8,000 people served annually.[19]
- State Correctional Institutions (SCI) Reentry Job Fairs are held annually to allow employers the opportunity to come in and discuss job openings with inmates, prior to release. The job fairs are held at every SCI throughout the commonwealth and employers from every county are invited to attend.
- The Lancaster Re-entry Coalition provides resources, mentoring, and opportunities for individuals who are returning to the community after incarceration. Their program begins prior to release with reentry planning and continues after release with referrals and reentry needs.[20]
- The Berks Connections/Pre-Trial Services (BCPS) is a non-profit organization providing Life Improvement Business services to the criminal justice population for close to 45 years. They provide numerous reentry programs and services in Berks and Schuylkill County. BCPS focuses most of its reentry programming on workforce development. These programs are geared towards traditional workforce preparation activities, including development of employability skills, resume preparation, mock interviewing, job searching, etc. BCPS has a dedicated Employment Development Specialist on staff that supports the various workforce programs. The position is responsible for securing and maintaining employment opportunities for reentrants in through the workforce programs.
  - One specific program of note offered through BCPS is the Rebuilding Reentrants and Reading (R3) program, which is supported through grant funding. R3 is a registered pre-apprenticeship program in the construction trades, designed specifically for reentrants. It incorporates several best practices for reentry and adult career and technical education including but not limited to evidence-based intervention, mentoring, intensive case management, employer engagement, training designed in local priority occupations and the availability of classroom and hands-on training. For this program, BCPS partners with local Career and Technology Centers and housing groups, including Habitat for Humanity, to provide hands-on and in-class training in the construction trades. R3 provides opportunities for some of the most marginalized residents to improve their lives, as well provide a noticeable impact on the blighted neighborhoods through the product of their training.
- The Lancaster Workforce Development Board has worked with its local re-entry coalition and the judicial branch to co-locate a "Day Report Center" at the PA CareerLink®, which is designed to help reduce prison population by creating a supportive environment to provide workforce development opportunities and community resources to prevent reentrants from returning to prison. To complete the program successfully, participants are required to report at least four days a week and adhere to specific schedules and requirements.

RECOMMENDATIONS

1. **Conduct employer outreach and increase awareness [Executive/Private]:** Additional employer outreach and training should be conducted to better demonstrate to employers how hiring reentrants can benefit their workforce. The Department of Corrections has created a webinar series on the "Benefits of Hiring Reentrants" for Business Service Representatives and has also created a position to assist in employer outreach on behalf of reentrants. This work should be expanded, and business representation groups should explain the benefits of hiring reentrants. Resources, such as the Getting Talent Back to Work Toolkit are available to assist.[21]
2. **Expand Clean Slate legislation and explore Ban the Box policies [Legislative, Public and Private Sectors]:** The commonwealth has already implemented Clean Slate legislation; however, this should be expanded to include sealing of additional criminal offenses. The commonwealth has also set an example as a model employer with the Ban the Box policy, no longer allowing applications to ask questions about prior convictions. This, or other policies, should be considered to reduce bias when searching for candidates. However, we acknowledge there are many employers who need to know this background at the outset of the employment process.

[19] *https://ceoworks.org/*

[20] *https://caplanc.org/community-initiatives/reentry/*

[21] *https://www.gettingtalentbacktowork.org/resources/*

3. **Review current scope of Memorandum of Understanding (MOU) -[Executive]:** The Department of Transportation and the Department of Corrections are working closely to provide ID's for inmates leaving the system. An MOU is currently in place to address many issues surrounding barriers to reentrants; however, this should be regularly reviewed for potential expansion of scope, or additional MOU's could be put into place to expand the work. Examples include:
   - Department of Corrections could validate names and numbers before any information is submitted to the Social Security Administration.
   - Social Security Administration expanding the list of acceptable forms of identification to include Pennsylvania Department of Corrections forms.
   - Explore MOU's with other, traditionally more challenging states or territories, like New York, New Jersey and Puerto Rico to verify information for documentation purposes.
   - Create an MOU with Pennsylvania Vital Records.
4. **Increase access to identification and other vital records [Executive/Legislative]:** Every inmate upon release should have some form of identification as well as a form of vital record to assist with increasing employability, ease of transition back to private life and reduction of chances of recidivism. Work is already underway through the above-mentioned MOU, but this focus cannot be lost. Pennsylvania should explore the number of restoration clinics and continue to market the restoration process. The retroactivity of Act 95 of 2018 (suspension of licenses for non-driving related crimes) should be examined.
5. **Expand PA CareerLink® opportunities for reentrants, including in correctional facilities [Public Private Partnership]:** As previously mentioned, some PA CareerLinks® are national models for their accessibility and mobility. The Lehigh Workforce Development Board has opened a CareerLink® in a county prison facility. Local Workforce Development Boards should explore similar models and other strategies to increase access of the PA CareerLink® for reentrants, including regularly visiting correctional facilities and participating in workforce development initiatives there. The employer community should also engage PA CareerLinks® and correctional facilities around hiring reentrants, including attending job fairs.
6. **Require Managed Care Organizations to connect reentrants with primary care physician after exit [Executive]:** The Department of Human Services should require Managed Care Organizations (MCOs) to work with reentrants to schedule an appointment with a primary care physician and arrange for transportation to the first primary care visit and refer the reentrant to the Special Needs Unit for further follow up if appropriate after reentry.
7. **Explore an intensive case management model [Public Private Partnership]:** An intensive case management model aims to provide support, stabilization, accountability, pro-social support and connections to all available services and programs, through individualized wrap around services. The prison system starts building rapport with the reentrant, prior to their release.
8. **Explore alternatives to incarceration for non-violent parole violators while providing necessary essential skills [Executive/Legislative]:** This could assist with overcrowding and be coupled with financial literacy and other essential skills to assist with keeping recidivism rates low.

