

Section I – Strategic Plan

A. Vision – North Central Workforce Investment Board

The North Central Workforce Investment Board (WIB) has established their vision as follows:

“The North Central Workforce Investment Board will provide the leadership necessary to ensure we have an educated and skilled workforce that exceeds the workforce needs of local employers.”

The North Central Workforce Investment Board’s mission is to provide leadership to the workforce system to ensure our jobseekers have the skills needed by our employers to remain competitive in the 21st century. While this may appear to be a simple statement the details and the work that goes into ensuring our jobseekers have skills that our employers need is much more complex. It expands and touches the work of our partners from the community-based agencies providing the much needed support services to our education providers and their training and education opportunities. We must foster our relationships with our businesses in order that they remain an active partner providing much needed feedback to ensure that we understand their needs. Therefore, our system must be responsive. Employers don’t have time to waste. When they have a product or service to provide it is imperative that they have a workforce meeting their performance requirements.

The North Central Workforce Investment Board is a convener, broker, connector, and an innovator in our six county rural region. We are responsible for an effective CareerLink System where our job seekers can easily navigate through a menu of services to best meet their individual needs. We are responsible for an effective Youth System where our disadvantaged young people are afforded opportunities to be made aware of career opportunities in our local labor market; are provided instruction and experiences in preparation for their career choice; and are placed in employment where they can earn a self-sufficient wage. We are responsible for engagement with our employers and accomplish this in a number of ways. Staff of the WIB manage two Industry Partnerships including Advanced Manufacturing and Healthcare as well as collaborating on a Transportation Partnership and a Building and Construction Trades Partnership. On a regular basis we review labor market information to keep a pulse on our local economy and emerging industry. We are flexible and ever-changing as evidenced by development of our Energy Industry Partnership in 2005 with our traditional shallow well drillers that quickly developed into Marcellus Shale. We were engaged with the industry and assisting our communities in understanding the opportunities. Once ShaleNET developed in Pennsylvania we took a step back from this partnership since their needs were being met in a statewide effort.

Our Board prides itself in being proactive with a continuous improvement approach to everything we do. This is evidenced in the strategic efforts that have occurred over the years with our CareerLink System as you will read about later in this plan.

The North Central Workforce Investment Board in its fully executed grant agreement between the Pennsylvania Department of Labor and Industry is responsible for carrying out the Pennsylvania Workforce Development System in the NCWIA. We do so in accordance with all grant provisions as detailed in the agreement, all assurances and certifications as detailed in the agreement, the ARRA of 2009 Agreement Addendum, Right to Know Law 8-K-1580 and the Federal Funding Accountability and Transparency Act (FFATA) of 2006.

B. Overarching Strategies

The North Central Workforce Investment Board targets its efforts to our employers and job seekers by collaborating with our partners in various initiatives and programs. With reduced funding across the board real conversations regarding collaboration are occurring. Everyone is forced to do more with less and therefore have a greater need to coordinate activities and not duplicate efforts. Therefore targeted investments and targeted programming are critical. It has forced our system to look at the Workforce Investment Act and the true intent of the law. While we have at times enjoyed flexibility and have in some cases expanded our role in certain areas we now are forced to looking at what we do best and focusing our efforts. The Board's priorities include:

- A proactive PA CareerLink® System providing services to our job seekers and employers effectively and efficiently.
 - Our customers', employers and job seekers, needs are continuously evaluated with continuous improvement efforts implemented regularly. Their satisfaction with the system will help drive these changes.
- Strategic alliances with our key stakeholders for the betterment of our local communities.
- A youth system driven to creating a skilled workforce and youth better prepared to make individual career decisions
- A proactive employer relations approach to serving our businesses. Our system and Board will be the place that employers think of first to help address their workforce needs.

The North Central WIB relies on the State for leadership as we continue to refine our systems. The Board encourages staff participation in all aspects of planning through implementation of initiatives at the state level. Staff participate on many of the technical workgroups at the State level in order to be aware of new policy and programs. In addition, State and National Updates is an item on the agenda at every Workforce Board meeting. This provides a forum for information sharing with the Board members. The WIB was provided with an overview of the Strategic State Workforce Investment Plan to ensure that the program goals and objectives are in alignment with the State Plan. This is monitored periodically to ensure that our WIB is working in concert with the State and their goals.

The Board also greatly supports Governor's Tom Corbett's Vision of a JOBSFirst PA. In the North Central region we place a great deal of attention on our employers / businesses. As our mission states, we are committed to ensuring that our employers have access to a skilled and educated workforce armed with the skills they require. Our industry partnerships are employer driven, our training providers are encouraged to provide training programs that meet the needs of our employers, and we are identifying

career pathways and increasing our efforts to better match job seekers to jobs that are self and family supporting.

In regard to the various projects within JOBSFirst PA, the Board has highlighted those efforts and asked committees that directly relate to each to spearhead that initiative and ensure that the Board has a role to play. The North Central WIB is very committed to serving and working with the K-12 and post-secondary educational institutions in any way possible and appropriate to further advance the long term workforce solutions of the North Central region.

The Board has placed a strong importance on the need for local labor market information and the ability to use this information to make better strategic decisions. In cooperation with WIB Staff, a variety of Labor Market Information is shared with PA CareerLink® Staff from the Regional Data Analysis Tool, the Economic Modeling Solutions, Inc. Tool and information from Industry Partnerships.

In addition as available and appropriate the Board provides labor market information and publications to our partners, communities and employers.

Staff and the Board are better able to align with new and emerging industries through several initiatives. Through the utilization of the Regional Data Analysis Tool as well as the Economic Modeling Solutions, Inc. we are able to keep a pulse on industry and growth with the regular review of the data. Other sources of Labor Market Information include: from the PA Department of Labor and Industry Center for Workforce Information and Analysis, CWDS Ad Hoc Reports and Dashboard. More importantly through our Industry Partnerships and our local Industry Consortia that meet at least 6 times per year we are able to have more of a hands-on approach to industry and their growth/changes. Business Service Representatives meet with county industry consortia to assess their needs around several issues including training. The Consortia have proved to be a valuable asset to the Board in many ways.

C. Economic and Labor Market Analysis

The information contained in this section contains data that describes the economic conditions in our region, our critical businesses and industries, population and workforce trends as well as the challenges our region is facing. You will also find an analysis of our local economy labor pool, and labor market as outlined in the local plan guidance.

Regional Background

Located in the heart of North Central Pennsylvania, the six-county region of Cameron, Clearfield, Elk, Jefferson, McKean and Potter Counties is known throughout the Commonwealth of Pennsylvania as emerging in industrial site location, economic growth, workforce quality, and business opportunity. The communities, businesses, industries, and workforce of this region work together with North Central, headquartered in Ridgway, Pennsylvania, to streamline state, federal and regional services, including workforce investment, workforce, economic and community development and transportation planning.

The North Central region is large and sparsely populated.

The North Central region has a “real” population density of approximately 68 persons per square mile, excluding unusable public lands. The decentralized nature of the region’s settlement pattern has particular implications on the efficiency and effectiveness of public services. Conversely, the scenic nature of the region can be considered an economic asset, especially for recreational tourism.

The region’s ethnicity is predominately homogeneous.

While the region is racially homogenous, it has been diversifying in recent years, as evidenced by recent Census data. The non-white population is only 3.4 percent, compared to the state rate of 15 percent and almost 20 percent nationally, even though the white population has decreased by 5.1% between 2000-2010. Research shows that the more a region embraces diversity, the greater the capacity for innovation and entrepreneurship.

The educational proficiency and achievement is lower than state and national averages.

More than half of the school districts in the region have 11th grade proficiency rates in math and reading that are below the state average. Educational achievement, the percentage of residents with a post-secondary education or bachelor’s degree or higher, is less than the state average. Educational achievement can be considered an indicator of innovation and entrepreneurial capacity, and a key factor for industry site selectors.

Unemployment rates closely follow state and national trends.

Unemployment rates in the region have typically run higher than Pennsylvania overall. More recently, unemployment rates have increased, and they continue to be generally higher than the state and national averages. Unemployment rates are the most recognized indicator of the economic health of a region.

The region’s substantial powdered metals industry cluster is consolidating internationally.

Despite slight declines in numbers employed in recent years, the North Central region depends heavily on Powdered Metals and Metals Manufacturing, having employed 15% of the workforce in 2011. The industry cluster retains a substantial regional competitive advantage, although it is susceptible to economic restructuring due to consolidation and internationalization. This has been proven to some degree by the selling of family-owned metals enterprises in the past few years to large, international firms.

The number of manufacturing jobs continued to decline to a total of 17,084 in 2011 and is projected to decline further in 2014 to 15,778. There have been recent increases in service sector employment which do not usually translate into middle-class family-sustainable incomes. Other industry sector employment levels are projected to remain level through 2014.

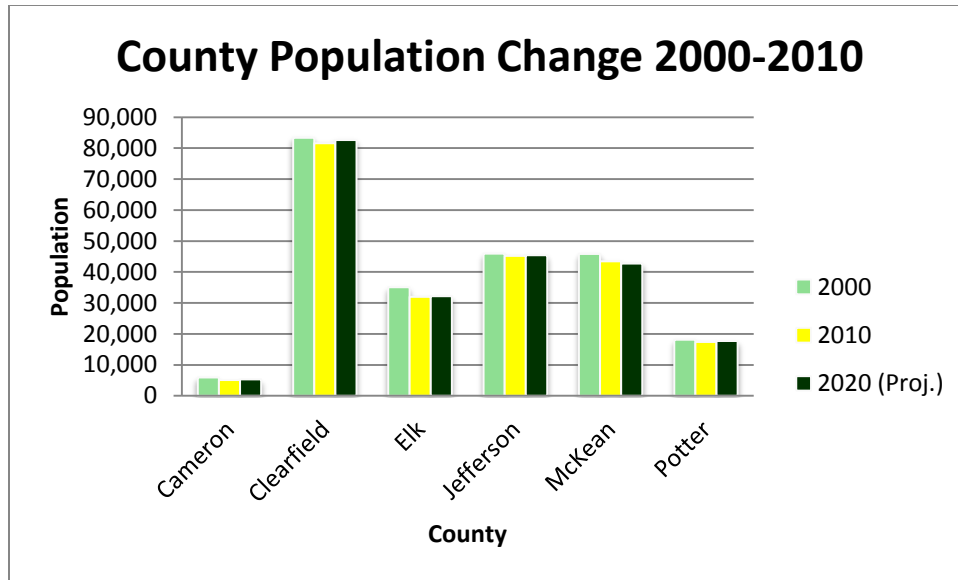
Impact of Natural Gas Shale Industry

The North Central region of Pennsylvania, rich in natural resources and close-knit communities, is seeing rapid changes in livability resulting from the discovery of Marcellus Shale natural gas. Natural gas drilling activity has progressed quickly in the region and continues to grow at a strong pace making it difficult to plan effectively at the local level. This new industry has brought in hundreds of workers, hundreds of jobs and spin off developments increasing the economic competitiveness of the region while challenging the transportation system, affordable housing market, work force, social services, natural and cultural environment, and tourism market and planning regulations.

Population Trends

Population is just one indicator of the vitality of an area or region. The North Central region has experienced a steady population decline over the past century. Between 2000 and 2010, the region has experienced a decline of about 4.08%.

North Central Population Change 2000-2010



Source: U.S. Census - 2010

Regions with relatively little population growth rates are usually challenged in meeting the increasing cost demands of infrastructure, education, and other government services. Further, population declines or slow growth rates also usually result in declining capacity or availability of investment capital for business growth. Of equal if not greater concern, is the likelihood that population declines or slow growth also correspond to a brain drain of young talent to more vibrant areas thereby removing significant talent, both innovative and entrepreneurial, from the region’s asset base.

Changes in the region’s competitive environment could impact those population reduction rates significantly. Every county in the region has experienced a population decline between 2000 and 2010. Projecting the population to 2020 indicates that McKean County will endure a further decline, as indicated in the following table.

North Central County Population Change, 2000-2020

Counties	2000	2010	% Change (00-10)	2020 (Projected)	%Projected Change (2010-2020)
Cameron	5,974	5,085	-14.88%	5,270	3.64%
Clearfield	83,390	81,642	-2.10%	82,590	1.16%
Elk	35,050	31,946	-8.86%	32,200	0.80%
Jefferson	45,950	45,200	-1.63%	45,380	0.40%
McKean	45,850	43,450	-5.23%	42,760	-1.59%
Potter	18,150	17,457	-3.82%	17,710	1.45%
Region	234,330	224,780	-4.08%	225,890	0.49%
Pennsylvania	12,286,910	12,604,767	2.59%	13,286,320	5.41%

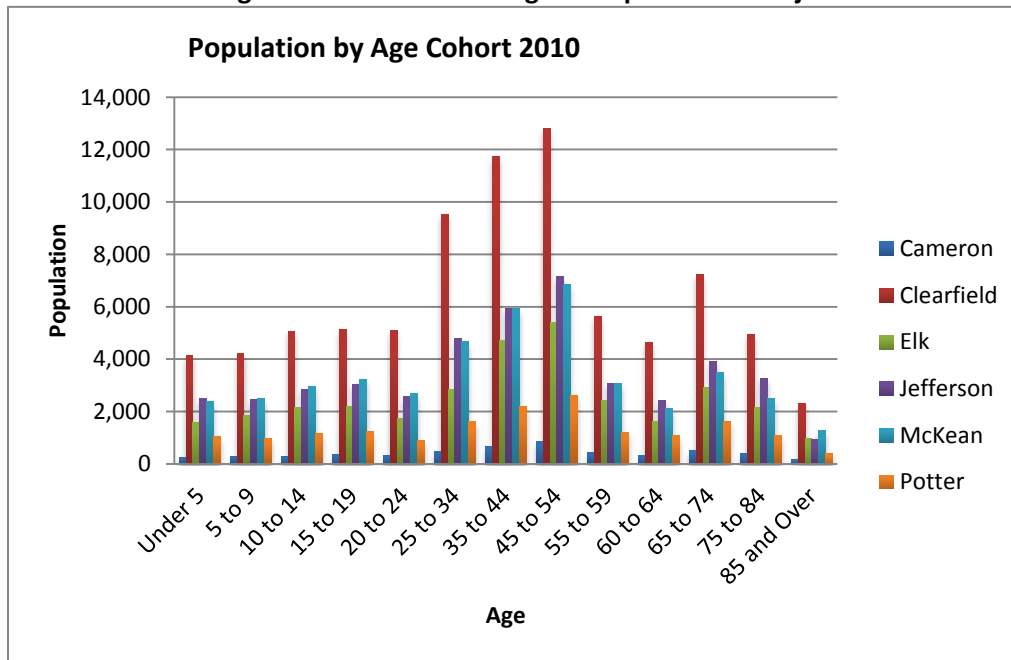
Source: U.S. Census - 2010

However, a three to four percentage decline over a fifteen-year period is insignificant on an annual basis. The population, at best, will be stagnant over the next decade.

Age Profile

The “graying” of Pennsylvania has been a common topic of transportation and economic planning in recent years. The “Baby Boomer” generation (those born between 1945 and 1963) has created economic and transportation implications throughout its existence. As the front end of this group moves into the region’s more senior demographic ranks, it will continue to have significant economic ramifications for the north central region.

North Central Age Cohort as a Percentage of Population – Projections to 2020



As demonstrated in the following table, the population segments that are most dependent, 0-17 and over 65, are increasing and projected to increase. This trend has implications on health and human service providers and services. Further, this region may be forced to deal with the implications of these changes before the rest of the state, in terms of meeting changing demands on the transportation system, the linkage of transportation systems, as well as the economic transitions of an older workforce and greater percentage of residents in retirement.

Population by Age Cohort 2010

	Cameron	Clearfield	Elk	Jefferson	McKean	Potter	Region	PA
Years								
Under 5	266	4,127	1,572	2,497	2,379	1,035	11,876	740,206
5 to 9	296	4,210	1,867	2,466	2,485	986	12,310	744,966
10 to 14	294	5,078	2,168	2,860	2,954	1,157	14,511	801,883
15 to 19	354	5,143	2,207	3,027	3,212	1,233	15,176	906,330
20 to 24	336	5,084	1,750	2,586	2,679	911	13,346	812,523
25 to 34	471	9,523	2,861	4,778	4,674	1,607	23,914	1,502,121
35 to 44	656	11,755	4,702	5,928	5,927	2,178	31,146	1,728,848
45 to 54	841	12,814	5,386	7,177	6,851	2,612	35,681	1,916,548
55 to 59	438	5,634	2,415	3,089	3,074	1,222	15,872	809,999
60 to 64	317	4,639	1,619	2,419	2,126	1,075	12,195	641,608

65 to 74	512	7,229	2,935	3,923	3,493	1,634	19,726	915,783
75 to 84	388	4,947	2,150	3,275	2,504	1,091	14,355	712,552
85 and Over	165	2,299	962	940	1,264	401	6,031	283,229

Source: U.S. Census – 2010

As depicted in the following table, the median age of residents is increasing in each of the North Central counties, and at a rate exceeding the rate of the state overall. From 2000-2010, the region’s median age has increased by an average of 5.1%, versus the state rate of 4.5%.

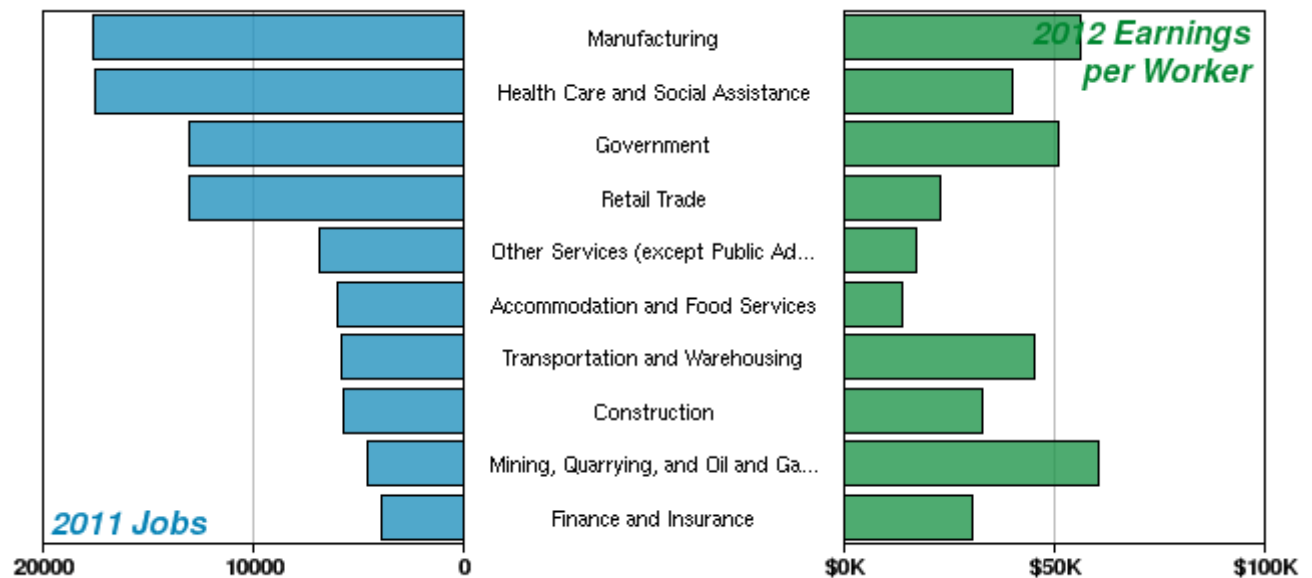
Table 3: Median Age (2000-2030)

	Cameron	Clearfield	Elk	Jefferson	McKean	Potter	PA
2000	41.3	39.3	39.4	39.8	38.7	39.1	38.0
2010	44.9	42.4	43.2	42.5	40.6	43.2	39.6
2030	46.4	44.1	44.2	44.7	43.5	43.9	42.1

Source: U.S. Census – 2010

Current makeup of the North Central WIA’s economic base by industry

Largest Industries



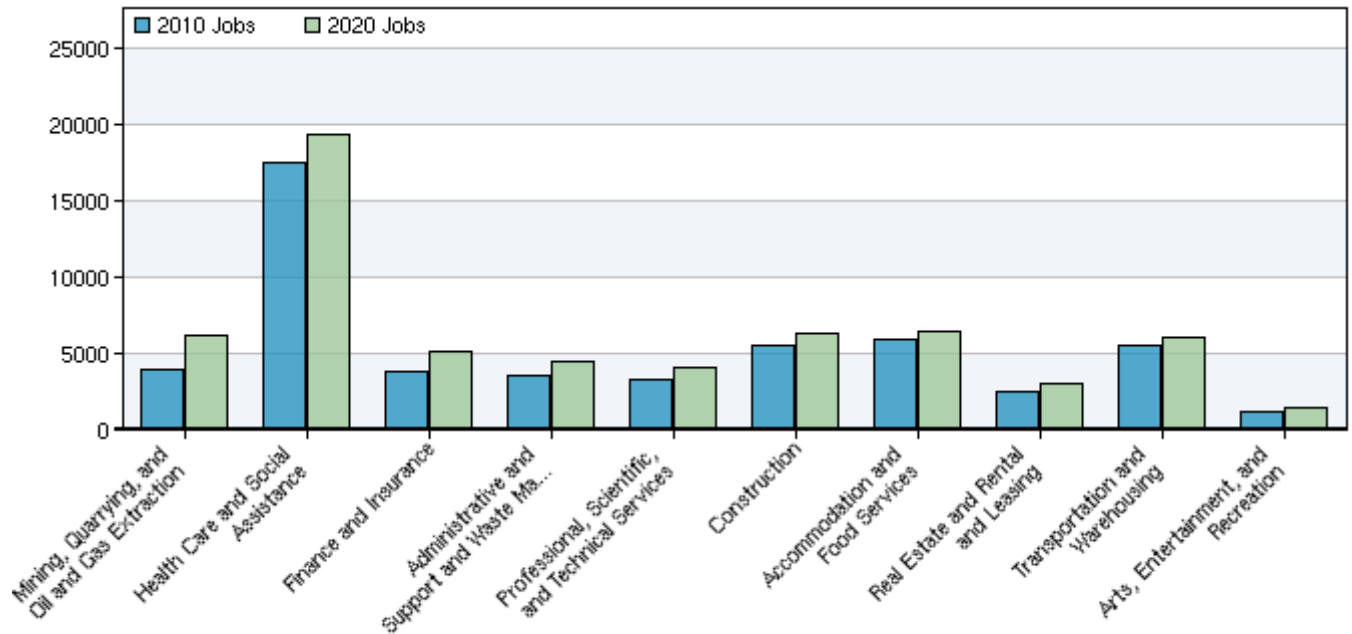
NAICS Code	Description	2011 Jobs	2012 Jobs	Change	% Change	2012 Average Earnings
31-33	Manufacturing	17,622	18,113	491	3%	\$56,153

NAICS Code	Description	2011 Jobs	2012 Jobs	Change	% Change	2012 Average Earnings
62	Health Care and Social Assistance	17,483	17,619	136	1%	\$39,980
90	Government	13,088	12,917	-171	-1%	\$50,746
44-45	Retail Trade	13,081	12,947	-134	-1%	\$22,824
81	Other Services (except Public Administration)	6,825	6,815	-10	0%	\$17,298
72	Accommodation and Food Services	6,001	6,158	157	3%	\$13,727
48-49	Transportation and Warehousing	5,849	5,901	52	1%	\$45,358
23	Construction	5,682	5,977	295	5%	\$33,080
21	Mining, Quarrying, and Oil and Gas Extraction	4,529	5,481	952	21%	\$60,288
52	Finance and Insurance	3,916	4,059	143	4%	\$30,537
56	Administrative and Support and Waste Management and Remediation Services	3,760	3,749	-11	0%	\$22,735
54	Professional, Scientific, and Technical Services	3,436	3,478	42	1%	\$30,606
11	Agriculture, Forestry, Fishing and Hunting	3,143	3,100	-43	-1%	\$19,110
53	Real Estate and Rental and Leasing	2,508	2,639	131	5%	\$13,675
42	Wholesale Trade	2,283	2,260	-23	-1%	\$45,392
51	Information	1,223	1,109	-114	-9%	\$48,157
71	Arts, Entertainment, and Recreation	1,218	1,205	-13	-1%	\$10,705
61	Educational Services (Private)	1,155	1,248	93	8%	\$28,515
22	Utilities	481	499	18	4%	\$96,853
55	Management of Companies and Enterprises	334	319	-15	-4%	\$97,177
99	Unclassified Industry	0	0	0	0%	\$0

Source: EMSI Complete Employment - 2012.2

Industries Expected to grow or decline over the next decade 2010-2020 comparison

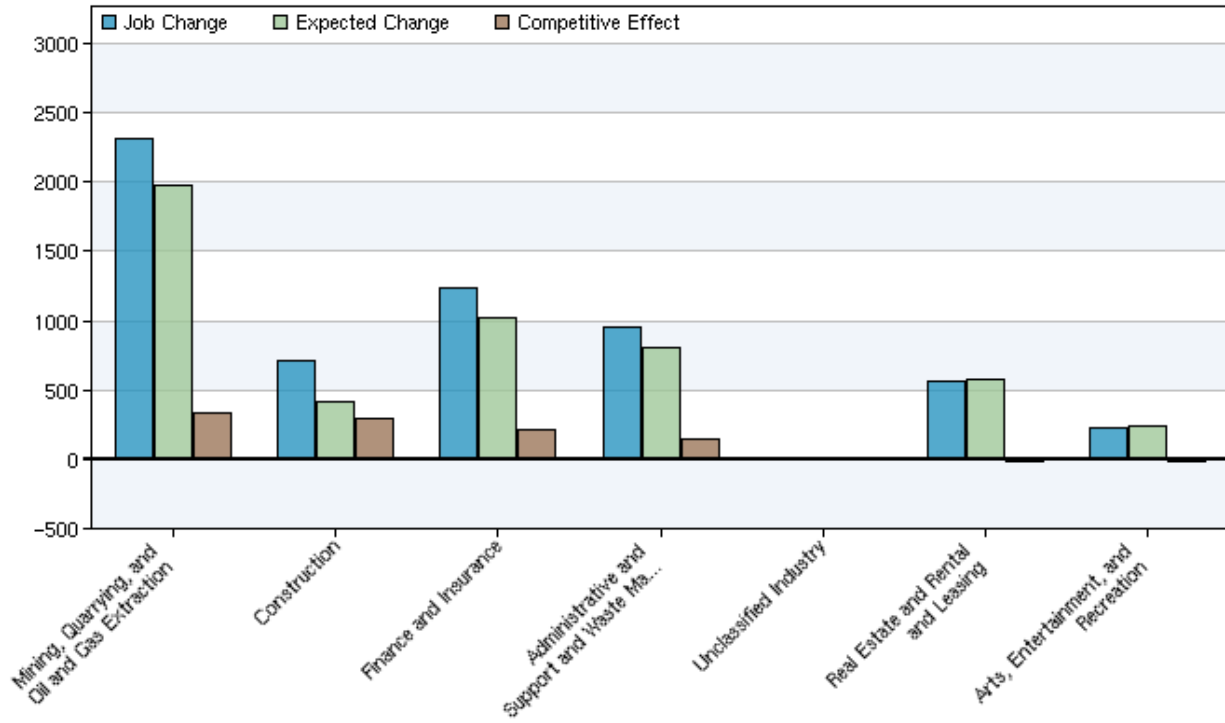
Fastest Growing Industries



NAICS Code	Description	2010 Jobs	2020 Jobs	Change	% Change	2012 Average Earnings
21	Mining, Quarrying, and Oil and Gas Extraction	3,910	6,218	2,308	59%	\$60,288
62	Health Care and Social Assistance	17,492	19,326	1,834	10%	\$39,980
52	Finance and Insurance	3,840	5,071	1,231	32%	\$30,537
56	Administrative and Support and Waste Management and Remediation Services	3,521	4,479	958	27%	\$22,735
54	Professional, Scientific, and Technical Services	3,335	4,132	797	24%	\$30,606
23	Construction	5,549	6,263	714	13%	\$33,080
72	Accommodation and Food Services	5,892	6,481	589	10%	\$13,727
53	Real Estate and Rental and Leasing	2,460	3,026	566	23%	\$13,675
48-49	Transportation and Warehousing	5,523	6,046	523	9%	\$45,358
71	Arts, Entertainment, and Recreation	1,189	1,421	232	20%	\$10,705
61	Educational Services (Private)	1,147	1,359	212	18%	\$28,515
81	Other Services (except Public Administration)	6,819	6,956	137	2%	\$17,298
42	Wholesale Trade	2,212	2,348	136	6%	\$45,392
99	Unclassified Industry	0	0	0	0%	\$0
22	Utilities	478	462	-16	-3%	\$96,853
55	Management of Companies and Enterprises	430	320	-110	-26%	\$97,177
11	Agriculture, Forestry, Fishing and Hunting	3,154	3,036	-118	-4%	\$19,110
51	Information	1,221	1,023	-198	-16%	\$48,157
44-45	Retail Trade	12,961	12,561	-400	-3%	\$22,824
90	Government	13,213	12,710	-503	-4%	\$50,746
31-33	Manufacturing	17,077	15,509	-1,568	-9%	\$56,153

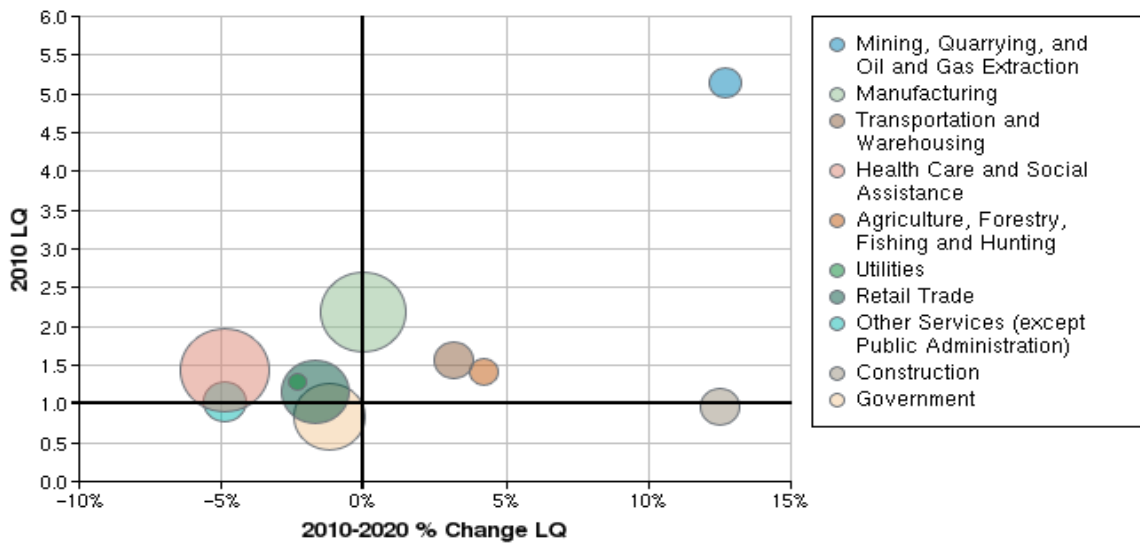
Source: EMSI Complete Employment - 2012.2

Most Competitive Industries



Source: EMSI Complete Employment - 2012.2

Top Industry Location Quotients

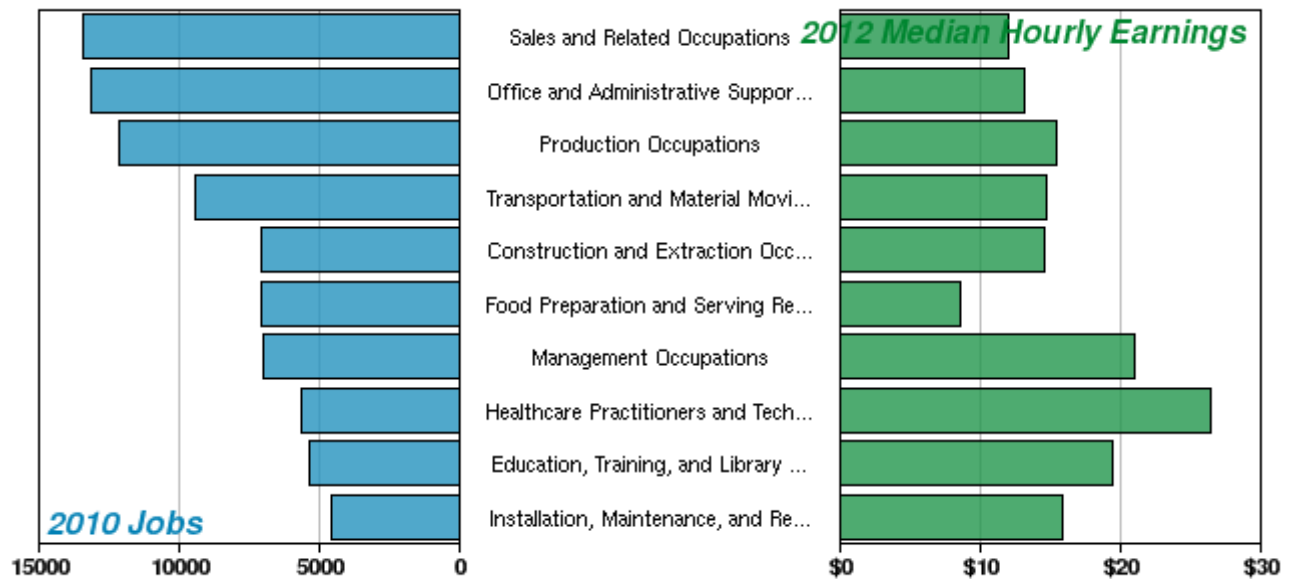


Source: EMSI Complete Employment - 2012.2

Occupations Expected to grow or decline over the next decade - 2010-2020 comparison

2010 - 2020 Size and Growth

Largest Occupations

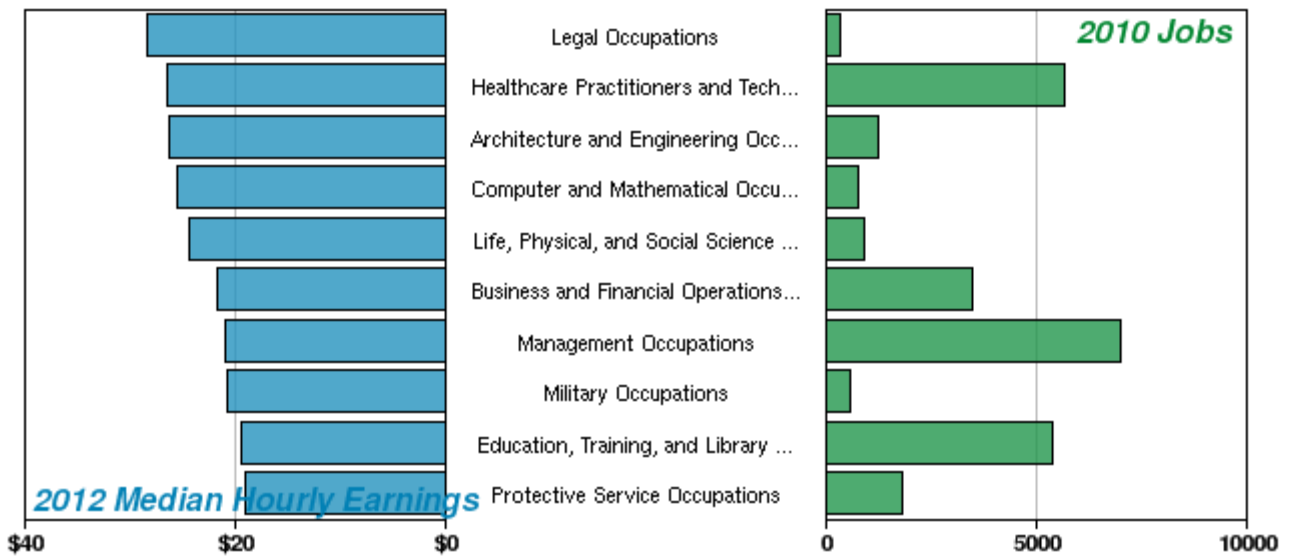


SOC Code	Description	2010 Jobs	2020 Jobs	Change	% Change	2012 Median Hourly Earnings
41-0000	Sales and Related Occupations	13,436	14,236	800	6%	\$11.99
43-0000	Office and Administrative Support Occupations	13,177	13,183	6	0%	\$13.10
51-0000	Production Occupations	12,133	11,697	-436	-4%	\$15.44
53-0000	Transportation and Material Moving Occupations	9,418	9,645	227	2%	\$14.73
47-0000	Construction and Extraction Occupations	7,096	8,517	1,421	20%	\$14.61
35-0000	Food Preparation and Serving Related Occupations	7,080	7,670	590	8%	\$8.60
11-0000	Management Occupations	6,980	7,848	868	12%	\$21.00
29-0000	Healthcare Practitioners and Technical Occupations	5,665	6,249	584	10%	\$26.42
25-0000	Education, Training, and Library Occupations	5,392	5,640	248	5%	\$19.44
49-0000	Installation, Maintenance, and Repair Occupations	4,587	4,797	210	5%	\$15.91
39-0000	Personal Care and Service Occupations	4,203	4,427	224	5%	\$8.46
31-0000	Healthcare Support Occupations	3,861	4,443	582	15%	\$10.34
37-0000	Building and Grounds Cleaning and Maintenance	3,626	3,754	128	4%	\$9.58
13-0000	Business and Financial Operations Occupations	3,491	4,543	1,052	30%	\$21.77
21-0000	Community and Social Services Occupations	2,162	2,357	195	9%	\$15.63
27-0000	Arts, Design, Entertainment, Sports, and Media	1,978	2,312	334	17%	\$13.95
33-0000	Protective Service Occupations	1,812	1,762	-50	-3%	\$19.02
17-0000	Architecture and Engineering Occupations	1,245	1,334	89	7%	\$26.32

SOC Code	Description	2010 Jobs	2020 Jobs	Change	% Change	2012 Median Hourly Earnings
45-0000	Farming, Fishing, and Forestry Occupations	1,006	882	-124	-12%	\$11.68
19-0000	Life, Physical, and Social Science Occupations	915	1,089	174	19%	\$24.41
15-0000	Computer and Mathematical Occupations	757	826	69	9%	\$25.61
55-0000	Military Occupations	588	591	3	1%	\$20.77
99-0000	Unclassified Occupation	493	513	20	4%	\$17.24
23-0000	Legal Occupations	322	434	112	35%	\$28.37

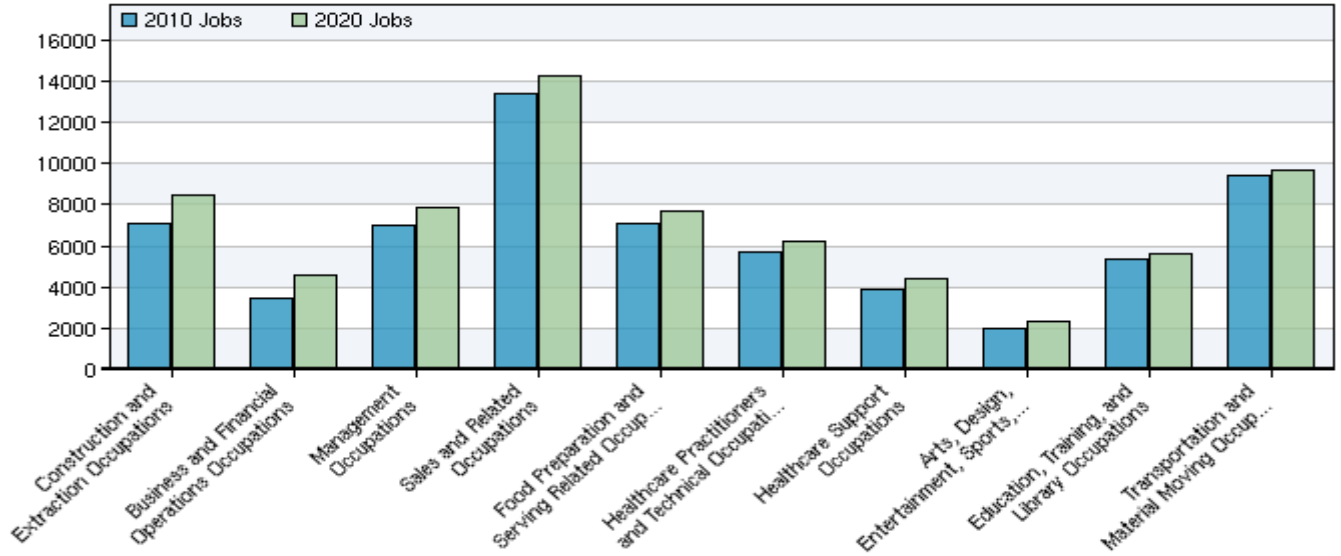
Source: EMSI Complete Employment - 2012.2

Highest Paying Occupations



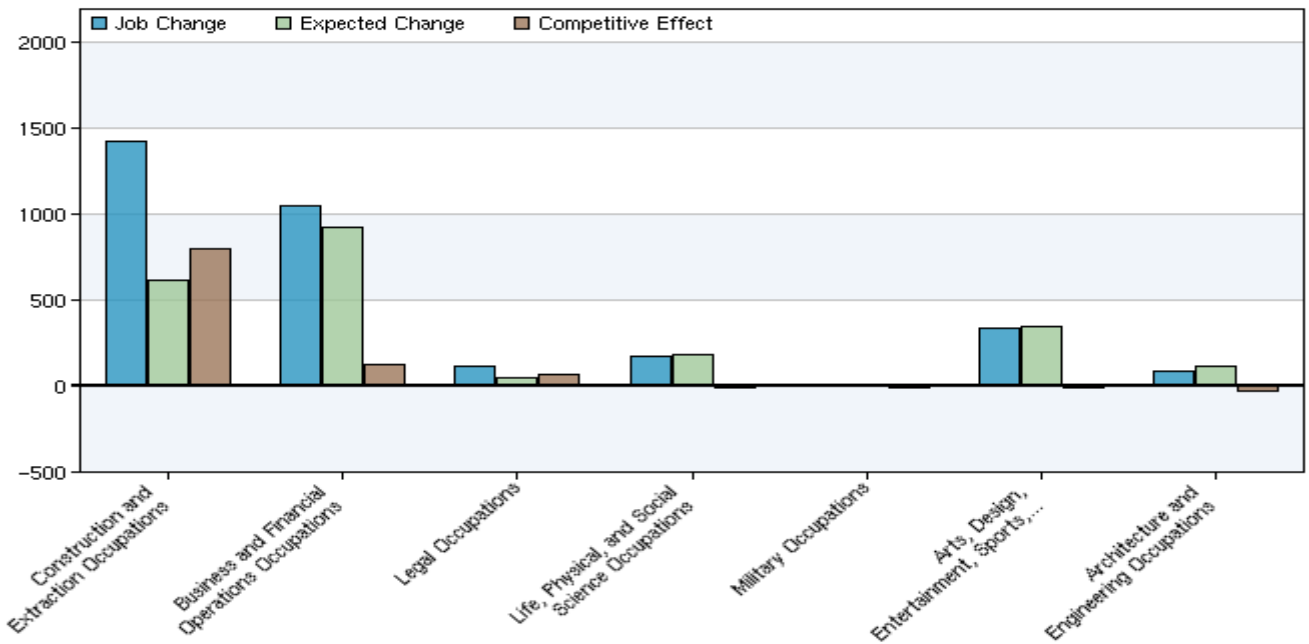
Source: EMSI Complete Employment - 2012.2

Fastest Growing Occupations



Source: EMSI Complete Employment - 2012.2

Most Competitive Occupations



Source: EMSI Complete Employment - 2012.2

Industries Expected to grow or decline over the short-term – A look at 2012-2014

NAICS Code	Description	2012 Jobs	2014 Jobs	Change	% Change	2012 Average Earnings
31-33	Manufacturing	18,113	16,678	-1,435	-8%	\$56,153
62	Health Care and Social Assistance	17,619	18,367	748	4%	\$39,980
44-45	Retail Trade	12,947	12,804	-143	-1%	\$22,824
90	Government	12,917	12,808	-109	-1%	\$50,746
81	Other Services (except Public Administration)	6,815	6,855	40	1%	\$17,298
72	Accommodation and Food Services	6,158	6,253	95	2%	\$13,727
23	Construction	5,977	6,042	65	1%	\$33,080
48-49	Transportation and Warehousing	5,901	5,927	26	0%	\$45,358
21	Mining, Quarrying, and Oil and Gas Extraction	5,481	5,723	242	4%	\$60,288
52	Finance and Insurance	4,059	4,450	391	10%	\$30,537
56	Administrative and Support and Waste Management and Remediation Services	3,749	4,060	311	8%	\$22,735
54	Professional, Scientific, and Technical Services	3,478	3,729	251	7%	\$30,606
11	Agriculture, Forestry, Fishing and Hunting	3,100	3,051	-49	-2%	\$19,110
53	Real Estate and Rental and Leasing	2,639	2,775	136	5%	\$13,675
42	Wholesale Trade	2,260	2,307	47	2%	\$45,392
61	Educational Services (Private)	1,248	1,284	36	3%	\$28,515
71	Arts, Entertainment, and Recreation	1,205	1,290	85	7%	\$10,705
51	Information	1,109	1,030	-79	-7%	\$48,157
22	Utilities	499	479	-20	-4%	\$96,853
55	Management of Companies and Enterprises	319	322	3	1%	\$97,177
99	Unclassified Industry	0	0	0	0%	\$0

Occupations Expected to grow or decline over the short-term – A Look at 2012-2014

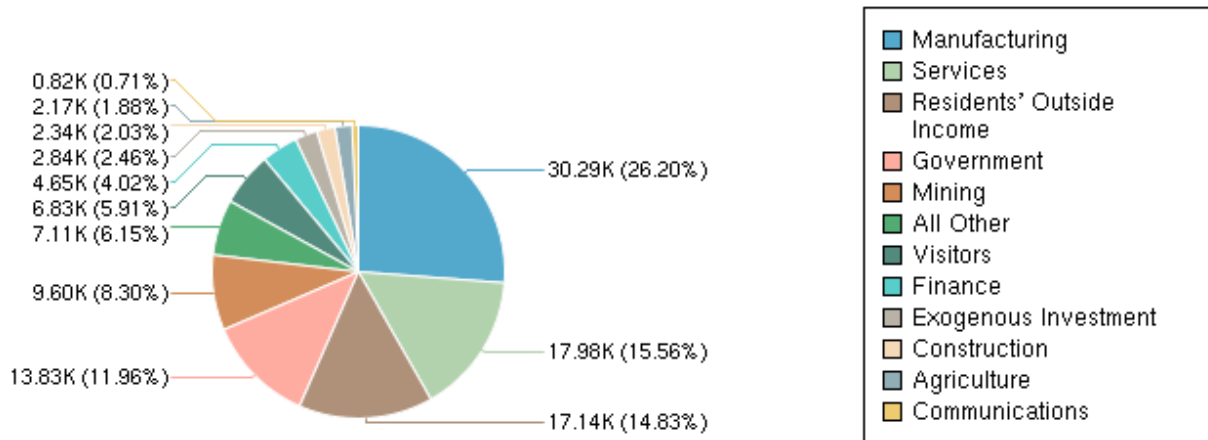
SOC Code	Description	2012 Jobs	2014 Jobs	Change	% Change	2012 Median Hourly Earnings
41-0000	Sales and Related Occupations	13,673	13,891	218	2%	\$11.99
43-0000	Office and Administrative Support Occupations	13,284	13,227	-57	0%	\$13.10
51-0000	Production Occupations	12,973	12,218	-755	-6%	\$15.44
53-0000	Transportation and Material Moving Occupations	9,907	9,755	-152	-2%	\$14.73
47-0000	Construction and Extraction Occupations	8,154	8,218	64	1%	\$14.61
35-0000	Food Preparation and Serving Related Occupations	7,283	7,402	119	2%	\$8.60
11-0000	Management Occupations	7,264	7,478	214	3%	\$21.00
29-0000	Healthcare Practitioners and Technical Occupations	5,731	5,888	157	3%	\$26.42
25-0000	Education, Training, and Library Occupations	5,410	5,470	60	1%	\$19.44
49-0000	Installation, Maintenance, and Repair Occupations	4,834	4,762	-72	-1%	\$15.91
39-0000	Personal Care and Service Occupations	4,162	4,298	136	3%	\$8.46
31-0000	Healthcare Support Occupations	3,947	4,146	199	5%	\$10.34
13-0000	Business and Financial Operations Occupations	3,738	4,021	283	8%	\$21.77
37-0000	Building and Grounds Cleaning and Maintenance	3,696	3,727	31	1%	\$9.58

SOC Code	Description	2012 Jobs	2014 Jobs	Change	% Change	2012 Median Hourly Earnings
21-0000	Community and Social Services Occupations	2,169	2,263	94	4%	\$15.63
27-0000	Arts, Design, Entertainment, Sports, and Media	2,039	2,144	105	5%	\$13.95
33-0000	Protective Service Occupations	1,760	1,759	-1	0%	\$19.02
17-0000	Architecture and Engineering Occupations	1,378	1,341	-37	-3%	\$26.32
19-0000	Life, Physical, and Social Science Occupations	970	1,010	40	4%	\$24.41
45-0000	Farming, Fishing, and Forestry Occupations	965	919	-46	-5%	\$11.68
15-0000	Computer and Mathematical Occupations	775	787	12	2%	\$25.61
55-0000	Military Occupations	610	607	-3	0%	\$20.77
99-0000	Unclassified Occupation	514	517	3	1%	\$17.24
23-0000	Legal Occupations	354	384	30	8%	\$28.37

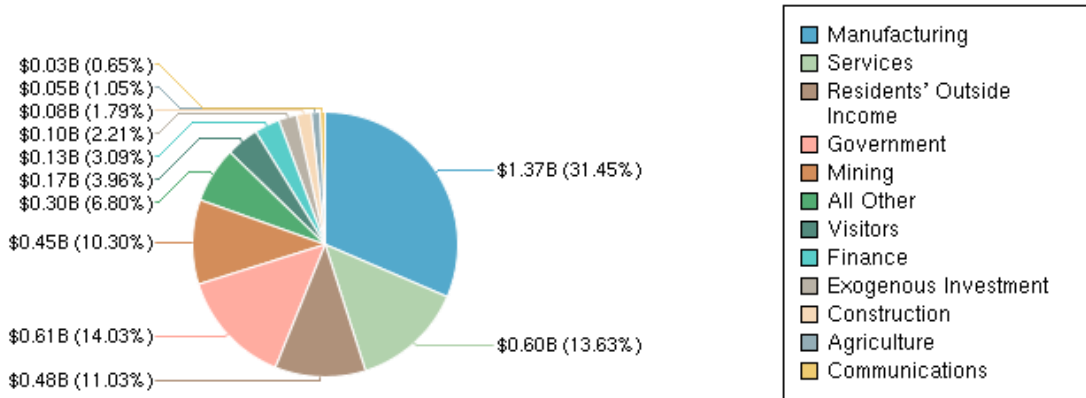
Industries and Occupations with a demand for skilled workers and available jobs today and over the next decade