BARRIER #5

TRAINING

There are many moving parts related to creating a prepared workforce for the future while also filling the needs of businesses in the present time. Specific training categories explored by the Command Center include GED® or high school equivalency, K-12, Post-Secondary, Adult Education, Near Completers, and Credentialing.

Further, the future of work is unpredictable, but warrants just as much focus and attention as we give to the current workforce. Technology, and therefore business practice, is actively and constantly changing. As such, the workforce needs of businesses will also continuously change. Focusing solely on the current needs of businesses will only exacerbate the skills misalignment in the future. As such, workforce needs should be examined through a new lens. Predictive models need examined to determine not just the jobs of the future, but the skills, more specifically, the transferable skills, needed to meet the needs of the future.

Upskilling of the current workforce has never been more important. However, what is more critical, is upskilling today's workers quickly. A new technology is developed each day, and each day an individual is not working towards obtaining new skills, is another day in which the skills gap widens. Pennsylvania should work to:

- Identify workers most likely to be displaced;
- Identify transferrable skills present in displaced workers; and
- Develop training programs and curriculum to facilitate transition of displaced workers into jobs in an efficient manner, to minimize economic disruption,

Many occupations in demand today will still be required in the future. However, the nature of these jobs will change over time, as will the training for these disciplines. Still, the continued development of these workers is essential to maintain and grow the economy. Career awareness is important and introducing future workers (students) to future occupations at a young age will be critical. Awareness events which expose children to new technologies at a young age, such as robotics competitions and business exposure competitions, are integral to the future interest of our society's children.

With new technologies arise new opportunities. The jobs of the past with negative connotations are not the jobs of the present and certainly not the jobs of the future. Manufacturing processes have changed drastically. When a worker's skills change, they may see someone with coding and essential computers skills are required to create the same product. Agriculture now relies heavily on technology, from monitoring crops and driving tractors that mimic a spaceship control board and utilizing unmanned technologies for farming applications.

Historically, Pennsylvania has been a leader in innovation. Pennsylvania again could be a national leader. Ensuring our youth are exposed to opportunities early will aid in creating bright minds, which leads to new breakthroughs in innovation and innovative technologies.

Several training barriers have been identified by the Command Center:

- **Inconsistent customer experience across workforce development system:** Although workforce customers can visit any PA CareerLink® or connect with community-based organizations to access programs and services, this "no wrong door" model makes the system accessible and integrates workforce partners into one coordinated system. However, there is inconsistent quality in the customer experience and cross-training of front-line staff working with customers, creating an opportunity to improve customer service from the customers perspective and train staff so they are prepared to meet customers where they are at and serve them in a comprehensive way.
- **Broadband and cellular access:** Physical access to training programs and services can be challenging in rural areas and areas without public transportation. These training programs are also accessible to individuals looking for flexible training schedules to accommodate work or family needs. For these reasons, it's critical that Pennsylvanians have access to affordable high-speed internet to access education and training opportunities to support their education and career goals. Additionally, without high-quality cell and internet services, a person may not be able to access training and education in the right delivery method, apply for jobs or communicate with employers, telecommute, or access alternative transportation options, such as ridesharing services. The implementation of these services to rural areas could also be a huge job creator.

- **Lack of wrap-around services:** Those experiencing barriers to employment often need additional supports and services to be successful at school or work, including access to child care and transportation. Without these additional resources, these barriers to employment may limit an individuals' ability to complete educational and training programs necessary to enter the workforce or advance in their career.

- **Lack of awareness of educational and training opportunities:** Several agencies and organizations involved in the Command Center have programs focused on providing educational and training opportunities in a variety of ways. Information on these programs is scattered on different websites and not accessible to Pennsylvanians in an easily digestible way. The commonwealth has an opportunity to consolidate this information in one place in a user-friendly way that makes it easier for Pennsylvanians to navigate all the educational and workforce training available to them across the state. The commonwealth also has an opportunity to develop a communications strategy so all state agencies, Command Center partners, and other educational and workforce development stakeholders are providing Pennsylvanians with consistent information on the resources available to them.

- **Employability skills:** Employers are consistently looking for employees with strong employability skills, including communication skills, critical thinking and problem-solving skills, teamwork, respect, professionalism, dependability and reliability, among others.

BEST PRACTICES

- The Lancaster Chamber is engaged in several workforce-related programs and initiatives at the local level. In conjunction with the Lancaster County STEM Alliance, the organization created a new online platform called Inspire.[22] This work-based learning network connects employers, schools, students and families through workplace apprenticeships, internships, job shadowing, business tours and employment opportunities. This initiative aims to connect employers with the workforce of tomorrow and gives students an opportunity to learn about future jobs and desired skills, with a goal of recruiting and retaining young talent locally. This initiative also gives teachers and school districts information on the skills employers are looking for, so educators can incorporate career awareness and exploration into their classroom teaching.