Industries most critical to the local Economic Base

Jobs



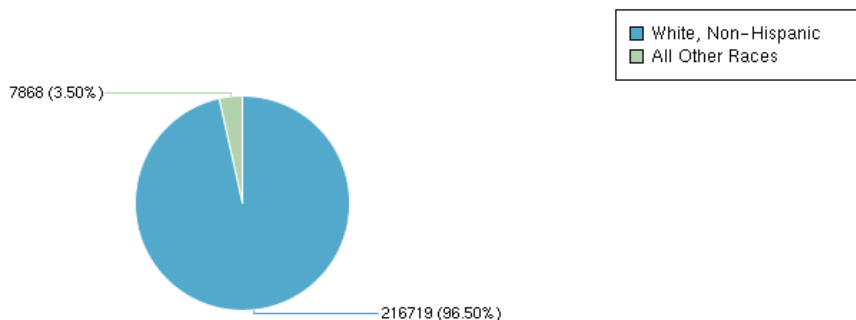
Earnings



Sector	Jobs	Earnings(K)	Jobs %	Earnings %	EPW(K)
Manufacturing	30,287	\$1,373,021	26%	31%	\$45
Services	17,982	\$595,139	16%	14%	\$33
Residents' Outside Income	17,138	\$481,677	15%	11%	\$28
Government	13,826	\$612,345	12%	14%	\$44
Mining	9,598	\$449,676	8%	10%	\$47
All Other	7,106	\$297,058	6%	7%	\$42
Visitors	6,830	\$172,904	6%	4%	\$25
Finance	4,646	\$134,907	4%	3%	\$29
Exogenous Investment	2,840	\$96,294	2%	2%	\$34
Construction	2,344	\$78,211	2%	2%	\$33
Agriculture	2,174	\$46,014	2%	1%	\$21
Communications	822	\$28,208	1%	1%	\$34

Source: EMSI Complete Employment - 2012.2

Demographic Overview - 2010 Race/Ethnicity Breakdown

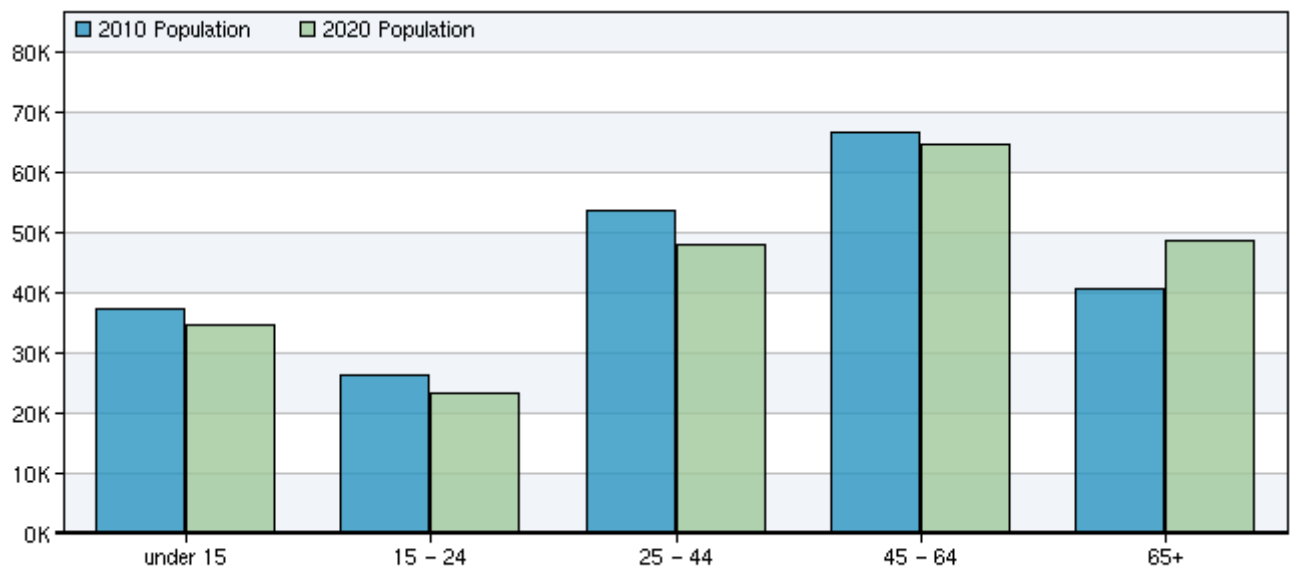


Ethnicity	2010 Population	% of Region
White, Non-Hispanic	216,719	96.50%
Black, Non-Hispanic	3,165	1.41%
American Indian or Alaskan Native, Non-Hispanic	324	0.14%
Asian, Non-Hispanic	869	0.39%
Native Hawaiian or Pacific Islander, Non-Hispanic	11	0.00%
Two or More Races, Non-Hispanic	101	0.04%
White, Hispanic	2,708	1.21%
Black, Hispanic	443	0.20%
American Indian or Alaskan Native, Hispanic	109	0.05%
Asian, Hispanic	33	0.01%
Native Hawaiian or Pacific Islander, Hispanic	4	0.00%
Two or More Races, Hispanic	101	0.04%

Source: EMSI Complete Employment - 2012.2

Source: EMSI Complete Employment - 2012.2

2010 - 2020 Age Size and Growth



Age	2010 Population	2020 Population	Change	% Change
under 15	37,282	34,590	-2,692	-7%
15 - 24	26,402	23,396	-3,006	-11%
25 - 44	53,555	48,086	-5,469	-10%
45 - 64	66,687	64,535	-2,152	-3%
65+	40,660	48,610	7,950	20%
Total	224,587	219,216	-5,371	-2%

Education proficiency and attainment in the North Central region is lower than the state and national averages.

Table 7: Educational Attainment Rates for Individuals Age 25+

County	Less Than High School	High School and More	Bachelor's Degree	Graduate Degree
Percent of Persons				
Cameron	4.0%	85.1%	10.7%	3.9%
Clearfield	4.0%	85.3%	8.4%	4.0%
Elk	3.2%	89.0%	10.7%	4.9%
Jefferson	4.6%	85.9%	8.2%	4.1%
McKean	2.8%	87.4%	10.1%	5.7%
Potter	4.4%	84.8%	8.7%	3.9%
Pennsylvania	4.1%	86.9%	16.1%	9.9%

Skill needs for the available, critical and projected jobs:

When staff meets with employers to discuss their skill needs for available, critical and projected jobs we repeatedly hear that the skill they need the most is a good work ethic. This is across all industries. Other needs include basic machine operations, math, writing and computer skills with math and writing being more important.

Current and projected employment opportunities in the North Central WIA are presented below in several different ways to capture a wide variety of data. In addition to the data below please refer to **Attachment A for the 2012 High Priority Occupation List** for the North Central WIA as provided to us by the Center for Workforce Information and Analysis. The HPO list is utilized to make decisions regarding Individual Training Accounts (ITAs) for WIA Eligible Adult and Dislocated Workers and for Individual Referral Contracts (IRCs) for WIA Eligible youth. We have included below Current / Recent Job Postings from the Commonwealth Workforce Development System (CWDS) that is utilized to assist job seekers in finding employment. We have also include below results of our conversations with many employers from around the region to further capture local labor market information that we share with our many stakeholders including secondary and post-secondary schools, Chambers of Commerce, etc.

Please see Appendix M: LWIA Individual Training Account (ITA) Policy / Individual Referral Contract (IRC) Policy.

Job Order Postings for the period of July 1, 2012 through September 10, 2012 – from CWDS

Industry	Job Order Openings
Accommodation and Food Services	148
Administrative Support and Waste Management and Remediation Services	496
Agriculture, Forestry, Fishing and Hunting	10
Arts, Entertainment, and Recreation	24
Construction	100
Finance and Insurance	40
Healthcare and Social Assistance	662
Information	27
Manufacturing (Category 31)	30
Manufacturing (Category 32)	68
Manufacturing (Category 33)	518
Mining, Quarrying, and Oil and Gas Extraction	182
Other Services (except Public Administration)	32
Professional, Scientific, and Technical Services	94
Public Administration	14
Real Estate and Rental and Leasing	4
Retail Trade (Category 44)	206
Retail Trade (Category 45)	78
Transportation and Warehousing (Category 48)	102
Transportation and Warehousing (Category 49)	40
Utilities	14
Wholesale Trade	40

Industry Partnership and Employer Input

Throughout the year, NCWIB staff request feedback from industry pertaining to their workforce and human capital needs. Staff have also participated in a larger survey study that took place in the Clearfield County region. The industries that participated were mainly from the Advanced Manufacturing and Diversified Metals, Life Sciences / Healthcare and Energy (Natural Gas) Industries however other industries as listed below did participate. Below you will find summary points of what was learned through all of these conversations and surveys.

Job skills necessary to obtain employment opportunities:

- The greatest need in training for new hires, by far is noted **WORK ETHIC**. Other needs for basic training of new hires include Basic Equipment Operations, Math and Writing.
- Health, Safety and Environmental
 - OSHA, First Aid / CPR, Lock-Out / Tag-Out, Fire Safety / Extinguishers and Blood Borne Pathogens, training on all of the healthcare changes that are occurring,
- Administrative / Accounting
 - Basic IT, Advanced IT, Basic and Advanced Accounting and Key Performance Indicators
- Management / Supervisory
 - Strategic Planning, Leadership, Project Management, Human Resources Management, Financial Management / Budgeting and Key Performance Indicators
- Service, Sales and Marketing
 - Customer Service, Phone Skills, and Sales Skills
- Quality / Continuous Improvement
 - Quality Management Standards (e.g. ISO), Problem Solving and Inventory Management

- Healthcare
 - Abuse, Neglect and Exploitation, Fall Prevention, Infection Control, Care of Alzheimer's Patients, Medication Safety, Medical Errors / Near Misses, Diabetic Medication Certification, Critical and Emergency Care Certification,
- Technical / Manufacturing
 - Blueprint Reading, Computer Numeric Control, Geometric Design and Tolerance, CNC Lathe, Able to convert between metric and SI length units, Able to read a blueprint, solder, basic understanding of the ISO process, Able to use measurement tools, Always a plus to have skills specific to available positions including knowledge of the manufacturing environment, powdered metal process (basic) and how to read a micrometer and other gauges
- Building / Industrial Maintenance
 - Welding and Electrical Systems
- Transportation
 - Truck Driver / CDL, Forklift

Incumbent and New Hire Training Needs – Work Readiness / Soft Skills

- Requirement: High School Diploma or GED
- Some exposure to Technical background preferred.
- Able to follow directions via diagrams and written instruction.
- Skills required are more “soft” skills for entry level: communication, work ethic (being on time and attendance), and computer skills
- Basic math, reading and comprehension
- Mechanically inclined, technical background.
- Basic Math, reading and computer skills
- Must have worked or been enrolled in school, full time or part time for a minimum of 2 of the past 4 years, must be able to speak, read, write and understand the English language, and be able to work 12 hour rotating shifts including weekends.
- Written aptitude testing required.
- Possess a good attitude towards working and a willingness to learn (will teach skills required for other positions)
- Welding jobs require some skill level and we provide additional training if a skills test is passed prior to hiring.
- Work Ethic – Pass Drug Test
- Critical Thinking Skills
- Attention to detail and follow through
- Clerical skills with well-developed computer skills
- Communication Skills
- Appearance

Natural Gas Industry - List of skills utilized when recruiting for the Natural Gas Industry:

- Drug and Alcohol Free
- Mechanical Aptitude
- Physically Fit
- Adaptable to a 24/7 work schedule

- Dependable / Punctual
- Leadership skills / qualities
- Ability to pay attention to detail
- Self-Control
- Able to Travel
- Valid Driver’s License
- High Stress Tolerance
- Teamwork
- Independent initiative and innovation
- Enjoy working outdoors in all types of weather
- Commitment to safety and environmental protection

Current and projected demographics of the available labor pool, including the incumbent workforce

There are currently 224,587 residents in the North Central region of the Commonwealth which includes the counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter based on the 2010 Census. This number is projected to decline by the year 2020 by 2% or 5,371.

Approximately 51% of the total 2010 population makes up the current civilian labor force. The following table summarizes this information and indicates the unemployment rate for June 2012 and compares this to the Commonwealth.

Area	Civilian Labor Force	Employment	Unemployment	Unemployment rate (%)
Pennsylvania	6,649,000	5,981,000	488,000	7.5
North Central WIA	114,300	105,000	9,300	8.2
Cameron County	2,400	2,100	200	10.3
Clearfield County	41,400	37,700	3,700	8.9
Elk County	17,600	16,400	1,200	6.6
Jefferson County	23,700	21,800	1,900	7.9
McKean County	21,500	19,700	1,700	8
Potter County	8,000	7,300	700	9

Source: Center for Workforce Information and Analysis

Current LWIA skill gaps and skill gaps projected to occur over the next decade:

Content Skills

- Speaking
- Reading Comprehension
- Active Listening
- Writing
- Mathematics
- Interviewing

Technical Skills

- Operation and Control
- Operation Monitoring
- Product Inspection
- Equipment Maintenance
- Mechanical Concepts
- Micrometer and Gage Reading
- Tool and Die Makers
- Welding Skills
- Electrician / Electrical Instrumentation

Complex Problem Solving Skills

Social Skills

Problem Identification
 Information Gathering
 Information Organization

Coordination
 Service Orientation
 Social Perceptiveness

Process Skills

Monitoring
 Critical Thinking

System Skills

Judgment and Decision Making
 Dependability
 Able to follow directions

This information is critical when we look at incumbent worker training as well as entry level training. This information will aid the post-secondary providers in developing training programs based on employer needs. The majority of the items listed above are addressed in the Work Readiness Skills Workshops offered at local CareerLinks®.

Workforce investment needs of businesses, jobseekers, and workers in North Central

Employers inform us that their greatest need is to have access to a pool of qualified workers – mainly equipped with the soft skills including communication, math, reading and attending along with a willingness to learn.

Employers are experiencing difficulty in hiring qualified employees in the following areas: Personal Care Aides, Nursing Assistants, Direct Care Workers, Nurses at all levels, Speech Therapists, Medical Social Workers, Drillers, Production Operators for 2nd shift, Die Setters and Operators (with and without a background in quality control), Chemical Engineers, Chemists, workers willing to work a rotating shift schedule, Electricians, entry level workers, workers who can pass a mechanical test, Plant Operators and utility workers.

The top three barriers to hiring as reported by employers include – finding qualified workers, finding motivated workers, and providing the wage requirement of the applicants.

Jobseekers are looking for jobs that will pay self and family sustaining wages and the ability to advance upon receiving further training.

Incumbent workers are looking for training and advancement as well as self and family sustaining wages.

“In-migration” and “Out-migration” of workers that impact the local labor pool:

Commuting Patterns

Commuting Patterns –	Commuting Out of WIA to Work	Commuting into WIA to Work	Net Commuting Out
Other PA Counties	10,512	6,201	4,311
New York	2,208	1,469	739
Ohio	122	72	50
Total (all areas)	12,842	7,742	5,100

According to the U.S. Census 2000 Decennial Census report roughly 13,000 people leave the WIA for work on a daily basis. While 7,800 commute in from surrounding areas. The future of our WIA involves attracting new businesses and keeping or attracting people into the area to work. The Future's Committee of the NCWIB will be increasing our coordination with the Economic Development Agencies in our region to ensure that we are working together in this effort.

Of the residents that lived in the region and commuted outside 4,899 commuted to Centre County, 2,208 commuted to New York, 122 commuted to Ohio and 858 commuted to Clarion County. Of the people that traveled into our communities to work 1,469 commuted in from New York, 1,453 commuted in from Indiana County, 1,071 commuted in from Centre County, and 72 commuted in from Ohio.

In summary, almost 80% of the people who live in our region also work here. The net effect of commutes outside of our region of both people leaving our region to work outside and of those entering our region to work reflects a net loss of jobs of 5,540 people. More people are leaving our region to work than are coming in to work. In addition, with New York and Centre County being the largest migration area, we need to be aware of the opportunities and the economies in these regions to help our people make better decisions. This analysis gives a strong indication of the need to develop jobs in our region; with more people traveling out of our region to work than jobs that are available. Although you have to recognize that there will be a certain number of individuals crossing county and regional boundaries to work, we still must prepare our residents with the skills that are needed to work in our region.

Within the auspice of workforce development we need to ensure that we are making a strong link with our job seekers and businesses. In order to increase our per capita we need better paying jobs available throughout the Region. We must continue to educate and train our workforce with the "skills of the future" if we want to remain competitive and grow our Region.

D. Key Priorities and Goals

Key Workforce Development Priorities and Strategies to Address Priorities

The North Central Workforce Investment Board has identified three key priorities that much time and effort will continue to be focused on 1) Reinventing our PA CareerLink® System; 2) Business and Education Connect; and 3) Short-term Certificate and Credential Programming. Although each of our priority and goals are explained in great detail later in our plan we will highlight some of our strategies as well as the expected outcomes.

Our Board has focused much of its efforts over the years on a strategic vision of our PA CareerLink® System. This system is the face of workforce in our local communities and we must continue to make sure that our system is meeting the needs and that everyone is aware of the services. This will be critical as our system goes through a transition. The Board's focus is on the service and not necessarily the infrastructure of our one-stops. We have multiple partners across our region with very nice facilities where services could be provided. It is our hope that over the next year we can focus on the service and actually bring more services out to communities that haven't typically been serviced in the past. Success will be measured in two ways. First we hope to see an increase in customers utilizing the service both in our physical locations but also through our virtual system. Efforts have been made over the past year to

increase our capacity virtually throughout the region. We plan to capitalize on this and invite our partners to be an active partner in the delivery of our services.

Increasing Engagement with Business, Industry, Education, Economic Development, and Community Organizations.

The North Central Workforce Investment Board (NCWIB) and our Youth Council/Regional Career Education Partnership recognized that there was both a need and interest in connecting business with education. Our employers have expressed concern over the years that our young people aren't always aware of the opportunities or completely prepared to enter the work world. So, we kicked off the partnership in March at our Youth Summit – "Preparing our Youth for the 21st Century." We committed ourselves at this event to serve as the connector and facilitator to bring everyone together under one common mission – to better prepare our youth to make better career decisions and to be better prepared to work. The summit included several presentations including Bill Symonds from the Harvard School of Education summarizing the Pathways to Prosperity Report that was released February of 2011 that emphasizes the mis-match between what jobs are available and what our youth are being prepared for as well as the need for career pathways. A panel of industry representatives also discussed their workforce needs and how they would like to be engaged with the schools in job shadowing, tours, educator-in-the workplace, classroom presentations and more.

We continued the dialogue and in June, we brought the schools, businesses and community agencies together again for continued discussion. Our focus in June was on our educators. A panel of Superintendents discussed the role they envision for business and community partners such as the WIB, Chambers, CEC's to help schools in strengthening their career development process.

The outcome is the **North Central Business Education Connect** initiative which brings together partners from across the region in a collaborative effort to ensure that student's graduate high school prepared with the skills necessary to succeed in the workplace or in further education opportunities. Working together schools, businesses and community agencies achieve more than they can on their own. The initiative contains the following components:

- Implementation of a virtual connection point for students, schools and employers to expand on collaboration through job shadowing and educator in the workplace experiences, hands-on classroom presentations by business and industry, paid and unpaid internships, assistance with mock interviews, and other activities
- Stand- alone Educator in the Workplace program through which educators receive Act 48 Credits and create a Career Education Lesson Plan to take back to their students
- Efforts to make parents aware of how they can help their children make better career decisions
- Identification, development and implementation of multiple career pathways
- Providing high-quality career counseling
- Expanding and improving opportunities for work based learning
- Expanding the roles of employers in career guidance, developing career pathways and providing opportunities for work based learning.
- Overcoming the barrier of cultural resistance.

Our Board intends over the next couple of months to take a serious look at short-term credential and certificate programs in order to meet the needs of our employers. Employers have said when it comes to their entry-level workforce to give them someone that can show up every day, on-time, and be able to communicate and problem solve they can teach them the technical skills. We have already established workshops in our PA CareerLink® Centers that teach these skills. We are however working on a virtual site to store tutorials, videos, and classroom instruction in these areas as well. The plan is to provide a shorter term training program to job seekers that will allow them to enter the workforce sooner and begin to earn a wage. Then once employed work on education and training to move along the career ladder/lattices. These short-term training programs can be offered at much less cost than the current ITA process where only one individual benefits from the training. Success will be measured based on feedback from our employers and if these programs help them meet their hiring needs.

The NCWIB through its mission is always increasing engagement with business, industry, education, economic development and community organization.

Over the past year, we have implemented quarterly conference calls with Chambers of Commerce and will continue to increase the numbers of Chambers participating on these calls. We have also presented to several Rotary groups, Chambers of Commerce meetings, etc.

Our plan to continue these efforts are listed below:

- Ensure that all Chambers of Commerce are aware of our quarterly conference calls by contacting them via phone call or personal visit at least once per quarter.
- Continued contact with all secondary and post-secondary training providers – via email or phone call.
- Increased participation on our industry partnerships and business services teams to ensure that new businesses are identified and aware of the opportunities available to them.
- Increasing the participation with the North Central Business and Education Connect Initiative will include Business, Industry, Education (all levels), Economic Development and Community Organizations.

The North Central Workforce Investment Board’s key priorities and goals as explained previously in addition to the regional and sector strategies described in the following paragraphs align with the goals of the Commonwealth. Our industry partnerships concentrate on developing a skilled workforce by providing high quality training and increase the skills of the incumbent workforce. Our Business and Education Connect Initiative is building a much needed pipeline of talent to ensure that career pathways are identified that will lead our youth and other job seekers on a pathway to prosperity. The Business and Education Connect is also increasing and improving the connection between job seekers and employers. And finally, through our many collaborative efforts that are taking place in our region, we are building a strong fiscal foundation that will enable us to continue to provide high quality workforce services.

Regional and Sector Strategies

Industry Partnerships

In today’s economy, businesses need highly skilled workers; workers need good jobs and career opportunities and the Commonwealth needs top quality companies and workers. Industry Partnerships

are a key institutional innovation for meeting the skills needs of businesses, the career goals of workers and the economic development goals of the Commonwealth. Industry Partnerships bring together multiple employers in the same industry cluster to address common or overlapping human capital needs such as recruitment, retention and training. The overall goal of an industry partnership is to increase the local and global success of the industry as a whole. The industry partnerships are also providing stronger connections between job seekers and employers.

The North Central Workforce Investment Board oversees two (2) industry led partnerships: Advanced Materials and Diversified Manufacturing, and Healthcare / Life Sciences. By emerging businesses within these clusters we have been successful in aggregating training needs for multiple firms with similar needs which has helped to drive a market-based approach to workforce development. By increasing the economies of scale the partnerships have been able to provide training to employers at a great cost reduction. The partnerships have also helped to align the services of education and training institutions with private sector and employee needs, have encourage the dissemination of best organizational practices, and have established relationships that accelerate industry-wide product and process innovation. The partnerships have also implemented several programs to assist with the challenges of connecting youth to careers.

FIT 4 Powder Metal

NCWIB Staff worked with the Community Education Council and our powdered metal employers on the development of a “Fit 4 Powdered Metal” short term training program; with the goal of addressing our employers entry-level employee workforce needs.

In this 3 to 5 week training program, participants become familiar with the Powder Metal (PM) industry, its career ladders, PM theory and application, safety procedures, and additional basic skills needed to successfully obtain employment in entry level occupations. Hands-on training and classroom education will be blended with independent course work. Certificates for WorkKeys®, Tooling University and additional technical skills are obtained.

ShaleNET

ShaleNET is a coordinated network of industry, the public workforce system and training providers. ShaleNET works to build an industry-recognized uniform training and certification program, developing and augmenting curricula, and adopting best practices throughout the entire network. The network’s primary goal is to link talent to opportunity, be effectively training local people and placing them into jobs that can lead to successful careers in the natural gas industry.

ShaleNET was launched in 2010 with a \$4.96M Community Based Job Training grant awarded to Westmoreland County Community College by the US Department of Labor’s Employment and Training Administration. Over three years ShaleNET will serve 69 counties and 15 Workforce Investment Areas. It expects to serve 4,500 workers throughout the Marcellus Shale Region, providing 850 natural gas industry related certificates, on-the-job training for 110 workers, and place 3,000 workers with some natural gas-related training into unsubsidized employment in the industry.

The first Floor Hand Course was offered as a pilot project in the North Central PA Region through a collaborative effort of the North Central Workforce Investment Board, Seneca Highlands Career and Technical Center, Penn College of Technology, ® (which includes North Central Workforce, Veteran’s Administration and the Bureau of Workforce Development Partnership). ShaleNET provides curriculum for 5 different entry level natural gas positions which in addition to the Floor Hand course include

Roustabout, Production Technician (Service Unit Operator), CDL and Welding. Recently, training providers had the opportunity to become ShaleNET Certified Training Providers through an RFP process undertaken by ShaleNET. In the North Central PA region recently certified providers include the Seneca Highlands Career and Technical Center and the Lock Haven University of Pennsylvania. In addition, the Penn State DuBois campus as a Penn College Marcellus Shale Education Training Center (MSETC) affiliate will be able to offer ShaleNET training at their facility. For the complete list of ShaleNET Certified Training Providers visit www.shalenet.org.

ARCH – Adult Recruitment to Careers in Health

Northwest PA Area Health Education Center developed a program entitled ARCH – Adult Recruitment to Careers in Healthcare, that is designed to introduce health careers to adults who are non—traditional, second career or displaced workers. The program involves career exploration, and encourages job shadowing to assist adults in matching their career goals and interested to a health career. Interested individuals attend the orientation program to discuss the many health career options and advancement opportunities. Also involved in the program are local healthcare employers and regional educational facilities offering healthcare career curriculums who discuss career options through training programs and availability of jobs locally. The NCWIB through its Healthcare Industry Partnership offers this program in our local PA CareerLinks®.

Partnership for Regional Economic Performance (PREP)

The NCWIB also partners with the North Central Partnership for Regional Economic Performance (PREP) which is designed to encourage regional coordination of economic development efforts, yielding superior customer service to the business community and a comprehensive, efficient, statewide economic development delivery strategy. As a partner, we do not receive any funding, but rather provide input when necessary regarding workforce investment and development.

Comprehensive Economic Development Strategy (CEDs)

In addition, the NCWIB is a partner in the development and implementation of the Comprehensive Economic Development Strategy (CEDs) plan. The Public Works and Economic Development Act of 1965, as amended, requires a Comprehensive Economic Development Strategy (CEDs) in order to apply for financial assistance under the U.S. Department of Commerce’s Economic Development Administration (EDA’s) Public Works and Economic Adjustment Assistance Programs. The CEDS Planning Process for the North Central Pennsylvania region is the responsibility of the North Central Pennsylvania Regional Planning and Development Commission or North Central. The planning process, including engaging a regional CEDS committee, is intended to bring public and private sectors together to provide a baseline of information, set forth goals and establish targeted strategies and performance measures for documenting successful economic and community development. This integration of coordinated economic development also provides for the sharing of talent and resources and provides the flexibility to adapt to regional economic conditions.

Coordinating discretionary and formula-based investments across programs

The North Central WIB utilizes our formula funding to support the core components of the workforce system including staff and infrastructure. In addition, we always target a percentage of funds to training and “dollars on the street.” Once the core expenses are budgeted any additional funds received are utilized to serve our customers through training and other programs and services. Additional funds that have been leverage include the National Emergency Grant, TANF Youth, Rapid Response, and Industry Partnership. In addition to funds leveraged from the Board we rely on our other partners and their

commitment to our PA CareerLink® System. Without their commitment our centers wouldn't exist. So, it's critical that they continue to see the value in their continued participation.

The Board from its inception recognized the value in coordinating efforts of our PA CareerLink® System with our Youth Programs and our EARN Programs. This collaboration not only saves on infrastructure costs but also allows for integration of services. Work Ready Workshops are available to all of the customers that come into our centers. Participation is based on individual needs and interests not on program eligibility. In addition, Business Service Teams are able to call on our businesses and identify job opportunities for everyone not a specific program or funding stream. Many cost and time efficiencies are recognized in our region due to the collaboration of programs.

Strategies for Youth

The Youth Council / Regional Career Education Partnership also identified one of its goals to strive to serve all youth in some capacity. Recognizing that we cannot serve all youth intensively the Council recognizes it is responsible for ensuring that all youth in our region have access to local labor market information to assist them in making educated career decisions. To ensure that this goal is met NCWIB Staff in collaboration with the Youth Council implemented the North Central Business and Education Connect:

On March 28, 2012, The North Central WIB and Youth Council held a Summit to Connect Business and Industry with Education entitled "Preparing our Youth for the 21st Century". With 125 in attendance it was a day of listening, networking and learning. Representatives from secondary and post-secondary education, business and industry, community agencies and parents came together with a common goal in mind – how can we ensure that our youth have the education and skills needed to succeed?

Mr. William Symonds from the Harvard School of Education shared insight on "The Pathways to Prosperity Project", created in 2008 to find promising solutions to our increasing national failure to prepare many young adults for success. Mr. Bill Bartle, Youth Policy Director for PA Partnerships for Children and Dr. Jeannette Carter shared some tools that can be used by educators and business to help establish Promising Pathways to Careers. The day was completed with an interactive Industry Panel discussing their workforce needs.

Not long after this Summit, an Economic Conference on "Early Childhood Investment" was held in Harrisburg. The Summit brought together Business Leaders, Educators and Workforce agencies in support of early childhood education. The NCWIB staff recognizes that effective workforce development starts in our children's early years and to the extent that we can we will get involved in early child education efforts in the North Central PA Region.

In addition, there is an overall emphasis and interest in career programming for youth. Researchers are identifying the characteristics of quality out-of-school time programs that middle and high school youth find engaging. These include leadership opportunities, autonomy and decision-making, individualized mentoring, hands-on active learning, experiences in the real world, opportunities to belong, support for efficacy and mattering, and opportunities for skill building.

North Central WIB staff recommended the development and implementation of a regional business and education forum that will link Education, Business and Industry, Economic and Workforce Development to address issues related to career education for all of our youth and to implement quality out of school time career programming.

Through collaboration of business, education, economic development, workforce development and training providers connected by the North Central Workforce Investment Board (who will serve as the intermediary for this project) we have identified the steps necessary to accomplish this lofty goal:

- Development and Implementation of a regional “Business – Education Connect Program” – will be a web-based resource to connect student with employers who offer internships, cooperative work experiences or other career-development opportunities. College and HS Students will use this resource to identify opportunities with local companies and organization. Employers will utilize the resource to advertise internship and other work-based opportunities to students in college and high school
- Support for Junior Achievement (JA) of Western PA with a goal of implementing in all schools in our 6 county. The NCWIB Youth Council encourages all members to become involved in this program. We will support the JA program by volunteering, assistance in finding volunteers, connecting to schools, assisting in fund raisers to support the program, etc.
- Implementation of meaningful high school apprenticeship programs across the region that blend on the job training and online higher education. This would include quality training for the companies that participate – how to fund effective apprenticeship programs, how to train and communicate with youth.
- High Quality educator in the workplace programs which offer Act 48 credits and could be offered during the school year as an in-service day.
- High Quality seminars / workshops that will assist employers in knowing how to offer a meaningful job shadowing experience as well as educator in the workplace experiences for teachers.
- Technical Assistance to the training providers, Chambers of Commerce, etc. to strengthen Business-Education Committees and partnerships and their programs for middle/ high school students such as industry clubs, summer camps, etc.
- Development and implementation of afterschool Career clubs or Industry clubs.
- Development and Implementation of parent and community member’s seminars to help parents and others assist their youth with making good career decisions – using Labor Market Information and a wealth of other resources.
- Regarding Early Childhood Education we will:
 - Contact our local children’s groups and offer to represent the workforce development voice;
 - Host events for WIB and Youth Council members to learn about the evidence base for early childhood investment;
 - Express our support for early childhood in the media and to policy makers;

- Consider activities in which our Youth Council and WIB is already engaged that could be targeted toward promoting sensible policies for early childhood development: and,
- Involve early child service providers in comprehensive human capital development plans.

Some of the statistics that are driving the momentum behind this initiative include:

- 63% of all jobs will require at least some college in 2018 (College for All does not mean everyone needs a B.A. Most jobs do not require a B.A. – 66% of all jobs require a High School Diploma and / or some college including an Associates Degree.*

The initiative is attempting to inform schools, parents and the community that a meaningful credential can be earned in many ways including vocational / technical school, apprenticeship, the military / community services and 4 – year colleges. Imperative to the success of this initiative is the need to develop career pathways. Career Pathways are a series of connected education and training programs and student support services that enable individuals to secure a job or advance in a demand industry or occupation. We hope to achieve this by:

- Identifying and developing multiple career pathways
- Providing high-quality career counseling
- Expanding and improving opportunities for work based learning.
- Expanding the roles of employers in career guidance, developing career pathways and providing opportunities for work based learning.
- Overcoming the barrier of cultural resistance.

*Source: Harvard Graduate School of Education: Pathways to Prosperity: Meeting the Challenge or Preparing Youth Americans for the 21st Century.

The North Central WIB, currently and for the past twelve years, contracts for youth services with North Central Operations. Through this subcontract youth case managers are employed to specifically serve our youth population. With the recent reduction in funding many of these individuals wear multiple hats however one of their focus areas is service to youth. As mentioned above out-of-school youth are served at our PA CareerLink® Centers. Therefore they have the advantage of working with all of the other partners that are integrated into the center. Youth case managers work with the youth on identifying their career interests based on their skills and abilities. If it is determined that the next best move for an individual is education or training the case manager will work with the youth on an education cost worksheet. On this worksheet they will identify the total cost of the training as well as those resources that are available. If there are funds available through the youth program they will be identified at this time.

As required in the NCWIB's Youth Program Request for Proposal (RFP) all service providers submitting a proposal must describe in detail how they will offer all 10 required elements for Youth Programs under the Workforce Investment Act. This includes narrative describing how they would provide long – term,

comprehensive services to Out of School youth not currently attached to an education / workforce entity in addition to all / other WIA eligible youth.

The NCWIB was a partner in a pilot project “Dropout Recovery” through which disconnected youth were provided services that would result in full time employment paying self-sufficient wages. Serving this population has become a priority of the NCWIB and Youth Council.

Within each county of the NCWIA, there is a Youth Consortia which meets on a regular basis to ensure that youth, including disconnected youth with multiple barriers are referred to the youth programs. It is at these Youth Consortia meetings that all local partners who serve youth meet to discuss the youth that they are working with and to ensure that they are receiving all of the services that they need in order to assist them in overcoming their barriers. The Youth Council monitors the membership of these Youth Consortia to ensure that the appropriate agencies are represented.

E. Desired Outcomes

Benchmarks

The WIB has identified performance expectations beyond the common measures for all of the programs funded under Title I B of the Workforce Investment Act. In order to ensure that adequate recruitment is occurring the Title I subcontractor is given each year goals for Core Services. These numbers are unduplicated and are based on new people in the system. In order to ensure that those who need additional services are referred to Intensive Services they are also given a goal for intensive services again based on new people and unduplicated numbers. Finally, based on the budgets the subcontractor is given goals for both ITAs and OJTs for each year out of each funding stream. These goals are provided to the subcontractor each year and are reported to the WIB at each of their quarterly meetings.

Describe and provide specific quantitative targets for the desired outcomes and results. Local levels of performance negotiated with the Governor and CLEO (pursuant to Section 136 (c) are to be used to measure the performance of the LWIA and used by the LWIB to measure the performance of the local Fiscal Agent (where appropriate), eligible providers, and the PA CareerLink® delivery system in the LWIA. Attach Table I for WIA Programs (Appendix A).

Appendix A contains the PY 2011 Performance Measures. This information will be updated upon receipt of the PY 2012 Performance Measures.

Negotiated levels of performance

The negotiated performance keeps everyone focused on the results. This is important when providing services and training to ensure that everything is developed based on the final outcome – a self-sustaining job. Negotiated performance levels have resulted from regional trends, labor market data and overall program success.

As identified above the NCWIB’s Goal 5 is “The North Central Workforce Investment System will meet and exceed the federally mandated performance measures and will ensure that this does not negatively impact achievement of the other goals. With performance management a specific goal of the board it ensures that these measures will support the Board’s vision. With any decision the Board makes, in regard to funding, staffing and PA CareerLink® activity, the impact that the decision will have on our performance must be considered with every decision.

Additional Goals

Beyond our funding that we receive from WIA and those goals identified above, the WIB identifies individual goals for programs and activities. For example, our EARN contract has individual performance expectations and goals that the subcontractor is expected to meet. This is reported to the WIB at their quarterly meetings.

As you will read later in this plan, the WIB in collaboration with our Local Elected Officials and our CareerLink® Operator is looking at the reinvention of our PA CareerLink® System. An entire timeline with expected outcomes has been identified and will be measured periodically throughout the year.

Tracking and Measuring Performance

NCWIB Staff, Joseph Kulick, Regional CareerLink® System Coordinator, tracks regional activity on the CWDS system. Quarterly reports are presented to the WIB at each of its meetings. The reports include a variety of included a quantitative update regarding new job seekers placed, new job orders, new employer, etc. The reports are reviewed by WIB members and staff to ensure that performance goals are being met. Title I WIA reports are created on a monthly basis to ensure that the WIA Performance Measures are being met. The online tracking and measuring of regional activity allows for the review of eligibility documentation, progress notes (case notes), services, etc. to be tracked more frequently.

F. Plan Development

The North Central Workforce Investment Board solicited specific input on the development of our Local Plan from a variety of stakeholders. This included several regional meetings throughout the region. Local Elected Officials, Chambers of Commerce, Economic Development Agencies, Education Representatives, Employers and other partners were invited to participate. In addition, input was solicited from PA CareerLink® Partners and Title I Operations Staff. Meetings were convened specifically for input into the development of our plan beginning in March 2012.

- On March 28, 2012 a Summit was held titled “Preparing our Youth for the 21st Century.”
- On June 20, 2012, at the regularly NCWIB meeting a “Skills Gap Analysis” prepared by Economic Modeling Specialists, Inc.” (EMSI) was presented to the WIB;
- On June 26, 2012 a follow up meeting was held to re-convene and keep the discussion moving along. The meeting also launched our Business and Education Connect initiative.
- On July 31, 2012 a “North Central PA CareerLink® Roundtable” was held which provided all of our partners across the region the opportunity to collaborate on a plan to move our PA CareerLink® System into the 21st Century.

In attendance at these meetings were Local Elected Officials, Chambers of Commerce Representatives, Industry Representatives, PA CareerLink® Partners, and Education Representatives as well as WIB staff. The format of the stakeholder meetings included an overview of where we are in regard to systems and services. This then led to the discussion of where we want to be, what are the current gaps that exist and how do we work collectively to address each gap.

Input is also gathered from the PA CareerLink® Staff through the administrators and the business services teams in each PA CareerLink®. This input was gathered at various times via email, telephone

calls and personal visits on a consistent basis regarding local labor market information, emerging industries, etc.

On August 24, 2012 the Youth Council / RCEP met and reviewed the Youth services and programs currently being offered and implemented. We then compared this with the plan requirements and incorporated the changes into the plan.

As this plan was developed cooperatively, it then went through a review and approval process of the Workforce Investment Board and Chief Local Elected Officials.

A public notice regarding input into the North Central WIA Local Plan was published in each of our major newspapers which include the Daily Press, the Bradford Era and the Clearfield Progress. In addition, a link was provided through our website at www.ncwib.org and an email sent to all of our distribution lists which include Chamber of Commerce, Industry Partnerships, PA CareerLinks, Business Service Teams, Secondary and Post-Secondary Schools and training providers and Local Economic Development Staff.

The NCWIA Local Plan was provided to the North Central WIB, CLEO, Youth Council, CareerLink Operator membership for review and comment on September 27, 2012. A public meeting was held on October 3 to review the plan as well. The NCWIB has established a process and timeline that depicts the development of the local plan – see www.ncwib.org. North Central WIA Local Plan, other NCWIB Policies and Documents, Timeline and Planning Process for Plan.

Please see Appendix B – Published Notice for a copy of the public notice.

The NCWIB has taken various measures to ensure transparency of the WIA Local Plan. All expenditures and contracts as well as program information are posted on our website to ensure that the information is easily accessible to the public. Any input received during the 30 day review period is included as Appendix C to this plan. All comments received have been addressed to the extent possible. There will be further ongoing discussion regarding a portion of the comments.

Please see Appendix C: Public Comments Received / Addressed

Section II: Operational Plan

A. Overview of the Local Workforce System: Structure

Chief Local Elected Official (CLEO)

North Central WIB staff receive regular feedback and guidance from the Local Elected Officials. The NCWIB has formed the Chief Local Elected Official Board referred to as the CLEO. The purpose of this Board is to provide policy oversight in administering the Workforce Investment Act, in partnership with the North Central Workforce Investment Board to:

- Establish and appoint a Workforce Investment Board to assist in carrying out provisions of the Act, as identified within the Local Elected Officials Agreement.
- Develop the mission, strategic vision, and policies for the WIB.
- Identify and close gaps in local / regional workforce resources.
- Develop a 5 year Comprehensive Workforce Development Plan.

- Designate operators of the PA CareerLink® (one-stop delivery system) and oversee their operations.
- Certify providers of workforce development and training in the area.
- Develop performance based accountability measures and use them to assess programs, measure customer satisfaction, and issue “consumer report:” or “report cards” on providers of training.
- Promote private sector participation in the local workforce development system.
- Appoint a Youth Council and other council (in cooperation with the WIB) to advise it on various aspects of the programs involved.
- Develop and approve the WIB and related budgets.
- Receive additional non-federal, state, and other workforce funds as an integrated system.

Membership of the CLEO Board consists of: one local elected official representative, as agreed upon by the local elected officials of that county, from each of the counties served by the North Central WIA including: Cameron, Clearfield, Elk, Jefferson, McKean and Potter. The local elected official chosen shall remain on this Board until such time as their term in office has expired or by majority vote of the elected official of that county.

Please see Appendix D: LWIB / CLEO Agreement.

The attached agreement is the most recent NCWIB / CLEO Agreement – at its October 5, 2012 meeting, the CLEO recommended that the agreement remain as is for now. ~~until the Finance Committee determines the most cost effective administration.~~

The members of the CLEO also attend scheduled WIB meetings as well as committee meetings that are held quarterly. Members of the Workforce Investment Board are selected and appointed by the Chief Local Elected Officials. These members are nominated by key business agencies to the Local Elected Officials at both the county and regional level. As a result, a highly impressive board was established with representatives of “CEO type” participating.

The Local Elected Officials have taken a serious interest in developing a workforce development system to best serve the employer and job seeker customers in our region. Many of the LEO’s play an active role on the local PA CareerLink® Management Committees and have committed in some cases county resources to assist in the development of those centers. In addition, the Local Elected Officials reviewed the roster of individuals for the Youth Council and offered suggestions on inclusion of other individuals.

The Local Elected Officials will continue to contribute to the continuous improvement of the North Central Workforce Development System through various mechanisms to include active participation on the PA CareerLink® Management Committees and participation on the North Central Executive Committee. This Board meets quarterly and includes workforce development on the agenda of each meeting. The Workforce Investment Board Director, Susan R. Snelick attends each meeting for information sharing.

The North Central Pennsylvania Regional Planning and Development Commission (NCRPDC) has been selected as the Fiscal Agent for Title I Workforce Investment Act funds. The Commission has over thirty years of experience managing State and Federal grant funds. Staff dealing with fiscal, as it relates to the Workforce Investment Act, report to the North Central Executive Committee and are as follows:

James Chorney – Director of Finance (Supervisor), jchorney@ncentral.com
Michele Caggiano – Financial Assistant, scaggiano@ncentral.com
Jennifer Merritt – Financial Assistant, jmerritt@ncentral.com
Lisa Springer – Financial Assistant/Secretary, lspringer@ncentral.com
Cheryl DePanfilis – Human Resources Coordinator, cheryld@ncentral.com

Fiscal staff work cooperatively with Staff to the Workforce Investment Board on issues specific to WIA, and other funding sources as appropriate. The fiscal staff, although a department within North Central Pennsylvania Regional Planning and Development Commission, works independently from other operations within NCRPDC. These staff are not responsible for program decisions; they exist as support staff only, therefore, providing a clear separation between fiscal and program.

North Central Workforce Investment Board

The North Central Workforce Investment Board is a Private Sector Driven Board with 29 members currently. Fifteen of the members are Private Sector while 14 represent the public sector – with representation from education, community based organizations, economic development, Department of Public Welfare and labor.

The process used to select new members for the North Central WIB's private sector members is to request nominations from business organizations (i.e. Chambers of Commerce). These nominations are then brought to the Chief Local Elected Officials (CLEO) for appointment. When a vacancy occurs the Board solicits nominations to the local elected officials from those appropriate agencies to fill each vacancy.

There are 5 subcommittees of the North Central Workforce Investment Board as described below.

Subcommittees of the North Central Workforce Investment Board

Frequency of Meetings: All committees meet Quarterly in accordance with the WIB meeting and also when necessary if a special issue rises. The exception is the Nominating Committee, which meets when new members need to be nominated for membership to the WIB, a minimum of yearly. Meetings are often conducted with the use of technology such as email and conference calls being sensitive about time demands on Board members, especially travel. Members are asked to volunteer for the committee to which they can bring their expertise and experience. Committees are also open to interested parties who are not WIB members. The additional members are non-voting members who have expressed an interest in assisting the NCWIB in meeting our goals and objectives.

The subcommittees are as follows:

✓ **Executive Committee**

Frequency of Meetings: As often as necessary to carry on the routine business of the WIB.

Membership: The Executive Committee consists of the Chairperson, First and Second Vice-Chairpersons, Secretary, Treasurer, and additional members from counties not represented by the aforementioned offices. This is done to ensure that there is a WIB representative from each county of the North Central Workforce Investment Area (Cameron, Clearfield, Elk, Jefferson, McKean and Potter) on the Executive Committee.

Responsibilities and Activities: To carry on the routine business of the WIB and has the authority to act on behalf of the WIB when time does not permit the full WIB to meet.

✓ **PA CareerLink® Committee**

Frequency of Meetings: Quarterly in accordance with the WIB meetings and as needed.

Membership: WIB members and other members requesting to serve on the committee and as approved by the board.

Responsibilities and Activities: Responsible for the creation, oversight and continuous improvement of the PA CareerLink® System.

✓ **Futures Committee**

Frequency of Meetings: Quarterly in accordance with the WIB meetings and as needed.

Membership: WIB members and other members requesting to serve on the committee and as approved by the board.

Responsibilities and Activities: To explore opportunities that will assist the WIB with its goals for the future. To take a proactive position regarding company closings, acquisitions, bankruptcies and expansions

✓ **Finance Committee**

Frequency of Meetings: Quarterly in accordance with the WIB meetings and as needed.

Membership: WIB members and other members requesting to serve on the committee and as approved by the board.

Responsibilities and Activities:

1. Conducting financial oversight
2. Ensuring WIA funds are spent in the most cost effective manner
3. Assisting with budget development
4. Approving, monitoring and recommending budgets
5. Reviewing financial monitoring and audits
6. Analyzing strategic plans and determining financial impact
7. Presenting financial information and recommendations to the Board

In addition to administering WIA Title I funds the Board also has oversight in coordination with the Local Management Committee over the welfare funded programs partners with the Economic Development staff on the PREP Plan, partners with the Transportation and Community Development staff on the Community and Economic Development Plan (CEDs) plan and the Long Term Transportation Plan.

While our area easily could have met the intent of the WIA legislation through the operation of one Pennsylvania CareerLink® in our region, the Board has supported six (+1 affiliate) Pennsylvania

CareerLink®s in order to better address the needs in a rural area. The Board meets the intent however goes above and beyond in doing so. This is evident in the work that has been done to date including the following:

- ↳ Industry Cluster Initiative
- ↳ Career Pathway identification and development (beginning stages)
- ↳ Industry Partnership Development, Implementation and Management
- ↳ Labor Market Information Point of Contact – provide local and other labor market information to all of our stakeholders and other entities.
- ↳ Collaborative Grant Writing Team
- ↳ Business and Education Connection Initiative via the Youth Council
- ↳ PA CareerLink® Strategic Plan
- ↳ Quarterly conference calls with local Chambers of Commerce to share new initiatives and identify partnering opportunities.
- ↳ Regular communication to all area Superintendents, Guidance Counselors and Principals as well as Local Intermediate Units.
- ↳ Increasing the awareness of STEM and Green Occupations
- ↳ Serving as the intermediary between local YMCAs, Boys and Girls Clubs, etc. to increase afterschool and Out of School Time career clubs / programs in our region.

As the WIB becomes involved in various initiatives at the local, state and federal level a staff person is assigned as the point person to ensure timely attention to reports and other matters. In addition, committees of the Board oversee specific initiatives and are responsible for the information being exchanged in a timely fashion.

Youth Council

The Youth Council is a committee of the North Central WIB. The Council meets quarterly beginning in February and then every third month thereafter. All activity of the Council is then taken to the WIB for approval at the meeting the following month. WIB members are appointed to the Youth Council as well as non-voting members. Non-voting members represent the appropriate agencies serving youth. The Workforce Program Director of Title I is a Youth Council Member and attends the Youth Council meetings and provides a Workforce Operations Report to the council at each meeting. The attendance at this meeting is also vital for our WIA Title I Contract to learn first-hand of the priorities of the Council. This also provides a framework for which successes and obstacles can be shared with the Council.

The North Central Youth Council was formed in 1998 with the implementation of the Workforce Investment Act. The Council is currently made up of 22 members with representation from all 3 of our Career and Technical Centers, secondary schools, Community Action, Community Education Council, Cooperative Extension, Intermediate Units, Job Corps, Juvenile Probation, MH / MR, Office of Vocational Rehabilitation, business and industry representatives, parents of WIA eligible youth and former WIA youth participants.

When the NCWIB developed a Regional Career Partnership (RCEP) the group became a part of the Youth Council so as not to duplicate services or to re-create the wheel – but to expand the membership and goals of the group. The RCEP since its creation in 2006 has been integrated into the goals and objectives of the Youth Council.

Members with expertise in youth services are encouraged to participate on the Youth Council. In addition, private sector members are recruited to participate in order to strengthen the ties between education and industry. Again, the North Central Youth Council and Regional Career Education Partnership Strategic Plan identify business' connection to schools and our young people.

The Youth Council Regional Career Education Partnership is also connected to the Industry Partnerships in our region to increase the communication between industry and schools so that youth are aware of the need of industry. This collaboration assists in creating a pipeline of workers who can move into occupation in industries where career ladders are evident.

The Youth Council / Regional Career Education Partnership has also implemented Junior Achievement (JA) in several schools in our region. Junior Achievement inspires and prepares young people to succeed in a global economy by exposing them to STEM occupations, Entrepreneurships, Interviewing as well as many other activities relating about businesses and jobs. The PA Career Guide has become a strong component utilized with this effort.