- In Michigan, Dow Chemical Company is working with Great Lakes Bay Michigan Works! and Delta College on the college's Chemical Process Fast Start™ training program. This 13-week fast-track training program quickly trains chemical process operators for manufacturing plants in Michigan. The program shows the power of public-private partnerships to create regional workforce pipeline. This program specifically targets displaced workers and underemployed individuals, those with at least two years of work experience.

- The PA Apprenticeship and Training Office[23] is using state PAsmart grants to develop a system of regional Ambassador Networks designed to provide technical assistance to regional consortiums of registered apprenticeship and pre-apprenticeship stakeholders, including employers, intermediaries, training providers, and other partners. Led by intermediaries, the Ambassador Networks engage businesses, industry groups, and organized labor partners around using registered apprenticeship to support their workforce needs, connect them with training providers, and help facilitate expanding registered apprenticeship programs to new businesses, industries, occupations, and populations. The Keystone Development Partnership is an example of an intermediary organizing new registered apprenticeship and pre-apprenticeship opportunities through a regional Ambassador Network.

- Nupaths, cofounded by Harrisburg University of Science and Technology, offers short-term educational programs focused on new and emerging opportunities in the cybersecurity space and data analytics. Through a series of courses, Information Technology (IT) skills are taught to students in grades 9-12 based on alignment to industry certifications and in-demand IT job roles, and prepares students to perform skills in entry level positions. This model can be transferable into other fields or into adult education.

- The PA Department of Education launched Career Ready PA, an initiative to prepare all Pennsylvania students for community, college, and career.[24] Pennsylvania's economic future depends on having a well-educated and highly-skilled workforce that is prepared for the business and economic needs of our state, including developing core employability skills. Over the course of their Pre-K through 12th grade career, Career Ready PA requires that all Pennsylvania students demonstrate progress toward acquiring PA Career Ready Skills in three areas: self-awareness and self-management,

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[22] *https://www.lancasterchamber.com/Apps/Pages/97511-lcci-standard-interior-1*

[23] *https://www.dli.pa.gov/Individuals/Workforce-Development/apprenticeship/Pages/default.aspx*

[24] *https://www.education.pa.gov/K-12/CareerReadyPA/Pages/default.aspx*

establishing and maintaining relationships, and social problem solving.[25] While developing these skills, students will also learn about career pathways, explore their career options, and learn how employability skills will contribute to their success the workplace.[26]

- CentreReady™, a collaboration between the Chamber of Business & Industry of Centre County, five school districts, and two Career and Technical Education centers, is a workforce preparedness initiative and certification that prepares area residents for the jobs and skills employers are looking for.[27] The collaborative identified six core employability skills that are "attributes of a CentreREADY™ worker" (i.e. work ethic, tactfulness and manners, team work, communication, critical thinking and problem solving, and understanding supervision and the world of work) and certifies prospective employees that demonstrate they have achieved proficiency in the six core attributes. By working together, the Chamber and its educational partners are working toward a common goal of ensuring all students and workers in Centre County are prepared with the basic skills needed for a successful career.

RECOMMENDATIONS

1. **Make PA CareerLink® services more accessible and user friendly [Public Sector]:** CareerLink® resources and services should be offered in a range of places that meet people where they are, such as libraries, schools, colleges, and community centers and online in a user-friendly format. The Department of Labor & Industry, Local Workforce Development Areas, and other workforce partners should co-locate PA CareerLinks® with partners that provide education and training programs, along with support services, and near transit routes. Workforce partners should collaborate on ways to make PA CareerLinks® more accessible to the diverse needs of customers, including expanding hours, transportation services to and from CareerLink® locations, and creating an inclusive, welcoming environment where staff are cross-trained on relevant programs and services, and prepared to provide comprehensive career coaching and case management. The commonwealth should explore creating a common intake process to ensure more consistent, high-quality customer experience, no matter where and how they engage the workforce development system.

2. **Evaluate the effectiveness and efficiency of the workforce development system [Public Private Partnership]:** The commonwealth should solicit an independent, third party to evaluate existing workforce programs, services, and the state delivery system to ensure that workforce development dollars are effective at connecting Pennsylvanians, including those with barriers to employment, with educational and training opportunities that result in careers with family-sustaining wages, and that the commonwealth is investing these limited resources in initiatives with the most successful outcomes. The evaluation should also examine whether the workforce development system is effectively serving employers and whether the system infrastructure is designed to best coordinate workforce programs and initiatives across state government and best serve customers.

3. **Expand high-priority occupations (HPO) training options [Public Private Partnership]:** The Department of Labor & Industry should reach out to high-quality training providers, including Career and Technology Education centers (CTCs) and postsecondary institutions, to expand the WIOA Eligible Training Provider list to give Pennsylvanians more diverse training options, including in areas with few eligible training providers, and ensure that training options are available in multiple formats, including online courses, to best reach and serve Pennsylvanians looking for education and training opportunities. The commonwealth remains committed to increasing the number of registered apprenticeships in Pennsylvania.[28]

4. **Leverage the flexibility of existing workforce development funding [Executive/Legislative]:** The Department of Labor & Industry should identify ways to leverage the flexibility granted under WIOA, and seek waivers when appropriate, to innovatively use federal workforce development discretionary funds, braided and blended with other funding sources, to support state workforce development strategies and address barriers to employment like child care and transportation. In addition, the commonwealth should develop strategic partnerships agencies and expanding access of existing workforce development resources to all organizations engaging in workforce development initiatives could leverage additional resources, reach new populations, address funding gaps, and increase the return on investment of existing federal and state resources.