The Youth Council / Regional Career Education Partnership also identified one of its goals to strive to serve all youth in some capacity. Recognizing that we cannot serve all youth intensively the council recognizes it is responsible for ensuring that all youth in our region have access to local labor market information to assist them in making educated career decisions. To ensure that this goal is met NCWIB Staff in collaboration with the Youth Council implemented the North Central Business and Education Connect. This initiative was described previously. See Section I: Strategic Plan, D. Priorities and Goals.

PA CareerLink® Operator

The PA CareerLink® Operator, a consortium of partners of the PA CareerLink® appointed by the WIB and CLEO, is responsible for oversight and management of the local PA CareerLink® Operations. Each entity of the Operator Consortium: Bureau of Workforce Development Partnership, Office of Vocational Rehabilitation, County Assistance Office, Title I Operator North Central, and the Seneca Highlands IU9 plays a significant role in ensuring that all target groups are properly served through the implementation of core, intensive and training services. **NCWIB representation and subsequent technical assistance, is provided to the Operator by the NCWIB's Regional CareerLink® System Coordinator.** Operator Consortium members also serve on the WIB and subcommittees of the WIB. The WIB PA CareerLink® Operators' Memorandum of Understanding (MOU) identifies the coordinated roles of each. Roles and responsibilities do not differ in relation to the agency represented. The goal of the PA CareerLink® system is to provide seamless delivery of services; therefore, separate and distinct roles were not identified. The following list, at a minimum, identifies roles and responsibilities of all consortium members:

- To develop and coordinate an integrated Plan;
- Review, Screen, and approve the selection of the PA CareerLink® Administrator on behalf of the WIB;
- Form a Management Team representing the partners in the Resource Sharing Agreement;
- Ensure that Core, Intensive, and Training Services are seamlessly integrated by the partners and available at every PA CareerLink® site;
- Assist in the development of strategic plans and other related items for Workforce Investment Act services;
- Integrate additional Investor Partner Performance Measures;
- Promote private sector involvement in the statewide workforce investment system;

- Develop methods of referral of individuals between the Operator and PA CareerLink® partners; and,
- And Support an effective and efficient PA CareerLink® System throughout the region.

WIA Title I Contractor

The North Central Workforce Investment Board and Chief Local Elected Officials have chosen the Title I Contractor to be the North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC) / North Central Workforce Development for Adult, Dislocated Worker and Youth Services.

The Chief Local Elected Officials (CLEO) designated NCPRPDC to be the provider of WIA Adult and Dislocated Services.

The NCPRPDC has a strong history in providing workforce development services under the Job Training Partnership Act. Therefore it was a natural fit for this agency to continue to implement services under the Workforce Investment Act.

Youth Services are awarded through the NCWIBs procurement process which is completed every 2 years. North Central Workforce Development is currently the recipient of this subcontract. The NCWIBs complete procurement process is available for viewing on our website www.ncwib.org.

Operation Staff through North Central Planning serve as coordinators of each specialized area within workforce development and are a resource to both the PA CareerLink® Operator and each individual site; each bringing expertise in their identified fields. These staff include the following positions:

Larry Horning, Director of Operations for Workforce Development, lhorning@ncentral.com
 Mike Olay, ~~Director of Targeted Services~~ Workforce Program Director, molay@ncentral.com
 Blythe Brunner, ~~Workforce Development Systems Director~~, Workforce Program Director, bbrunner@ncentral.com
 Donna Hottel, Workforce Operations Coordinator, dhottel@ncentral.com

The NCPRPDC has a strong history in providing workforce development services under the Job Training Partnership Act. Therefore it was a natural fit for this agency to continue to implement services under the Workforce Investment Act.

Mr. Larry Horning, as the Title I Operator is a member and of the CareerLink® Operator representing Title I Operations. Mr. Horning is also the Title I Representative on the CareerLink® Management Teams.

Please see Appendix E: Organizational Chart®

Use of WIA Funds

Each year the WIB receives their allocations from our various funders and determines how much funding will be contracted and then how much funds will go to cover the WIB expenses. The Board then meets with our contractor to determine how much of their funds should go toward staff and infrastructure and how much should go toward “dollars on the street” (i.e. ITAs, OJTs and Work Experience). When looking at funds that are available mainly for training activities all sources of income are part of this discussion. Therefore if a larger percentage of funds must come from Dislocated Worker funds to cover the cost of staff and infrastructure the board is okay with that decision if we have rapid

response funds to cover training. These discussions occur over several meetings and involve many partners as the WIA Title I contract impacts the PA CareerLink® System.

The Board as you will read later is looking at reinventing our PA CareerLink® System. Two main parts to this discussion are better use of technology in the delivery of services and an effort to reduce our infrastructure over the next nine months, depending on leases. A reduction in infrastructure does not however mean a reduction in services. It is our hope that we will identify partners where staff can meet with customers in free or very low cost space.

Regional Workforce Development Partnerships

Staff from the North Central, South Central, Central, and Southern Alleghenies Workforce Investment Boards have begun to meet for the purpose of exploring multi-LWIA planning; collectively, they represent 28 of the Commonwealth's 67 counties. These forward thinking boards recognize that as resources continue to dwindle, regional cooperation will become more important than ever.

In the past the NCWIB has also partnered with the North West and West Central WIBs for the implementation of multi WIB Industry Partnerships. We have also partnered with the Central WIB for the replication of their FIT 4 Manufacturing concept / program held in the CareerLink® system.

Regional partnerships such as these help improve LWIA performance as the programs have been proven to increase participants in other areas and we are not spending all of our time developing a new concept that may not work.

Communication to Partners and Stakeholders

The PA CareerLink® Administrators are invited to every WIB meeting where our goals and objectives are discussed. In addition, staff attend the PA CareerLink® Operator / Site Administrator meetings to share with the PA CareerLink® staff. The Meetings are held quarterly, or as needed, their purpose is to bring in all the PA CareerLinks® Administrators as well as other partners from each of the seven PA CareerLinks® to discuss policy as well as share in best practices.

In addition, front-line staff are part of an initiative of the WIB seeking their input. The Board identified six committees to focus on based on feedback from our staff in the CareerLink. These committees include: Marketing and Outreach, Technology, Employer Services, Job Seeker Services, Partnering and Staff Development, and Fee-for- Service. All partners were invited to participate on one of these committees. They established a mission and goals and were very successful in impacting decisions over the past year. These committees will continue to meet and engage with WIB staff on these same topics over the next several years.

Implementation of Plan

The NCWIB will ensure effective implementation of the local plan beginning with the 30 day review period. All stakeholders will have had the opportunity to review the plan and provide input. These comments will be added in the addendum to the plan. The NCWIB has created a sign off document that all staff (CareerLink®, Operations, etc.) will be asked to sign stating that they have read the plan, have provided input, and **understand the contents of the plan.**

In addition, as part of our monitoring and review of our programs we will be sure to review implementation of this plan by our subcontractor as well as the PA CareerLink® System. The Site Administrators and CareerLink® Operator will be ultimately responsible for implementing the action

items identified over the past couple of months in collaboration with the WIB and staff. Success of our system relies on everyone from front line staff through the Board.

The NCWIBs implementation timeline is available on our website www.ncwib.org.

B. Operating Systems and Policies: Service Delivery System

North Central Workforce Investment Board - Business Plan for the PA CareerLink® System

Executive Summary

The workforce development service delivery network in the North Central WIA is delivered via the PA CareerLink® System. This includes services to employers, adults, dislocated workers, youth, welfare, and other job seekers. Services are provided through a collaboration of the various partners in the system sharing a similar mission to ensure job seekers find suitable employment resulting in a qualified workforce to meet our employers' needs. The WIB believes in a system that is responsive to customer's needs and operates efficiently and with a coordinated approach. This system needs to be flexible and responsive to the economy and continuously evaluating its systems and services. With the North Central WIB providing the leadership this system will continue to engage the staff and look for process improvements that will lead to improved customer service. We will describe in detail the business model for reinventing our one-stops through a collaborate approach of the WIB, CareerLink® Operator and our Chief Local Elected Officials based on the following premise:

“To reimagine our Workforce System built for today’s economy, we must first understand the trends affecting today’s workplace and workforce. We also must understand the general business trends that are influencing how organizations conduct business. The intersection between these trends creates new opportunities and new questions for the workforce system to explore. They are the “new reality” that the workforce system must adapt to today.” (Source: “The State of the US Workforce System: A Time for Incremental Realignment or Serious Reform?”)

Our system, in order to be effective, must ensure that our service structure is in line with the demands of our local employers. We must re-evaluate our menu of services and the way in which they are offered to be sure they are effective for our job seekers. The use of technology in every aspect of our lives from banking to shopping to entertainment has increased dramatically over the past few years. This trend will continue and the demand on our system to be better available through this virtual system is critical to the responsiveness of our system to both employers and job seekers. The North Central WIB has invested significant resources in technology in order to be able to offer many of our services through a virtual delivery system. Polycom units have been placed in each comprehensive and affiliate site in the region. In addition, a bridge unit was purchased by the North Central Pennsylvania Regional Planning and Development Commission with a portion of funding from workforce, to connect up to 16 polycom units at one time in order to be able to increase utilization of virtual services. Workshops are being taught to multiple locations as well as meetings being held using this technology. It not only saves on travel time but also on staffing costs since we now can utilize one instructor to teach over multiple locations. The virtual service delivery will encompass more than what is described here and will be detailed later in this section.

While you will see later in this section that we currently maintain six comprehensive and one affiliate PA CareerLink® Centers efforts will be made over the next nine to twelve months to identify opportunities to reduce the overhead costs of our locations (i.e. infrastructure) and engage our system throughout our communities through partnerships that already exist or new partnerships that can be developed. This new approach will allow for staff to travel throughout the region and provide opportunities to communities that haven't been serviced in the past. Services will be provided through a hybrid mix of both one-on-one services as well as virtual. This will be done so cautiously and strategically to ensure our customers are receiving the best service.

Extremely critical to this new approach to serving customers will be the need to institute a process approach for determining important services for both our employers and job seekers. Our private sector Board members have required we implement a "Process Improvement" plan similar to Kaizen to identify opportunities for improvement in our service delivery. "Nonprofit organizations are an integral part of our communities, providing a vast array of services. Although operating models and economic drivers vary across the nonprofit sector, unlike for-profits the drive of competition may not provide the impetus for organizational change models such as process improvement. Nevertheless, in order for any organization to be efficient and effective, it is generally necessary to strive for the development of processes that track and document why organizational changes are necessary; why the changes mark improvement within the organization; and how to continuously refine and re-evaluate what the organization is doing to achieve its mission." ("The Role of Process Improvement in the Non-Profit Organization" by Vikki C. Lassiter).

Our PA CareerLink® System is confronted with a variety of challenges: demographic changes, evolving economies and need for skilled workers, limited resources, and increased accountability with rapidly changing technologies all that require consistent evaluation of our effectiveness. Performance of our system is ultimately measured by employers and whether or not they have a skilled, qualified workforce. Our system needs to be high-performing and must do so with fewer resources but providing desired services. This can only be accomplished by improved quality through process evaluation continuously. This will be accomplished by instituting a "Process Improvement Plan" managed by the CareerLink® Operator with involvement of staff, PA CareerLink® Site Administrators, WIB Members, and our Chief Local Elected Officials.

This plan will begin with identifying our core processes within the PA CareerLink® System to ensure that operations are performed as efficiently as possible and are relative to our goals and the needs of our customers. We will do this through a proven method described by W. Edwards Deming's "Plan-Do-Check-Act Cycle" as follows: identify and evaluate a process's possible areas for improvements; plan how to improve the processes; implement a plan of action, check the improved process in comparison to expected results; adjust accordingly. Staff's experience and expertise will be an integral part of this evaluation.

Through this Process Improvement Plan we will determine the best mix of services needed throughout our region as well as the best method of delivery. This plan will be developed with the concern of customer service as the driver and in a collaborative manner with all interested parties involved.

PA CareerLink® System Overview

Our PA CareerLink® System currently operates through a menu of services offered by partner agencies participating in each PA CareerLink®. Participating partners, at various levels include:

- North Central Workforce Investment Adult, Youth and Dislocated Worker
- Employment Advancement and Retention Network (EARN)
- Bureau of Workforce Development Partnerships
- Office of Vocational Rehabilitation
- Veterans
- Department of Public Welfare
- Central Intermediate Unit 10
- Seneca Highlands Intermediate Unit 9
- Community Action
- Rapid Response
- Unemployment Compensation Board of Review
- M&M Temps
- Spherion
- RSAB's

The North Central Workforce Investment Area currently maintains six Comprehensive PA CareerLinks® and one Affiliate PA CareerLink®. They are listed below. All sites, with the exception of PA CareerLink® Cameron County (Affiliate), operate during regular business hours from 8:00 am until 4:00 pm Monday through Friday. The Affiliate site, PA CareerLink® Cameron County, operates as follows: Monday, Tuesday, Thursday and Friday from 11:30 AM to 3:30 PM and Wednesday from 9:00 AM to 1:00 PM.

The need for non-traditional business hours continues to be evaluated and will be piloted in some of our locations over the next **twelve (12) months**. The types of services that are currently offered at each site meet the requirements of the law as well as those services identified by the partners of the PA CareerLink® Centers.

Pennsylvania CareerLink® Cameron County (Affiliate)

Barbara Moscato Brown Memorial / **Cameron County** Public Library

27 West 4th Street

Emporium, PA 15834

Phone: (814)834-2857

Fax: (814)834-7872

TDD/TYY: (814)834-2154

PA CareerLink® Administrator: Mr. Thomas E. Bogacki, Jr.

Pennsylvania CareerLink® Clearfield County at Clearfield

1125 Linden Street

Clearfield, PA 16830

Phone: (814) 765-8118

Fax: (814) 765-2955

TDD/TYY: (814) 765-2688

PA CareerLink® Administrator: Mr. Todd L. Vanderburgh

Pennsylvania CareerLink® Clearfield County at DuBois

20 North Sixth Street

DuBois, PA 15801

Phone: (814) 371-0250

Fax: (814) 371-8729

TDD/TYY: (814) 371-0250

PA CareerLink® Administrator: Mr. Todd L. Vanderburgh

Pennsylvania CareerLink® Elk County

245 Depot Street

St. Marys, PA 15857

Phone: (814) 834-2857

Fax: (814) 834-7872

TDD/TYY: (814) 834-2154

PA CareerLink® Administrator: Mr. Thomas E. Bogacki, Jr.

Pennsylvania CareerLink® Jefferson County

103 East Union Street, Suite 2

Punxsutawney, PA 15767

Phone: (814) 938-0504

Fax: (814) 938-0509

TDD/TYY: (814) 938-0583

PA CareerLink® Administrator: Mr. Todd L. Vanderburgh

Pennsylvania CareerLink® McKean County

40 Davis Street

Bradford, PA 16701

Phone: (814) 363-9100

Fax: (814) 368-5376

TDD/TYY: (814) 363-4596

PA CareerLink® Administrator: Ms. Terry S. Cole

Pennsylvania CareerLink® Potter County

279 Route 6 West

Coudersport, PA 16915

Phone: (814) 274-9330

Fax: (814) 274-7651

TDD/TYY: (814) 274-0499
PA CareerLink® Administrator: Ms. Terry S. Cole

At the North Central Workforce Investment Board's Retreat in November of 2007 the PA CareerLink® System was the sole focus. This reflected the Board's view on the importance of the PA CareerLink® System and the need to improve it. Through a facilitated process the Board initially identified 31 critical topics. Through a weighting process the "Critical Topics Inventory" was prioritized and twenty critical topics became the final Strategic Plan. This plan although now five years old is still relevant today and continues to be the main topic areas that are discussed when we strategize about improving the CareerLink System.

Vision Statement: "The North Central PA CareerLink® System will be responsive to employer and job seeker needs by providing quality services. The PA CareerLink® System is committed to continuous quality improvement and accountability for results. Employers, job seekers, partners, and other stakeholders will consistently characterize the PA CareerLink® System as personal, user-friendly, effective, and efficient."

Mission Statement: "The mission of the North Central PA CareerLink® System is to: continuously improve workforce development in partnership with other public and private organizations, by minimizing skill gaps, and meeting both employer and job seeker needs within the region."

Plan Priorities and Strategies:

1) Employers / Industry Partnerships

- a. Increase employer use of PA CareerLink® System and services
- b. Increase service coordination and marketing of same to employers
- c. identify and enhance workforce skills that are essential for regional employers
- d. Improve the integration of the workforce development system generally with employers/ industry partnerships and the PA CareerLink®
- e. Explore innovative opportunities for business and industry to partners financially with the PA CareerLink® System.

2) Marketing and Outreach

- a. Improve the public's perception of PA CareerLink® quality of services
- b. Expand outreach to new employer and industry clusters
- c. Expand PA CareerLink® outreach / recruitment to underemployed, entry-level and professionals
- d. Market (work readiness workshops) to employers and gain more employer buy-in over time

3) Job Seekers and Incumbent Workers

- a. Educate students / parents on occupation / skill sets required
- b. Increase the pool of skilled and entry-level workers from non-traditional sources
- c. Link job placement opportunities with recent high school graduates and dropouts
- d. Recruit and retain skilled workers

4) Management, Structure, Systems and Resources

- a. Conduct an assessment of the current management structure
- b. Determine minimum acceptable levels of services at each location
- c. Determine how the PA CareerLink® System can be sustained

NCWIB staff continue to coordinate with Title I and other PA CareerLink® Staff to ensure that this plan is implemented.

The North Central Workforce Investment Board references our service delivery region as the North (Potter and McKean Counties); Central (including Cameron and Elk Counties); and the South (including Clearfield and Jefferson Counties). This designation has allowed us to focus services in a broader context and look at staff capacity across a larger region than a single CareerLink®. The management of the PA CareerLinks® has been established to support this framework with three PA CareerLink® Site Administrators to oversee each of the three regions. This has resulted in reduced costs to all of our partners with fewer Administrators to factor into the budget.

The WIB and CLEO are continuously evaluating the effectiveness of our PA CareerLink® System in regard to service effectiveness as well as cost. In an effort to gather feedback from all interested parties the WIB held a PA CareerLink® Round Table Discussion on July 31, 2012 around the topic of “Re-Inventing our One-Stops”. Over 32 individuals, including county commissioners, employers, partner agencies, CareerLink® Site Administrators, workforce development and WIB staff spent a half day brainstorming a redesign for our system.

The day kicked off with a power point presentation explaining that the day was an opportunity to collaborate with all of our partners across the Region on a plan to move our PA CareerLink® System into the 21st Century. We recognized that changes may occur but the customer, both employers and job seekers, must be considered in every decision. We all also need to recognize the realities we are all facing. Included in the presentation was the detailed cost of our CareerLink® System and the partners that share in that cost. The reality that we are dealing with year after year is reduced funding. North Central Title I currently represents 31% of the resources to cover the expenses of the PA CareerLink®.

Unfortunately the WIB received at least a 14% cut in major funding (Adult, Dislocated Worker, Youth, and EARN) – equating to \$300,000.

Those in attendance then participated in round table discussions around the four topic areas of: Services with an emphasis on Virtual, Infrastructure, Cost Efficiencies/Resources, and Partnering. Participants were assigned to groups that met for 20 minutes then moved on to the next subject area. The goal was to allow everyone opportunity to provide input on each subject area as well as mix each group up so that the dynamics of each group changed. WIB Staff were the recorders for the day and provided everyone that participated with a summary of the day. In addition, everyone was asked to complete an evaluation and the feedback was awesome. Some of the thoughts from the day include:

- “Let’s quickly push a few “test” cases regarding transition from bricks and mortar to virtualization.”
- “I think all CareerLink® offices need to review their entire process of every service and look at where cuts can be made – maybe streamlining, consolidating services and or resources. The process needs leaned out and it can be done!”
- “The discussion supported site reductions and more use of technology; change our own concept on what is needed to deliver services.”
- “Need to be looking at system wide changes to impact the system overall.”
- “Need some evaluation to determine efficiencies and resources from location to location.”

Feedback from the day was extremely positive and staff walked away with some good recommendations for next steps.

Staff plan to continue to engage this group and seek their input and direction as we refine our PA CareerLink® System. Feedback that was gathered from the day has been assembled into an action plan that will be managed by the CareerLink® Operator and Site Administrator over the next nine months). A follow-up meeting was held with the WIB Executive Committee, the Chief Local Elected Officials, and the CareerLink® Operator looking at the recommendations and beginning to make some solid recommendations on improvements and cost efficiencies in the system. The plan that results from all of this input will include a shift in where and how services are provided throughout the region.

Information and analysis provided on the 31st included information regarding the cost to operate our centers including the leases where our current centers are located. As decisions on infrastructure continue these leases may be a factor depending on whether we are able to opt out or not. Below is a chart identifying the costs for the current leases as well as their expiration date and other information that will be used over the next couple of months as a comparison to reducing costs.

	Clearfield	DuBois	Elk	Jefferson*	McKean	Potter	Total
Rent	\$95,398	\$85,579	\$80,520	\$21,148	\$84,500	\$35,295	\$402,440
Utilities	\$9,000	\$0	\$0	\$10,000	\$0	\$0	\$19,000
Janitorial	\$9,000	\$0	\$8,000	\$0	\$0	\$5,100	\$22,100
Total	\$113,398	\$85,579	\$88,520	\$31,148	\$84,500	\$40,395	
Rent/sq ft	\$11.75	\$13.00	\$11.00	\$8.50	\$13.00	\$9.17	
Total sq ft	8,119	6,583	7,456	2,488	6,500	3,849	

Lease Exp.	2/28/2021	7/14/2014	11/30/2014	12/31/2017	6/30/2015	6/30/2013	
------------	-----------	-----------	------------	------------	-----------	-----------	--

The WIB has committed in the past to trying to maintain a minimum of three comprehensive centers throughout the region focusing on the Northern, Central, and Southern Regions. As we move forward in our discussion this will be our focus with additional affiliate sites added at low to no cost to partners.

The WIB transitioned the PA CareerLink® – Cameron County to an Affiliate Site in October 2011. This was due to a number of factors including budget restrictions, lack of interest of all partners, and the demographics of the county. This site has operated over the last year with limited public service hours and additional services by appointment only. This hasn't afforded the community with the access they desire so other options were explored with the involvement of the County Commissioners. A site has been identified at the Barbara Moscato Brown Memorial / Cameron County Public Library to provide core and limited intensive services. Staff will be available five half days at the library to offer core services in addition the conference room will be signed out and workshops and orientations will be available to customers via polycom and one-on-one services. Information regarding this change in service will be made available to the public. In addition additional locations are being identified in the community where services may be provided at limited or no cost to the system.

In regard to the current location of the PA CareerLink® – Elk County – St. Marys the lease expires in November 2014. Although the intent is to maintain this center as Comprehensive the CareerLink® Operator and Site Administrator will explore additional options over the next year unless resources are such that a decision to move must be made sooner.

In addition, in an effort to reduce costs as mentioned earlier, we have identified the labor markets of Clearfield and Jefferson Counties to target as a pilot project to evaluate the best service delivery options in the next nine months with the intent to reduce our infrastructure costs to the partners in the system. Currently we are supporting three comprehensive PA CareerLink® Centers across two counties. The total population of these two counties is over 126,000 with a labor force just over 65,000 and an unemployment rate of 7.9% (July 2012). However, due to the rural nature of our region a strategic delivery method must be developed considering travel time for customers to access services keeping in mind the development of our virtual services. Efforts were made over the past twelve months to increase the capacity of the PA CareerLink® - Clearfield County at Clearfield with the support of the management team, CareerLink® Operator, and the WIB. This reconfiguration will target this site as the comprehensive center with affiliate sites at a minimum in DuBois and Punxsutawney with the planned addition of services in Brookville. The PA CareerLink® Jefferson County – Punxsutawney just relocated in January 2012 in order to reduce the cost of overhead. This resulted in a savings of over \$50,000 (52%). It is our intent to continue to offer services in this location. In regard to the PA CareerLink® – Clearfield County at DuBois the lease expires in July 2014 however there is a clause in the lease that allows for cancellation of the lease if there is either a change in the law or a change in resources. We could justify an “early out” based on financials. In addition, a lot of the feedback from the PA CareerLink® Round Table hosted by the WIB held on July 31, 2012 indicated that the current location

with Penn State DuBois could be intimidating to our customers. We will research the local community and find a location in DuBois that will provide core and limited intensive services at free or low cost. Conversations will have to occur with Penn State DuBois regarding the current lease. Only if we can cancel our current lease will we be able to consider a move to another location.

In regard to the Northern Region, McKean County – Bradford was targeted as a Comprehensive Center with the lease expiring 6/30/2015. Again we encourage the CareerLink® Operator and Site Administrator to explore opportunities for a less expensive option in Bradford while maintaining this Center as a Comprehensive Center. The lease in Potter County expires on 6/30/2013. Although this is one of the less expensive Centers, the CareerLink® Operator and Site Administrator again shall explore opportunities in this county to find a less expensive option possibly co-locating with another agency in the area.

It is the WIB's overall intent to cut our infrastructure cost in half by 6/30/2013 to approximately \$200,000 total. This will be accomplished by looking at the opportunities as identified above with priority as follows: Cameron County moving its location to the library; moving the PA CareerLink®, Clearfield County at DuBois to an Affiliate Site at no or low cost, looking for opportunities to reduce the cost of infrastructure in Elk, McKean, and Potter Counties. WIB staff will follow-up in each county with a meeting of the stakeholders in that community to assist in identifying a concrete plan.

Job Seeker Service Delivery System

As mentioned previously the WIB is in the process of reinventing our PA CareerLink® System. Included in this reinvention is a review of services. A reduction in resources has resulted in a reduction in staff capacity. Positions that are vacated aren't replaced and staff are left to do more with less. Our system provides valuable services to both the job seekers and employers. We need to do so in an effective and efficient way. As described above the WIB plans to implement a "Process Improvement Plan" that will evaluate our PA CareerLink® Services from top to bottom. The board recognizes that we can't be everything to everyone so the intent is to focus on what we do best while following the intent of the law. The customer will be critical in this evaluation and will be asked for feedback throughout the process. The services that we are targeting include:

- Self – Service
 - Career Resource Area
 - Virtual Service
- Career Counselors
 - Develop Career Maps (Individual Employment Plan)
 - Assessment
- Workshops

- Placement

In addition, critical to the success of each CareerLink® is the partners and their ability to integrate and not duplicate services. Staff will be cross-trained across agencies in order to be more efficient. However, with a reduced staff complement each staff needs to be focused in their area of expertise. This will be clearly documented as part of the process. If after the evaluation we determine that this isn't the best approach changes will be made. We have to remain flexible to our local economies and their needs.

The WIB has identified a need to provide both one-on-one services as well as virtual services. There is a large population that we aren't even touching with our services that could benefit from an on-line resource beyond what is offered through CWDS. In this section we will identify both, virtual as well as services currently provided at the PA CareerLink®.

Those individuals that walk into the PA CareerLink® will first receive core services by the PA CareerLink® partners. If they are unable to obtain employment and are interested in additional services they are referred to the appropriate agencies for additional intensive services. If an individual is interested in WIA services they are referred to determine eligibility for intensive services. Eligibility for intensive services has been broadly defined in order that more individuals may benefit from these services. This is further explained in our Priority of Services policy. Our intent is to be inclusive rather than exclusive.

An Individual Employment Plan (IEP)/Career Map will be completed by the Career (Employability) Counselor cooperatively with the individual. This plan will identify the barriers of the individual and the necessary steps to overcome those barriers in order to find a self-sufficient job. Those steps identified may include a mix of core, intensive, and training services from an array of providers. It will then be the decision of the individual what services are pursued. Every individual, in response to a universal access system, is viewed as an individual as they enter the PA CareerLink® System. As barriers are identified, individuals will be referred to the agency most appropriate to assisting the individual. For example, individuals with disabilities may be referred to the OVR representative or a veteran may be referred to the veteran representative. The Career Plan (IEP) that is developed with the customer will be designed to be a long-term plan and will include career ladder opportunities for the customer as agreed to by them. The development of the Career Plan (IEP) includes assessments as determined necessary by the Career (Employability) Counselor and the job seeker. Assessments may include the TABE test (Test of Adult Basic Education) to evaluate their reading and math skills; Compute-A-Match to evaluate their mechanical skills; KeyTrain to evaluate their reading and math skills; or an on-line assessment that provides valuable results as to the skills, interests, and knowledge of the individual.

Those individuals that are interested in pursuing training and are eligible for Workforce Investment Act Title I Services, or a partner agencies training services will be referred to the appropriate Career (Employability) Counselor to determine eligibility. The WIB's priority policy for an individual to participate in training is up to 235% of poverty with those most in need served first. In addition, the WIB recognizes that in order for any individual to be successful in post-secondary education they must be functioning at a minimum of a 9th grade level in both reading and math.

CORE ACTIVITIES: As part of the PA CareerLink® System core activities are available to everyone, and are provided by the PA CareerLink® partners.

Commonwealth Workforce Development System: Available at all PA CareerLinks® to all customers at any level. Customers may also access this service virtually as a self-service. Customers must enroll or register on the web site to access any level of service. All customers are provided the opportunity to establish a participant I.D. and resume.

Orientation to Services: Overview of the available PA CareerLink® Center system of services. The Orientation may be provided on an individual or group basis as determined by need and frequency.

Assessments: KeyTrain among other assessment tools are available to all customers as a core service. Customers may access KeyTrain virtually outside of the physical PA CareerLink®.

Annual Follow-up: Coaching is provided to customers who have secured a job *as a result of Intensive and/or Training services* as recognized by the WIB.

Workshop: Available at all PA CareerLink Centers either in-person or through technology includes such topics as resume writing, interviewing, job-search skills, job-keeping skills, and other work ready workshops.

Labor Market Information: Made available to both job seekers and employers through www.paworkstats.state.pa.us along with local labor market information developed by WIB Staff.

Placement: Customers may perform their own job search through CWDS and other job search plat forms or they may request assistance from any of the BST members.

Referral to Support Services: All staff shall provide information including financial aid to customers regarding other agency services related to the needs of the enrollee. All referrals shall be documented and followed up. In addition supportive services may be made available to customers in need of a non-certificate course or program in order to make them more employable. Funds will be made available to those customers determined to be in need of such support by the Employability Counselor and will be awarded based on individual need up to \$2,500.

Resume Preparation: Resume package available on the CWDS Website.

Assistance in establishing eligibility for Welfare Services: Staff shall refer all identified welfare recipients to the local CAO. Only welfare clients with an AMR/ETP may be served under Intensive or Training services. Financial information may be included.

This is not an all-inclusive list. Other activities may be developed or identified based on need.

INTENSIVE SERVICES: [SECTION 134(D)(3)] *Activities to adults and dislocated workers designed for the (under) unemployed who are unable to obtain employment through core services and have been determined by the PA CareerLink® partners to be in need of more intensive services in order to obtain employment, or in need of intensive services to obtain and retain employment that allows for self-sufficiency.*

Comprehensive Assessment: An in-depth interview and evaluation to identify employment barriers and appropriate employment goals resulting in a plan of services available. Diagnostic testing and other assessment tools may be used to identify the job seekers needs that may include the TABE Locator with the complete TABE, and/or applicable Compute-A-Match sections.

Short term, pre-vocational services: Short term, vocational training programs may be available and linked to the Work Readiness Skills Standards Program — with 68 competencies and 98 hours of instruction this program addresses workplace competencies.

Case Management: Counseling/coaching for customers who meet the necessary eligibility requirements for intensive services and are determined in need of services based on the priorities of the WIB as per section 134(d)(4)(E). Staff continue to coach customers throughout the process of finding a family sustaining job.

Individual Counseling and Career Planning: The WIB recognizes that the first job isn't necessarily the last and that individuals need to look at long-term career mapping. Staff will be available in the PA CareerLink® to provide planning for career ladder/lattice advancement.

Financial Aid Information: Financial Aid Information is provided for those individuals interested in attending post-secondary education including the completion of the NCRPDC Educational Cost Worksheet, jobs, and local programs available to customers meeting the eligibility for Intensive services and indicating interest in Training Services.

Group Counseling: Group Counseling is encouraged whenever possible to share information and guide customers in their job search. Group activities save staff time and is sometimes more effective when customers interact with one another.

Individual Employment Plans/Career Mapping: Documentation reflecting the barriers, objectives, support services, and goals leading to employment. This shall be a “*specific plan with a specific outcome*” agreed upon between the staff and the customer. The participant shall be provided a copy of the Individual Employment Plan (IEP)/Career Map. Also included within this plan is the long-term employment goal considering career ladder/lattice opportunities.

Basic Skills: Workshops/activities improving basic skills necessary to compete in the workforce both on-line and one-on-one.

Work Readiness Workshops: Designed by employers in the North Central Region, this curriculum provides curriculum in twenty (20) skills areas and objectives requested for entry-level workers. Workshops are provided regularly in the PA CareerLink and many times are taught via polycom from one location to many centers. Again this provides for efficiencies in staff as well as less travel time for customers. These workshops are available at the local PA CareerLink® Centers for any individual to obtain the skills, knowledge, and workplace behaviors highly valued by local employers.

This is not an all-inclusive list. Other activities may be developed or identified based on need such as workshops and pre-employment skills.

TRAINING SERVICES: [SECTION 134(d)(4)] Generally funds awarded to a local area for adults and dislocated workers must be used to provide training services for customers who meet the eligibility requirements for intensive services and are unable to obtain or retain employment. Customers must have received an interview, evaluation, assessment, and case management. The PA CareerLink® partners shall verify the need of the customer and comply with any priorities established by the WIB. Financial Assistance for WIA training services “shall be limited to individuals who (1) are unable to obtain other grant assistance for such services, including Federal Pell Grants established under Title IV of the Higher Education Act of 1965 (20 U.S.C. 1070 et seq); or (II) require assistance beyond the assistance

made available under other grant assistance programs, including Federal Pell Grants.” To further clarify this statement even if an individual is able to obtain grant assistance for training, if the individual also requires assistance beyond the assistance made available under other grants, they may be entitled to WIA Training funds. The exact mix of funds is determined based on the availability of funding for either training costs or supportive services, with the goals of ensuring that the costs of the training program the participant selects are fully paid and that necessary supportive services are available so that the training can be completed successfully. This determination focuses on the needs of the participant.

On-the-Job Training: Contract arrangement with an approved employer to provide instructional training to a WIA job seeker while employed full-time with the employer for a specific period of time. Does not require an Individual Training Account (ITA). Does require the completion of an Individual Employment Plan (IEP). The participant shall be provided a copy of the IEP.

Customized Training: Commitment by an employer or group of employers to employ an individual or individuals upon successful completion of the contracted training. Does not require an Individual Training Account (ITA). Does require the completion of an Individual Employment Plan (IEP). The participant will be provided a copy of the IEP.

Skill upgrading and retraining: Commitment by an employer or group of employers to provide training directly or by sub-contract to current employees.

Entrepreneurial Training: Activities assisting an individual to establish and operate a self-employed business.

Occupational skills training: Training, including non-traditional employment training, offered by a WIB approved/state certified training program as listed on the PA CareerLink® Web site in a High Priority Occupation.

Adult education and literacy activities: General Education activities provided in combination with any of the above Training services.

Contracted Training: Section 663.430 of the Workforce Investment Act regulations outlines the circumstances under which mechanisms other than ITAs may be used to provide training services:

(a) Contracts for services may be used instead of ITA's only when one of the following three exceptions applies:

- (1) When the services provided are on-the-job training (OJT) or customized training;
- (2) When the Local Board determines that there are an insufficient number of eligible providers in the local area to accomplish the purpose of a system of ITA's; and,
- (3) When the Local Board determines that there is a training services program of demonstrated effectiveness offered in the area by a community-based organization (CBO) or another private organization to serve special participant **populations with multiple barriers to employment, i.e. low-income individuals who are included in one or more of the following categories:**

- **Individuals with substantial language or cultural barriers;**
- **Offenders;**
- **Homeless individuals;**
- **Welfare recipients;**
- **Persons with disabilities;**

- Persons requiring services for substance abuse;
- Individuals age 55 and older; and
- Migrant and seasonal farm worker.

These services have been developed locally and approved by both the WIB as well as the PA CareerLink® Operator.

Virtual Services

As mentioned earlier, the WIB has invested significant resources in technology in order to increase our virtual services. The Board believes that with limited resources we need to think creatively as well as bring our system up to the 21st century. This was confirmed by many individuals at our July 31, 2012 CareerLink® Round Table Discussion. It is expected that the outreach to potential customers will increase significantly with a robust virtual system. Virtual services will include the following:

- access to CWDS and Job Gateway
- teaching through polycom units across the region
- interview opportunities through polycom
- a robust interactive site where customers will be able to access on-line workshops, tutorials, and labor market information
- assistance in setting up linked-in pages
- on-line job clubs
- post-secondary education

We anticipate this list will grow as we discover new opportunities. We also expect that customers will have multiple points of entry into our system that could include the PA CareerLink Centers and Affiliate Sites, Partners Sites, at home, or anywhere there is internet connectivity.

We will create a regional calendar that will establish a set time for workshops, orientation, and group meetings/discussions. This will enable us to maximize our staff resources and will allow for better marketing when we can maintain a regional schedule. The development of the interactive site will be accomplished in the next nine months. Funds will be set aside to work with a consultant or in-house if it is determined we have the expertise and staff capacity. In addition, we plan to pilot the on-line job clubs through a contract with a consultant. Staff will participate in the job clubs in order to learn how to host these events on their own. It is expected that our virtual services will develop over the next nine months.

Continuous Improvement

Staff engage all of our partners and staff on a continuous basis to gather their input and ideas. The WIB Director last year initiated a continuous improvement effort with all partners of our PA CareerLink®

Centers. She reached out to staff and asked how could services in our PA CareerLink® Centers be improved? Based on the great input from staff on how we can collectively improve our PA CareerLink® System we formed six Regional PA CareerLink® Committees. These committees worked over several months on a plan to improve services in each area as listed below:

- Technology
- Marketing
- Fee-for-Service
- Partnering & Staff Development
- Employer Services
- Job Seeker Services

The intent was for front-line staff to work together to develop recommendations around these functional areas on how we can offer improved services. The following items were considered before making recommendations: cost efficiencies, customer response/satisfaction, streamlining services, and increasing traffic in our CareerLinks

Committee Expectations:

- 1) Represented by a combination of front-line staff from various partners and across multiple CareerLinks
- 2) Meet a minimum of monthly with the first meeting face-to-face
 - a. Follow-up meetings via polycom or Skype – keeping expenses limited
 - b. Establish an agenda and start/end time
- 3) Meetings should be staff driven as long as they are working toward outcomes
- 4) Focus should be on the CareerLink® as a whole and how individual partners can work toward a common mission
- 5) Identify an individual (and back-up) for each committee to record meeting minutes/summary and provide a copy to the Operator, Joseph Kulick, and Susan Snelick each month.

Expected Outcomes:

- 1) First meeting – develop a mission and a minimum of three goals to accomplish
- 2) Develop recommendations for the WIB's consideration regarding improved customer services and cost efficiencies
- 3) Identify a budget and timeline for implementation as part of the recommendation
- 4) Seek additional feedback from the Operator as needed

Staff were dedicated to this initiative and provided valuable feedback to the WIB that impacted activities, services and policy decisions. Staff will continue to engage CareerLink® Staff in these efforts.

In addition, WIB Members, CLEO, and Partners participate in a variety of meetings and focus groups where we gather feedback and suggestions on how our system can be improved. The Round Table Discussion held on July 31st is a great example of how we engage our partners. We will continue to utilize meetings and other gatherings to gain feedback into our system.

Please see Appendix F for the current, fully – executed LWIB / One-Stop Partner Agreement (OSPA).

Program Alignment with Vision / Strategic

All of the partners and their programs as mentioned earlier are aware of and part of the strategic planning of the Board. Regular updates are provided to staff. It is expected that programs offered through the CareerLink® System align to the strategic vision of the Board. This is evaluated on a regular basis both informally and formally. The CareerLink® Operator with oversight of our PA CareerLink® System ensures that the vision is being carried out.

Rapid Response

The NCWIB is responsible for oversight of the provision of Rapid Response activities in the North Central Region. The WIA Title I staff are responsible for coordinating the services within Rapid Response with all of the partners. The North Central WIA has taken a regional approach to Mass Layoffs in the region. When a company is going to be laying off 50 or more employees all Rapid Response occurs in cooperation with the State. When a company is laying off less than 50 the partners in the PA CareerLink® complete the Rapid Response events locally. In coordination with the Rapid Response Unit Coordinator the NCWIB supports a Regional team made up of CareerLink® partner staff to respond to any layoff as staff demands additional support beyond the local CareerLink® staff.

C Operating Systems and Policies – Business Services

Business Services

Business Service Teams have been established in each PA CareerLink® Region (including the North, Central, and South). BSTs provide integrated services to our employers so that they remain competitive through a trained and reliable workforce. The North Central WIB views our employers as our primary customer in need of a qualified workforce. In order for business to want to participate with the PA CareerLink®, services must be seamless and staff must be responsive. It is the responsibility of the Business Service Teams to ensure that employers are aware of and understand the services available to them at the PA CareerLink®. These services include at a minimum business needs assessment, development of an employer folder on CWDS, applicant screening, assessment of current and future workforce, recruitment of skilled workers, training for both incumbent and future workforce, and other services as a need is determined.

The Business Service Teams must form long-lasting relationships with our employers and earn their trust in order that we may continue to meet their needs. It was mentioned at our CareerLink® Round Table Discussion that “job seekers may come and go but it is our employers that remain constant.” Their needs however may change and we need to continue to be responsive to them.

The Business Service Teams are made up of the various partners in each PA CareerLink® and they are responsible for knowing the needs of the employers that are located in their region. They are also responsible for referring business to the appropriate entity to assist them with their identified needs.

In order for Business Service Teams to be effective staff must have the opportunity to participate in education and training. Also, critical to their success is the linkage to the Workforce Investment Board, our Industry Partnerships, Business and Education Connect Initiative as well as other initiatives of the Board. While the long range goal of the WIB is to employ Business Liaisons with the budgets so tight and individuals wearing more than one that we will commit to closer collaboration than has been done in the past. This will not only ensure that the BSTs are an integral part of our strategic plan and goals but will also allow for more information to flow back to the board from employers. We will then be able to look strategically at broader based solutions potentially for an entire industry rather than by employer to employer.

WIB Staff will work directly with the Business Service Representatives (BSR) hired by Title I on a regular basis. The BSRs will then be sure to take back any discussion / policy to the Business Service Teams. This will ensure that information is getting back directly to the teams. The BSRs will serve as the “Point Of Contact” for the teams. They are invited to participate in every meeting of our Industry Partnerships. In addition, WIB Staff will meet at least every other month with the BSRs to discuss employer needs at both the local and regional level. We will utilize these meetings as opportunities to discuss a future fee-for-service model with staff. Currently, WIA Title I staff provide minimum fee-for-service activities mostly through testing of their incumbent workforce. We received quite a bit of input at our CareerLink Round Table regarding the potential for fee-for-service and will plan to implement our model over the next six months. Due to limitations on staff capacity we will have to start small and hopefully will be able to grow our model into something that is self-sustaining. Our ultimate goal is to have our BSRs become more like recruiters for companies completing virtual searches as well as local talent searches. Potential fee-for-service activities that we hope to integrate into our service delivery to employers include:

- Workshops – including some that will be contracted and others provided by staff
- Testing – including basic reading and math
- Talent Search
- Screenings – including background checks; driving and criminal

We look at this list as just the beginning and hope that as the fee-for-service model is implemented and services increase we will generate a revenue source where additional staff capacity can be added. With additional staff we will explore additional opportunities to include: personnel services, training, and profiling. Our goal is to make our BSTs more strategic in their service delivery. We will share trends in the economy with them and will look for their local input. We will involve them in the skills gap analysis and work with them and our employers in development of credential programs. We will also include them in our “Business and Education Connect” Initiative – linking employers with our schools.

In addition to sharing information with the BSRs, WIB staff share information as well as request information from our local PA CareerLink® System in a number of ways and includes some of the following:

- The PA CareerLink® Administrators for each PA CareerLink® are required to attend each Workforce Investment Board meeting held quarterly. Each also receives a

copy of the mailing via email which includes meeting minutes. They in turn share this information with CareerLink® staff.

- The PA CareerLink® Administrators are responsible to provide a written report that has been developed at each meeting regarding activities at the PA CareerLink® it accounts for business expansion and down-sizing as well as new hires.
- The WIB works cooperatively with the PA CareerLink® Operator Consortium and PA CareerLink® Site Administrators and works to develop regional and local goals.
- The PA CareerLink® Operator Consortium holds regular meetings.
- The WIB formally issues policy and guidance through NCWIB notices on an as needed basis.
- The WIB seeks input and suggestions from staff working in our PA CareerLink® on a regular basis. Through involvement in committees of the board or through engagement in meetings staff are provided ample opportunities for input.
- WIB staff shall hold quarterly meetings with the Business Service Teams in each PA CareerLink®. In order to allow for these teams to be involved in a larger regional discussion and to allow for feedback regarding employers' needs.

The North Central WIB provides policy regarding out-reach expectations to the BSTs. We have requested that Teams recruit at least 10 new businesses every quarter with preference given to the health care, manufacturing, energy, and lumber and wood industry, as well as all of our major industry clusters in the North Central Region. Outreach to employers includes a human capital assessment of the company to identify their workforce needs. If teams don't have all the answers they are sure to provide a referral for the employer to meet their needs. All of the services that are available at the CareerLink® are explained to the employers during the initial visit. Follow-up visits may occur over the phone or through technology however the initial contact must be face-to-face. BSTs collaborate on employer outreach to be sure that multiple staff aren't contacting the same employers. Then results of each visit are shared with the Team at their monthly meetings.

The Business Service Representatives also continue to collaborate with their employer consortium. These consortia were developed back in 1998 when a group of employers in one county realized that a group of employers could accomplish much more rather than each trying to solve their issues independently. These consortium are regional based and include employers from different industry. Business Service Team Members in the CareerLink are invited to participate in these meetings as well as the Chambers of Commerce and local Economic Development agencies.

In addition the staff to the Workforce Investment Board currently manage both of our Industry Partnerships, Advanced Manufacturing and Healthcare. The Business Service Representatives from Title I currently participate with these partnerships. As needed other agencies are brought to the table to share their expertise with the employers as identified by the employers. The North Central Business and Education Connect Initiative is an effort to connect the business community closer to our schools with

the end result of students making better career decisions. This initiative also provides an opportunity for our employers to better engage with the local schools. Employers make themselves available to schools to participate in classroom presentations, career fairs, educator-in-the workplace, job shadowing, internships and curriculum development.

Business Service Team Members have a number of tools that they may utilize when meeting with employers. One tool, the “Business Education and Training Assessment Process” was developed by the Corporation for a Skilled Workforce on behalf of the WIB. This assessment provides a human capital needs assessment of the company. It provides staff with a format to begin the dialogue with the company. As needs are discovered during the conversation the BST will either discuss ways in which the PA CareerLink® may be of assistance or staff make referrals to the appropriate agencies as applicable for the employer.

Prior to the Business Service Team meeting with a company and completing their assessment they research other assessments offered by a variety of entities in the North Central Workforce Investment Area. The information garnered from other surveys and assessments provides missing information and complements our assessment reducing the duplication of services to employers.

The Work Readiness Workshops as described above provides an industry developed curriculum to address the entry level skills of job seekers. In addition, when appropriate the WIB will work with an industry cluster in assessing the need for an industry specific credential. An example of this is the “Fit 4 Powdered Metal” program developed by local employers in our Region in collaboration with the Community Education Council of Elk and Cameron Counties, the WIB, and CareerLink® Staff.

Finally, we work with our industry clusters in identifying career ladders within their industry. This helps guide a path for our job seekers as they might take a job at the lower end of the ladder in anticipation that additional education and training will lead to a higher level job. Career ladders have been developed for the Health Care Industry and the Transportation Industry.

All Business Service Team Members visit local employers with their toolbox of services. All of the services available are shared with the local employers in detail and as employers choose to take advantage of services BSTs. Services include but are not limited to: information on the Keystone Works Program, On-the-Job Training, outreach for the employer consortia and industry partnerships, screening potential applicants, the CWDS website, recruitment for future employees, testing, and assessment.

In addition the WIB is taking a serious look at short-term employer driven credentials and certificates. We will continue to seek employers’ input and feedback in the development of these credentials similar to the “Fit 4 Powdered Metal” program as well as the ShaleNET program. The WIB is stressing the importance of long-term career planning and will continue to seek input from our employers regarding career ladders and lattices. Much work has already been done in this area and we will utilize information that is available and fill in the gaps where necessary. A final area that the WIB is looking into is apprenticeship programs. Many employers in our area already take advantage of these programs. We will learn from their experiences and entertain this option with other employers as they continue to address their skill gaps. We will assist in an intermediary role in this endeavor.

Success of the Business Services will be measured by employer feedback and use of the system. A very basic evaluation of our success will be the number of employers that return for additional services. This can be easily measured by staff providing services through the BSTs. Although performance is critical to our success we don't want to overburden staff with data collection because priority is on the service. WIB staff will measure performance through short, internet- based surveys at various points in service delivery. Additional information may be recorded from reports out of CWDS.

Marketing Plan

In order for our PA CareerLink® System to meet customers' needs we need to be sure that they are aware of our services. This can only be accomplished through a robust marketing plan. With the plan to transition services from Comprehensive Centers to Affiliate Sites and other locations throughout the region we need to be sure that our customers can easily find us. We will include multiple points of outreach including: the internet, television, radio, newspaper, word-of-mouth, flyers and brochures. The following priorities were identified in our PA CareerLink® Strategic Plan and will continue to be our focus:

- Improve the public's perception of CareerLink quality of services
- Expand outreach to new employers and industry clusters
- Expand outreach/recruitment to underemployed, entry-level and professionals

Resources have been identified to support our marketing efforts and the CareerLink Marketing Committee that was formed as part of our continuous improvement efforts will be an integral part in this plan.

D. Operating Systems and Policies: Priority of Service

At an administrative level, the PA CareerLink® Administrator and / or North Central WIB Staff provide training to all Partners on Jobs for Veterans Priority Compliance. At the service delivery level, normally all veterans are referred to the BWDP Veterans' Representative for evaluation, service, and/or referral. Other PA CareerLink® staff, however, are also available to address the needs of veterans as they arise. **It is understood that regardless of the priority of service policy veterans receive priority of service when all other conditions are equal.**

The North Central WIB is committed to a priority service system where those individuals most in need, with additional barriers to employment, will be served first. Examples of individuals most in need may include welfare recipients, disadvantaged adults and youth, individuals with a disability and dislocated workers. The PA CareerLink® system utilizes a comprehensive mix of activities in order to provide employment and training opportunities to those individuals who can benefit from, and who are in need of such opportunities.