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[25] *https://www.education.pa.gov/Documents/K-12/Safe%20Schools/PA%20Career%20Ready%20Skills/The%20Pennsylvania%20Career%20Ready%20Skills%20Continuum.pdf*

[26] *https://www.education.pa.gov/K-12/CareerReadyPA/CareerReadySkills/Toolkit/Pages/default.aspx*

[27] *https://centreready.org/about/*

[28] *https://data.pa.gov/stories/s/Workforce-Development/pig6-eufk*

5. **Engage employers on skills in demand and credentials of value [Executive/Private]:** Many employers, even within the same industry, prioritize different skills and credentials for the same role. The commonwealth should regularly engage employers on the skills they are looking for when hiring new talent and the specific credentials they believe demonstrate an individual is well-prepared for a position. This will ensure the commonwealth, and education and training providers, are aligning programs and systems to meet the skill and credential needs of employers.

6. **Highlight Pennsylvania's Career Ready PA initiative with business, education and workforce stakeholders [Executive/Private]:** The Career Ready PA initiative is an important step in developing a comprehensive strategy to ensure all Pennsylvania students have strong employability skills, are working toward a career pathway, and are best prepared for the workforce. The commonwealth should identify ways to engage parents, business, education, and workforce partners on the core employability skills Pennsylvania students are developing in school and support this initiative in the community.

7. **Support Pennsylvania students in accessing Pell Grants [Executive]:** To help meet Pennsylvania's credential attainment goal of 60 percent of Pennsylvanians obtaining a post-secondary credential by 2025, PA should maximize Pell Grant awards and federal financial aid for all Pennsylvanians. This federal assistance makes certificates, credentials, and college degrees more affordable, and can be stacked with other state grants and financial assistance. The PA Department of Education should develop a strategy to increase FAFSA completion, make more resources available to help families fill out the FAFSA, build off federal efforts to simplify the FAFSA form.

8. **Better utilization of SNAP 50/50 Program and increase in the number of SNAP 50/50 Programs [Executive]:** SNAP 50/50 is an important program that connects SNAP recipients to employment and training programs using a community-based blended funding model that leverages federal dollars. The commonwealth should continue to work across agencies and with community partners to expand SNAP 50/50 programs, and leverage and increase alignment of federal, state, and other resources to support expansion. Increasing the number of SNAP 50/50 Programs would allow the commonwealth to expand training opportunities for individuals currently receiving SNAP benefits, including able-bodied adults without dependents subject to work requirements. These programs, often run by community-based organizations and privately funded, leverage federal funds. Further expansion of these programs requires continued federal support, in terms of funding and program designation.

9. **Explore Unemployment Compensation access to individuals enrolled in a state recognized training program [Legislative]:** Often high-quality jobs with family-sustaining wages require education and training programs that exceed the maximum 26-week benefit timeframe for Unemployment Compensation. Workers that want to pursue longer retraining opportunities often opt into shorter training programs to ensure they will not go without some income during their transition. The commonwealth should explore options to extend UC benefits to individuals entering longer-term targeted training programs that result in higher paying jobs or met a critical workforce or economic need. This should be pursued in a manner that continues the financial stability of the Unemployment Compensation Fund.

10. **Update the Pennsylvania Workforce Development Act [Executive/Legislative]:** The PA Workforce Development Act, the state's workforce development law, has not been updated since the passage of the federal Workforce Innovation and Opportunity Act (WIOA), and does not reflect best practices in workforce development. In addition to conforming state law to WIOA, the commonwealth should update the PA Workforce Development Act to reflect the commonwealth's workforce development strategies and goals, with an emphasis on flexibility and innovation. The law should also emphasize the importance of inter-agency collaboration on workforce development initiatives.

GOVERNMENT INFRASTRUCTURE

Governor Wolf has continuously shown his dedication to education and workforce throughout his first four years through the creation of several workforce and economic development specific initiatives.

In the fall of 2017, the Governor established a Middle-Class Task Force to gain the perspective of workers, business communities and students throughout the commonwealth related to workforce development. The task force concluded that *"Pennsylvania's public education and workforce development systems must work together to provide relevant and affordable services and supports to all students and workers of all ages, prioritize outcomes, and align to 21st century business needs."*

In response, Governor Wolf proposed the PAsmart initiative in his 2018-2019 budget. The enacted budget included $30 million for PAsmart, including $20 million for a new Computer Science and STEM Education Program, $7 million for a new Registered Apprenticeship and Pre-Apprenticeship Program, and $3 million to expand the Next Generation Industry Partnership Program. PAsmart is a new approach to education and workforce development to help Pennsylvanians develop skills and abilities they need to obtain a quality job, help businesses recruit skilled workers, and foster economic growth. The program was so successful the initiative received additional $10 million in the FY19-20 budget, bringing the total investment in STEM education, apprenticeships and industry partnerships to $70 million.

Funding PAsmart and then establishing the Command Center were critical steps to align education, workforce development, and economic development. The effectiveness of these programs must be continuously evaluated to ensure program goals are being met and the programs are adequately aligning with the needs of Pennsylvania's workforce and communities.

And although the hierarchical, bureaucratic nature of government systems often works well for implementing programs, initiatives, and policies, or conducting regulatory and compliance tasks, workforce and economic development do not fall neatly into any of the above categories.

Therefore, one of the committees of the Command Center has focused exclusively on government infrastructure, with the idea that government could be better structured around organizing resources, staff, and services around a common agenda to address shared workforce and economic development problems.