Specific to each funding stream a priority of service policy has been established, based on availability of funds. Core Services are available to the universal population. Intensive Services are made available to those eligible for the individual programs with priority to low income individuals. However, Training

Services, because they are more limited and more costly are based on a priority of service whereby those with the most barriers to employment are given priority. Below please find those barriers identified for each:

Dislocated Workers

- Unemployed and less likely to find employment at 80% of previous wage
- Determined to be in need of training services to gain employment and have the skills and qualifications to successfully participate in the selected program of training services.
- Selected programs of training services that are directly linked to the employment opportunities in the local area

Disadvantaged Adults

- Public Assistance Recipient
- Low income
- Determined to be in need of training services to gain employment and have the skills and qualifications to successfully participate in the selected program of training services.
- Selected programs of training services that are directly linked to the employment opportunities in the local area

The WIB allocates a training budget through the Title I Contract, North Central Workforce Development, for adult, youth and disadvantaged adults. It is then up to the local office, based on the availability of funds to approve training activities based on the priority listed above.

See Appendix G: Priority of Service Policies

E. Services to Adults and Dislocated Workers

The North Central Workforce Investment Area looks forward to the opportunity that programs and services that have been developed by the Department of Labor and Industry in support of Governor Corbett's vision. The following programs: Keystone Works, Job Gateway, and the Work Opportunity Tax Credit will all be promoted in our PA CareerLink® Centers. Staff have participated in training and webinars regarding these initiatives and will provide outreach opportunities to our employers and job seekers in regard to these opportunities.

NCWIBs Goal #3 – “The customer and market-driven Workforce Investment System and the PA CareerLinks® will have high and improving customer satisfaction rates from employer and job seeker customers” This goal helps ensure that the system remains focused on the needs of our job seekers and employers in order that they have high customer satisfaction with the system.

Each PA CareerLink® must ensure universal access in the provision of Title I services as part of the chartering criteria of the WIB. The North Central Workforce Investment Area's Equal Opportunity Officer, via a mutual endeavor with the PA CareerLink® Administrator and PA CareerLink®'s Equal Opportunity Liaison, shall be responsible for ensuring the PA CareerLink® is ADA/EO compliant and providing universal access to all clientele.

Core services are available through the local PA CareerLink® and are available to the universal population. Those partners contributing to the resource sharing agreement of the PA CareerLink®s are responsible for sustaining Core Services.

Through the allocation of costs of the Resource Sharing Agreements, resources of the partners are shared to cover the costs including that of core services. Each partner has committed to a level of service that has been identified within the Business Plan of each PA CareerLink® to include core services. The Management Team of the PA CareerLink® ensures that all services are covered and available through the partners. Chartering of the PA CareerLink®s ensures the availability as well as the continuous improvement of these services.

Customers that have entered the CWDS and have received core services and are not successful in finding gainful employment will move into intensive services based on the Board's priority of service policy. The provision of intensive services is part of the chartering review of the Board to ensure that services are available to customers in need.

The leveraging of resources takes place both regionally and at the county level. Regionally, multi WIB initiatives have been implemented. For example we are a partner in the Central PA STEM Initiative and the Northwest PA STEM, ShaleNET, Western HUB. At the county level there are industry consortia that meet on a regular basis that has led to the leveraging of additional resources.

The North Central WIA has also developed an "Education Cost Worksheet" that assists an individual interested in post-secondary education assess the cost of school as well as potential resources for covering the cost. Staff completes the Education Cost Worksheet with the customer with input from the school. Staff in each PA CareerLink® will coordinate with the appropriate agencies to leverage resources to ensure each customer's success in completing school. Other partners that we have been successful in leveraging resources include: The Office of Vocational Rehabilitation, Trade Adjustment Assistance, Veteran, PELL, PHEAA and other lenders.

The addition of the 235% of poverty (self-sufficiency wage) as an eligibility guideline increases the number of job seekers who are eligible for intensive and training services. The Regional Rapid Response approach and ARRA funding being targeted to training in high growth occupations (HPO List, IP feedback, Industry Consortia Feedback, and the implementation of the Training Provider Consortia) to encourage collaboration in order to increase the economies of scale will increase services to worker in need. The collaboration of the Business Service Teams has also enabled PA CareerLink® staff to serve an increased number of customers as staff are combining the Business and Training Assessment Tool with the Business Retention and Expansion Program tool to reach out to more employers than they are typically able to.

See Appendix N: Self-Sufficiency Policy

To assist in the increase of services to workers a universal orientation was developed. The NCWIB's PA CareerLink® Committee led the development and implementation of a Universal Orientation for the PA CareerLink® System. A workgroup was formed to look at the various orientations that were being held in each PA CareerLink®. In order to reduce the redundancy of the orientations and to reduce the staff time involved in holding all of the orientations the new orientation is provided to all participants entering the PA CareerLink® and is held by various staff. During the Universal Orientation, participants

received a brief explanation of all programs and services, are registered on the CWDS website and then referred to the appropriate staff / program / service.

Eligible Training Program / Provider System

The Board staff meet with our post- secondary providers at least on an annual basis. During these meetings staff share with our providers input that they have received from employers over the year on education needs and skills gaps that they have identified. We also reach out to our providers throughout the year either through RFPs that are issued on behalf of the industry partnerships or as the need is identified. The Eligible Training Provider system provides a mechanism for schools to submit courses on-line to meet the HPO demand in our area. The input of performance helps to maintain a quality check on our providers and their programs.

Only those programs that are on the High Priority Occupation List are approved for the Eligible Training Program / Provider System list. If a provider submits an application that does not crosswalk to the HPO List they are informed of the process required to submit to have an occupation added to the list. This demonstrates demand from employers for this occupation as providers must seek input from industry. In the North Central WIA, 35 openings per year for a three (3) year period must be verified. In addition, the NCWIB discusses the HPO List with members of its Industry Partnerships and county level industry consortia to add occupations to the HPO List that they have a demand for.

Training Services for Youth

The NCWIB provides training services to out of school youth through an Individual Referral Contract (IRC). **Please see Appendix M: LWIA Individual Training Account (ITA) Policy and Individual Referral Contract (IRC) Policy.**

OJT and Customized Training

On-the-Job Training will be provided to clients who have received both Core and Intensive Services and have not found employment and for whom this training option is considered viable and appropriate. Taken into consideration will be past work history and training in which skills have been developed for which training will not be duplicated. The cost per customer will vary due to the length of training required and the wage rate utilized for determining the hourly reimbursement rate. Employers will be reimbursed up to 50% of the training wage for those participants enrolled as long as the hourly wage is at least \$.50 above minimum wage.

Only those occupations that the WIB has approved as demand occupations are considered for On-the-Job Training Funds, depending on the availability of training funds. The referral of an individual to OJT may be made by any partner in the PA CareerLink®, however, the actual financial contract and case management of the client will be completed by the appropriate PA CareerLink® staff, depending on the eligibility of the client including, OVR, AAA, and WIA–Title I.

The Business Service Representative then develops a “Task Analysis” for the client specific to the client’s skills and abilities in comparison to the skills needed for the job. The “Task Analysis” identifies those skills needed with a timeframe for completion.

The Case Manager reviews the progress of the client a minimum of monthly with the employer. A checklist is utilized to evaluate the client.

On the Job Training and Customized Training is marketed to employers through the Business Service Teams of the PA CareerLinks®. Employers typically first complete the Business Needs Assessment and / or the Business Retention and Expansion Program survey as discussed earlier, to help identify their overall needs of which OJT or Customized Training may be an option. Similar to ITAs, funding for OJTs is explored with the most appropriate partner of the PA CareerLink®. WIA leverages funds from other partners to include but not limited to: Office of Vocational Rehabilitation, Trade Adjustment Assistance, and Veterans. **Once the North Central Workforce Operations has negotiated the contract provisions and defined the training to be provided, the same shall be reduced to writing for submission to the North Central WIB (Specifically, Susan R. Snelick, NCWIB Director) for final approval.**

~~The award of Title I OJT Contracts is individualized and approved by the Business Services Representative.~~

Apprenticeships

As identified in ETA's Training and Employment Guidance Letter No. 2-07, Registered Apprenticeship is a highly versatile training strategy that aligns with and advances the goals of key workforce investment system initiatives. The NCWIB recognizes the benefits of both registered apprenticeship and pre-apprenticeship programs and have identified all existing programs in our region. The NCWIB highly encourages the development of new apprenticeship programs as a solution to meet business customer needs however we do not utilize WIA Title I Funds for registered apprenticeship training.

In spring 2013, Steven Myers from the National Apprenticeship Office will be coming to the North Central Region to present to our employers the opportunities available. Below is a list of the apprenticeships currently offered in our region:

All apprentices are registered upon employment through the USDOL PA Apprenticeship and Training Council in Harrisburg PA. Once the Apprentices fulfill their commitment of the 8,000 and satisfactorily complete school work assignments' they become state approved Journeyman.

Cameron County:

- GKN Sinter Metals – Machinist, Maintenance Mechanic, Electrician, Maintenance.

Clearfield County:

- The Assistant Business Manager of the I.B.E.W. Local #5 is an active Board member as a representative of Organized Labor. The I.B.E.W. Local #5 provides high quality training in various fields within the electrical industry. Referrals are made to the business manager by our Title I youth staff and the Career and Tech Centers.
- GKN Sinter Metals – DuBois – Die Setter (Forging)
- Gasbarre Products (McKee Carbide Tool) – DuBois – Machinist and Tool and Die Maker

Elk County:

- OI Plants 18 and 19 – Brockport – Electrician, Maintenance
- SGL Carbon, St. Marys – Maintenance Mechanic, Numerical Control Machine Operator, Electrical / Maintenance and Electrician Maintenance.
- ~~Brockway Mould – Brockport – Maintenance Mechanic, Mold Maker, Die Caster and Plaster Facility Closed permanently on October 13, 2012.~~

Jefferson County:

- O-I Plant #76 – Brockport - Journey Man Apprentice program for Machine Repairer, Maintenance

- Rexam Pharmaceuticals – Brookville, Jefferson County – Mold Maker, Die Caster and Plaster, Electronics Technician, Machine Repairer / Maintenance, Maintenance Mechanic, Maintenance Repairer / Industrial.

McKean County:

- Zippo Manufacturing – Bradford – Machine Repairer, Maintenance
- Verallia – Port Allegany – Mold Maker, Die-Caster and Plaster, Maintenance Mechanic

The NCWIB will continue to identify additional apprenticeship programs. All information regarding apprenticeship programs we receive are shared with Title I and other PA CareerLink® Staff so that individual referrals can be made to these programs.

Services to Specific Populations

The North Central WIA provides services to those individuals as listed above based on individual need. Referrals are accepted from all partners. Job seekers are recruited in a variety of ways and from a number of different organizations. Each PA CareerLink® ensures compliance with all provision of the Equal Employment Opportunity (EEO) Program and locations are required to pass EEO – ADA accessibility requirements which ensure that there are universal services and accessibility for all customers.

Services available through each PA CareerLink® are described in each Business Plan determining how the services are coordinated by the partners. Partners providing services as those listed above include: WIA Title I, Office of Vocational Rehabilitation, and Bureau of Workforce Development Partnership (including Veterans, Trade, Unemployment Compensation and Employment Service).

An assessment system coordinates activities to include outreach and recruitment with all of the partners of the PA CareerLink® system. The assessment system also emphasizes an individual in-depth assessment process that includes: interviews, testing, counseling, and referral services, whenever appropriate. This system identifies individuals most in need; based on the number of barriers they possess, and then refers these individuals to the various programs offered through the PA CareerLink® system.

When a customer moves from Core to Intensive Services an Individualized Employment Plan (IEP) is developed jointly between the Case Manager and Customer. This IEP includes the following: an employment goal, work history, skills and aptitudes, barriers to employment, and the steps needed to move to self-sufficiency.

Below please find more detailed information on service strategies for specific populations:

- Services to businesses – Business Services Teams have been implemented in each PA CareerLink® and are comprised of representatives from all partners. The purpose of the Business Service Teams are to engage the employer community across the region to ensure that key industries and employers are connected to the system, services are tracked and that follow-up occurs. Services available to businesses include workforce services such as pre-screening, testing and assessment of the skill levels of current and future employees, personalized recruitment, job fairs and a variety of training services (i.e. OJT, Incumbent Worker, WEDNet, etc.), Business Needs Assessment and Business Retention and Expansion Program, Work Readiness Workshops, Employer Consortia and Industry Partnerships linkages. Business can also participate in the NCWIBs Industry Partnerships.

- Approach to identify qualified applicants for partner programs – The Universal PA CareerLink® Orientation is designed to ensure that all job seekers are referred to the appropriate program(s). Upon the completion of the orientation PA CareerLink® staff refers each job seeker to the program or programs that they may be eligible for so that they can receive the assistance they need.
- Services to Migrant Seasonal Farm Workers – Typically this type of individual also is in need of workshops (including work readiness) and education/training. Many times these individuals are lacking a solid work history and need work experience prior to being placed in full time work.
- Services to Veterans and related eligible persons, including National Guard and returning veterans.– Although the Veterans Representative is available in each PA CareerLink®, Veterans and /or eligible spouses have available to them core, intensive and training services. The NCWIB has in place a Priority of Service to Veteran Policy which ensures that Veterans and / or eligible spouses are identified at the point of entry so they can take full advantage of the priority of services. The Veterans Priority of Service policy is applicable to six programs offered in the PA CareerLink® System to include WIA Adult, WIA Dislocated Worker, National Emergency Grants, Wagner-Peyser State Grants, Trade Adjustment Assistance (TAA) and Senior Community Service Employment Program.

Please see Appendix F for the complete “Priority of Service to Veterans Policy”.

The NCWIB has also ensured that our CareerLinks are aware of and providing the services available to veterans through the “GoldCard Initiative”. When a veteran presents a “Gold Card” to CareerLink® staff they are receiving enhanced intensive services including 6 months of follow up. The services include:

- Job Readiness assessment, including interviews and testing;
 - Development of an Individual Development Plan (IDP);
 - Career guidance through group or individual counseling that helps veterans in making training and career decisions;
 - Provision of labor market, occupational, and skills transferability information that inform educational, training and occupational decisions;
 - Referral to job banks, job portals, and job openings;
 - Referral to employers and registered apprenticeship programs including local industry recognized credential programs such as ShaleNET and Fit 4 PM and Fit 4 Manufacturing;
 - Referral to training by WIA – Funded or third party service providers; and,
 - Monthly follow up by an assigned case manager for 6 months – this is typically the Veteran’s Representative located in each CareerLink®.
- Services to TANF customers and low-income individuals - North Central Workforce Development, the Title I Contractor, are also the recipient of Employment, Advancement, and Retention Network (EARN) funds. Therefore, a job seeker who is also a public assistance recipient is referred to the appropriate Case Manager to explore opportunities through the EARN contract.

- Services to displaced homemakers — This type of individual is trying to secure employment opportunities after years of being out of the workforce. Typically, workshops and education/training are the services most appropriate to this job seeker population.
- Services to women and minorities - Typically this type of individual also is in need of workshops and education/training. Many times these individuals are lacking a solid work history and need work experience prior to being placed in full time work.
- Services to individuals with multiple barriers to employment, including:
 - Older individuals – Services are coordinated with the local Area Agency on Aging.
 - Persons with limited English proficiency – Services are coordinated with the appropriate ESL provider in the local area.
 - Persons with disabilities – Services are coordinated with the Office of Vocational Rehabilitation.
 - Ex-offenders – Services are coordinated with the local judge and/or probation officers as appropriate. The NCWIB has ensured that all CareerLink staff are aware of the Legal Limitations on the employment of Ex-Offenders in PA in order to better serve this populations. The document created by the Community Legal Services has been distributed to all staff and is used to assist ex-offenders in applying for appropriate positions by knowing the limitations depending on their criminal background.
- Services to Dislocated Workers and Trade Act eligible participants – Rapid Response activities are available to those workers that have permanently lost their job. Included are re-employment, training and education opportunities; as well as an orientation of the various services available to this specific population. Services are coordinated at the PA CareerLink® with Unemployment Compensation, Trade Act Program Services and other agencies as appropriate for the individual. Additional programs to service this population includes Profile Reemployment Program (PREP), Reemployment and Eligibility Assessment (REA)Program, National Emergency Grants (NEG) / On the Job Training and Keystone Works.

Re-employment services, Unemployment Compensation, Rapid Response and Trade Act Services

The PA CareerLinks® located in the NCWIB currently provides a universal orientation process to all job seekers who enter the system. The orientation is the CareerLink Orientation and is in addition to the Profile Reemployment Program (PREP) which is held for dislocated workers. It is during these orientations that participants are informed of all services available to them in the PA CareerLink® including the information for UC claimants to open their claims. The goal of this orientation / program is to expedite reemployment services for dislocated workers while eliminating duplicative services. The job seekers are referred to the services most appropriate to their situation. This of course, includes UC Claimants. UC claimants are eligible for the full range of services at the PA CareerLinks® and all partners work together to assure that UC claimants are provided assistance needed to return to work as quickly as possible. Services available include core, intensive and training. In addition to the orientation, UC Claimants have the following services available to them: 1) Core Services such as Career Resource Area, Enrollment in to the PA CareerLink® System, Job Search Assistance, Job Clubs, Referral Services LMI, Job Development and Resume Preparation; 2) Intensive Services / staff assisted services such as assessment including Work Readiness Skills Standards and Compute-A-Match, Job Search Workshops, Job Search

Planning, Career Guidance Services, Counseling, Testing, Interview Skills Training and Vocational Guidance.

Each claimants work history, education and skills are reviewed by Title I Employability Counselors to determine the type and level of service required. An Individual Employment Plan (IEP) is developed for all those interested in Title I Services.

Upon the issuance of the RES policy by the BWDP the additional required services will be provided will be integrated into the PA CareerLink® orientation. It is anticipated that these services may enhance skill assessment, career guidance, individual service plans and labor market information. This will assist our PA CareerLinks® in 1) increasing the number of claimants called in each week; 2) enhancing the assessment process and 3) increasing follow up activities.

G. Services to Youth

Collaboration

The North Central Youth Council's Strategic Plan developed a couple of years ago highlights the framework of our youth programs and including the following mission and goals:

Our mission is "Building Partnerships that Prepare Today's Youth to be Tomorrow's Productive Citizens".

Our goals as identified during the Youth Council's strategic planning process are:

- 1) Increasing the awareness of career and educational opportunities among our youth
- 2) Ensuring career preparedness through improved youth literacy, and basic and soft skills (e.g. attitudinal, work readiness, etc.)
- 3) Connecting youth with employment opportunities through stakeholder collaboration and
- 4) Promoting the Youth Council as a regionally recognized and valued resource and information clearinghouse.

The complete Youth Council Strategic Plan can be viewed on our website www.ncwib.org.

In the North Central WIA, youth services are provided at the PA CareerLink®. Youth Employability Counselors are available for the PA CareerLinks® to provide comprehensive services to youth. In addition, the Youth Consortia that exist in each county which includes representatives from the workforce system, education, human services, juvenile justice and others collaborate on services to youth meet ~~monthly~~ **at least quarterly** to discuss services and leveraging of resources. All of the contractors that are awarded funds based on the Youth Council's Request for Proposal participate on the local Youth Consortia in discussing the best mix of services to youth that are most in need and have significant barriers to employment.

When the Youth Consortia were developed the position of Youth Employability Counselor became the integral part of the youth development system. This position, currently filled by Title I of WIA staff is responsible for assisting young people in tapping into services they need, guiding the young person through the maze of community services, and coordinating multiple service providers toward a common goal – the young person's success.

The Youth Employability Counselors function as a youth advocate on behalf of all funded programs, making certain that the collaborative services meet the needs of the youth.

The Youth Employability Counselor assumes the primary responsibility for outreach, recruitment, eligibility determination, client data tracking through the PA CareerLink® Operating System, initial and coordination of on-going assessment, the development of the Individual Service Strategy, referrals to the appropriate services, guidance and counseling, supportive services, **incentives, stipends** and the required 12 months of follow-up services.

The NCWIB when procuring for services will do so in accordance with the Workforce Investment Act of 1998, Title I, Subtitle B; 29CFR part 95, 95.40 through 95.48; and 29CFR part 97, 97.36 and 97.37; OMB Circular A-102; WIIN 2-00, Change 2 Section 8, Page 8-1; and, other applicable mandates as they may apply. When an RFP is developed by the WIB a notice is placed in local newspapers as well as sent out to our Bidder's List via postal mail and when available email. The bidder's list is maintained by NCWIB Staff and is updated regularly. Bidders are given the opportunity for technical assistance and a bidder's conference is typically held. Proposals are reviewed initially to determine if they contain the required items and then by a select team of evaluators who will review the proposals in depth and made recommendations. Recommendations are taken to the WIB via its Executive Committee for review. Upon approval or denial all are notified via postal mail. Following is a list of areas that the WIB utilizes when selecting a provider (this list is not all inclusive).

- No funds shall be used to duplicate services available in the area from Federal, State or local sources unless it is demonstrated that alternative services would be more effective;
- Past performance in achieving the goals and priorities established for employment and training activities;
- Ability to meet the program design specifications, performance standards;
- Ability to deliver comparable or related services at a reasonable cost;
- Ability to provide quality training; and,
- Ability to provide services to groups targeted for services or training.

Health and Safety Standards / Child Labor Laws

All WIA Title I Employability Counselors are aware of the requirements of the Health and Safety Standards Laws / Child Labor Laws. Each receive copies of the required postings and are responsible for the review of this information with each worksite. The NCWIB has implemented a Youth Work Experience / Stipend / Incentive / Supportive Services Policy and Procedure that is followed in the North Central WIA. This policy is available on our website www.ncwib.org.

In addition, the Monitoring Department is responsible for ensuring compliance with applicable Health and Safety Standards / Child Labor Laws. This is accomplished by visiting actual work sites and training sites and monitoring their compliance.

The Monitoring Department completes a monitoring questionnaire at each site visit to determine compliance. If the site is found non-compliant the staff will document their deficiencies and provide the site with a written notice at the time of the visit. Depending on the severity of the deficiency the site may be "shut down" meaning the youth will be sent home. This will then be followed-up with a

Deficiency Notice from the Workforce Investment Board Director. The site will have ten days to respond to the deficiency. The staff will then follow-up with another site visit to ensure the deficiency was taken care of.

Intake, Objective Assessment, Case Management, ISS and Eligibility Assessments

The Youth Employability Counselors throughout the North Central Workforce Investment Area are responsible for determining eligibility in accordance with the Workforce Investment Act's definition of an eligible youth:

- An individual who- Is not less than age 14 and not more than age 21 and
- Is a low-income individual (see definition below) and
- Is an individual who is one or more of the following:
 - Individuals who are school dropouts;
 - Individuals who are basic skills deficient;
 - Individuals with educational attainment that is one or more grade levels below the grade level appropriate to the age of the individuals;
 - Individuals who are pregnant or parenting;
 - Individuals with disabilities, including learning disabilities;
 - Individuals who are homeless or runaway youth; (homeless as defined by the Stewart B. McKinney Homeless Assistance Act)
 - Individuals who require additional assistance to complete an educational program, or to secure and hold employment. *The NCWIB has further defined this to mean: "any youth who is eligible for non-cash welfare benefits to include the Medical Card and Food Stamps".*

LOW-INCOME INDIVIDUAL: An individual who:

(A) Receives or is a member of a family that receives cash payments under a federal, state, or local income-based public assistance program;

(B) received an income or is a member of a family that has received a total family income for the six-month period prior to application for the program involved (exclusive of unemployment compensation, child support payments, payments described in subparagraph (A), and old-age and survivors insurance benefits received under Section 202 of the Social Security Act (42 U.S.C. 402)) that, in relation to family size, does not exceed the higher of:

(1) the poverty line, for an equivalent period; or

(2) 70 percent of the Lower Living Standard Income Level, for an equivalent period;

(C) is a member of a household that receives (or has been determined within the six-month period prior to the application for the program involved to be eligible to receive) food stamps pursuant to the Food Stamp Act of 1977;

(D) qualifies as a homeless individual, as defined in the Stewart B. McKinney Homeless Assistance Act §103(a) and (c);

(E) is a foster youth on behalf of whom state or local government payments are made; or

(F) in cases permitted by regulations of the secretary of labor, is an individual with a disability whose own income meets the requirements of (B) above, but who is a member of a family whose income does not meet such requirements. **[WIA §101(25)]**

See Appendix H-North Central WIB has established a policy for Eligibility Verification and Priority Selection for title I-B Youth

The youth customer will complete a multi-step, accurate assessment of their skills, aptitudes, and abilities (both current and potential) to assist the student and their family in determining the most effective and efficient informed career choice.

Through the initial completion of the North Central Youth Development System Application, a young job seeker expresses his/her interest in the services and enrollment in the Youth Development System. This application is the first step of the assessment process and helps determine the student need for and requirements for effective service. This application must be recommended by the school guidance counselor for In-School youth and the Youth Employability Counselor for Out-of-School Youth.

The youth customer and their parents and/or family jointly complete an Individual Service Strategy in cooperation with the Youth Employability Counselor utilizing all existing and acceptable previously completed assessments as well as others that are required by the Youth Council and the Workforce Investment Board.

In order to ensure compliance with Training and Employment Guidance Letter (TEGL) No. 5-12 Section 5.B. (i.e. "Developing an Individual Service Strategy") the Youth Counselor shall complete the ISS following said mandates which provide:

"The WIA Youth program requires every youth participant to have an ISS. As outlined in WIA Section 129 ©(1)(B), the ISS represents an individual plan for each young person that includes: 1) an employment goal, including, when appropriate, employment in a non-traditional vocation; 2) appropriate achievement objectives, including educational goal; and 3) appropriate services that take into account what is learned from the objective assessment.