The Command Center, through the Government Infrastructure Committee, is looking to identify less hierarchical and bureaucratic approaches to workforce and economic development systems that by nature touch many agencies and stakeholders. To that end, the committee identified the following key government infrastructure barriers:

- **"Siloed Mindset":** This is a general culture of inflexibility or resistance to sharing ideas, information, knowledge, and embracing change and innovation across programs and agencies. There are many factors that contribute to this environment, including historical precedent, prescriptive funding structures, deeply rooted culture, and HR practices, among others. There is an opportunity to create a culture of sharing information, empowering individuals to use information to support continuous improvement, and embracing innovation to make state government better and better serve Pennsylvanians.
- **Burdensome Bureaucratic Processes:** Businesses, workers, jobseekers, and students often find our systems unaligned, difficult to navigate, and overly complex.
- **Ineffective Feedback Loop:** Programs are created to serve current or future projected needs, yet the entities and individuals we serve have dynamic, ever-changing needs. There are few mechanisms in place to 1) identify those changing needs in real time, and 2) adjust the commonwealth's services, programs, and resources accordingly.

At issue is the state infrastructure's effectiveness in serving customers (business, individuals, other organizations), and the task is to build bridges where there are boundaries (or barriers) within state government to enable fluidity in information flow, decision making and responsiveness to customers. The recommendations below therefore focus on improving the ability to work flexibly within and across agencies, as well as the ability to listen and be nimble, dynamic, and responsive accordingly.

BEST PRACTICES

- The state of Maryland's **Governor's Grants Office** provides resources, training, research, and guidance to state and local entities, nonprofits, businesses, and academia on all aspects of both federal and state grant opportunities. Individuals looking for assistance for their families are re-directed to the state's 211 page; small businesses looking for resources are re-directed to the state's "Maryland Business Express" page.

- The commonwealth of Massachusetts **BizWorks** site combines resources from numerous Departments, including labor standards, worker's compensation, unemployment compensation, and workforce development, into a user-friendly page. Information on both growing a business and downsizing a business is located on the same page.

RECOMMENDATIONS

1. **Create shared commonwealth education, workforce and economic development metrics [Executive]:** Common metrics across education, workforce, and economic development initiatives will ensure that all agencies, programs, and initiatives are collaborating and working toward reaching shared goals. Use Pennsylvania's WIOA combined plan as a starting point to consider the metrics of all agencies involved in workforce development and to identify shared goals that indicate education and workforce success for the commonwealth. Agencies should develop internal and cross-agency collaborations to continuously identify how each partner is contributing to these shared goals.

2. **Develop cross-training opportunities for commonwealth staff working in education, workforce, and economic development [Executive]:** The commonwealth should provide opportunities for program staff to come together to collaborate across agencies. The commonwealth should also develop a comprehensive cross-training strategy for front-line staff in the PA CareerLink® and other workforce partners so all are aware of state programs and initiatives. This will ensure they are best prepared to serve workers and businesses.

3. **Create a Governor's Award for Education, Workforce and Economic Development [Executive]:** A governor's award will incentive and award creative and innovative commonwealth-led efforts that involve cross-agency and/or internal agency collaboration to better serve Pennsylvanians. The award should also recognize efforts that support creating culture of information sharing and empowerment to use data to improve the effectiveness of public programs and make data more user friendly for Pennsylvanians.

4. **Expand the PAsmart website to be a one-stop shop for education and workforce information and resources [Executive]:** The commonwealth should expand the PAsmart website to be a one-stop source of education, workforce, and economic development information with resources on PA CareerLink® locations and services, education and training opportunities, career awareness and advancement information, and education and labor market information that is easy to use and understand for Pennsylvanians.

5. **Create a commonwealth-wide education, workforce and economic development email distribution system and website for grant opportunities and other resources [Executive]:** A single grant site and notification system, similar to www.grants.gov, the federal government's comprehensive grants website, will make all state grant opportunities and technical assistance available in one place, so prospective grantees can stay up to date on grant opportunities. The commonwealth should explore expanding grant eligibility to the diverse organizations engaged in education, workforce, and economic development work.

6. **Explore ways to make the commonwealth a model employer [Executive]:** Aligning with the Skillful State Network initiative to pilot skill-based hiring practices at the commonwealth, update commonwealth job descriptions to remove unnecessary education and experience requirements, and focus on hiring for the specific skills needed for individuals to be successful in specific positions.[29] In addition, the commonwealth should lead by example and explore other ways to make the commonwealth a model employer, including:
   - Reviewing of Job Specifications and Job Descriptions to lessen barriers to Commonwealth employment, reduction of overall number of job specifications and ensuring that descriptions are up to date with work actually completed by employees.
   - Implementation of telework practices
   - Workplace flexibility, paid sick and paid family leave
7. **Consider how different discretionary funds can be leveraged to provide comprehensive solutions to address barriers and help the commonwealth meet its identified shared goals [Executive]:** Many state agencies receive discretionary funding that allows flexibility. Consider how discretionary state and federal funds (such as the Workforce Innovation and Opportunity Act) from departments such as the Department of Labor & Industry, Department of Community and Economic Development and the Department of Human Services could be leveraged to creatively address workforce and economic development barriers faced by workers and employers.

[29] *https://www.skillful.com/*

NEXT STEPS

This report outlines specific actions that need to be taken by the administration, the legislature, and private sector entities to minimize barriers to employment. The work of the Command Center does not end with issuing a report. Work now begins to implement the recommendations contained herein.

One next step to pursue is to engage an independent third party to provide an in-depth review of the commonwealth's workforce infrastructure and effectiveness of programs compared to competitive states, as well as provide recommendations for commonwealth programs in the future. Since its first meeting in April 2019, the Command Center has been collecting information about existing resources and programs that address the Governor's workforce development goals. We have learned what each agency and organization at the Command Center does well, and we have discussed the successes and limitations of our existing programs. It is important that going forward we focus on ensuring that existing programs are efficient, effective, and providing return on investment.

The Command Center will also shift its focus toward serving as an incubator for real-time solutions to workforce barrier issues. The conversations among the Command Center agencies and organizations need to continue—coming together on a regular basis enables not just better communication, but real policy and programmatic change that can positively impact the lives of Pennsylvanians. The work completed in the Command Center is vital to the success and future of Pennsylvania's economy.

The Command Center will build off the successful collaborations created as a direct result of the initiative. The work of the Command Center is certainly not finished. For example:

- The Command Center Executive Committee members will participate in the Pennsylvania Economic Developmental Associations' Annual Spring meeting to encourage further collaboration between Economic Development and Workforce Development.
- The Department of Labor & Industry and the Department of Community and Economic Development are collaborating on Industry Cluster research with the intention of creating one set of targeted industries in which economic and workforce strategies can align.
- The Employment First Plan was created to assist those with disabilities, including giving direction to the Command Center to host a roundtable discussion with company executives that hire those with disabilities to pull out best practices and create strategies to encourage other companies to do so. This will be an initiative of the Command Center in the upcoming year.

Barriers, impediments or general inquiries can be directed to workforcecommandcenter@pa.gov. For more information on the Keystone Economic Development and Workforce Command center, or the PAsmart initiative, visit **www.pasmart.gov**.

APPENDIX A

EXECUTIVE ORDER 2019-02

Executive Order

Commonwealth of Pennsylvania
Governor's Office

Subject: **Keystone Economic Development and Workforce Command Center**	***Number:*** **2019-02**
By Direction of: **Tom Wolf, Governor**	***Date:*** **February 19, 2019**

WHEREAS, Pennsylvania must become a national and international leader in workforce and economic development as we face a changing economy and new demands on our workers and businesses; and

WHEREAS, leaders in the Commonwealth, the General Assembly, the business community, and the labor community are committed to deploying all necessary resources to improve its workforce and economic development programs and conditions; and

WHEREAS, Pennsylvania's economic future depends on a skilled and highly trained workforce; and

WHEREAS, Pennsylvania businesses must have confidence to fill job vacancies with skilled workers in order to be productive economic engines; and

WHEREAS, Pennsylvania's current low unemployment rate has resulted in a tight labor market and a shortage of applicants;

WHEREAS, Pennsylvania's declining population and anticipated retirement boom presents an urgent need to attract and retain more skilled workers;

WHEREAS, many Pennsylvania workers are employed in low-wage jobs; and

WHEREAS, Pennsylvania workers and job seekers need adequate training to develop skills required to be employed and to advance in today's workforce; and

WHEREAS, the Commonwealth of Pennsylvania can serve as an incubator of innovative ideas to develop Pennsylvania's economy and workforce so that it can meet these challenges; and

WHEREAS, Commonwealth agencies must connect initiatives, align resources and efforts to address the needs of both job seekers and employers; and

WHEREAS, public-private partnerships can serve as a model of excellence to tackle the common goal of making Pennsylvania's workforce the best in the nation;

NOW, THEREFORE, I, Tom Wolf, Governor of the Commonwealth of Pennsylvania, by virtue of the authority vested in me by the Constitution of the Commonwealth of Pennsylvania and other laws, do hereby establish, in the Office of the Governor, the Keystone Economic Development and Workforce Command Center ("Center") as hereinafter set forth.

1. **Purpose.** The Center will address Pennsylvania's workforce challenges by convening a public-private partnership to target collectively public programs and resources to address Pennsylvania's workforce shortage and talent needs, recommend action to reduce or eliminate impediments to employment, and better align Commonwealth resources and private sector needs to position Pennsylvania as the keystone for a skilled workforce and competitive business climate.

2. **Center Responsibilities.**

   a. Identify impediments to employment, including but not limited to those that are imposed by Commonwealth regulations and practices, such as licensure, certification, and continuing education requirements.

   b. Develop proposals and recommendations that minimize barriers to employment, modernize Pennsylvania's workforce, and improve Pennsylvania's business climate.

   c. Identify successful models from the public and private sectors that address a worker's need for access to a broad range of supports.

   d. Define and implement coordinated strategies across Commonwealth agencies to improve talent attraction and retention in critical Pennsylvania industries including but not limited to health care, education, agriculture, manufacturing, technology and innovation, and other targeted sectors.

   e. Monitor implementation of the Governor's priorities, policies, and initiatives related to workforce development.

   f. Engage and partner with other stakeholders, including but not limited to businesses, trade organizations, philanthropic, and community organizations, to carry out the functions described herein.

   g. Review and, where appropriate, implement recommendations from the Auditor General's 2019 audit of Pennsylvania's workforce development system.

   h. Develop workforce and economic development goals and track implementation and progress through the development of a dashboard.

3. **Composition of the Center.** The Center shall be composed of an Executive Committee and representatives from the executive branch as described herein.

a. **Executive Committee.** The Center shall be led by an Executive Committee consisting of the following:

(1) A representative from each of the following private sector entities:

(a) Pennsylvania Chamber of Business and Industry;

(b) The Pennsylvania American Federation of Labor and Congress of Industrial Organizations (PA AFL-CIO); and

(c) Team Pennsylvania Foundation.

(2) The following Commonwealth officials:

(a) Secretary of the Department of Community and Economic Development or designee;

(b) Secretary of the Department of Labor and Industry or designee; and

(c) Secretary of the Department of State or designee.

b. **Additional Members.** Other members of the Center include:

(1) A representative from each of the following:

(a) The Office of the Auditor General, in its capacity as a Commonwealth entity responsible for improving government accountability, transparency, and the effective use of taxpayer dollars, in this case as it relates to the workforce and economic development strategies undertaken by the Center; and

(b) The State Workforce Development Board, in its capacity as the Commonwealth's private sector policy advisor on building a strong workforce development system aligned with economic development goals.

(2) The following Commonwealth officials:

(a) Secretary of the Department of Education or designee;

(b) Secretary of the Department of Human Services or designee;

(c) Secretary of the Department of Agriculture or designee; and

(d) Secretary of the Department of Corrections or designee.

c. All agencies under the Governor's jurisdiction that are members of the Center shall cooperate and provide assistance as needed to the Center in performing its functions. The Center will receive administrative services and assistance from the Department of Community and Economic Development.

4. Executive Director.

a. The Governor shall appoint an Executive Director to oversee the Center's operations who shall serve at the pleasure of the Governor.

b. The Executive Director shall report directly to the Secretary of the Department of Community and Economic Development.

c. The Executive Director shall regularly convene meetings with the Executive Committee and members to ensure the Center is meeting its purpose as defined under Center responsibilities.

d. The Executive Director in consultation with the Secretary of the Department of Community and Economic Development may hire such staff as may be needed to carry out the functions described in this Executive Order.

5. Compensation. Members of the Center shall receive no compensation for their service, except that members may be reimbursed for travel and related expenses in accordance with Commonwealth policy.

6. Responsibilities of State Agencies. Agencies whose industry sectors are facing significant workforce shortage and/or whose consumer populations are facing barriers to entry and retention, shall cooperate, provide assistance to, and review recommendations of the Center with respect to its purpose and responsibilities as set forth in this Executive Order.

7. Reports. The Center shall submit an annual report to the Governor or the Governor's designee, and other reports as it deems necessary, on the identified areas of responsibility for the Center, and issues affecting workforce and economic development including workforce shortages and barriers to work in the Commonwealth.

8. Committees. The Executive Committee shall have the authority to establish, appoint members, and delegate duties to committees as it deems necessary to fulfill its duties and responsibilities. All committees shall be chaired by a member of the Center.

9. Implementation. All Commonwealth agencies under the Governor's jurisdiction are directed to take all steps necessary to implement this Executive Order. Independent agencies are also strongly encouraged to implement this Executive Order.

10. Effective Date. This Executive Order shall take effect immediately and shall remain in effect until amended or rescinded by the Governor.

APPENDIX B

KEYSTONE ECONOMIC DEVELOPMENT AND WORKFORCE COMMAND CENTER
MEETING DATES AND PARTICIPATING AGENCIES

THE COMMAND CENTER MET:

April 2, 2019

April 9, 2019

April 16, 2019

April 23, 2019

April 30, 2019

May 7, 2019

May 14, 2019

May 21, 2019

May 28, 2019

June 4, 2019

June 11, 2019

June 18, 2019

June 25, 2019

July 9, 2019

July 16, 2019

July 23, 2019

July 30, 2019

August 6, 2019

August 27, 2019

August 29, 2019
Regional Meeting
Huntingdon County

September 3, 2019

September 10, 2019

September 17, 2019

September 26, 2019
Regional Meeting
Elk County

October 1, 2019

October 15, 2019

October 25, 2019
Regional Meeting
Greene County

October 29, 2019

November 5, 2019

November 13, 2019
Regional Meeting
Philadelphia County

November 19, 2019

December 3, 2019

December 10, 2019

December 17, 2019

January 7, 2019

PARTICIPANTS:

Executive Director – Zach Reber

Department of Community and Economic Development – Secretary Dennis Davin, Executive Deputy Secretary Neil Weaver, Carol Kilko, Gwen Ross, Colin Parry

Labor and Industry – Secretary W. Gerald Oleksiak, Executive Deputy Secretary Robert O'Brien, Eileen Cipriani, Joe Lee, Kelly Martini, Thomas Foley

Team Pennsylvania – Anthony Bartolomeo, Ryan Unger, Abby Smith

Department of State – Secretary Kathy Boockvar, Ian Harlow, Jessica Myers, Marc Ferrell, Andrew LaFratte

Department of Human Services – Secretary Teresa Miller, Tara Williams, Lindsey Mauldin

Pennsylvania Chamber of Business and Industry – Gene Barr, Allen Norton, Lori Renne

Department of Education – Secretary Pedro Rivera, Julie Kane, Seth Jacobson, John McVey, Noah Speitel, Erin Donohoe

State Workforce Board – Jeff Brown, James Martini, Tracey Turner

Department of Corrections – Kelly Evans, Dorenda Hamarlund, Luis Resto

Department of Agriculture – Secretary Russell Redding, Executive Deputy Secretary Michael Hanna, Natalie Krak, Scott Sheely, Mike Roth

PA AFL-CIO – Rick Bloomingdale, Frank Snyder

Auditor General – Auditor General Eugene DePasquale, Daniel Myers, Stephany Dugan

Department of Conservation and Natural Resources – Nicole Faraguna, Justin Royer

Department of Transportation – Natasha Fackler, Shane Rice

Governor's Policy Office – Erin Wachter, Allison Jones, Tara Piechowicz

Governor's Deputy Chiefs of Staff – Elena Cross, Samuel Robinson, Eric Haggarty

Office of Performance Through Excellence – Colby Clabaugh

Governor Tom Wolf

APPENDIX C

COMMITTEES AND MEMBERSHIP

BARRIERS COMMITTEE

- PA Chamber of Business and Industry – *Allen Norton (Co-Chair)*
- Department of Human Services – *Tara Williams (Co-Chair),* Farah Hynes
- Department of Education - Laura Fridirici, Julie Kane, Erin Donohoe
- Department of Labor & Industry – Joe Lee, Ruben Pachay
- Department of Corrections – Dorenda Hamarlund
- Department of Agriculture - Natalie Krak
- Department of State – Jess Myers, Marc Farrell, Andrew LaFratte
- Department of Community and Economic Development – Kathy Possinger
- Department of Transportation -

BEST PRACTICES COMMITTEE

- Department of Community and Economic Development – *Carol Kilko (Co-Chair)*
- Department of Labor & Industry – *Eileen Cipriani (Co-Chair)*
- Department of State – Katelin Lambert
- Department of Human Services – Carl Feldman
- Department of Education – Judd Pittman, Laura Fridirici
- Office of the PA Auditor General – Stephany Dugan
- Department of Transportation – Danielle Spila
- UPMC – Shayla Thompson
- Keystone Development Partnership – Stuart Bass
- Pennsylvania Economic Development Association – Josh Skopp
- Southern Alleghenies Planning and Development Commission – Susan Whisler
- PA Workforce Development Association – Carrie Amann
- South Central PA Works – Lynda Morris
- Berks Connections/Pretrial Services – Peggy Kershner

GOVERNMENT INFRASTRUCTURE COMMITTEE

- Department of Labor & Industry – *Kelly Martini (Co-Chair)*
- Team Pennsylvania – *Abby Smith (Co-Chair)*
- Department of Human Services – Carl Feldman, Lindsey Mauldin
- PA Chamber of Business and Industry – Alex Halper
- Department of Education – Vincent Kovach
- PA AFL-CIO – Frank Snyder
- Department of Corrections – Dwayne Heckert
- Department of State – Ian Harlow, Andrew LaFratte
- Office of the PA Auditor General – Stephany Dugan
- Department of Agriculture – Michael Roth
- Department of Community and Economic Development – Paul Opiyo

DATA COMMITTEE

- Governor's Office of Performance Through Excellence – *Colby Clabaugh (Co-Chair)*
- Team Pennsylvania – *Ryan Unger (Co-Chair)*
- Penn State Harrisburg – Sue Copella
- Department of Labor & Industry – Kim DeLellis
- Department of Corrections – Bob Flaherty
- Department of State – Ian Harlow
- PA AFL-CIO – Mike Johnson
- Department of Education – Julie Kane
- Shippensburg University – Sue Mukherjee
- Department of Agriculture – Kelly O'Donnell
- PA Chamber of Business and Industry – Lori Renne,
- Department of Transportation – Shane Rice
- Economic Development Company of Lancaster County – Lisa Riggs
- Office of Administration – Julie Snyder

- Department of Community and Economic Development – Deborah Tollett
- Department of Human Services – Chuck Tyrrell
- PA Office of General Counsel – Jullia Sheridan

JOBS/SKILLS OF THE FUTURE COMMITTEE

- PA AFL-CIO – *Rick Bloomingdale (Co-Chair)*
- State Workforce Development Board – *James Martini (Co-Chair)*
- Team Pennsylvania – Anthony Bartolomeo
- Department of Labor & Industry – Ed Legge
- Department of Education – Judd Pittman, Erin Donohoe
- Department of Community and Economic Development – Gwen Ross
- Department of Agriculture – Scott Sheely
- Department of Human Services – Tara Williams
- Department of Transportation – Natasha Fackler, Anthony Mccloskey

APPENDIX D

PRESENTING ORGANIZATIONS

- Keystone Development Partnership
- National Governor's Association
- Skillful States Network/Markle Foundation
- Harrisburg University
- United Way of Pennsylvania
- St. Francis University/Knee Center for the Study of Occupational Regulation
- American Society of Civil Engineers
- Pennsylvania State System for Higher Education
- Lancaster Chamber
- Southern Alleghenies Planning and Development Commission
- Southern Alleghenies Workforce Development Board
- IFC Services, Inc.
- Goodwill of Southern Alleghenies
- Huntingdon CareerLink®
- Workforce Solutions for North Central PA
- North Central PA Regional Planning and Development
- SGL Carbon
- Penn State University DuBois
- ResCare
- Southwest Corner Workforce Development Board
- Westmoreland Fayette Workforce Development Board
- Washington Health Systems
- Trade Institute of Pittsburgh
- Southwest Training Services, Inc.
- US Department of Health and Human Services
- District 1199C Training Fund
- Philadelphia Works
- Collegiate Consortium for Workforce + Economic Development