The ISS is the basis for the overall case management strategy. The case manager should utilize the ISS to update strategies and activities as they occur, and to document referral and contact information for services obtained from partner organizations. When reviewing the ISS, case managers should document a youth's progress, activities completed, benchmarks reached, and any other accomplishments. Additionally, the ISS should be:

- Developed in partnership with the youth;
- Used as a tool that can and will hang over time, as necessary, to meet the needs of the youth person;
- Used as a roadmap to achieve measurable and attainable short-term and long-term goals; and
- Desirable to reflect the young person's interest and incorporate Career Pathway Planning."

TEGL No 5-2 Section 5.B. further provides:

"Employment and Training Administration (ETA) encourages case managers and other youth providers to review the Toolkit for Effective Front Line Services to Youth for effective approaches to developing an ISS. For sample ISS documents, see ETA's Youth Connections Community of Practice on Workforce 3One at <https://youth.workforce3one.org/page/resources/1001200332592308266>. Additional samples are provided in the Tools and Resources section of this TEGL."

The Case Manager tracks progress in the Commonwealth Workforce Development System (CWDS).

The structure of the North Central Youth Development System (YDS) also includes individual Youth Consortia that meet in each of the six counties of the region. Youth service providers, guidance counselors and industry representatives meet to ensure that the youth most in need are being identified and referred to the appropriate services needed to ensure that educational options and life outcomes are being met for the growing number of disadvantaged youth in our region. The NCWIB encourages the use of interagency collaboration to create a seamless system in which funds from other sources provide services to stabilize basic shelter, health and safety needs and meet the broad developmental needs of youth prior to their enrollment in WIA for services targeted to Career Education and Employment – this collaboration takes place within each county’s Youth Consortia and provides a strategy to promote service to the youth most in need.

Title I-B Youth Providers are responsible for the maintenance of adequate documentation to ensure the creditability of the eligibility determination. Adequate documentation includes:

- A completed application for each applicant; and
- Copies of documents used to determine eligibility, including the acceptance of applicant statement as self-certification as an alternative form of documentation, acknowledging that falsification of the information shall be grounds for immediate termination and may subject the applicant to other penalties under the law.

Framework

The Workforce Investment Act’s requirements regarding youth program design are addressed as described below:

- A) Preparation for postsecondary educational opportunities
All youth served through the North Central Youth Development System (YDS) receive the basic education skills needed to attend postsecondary education. Youth receive a mix of academic and enrichment activities and work simulation that assist the student in several areas.
- B) Connecting academic and occupational learning:
Examples include afterschool career clubs, job shadowing, company tours, etc. When we refer to afterschool time we include before school and after school hours and summer hours.
- C) Preparation for unsubsidized employment opportunities
The youth participate in educational opportunities preparing them for work including the work readiness skills workshop . This program covers such areas as resume writing, interviewing, team work, attendance, etc. This may occur prior to a youth being placed in an employment opportunity including: internships, job shadowing, or work experience. Youth are placed in employment opportunities where they have shown interest and have the aptitudes to perform the work.
- D) Connecting youth to the business community through intermediary entities

Staff rely on the employer expertise already established by the Business Services Teams within the PA CareerLink® System, the Youth Council / Regional Career Education Partnership and the Industry Partnerships. With the enactment of the Workforce Investment Act, there was a realization of the importance of the employer community as a customer of the system. Therefore, it is the intent of the youth development system to build on what has been developed and to coordinate services with other agencies. An example of this linkage is the development of the “Business and Industry Connection to Schools Program” that was implemented by the Youth Council / Regional Career Education Partnership through their Strategic Planning Process – this process is now called the North Central Business and Education Connect.

All Title I youth programs utilize the following tools when serving both in school and out of school youth:

- “Pennsylvania Career Zone” – an online tool that allows students to explore career interests, perform interest inventory, learn about life skills and education requirements and find jobs in Pennsylvania; and
- CWIA’s “Career Exploration Tool”, an online portal where individuals can assess interests, learn about apprenticeship programs and careers, view videos about occupations and review occupational wages.
- Other tools and resources as identified through best practices by other areas, states, etc.

The North Central Business and Education Connect Initiative provide the framework for connecting youth to the business community through by serving as the intermediary as described in Section I: Strategic Plan, D. Priorities and Goals.

The NCWIB also works with our Title I providers and other youth serving agencies to ensure that the following are provide additional framework for all youth programs:

- Increasing the awareness of career pathways to youth, parents, schools and other community agencies and members;
- Awareness of the PA-TIP program in order to encourage youth to career in manufacturing which are so prevalent in our area;
- Awareness and support for the Common Core Standards in English, Language Arts and Mathematics as well as the Career Education and Work Standards;
- Increased participation in STEM disciplines; and,
- Re-engagement of disconnected youth as well as dropout prevention.

The NCWIB through the Youth Council collaborates with our Title I provider, county level Youth Consortia on a regular basis as guidance is received from ETA and the PA Department of Labor and Industry and as best practices are identified. We consistently attempt to identify methods of partnering with other human service agencies to support youth programs; including summer employment and education work experiences throughout the year and to improve coordination with among existing programs such as Job Corps, Junior Achievement, etc. The following resources are being utilized to continue this discussion:

- Training and Employment Guidance Letter No. 5-12: Workforce Investment Act (WIA) Youth Program Guidance for Program Year (PY) 2012.

- Training and Employment Notice No. 46-11: Announcement of the Workforce Investment Act (WIA) Youth Program Reference Tool.
- Training and Employment Notice 18-05: John H. Chafee Foster Care Independence Program.
- Training and Employment Notice 39-11: Release and Availability of Career Pathways Technical Assistance Resources.
- Training and Employment Guidance Letter No. 30-10: Workforce Investment Act (WIA) Youth Program Guidance for Program Year (PY) 2011.
- Training and Employment Guidance Letter No. 17-05: Common Measures Policy for the Employment and Training Administration's (ETA) Performance Accountability System and Related Performance Issues.
- Training and Employment Guidance Letter No. 18-00: Program Guidance for Implementation of Comprehensive Youth Services Under the workforce Investment Act.
- US Department of Labor and Industry's: Toolkit for Effective Front-line Services to Youth.
- US Department of Labor by Social Policy Research Associates – Career Pathways Toolkit – Six Key Elements for Success.
- Training and Employment Guidance Letter No. 5-12: Workforce Investment Act (WIA) Youth Program Guidance for Program Year (PY) 2012.
- Workforce 3one. Org – participation in webinars and identification of additional best practices.

Awarding Grants for Youth Activities

Through the Request for Proposal (RFP) process for Title I Youth Services, the NCWIB and its Youth Council evaluates all proposals received. Once it is determined, who will be selected to provide the services a negotiation period begins. This enables the NCWIB and Youth Council to request additional information is included in the programs. The evaluation criterion that is used to identify effective or ineffective youth activities and providers follows:

- Program proposal addresses the issue clearly and meets a demonstrated need (includes prevalence, frequency, short and long term effects).
- Proposal clearly identifies and describes what core elements will be met and how they will be provided.
- Proposal gives a detailed profile of the target population and specifies in-school and out-of-school youth.
- Proposal demonstrates ability to recruit and enroll eligible participants.
- Program description addresses how, when, where services will be provided.
- Proposal identifies sound methods to assist with tracking and meeting identified performance measures.
- Proposal outlines strategies for follow up services of participant for not less than 12 months.
- Proposal demonstrates previous experience in delivering proposed services to the target population and demonstrates staff and volunteer qualification.
- Proposal incorporates STEM activities.
- Outcomes are realistic and clearly specified.
- Detailed individual cost section of budget and narrative are complete and accurate.
- Program / service costs are deemed appropriate and reasonable.
- Proposal leverages funds and / or expands existing, successful programs.
- Proposal was developed in partnership with other entities, (i.e. CareerLink®, Youth Consortia, etc.) and includes letters of agreement.

- Program proposes to serve out of school youth in addition to in school youth.

Required WIA Elements

The NCWIB, through its procurement process approved North Central Workforce Development at the Title I WIA Youth Provider to implement the 10 Required Elements: (below each of the 10 required WIA elements are the programs / activities that are being provided by Title I):

1. Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention

Participating in the Youth Development System that are determined to be in need of additional academic skills training will be referred to tutoring/academic skills classes in one of a number of ways including: subcontracts of the WIB to provide such service, Work Readiness Skills Standards in the PA CareerLink®, or a referral to an appropriate agency.

- Career Awareness classes during the school year
- Tabe and / or Key Train – Applied Mathematics and Reading for Information
- Linkages/referrals to community service agencies (GED)

2. Alternative Secondary School Service

The Youth Council recognizes the fact that not everyone learns best in a school setting. Therefore, local school districts efforts developing alternative educational opportunities will be recognized by the Youth Council for duplication and possible procurement.

- Career Awareness classes during the school year.

3. Summer Employment Opportunities

The Summer Employment Opportunity is often a young person's first job. Therefore, this experience must be a very positive one if we are going to effect the direction of their life. This component enables the youth to continue participation in academic education that is tied to the world of work during the summer months; therefore, demonstrating the need for academics in the world of work.

- Utilize the Business Service Representative through the Industry Partnership/Employer Consortia to develop Work Experiences based on their secondary/occupational goal – 120 hour program using the Youth Employment Program Work Maturity Observation linking academic skills into work place opportunities
- Provide the youth with opportunities for career exploration and skill development
- Help youth acquire the personal attributes, knowledge and skills needed to obtain a job and advance in employment
- Utilize the Business Service Representative through the Industry Partnership/Employer Consortia to develop Job shadowing and internship projects

4. Paid and unpaid work experiences

Work Evaluation makes available paid and unpaid work experience as one of the many options. Youth will be able to develop skills while providing a service to the employer.

- Utilize the Business Service Representative through the Industry Partnership/Employer Consortia to develop Work Experiences based on their secondary/occupational goal – 120 hour program which uses the Youth Employment Program Work Maturity Observation Provide the youth with opportunities for career exploration and skill development
- Help youth acquire the personal attributes, knowledge and skills needed to obtain a job and advance in employment
- Utilize the Business Service Representative through the Industry Partnership/Employer Consortia to develop Job shadowing and internship projects.

5. Occupational skill training

Youth will have the opportunity to be placed on a paid or unpaid work experience or to attend occupational skills training, if this is the best option for the youth. Youth that are suitable for this type of training will attend career exploration workshops in addition to career assessment testing to ensure that the occupation selected is in the best interest of the youth.

- Attend/Participate in Career Exploration to enable the youth to match/validate their skills, interests an strengths for training
- Discuss/complete the Educational Cost Worksheet
- On the Job Training – help youth acquire the personal attributes, knowledge and skills needed to obtain a job and advance in employment.

6. Leadership development opportunities

The youth will have the opportunity to develop their leadership capabilities in various activities throughout the Youth Development System. The best opportunity to develop leadership skills is in a work experience, where the youth can experience first-hand how their actions affect the group. This will then give the youth the self-esteem to participate more often.

- Expose youth to postsecondary education opportunities through Career Exploration;
- Develop community and service learning projects through utilizing the Business Service Representative through the Industry Partnership/Employer Consortia to develop Work Experiences – 120 hour program using the Youth Employment Program Work Maturity Observation
- Introduction to the Industry Clubs
- Expose to Junior Achievement
- Utilize the Career Link workshops

7. Comprehensive guidance and counseling

Members recognize an individual need for guidance and counseling in order for many youth to be successful. A WIA Title I Youth Counselor is available in each of our PA CareerLinks® for both individual as well as group counseling. For in-school youth this will be coordinated with the guidance counselors in the local school districts.

- Utilize the North Central Youth Development System to Success Performance and Follow-up Tracking Form including contacts in person, by telephone or by e-mail
- Utilize the customer letter and survey to be mailed out on a quarterly basis.

8. Adult Mentoring

One of the Youth Council's top priorities is Adult Mentoring. The Youth Council seeks appropriate agencies to provide this component through the procurement of services every program year. One of the successful mentoring programs includes the Penn State Cooperative Extension's Leaders in Technology Program. In addition the WIA Title I Youth Counselor serves as an adult mentor to every youth they work with.

- Utilize the Business Service Representative through the Industry Partnership/Employer Consortia to develop Work Experiences – 120 hour program using the Youth Employment Program Work Maturity Observation

9. Supportive Services

As part of the development of the Individual Service Strategy (ISS), supportive service needs are documented. This is a living document therefore, if a need arises while the youth is enrolled the plan will be modified and the need will be addressed. Staff coordinate services with other agencies servicing youth and are aware of what those services are.

- Linkages/referrals to community service agencies
- Utilizing the Supportive Service Request form to achieve the goals of the program

10. Follow-up services

A key factor in keeping anyone in employment is follow-up. If support isn't available to customers when a need arises, there almost always will be failure. In order to alleviate this problem, staff believe in a follow-up system that will be frequent and responsive. This system will be available for one to two years upon a youth's completion of the program and includes such services as sustained employment and educational achievement, advancement along a job and / or educational ladder and personal development. Personal development is accomplished through workshops help at the CareerLink® or other facility on topics such as lifelong learning topics, communication in the workplace, etc....

- Utilize the North Central Youth Development System to Success Performance and Follow-up Tracking Form including contacts in person, by telephone or by e-mail
- Utilize the customer letter and survey to be mailed out on a quarterly basis.

Through the PA CareerLink® System all customers will be able to access core services. These services, coordinated by all the partners of the PA CareerLink® system will include such things as: Commonwealth Workforce Development System, Initial Assessment, and Orientation to Services, Suitability, Testing, Labor Market Information, Job Orders, and Referral to Support Services, Resume Writing, and Assistance in establishing eligibility for Welfare-to-Work activities.

5% Exception

In addition, the Youth Council will allow for up to 5% of the total number of youth served being non-WIA eligible youth. For those youth served under this exception, they must possess a serious barrier to employment including any one of the following barriers:

- Individuals who are school dropouts;
- Individuals who are basic skills deficient;
- Individuals with educational attainment that is one or more grade levels below the grade level appropriate to the age of the individuals;
- Individuals who are pregnant or parenting;
- Individuals with disabilities, including learning disabilities;
- Individuals who are homeless or runaway youth;
- Individuals who require additional assistance to complete an educational program, or to secure and hold employment. *The NCWIB has further defined this to mean: "any youth who is eligible for non-cash welfare benefits to include the Medical Card and Food Stamps".*

The Local WIA Title I provider rarely utilizes the 5% exception.

Serious Barriers to Employment

A serious barrier to employment including any one of the following barriers:

- Deficient in basic literacy skills
- A school dropout
- Individuals with disabilities, including learning disabilities
- Homeless, a runaway, or a foster child
- Pregnant or a parent
- An offender
- An individual who requires additional assistance to complete an educational program, or to secure and hold employment. *The NCWIB has further defined this to mean: "any youth who is eligible for non-cash welfare benefits to include the Medical Card and Food Stamps".*

This determination is made during the objective assessment process between counselor and customer.

Job Corps

Although we do not have a Job Corps center in our region, we do have Job Corps representation on the Youth Council therefore coordination is established at the Council level. Mr. Robert Chunta, Admissions Counselor for Job Corps has been a member of the Youth Council since March 2008. Mr. Chunta also coordinates with the Employability Counselors at the county level on direct services for youth participating in the system.

H. Administration and Performance

Service Availability and Non Duplication

Through the development of both the Partner Agreements and Resource Sharing Agreements for each Comprehensive PA CareerLink® Center partner services are identified. Partner services are made available in a number of different ways including both the direct provision of services at the PA CareerLink® Center and referral to the appropriate agencies.

In regard specifically to Core Services, this is coordinated at the local level within the specific PA CareerLink® Center. Although all the partners within the PA CareerLink® Center are funded through their individual silos and are held to their specific rules and regulations, duplication of Core Services is avoided as much as possible. Within each Site Plan each local PA CareerLink® Center must identify how Core, Intensive and Training Services will be provided at the PA CareerLink® Center.

CWDS

The North Central WIA relies on the Commonwealth Workforce Development System for capturing and reporting performance data. Staff in the PA CareerLink® are responsible for the appropriate data entry according to their job responsibility. Staff are trained on the proper input into the system and the Monitoring Department is responsible for oversight and reconciliation of the system.

Monitoring Guidelines and Risk Assessment Policy and Procedures

The NCWIB in compliance has established “Monitoring Guidelines and Risk Assessment Policy and Procedures” that have been in effect since April 7, 2001 with revisions made periodically. The guidelines are available on our website www.ncwib.org.

The process the NCWIB has implemented for its responsibilities for oversight/technical assistance, monitoring/benchmarking, and corrective action/continuous improvement in the North Central Workforce Investment Area are summarized below. The complete “NCWIB Monitoring Guidelines / Risk Assessment Policies and Procedures” can be found on our website www.ncwib.org North Central WIA Local Plan, other NCWIB Policies and Documents, Monitoring Guidelines and Risk Assessment Policy and Procedures. PA CareerLink® staff are responsible for the appropriate data entry according to their job responsibility. Staff are trained on the proper input into the system and the Monitoring Department is responsible for oversight and reconciliation of the system.

In addition, the Monitoring Department is responsible for completing periodic evaluation / monitoring visits to all agencies that the WIB subcontracts with to provide services. During these monitoring visits all aspects of the grant are reviewed and if found not in compliance a corrective action plan is initiated. The intent of this is to provide subcontractors with the opportunity to continue to offer their services to our customers without interrupting the process.

The Monitoring Department has a great deal of expertise in the monitoring of Summer Youth Programs. All worksites will be monitored to ensure that sites are in compliance with Child Labor Laws and EO / ADA requirements to include the posting of the required documents. Monitoring of worksites will occur one time per week and will also include the documentation of all observations made during each visit. Monitors will check for proper paperwork, clearances of supervisors having direct contact with youth, timesheet completion, etc.

Awarding Grants and Contracts for WIA Title I Activities

The NCWIB has established procedures for the competitive process to be used to award grants and contracts for activities to be carried out under WIA Subtitle I. The NCWIB maintains a bidder’s list that contains the contact information of potential bidders as they identify themselves and become known to staff. The list contains training providers and includes community based and faith based organizations. Occasionally, the list is reviewed and confirmed by contacting those on the list to determine their desire to remain on the list.

Solicitation for letters of intent are sent to potential bidders as listed on the Bidder’s list. In addition, a public notice is made in local newspapers. Those who notify the NCWIB of their intent to bid are put on

a second mailing list to receive the actual request for proposal package which includes the intent and requirements of the program as well as the date and time of the bidder's conference at which time staff provide technical assistance and answer questions regarding the RFP. Following the bidder's conference no further questions are accepted. Once proposals are received staff and the Youth Council evaluate all proposal received. Recommendations are made by staff and the Youth Council and taken to the NCWIB for approval. Letters of award and non-award are then written to the bidding agencies and contracts are negotiated.

The NCWIB has also established procedures for reviewing and awarding through a non-competitive method. There are five (5) forms of Non-Competitive Negotiation methods utilized by the NCWIB. They are non-solicited, sole source, On-the-Job Training, Customized Training and Individual Training Accounts (ITAs).

See Appendix I for the complete NCWIB Procurement Policy

The NCWIB has established a procedure for training providers to appeal a denial of eligibility, a termination of eligibility or other action by the NCWIB or PA CareerLink Operator. The appeal must be filed electronically through the CWDS website and submitted to the NCWIB no later than 20 working days from the date of the rejection notice.

The NCWIB utilizes WIIN 1-07, Change 1 to ensure the Eligible Training Provider / Program system is utilized as well as the HPO policy as issued by the PA Department of Labor and Industry. Training providers are made aware of the availability of the document on the NCWIB website and are encouraged to review the document. Training providers are made aware of the opportunity to add programs on a regular basis via email and are informed of the HPO petition process as soon as it is released. The NCWIB has also established a training provider appeal policy that can be viewed in appendix J of this document. All of the documents referred to above can be viewed at www.ncwib.org North Central WIA Local Plan, other NCWIB Policies and Documents, WIA Certification Process for Eligible Programs / Providers (ETPP).

Please see appendix J – Training Provider Appeal Policy

All program related complaints and / or grievances arising in connection with the administering of Workforce Investment Act Title I funding programs and activities operated by the North Central Workforce Investment or its sub-recipients, service provider or agencies must follow a 4 step process:

- Step I – The Opportunity to File a Complaint / The Opportunity for an Information Discussion.
- Step II – The Opportunity for an Informal Conference
- Step III – The Opportunity for a Hearing and
- Step IV – Notice of Recourse

The complaint may be settled during the first step of the process. All complaints must include names, description of the occurrence, dates the occurrence took place and attempted resolution measures. Please see appendix K –Appeal Policy for the complete policy.

Please see Appendix K – Participant Eligibility Appeal Policy

PA CareerLink® staff who wish to file a grievance are encouraged to meet with the responsible staff to explain the problem in an efforts to resolve the situation between the parties involved. If this is not possible however steps have been established for PA CareerLink® Staff to follow until the grievance can be resolved.

Please see Appendix L: PA CareerLink® Staff Grievance Procedure Policy.

Administration of WIA Funds

Administration of WIA funds is provided at the WIB staff level for budgeting purposes and oversight. The accounting function is performed by NCRPDC staff in the Accounting Department.

The Finance Committee of the WIB is responsible for the Board oversight of the WIA funds. Every June a preliminary budget is provided to both the Executive and Audit and Finance Committees of the WIB for their review and approval. Then at every Board meeting an update of the budget with expenditures is provided. The Board is also responsible for welfare funds that include, for the following year, Employment, Advancement and Retention Network (EARN) and Transportation.

~~The Resource Sharing Agreements are reviewed and approved by the PA CareerLink® Operator then submitted to the WIB for their endorsement.~~ A local partner team develops the Resource Sharing Agreement consisting of the Site Administrator, the Management Team and the Fiscal Agent. They are then reviewed and approved by the Operator and WIB.

NCRPDC serves as the Fiscal Agent for the PA CareerLink® System.

The NCWIB staff are responsible for oversight of the funds to ensure the proper policies; tracking and accountability are in place.

The NCWIB employs five (5) staff to oversee the Workforce Development System throughout the region. Of these staff, a percentage of time as appropriate is charged to administration. The NCWIB has managed to reduce administrative costs to a minimum and continues to review and measure to ensure that any possible duplication is eliminated.

Property management

In order to ensure the most efficient use of WIA funds and existing resources, the North Central LWIA has established a property management system with the following goals:

- To account for and control all property under the Governor’s jurisdiction on an up-to-date inventory basis for all levels of programs activities;
- To utilize personal or real property transferred from programs under all former Federal job training programs;
- To eliminate unnecessary purchases or property under WIA through the transfer of available excel property; and,
- To control the rental and leasing of property.

The LWIAs Property Management Standards for WIA adhere strictly to the U.S. Department of Labor regulations contained in OMB Circulars, as applicable.

The LWIA has designated 2 staff as responsible for the LWIA's Property Management System's Compliance – Susan Snelick, WIB Director and Michele Caggiano, Property Administrator. The LWIA serving as the fiscal agent is responsible for the following:

- Maintain an inventory system to account for all property acquired with WIA funds or acquired from other sources and used in the WIA program. WIA property will be properly identified;
- Perform an annual physical inventory of all property purchased using WIA funds, or funds from any prior Federal program. The results of this physical inventory will be reconciled with records maintained by the Fiscal Agent and, where applicable, the Bureau;
- Verify, prior to any acquisition, that needed property is not available through alternative source;
- Establish bidding procedures that assure open and free competition. The bidding procedures must meet applicable Federal requirements;
- Obtain written approval from the Bureau for the purchase of any property with a unit acquisition cost of \$5,000 or more. The approval request will include a justification and all identifying information;
- Approve or disapprove all lower tier requests for the purchase of property in accordance with the applicable requirements. Copies of all approvals and the WIA (or local) tag number(s) assigned will be maintained at the Fiscal Agent's office and made available for review by authorized representatives. For sub recipient purchases with a unit acquisition cost of \$5,000 or more, the Fiscal Agent will obtain the Bureau's approval;
- The Fiscal Agent will notify the Bureau of excess property with a unit acquisition cost of \$5,000 or more. Notification will be distributed to all Fiscal Agents so that items no longer needed in one area may be made available for use by other LWIAs. The Fiscal Agent also uses this method for other miscellaneous excess property;
- The Fiscal Agent will maintain a control system that will safeguard all property against loss, damage, or theft; and,
- Maintain policies and procedures for leasing or renting non-expendable personal property.

The complete policy is available on our website – www.ncwib.org.

Required Local Plan Appendices:

- A: LWIA Common Measures Negotiated Performance Goals
- B: Published Notice(s)
- C: Public Comments Received/Addressed
- D: LWIB/CEO Agreement
- E: Organization Chart
- F: LWIB/One-Stop Partner Agreement
- G: Priority of Service Policy(ies)
- H: Eligibility Verification and Priority Selection for Title I-B Youth
- I: LWIB Procurement Policy(ies)
- J: Training Provider Appeal Policy
- K: Participant Eligibility Appeal Policy
- L: PA CareerLink® Staff Grievance Procedure Policy
- M: LWIA Individual Training Account (ITA) Policy**
- N: Self-Sufficiency Policy**

Appendix A -- LWIA Common Measures Negotiated Performance Goals

WIA Common Measures Performance	Previous Year's Performance (PY 2011)	Proposed Performance Goals (PY 2012)
<u>WIA Performance Levels</u>		
Adults Measures:		
Adult Entered Employment Rate (EER)	73	
Adult Employment Retention Rate (ERR)	82	
Average Six-Month Earnings	12,500	
Dislocated Worker Measures:		
Dislocated Worker EER	75	
Dislocated Worker ERR	90	
Dislocated Worker Average Six-Month Earnings	15,570	
Youth Measures:		
Literacy Numeracy Gain	58	
Placement in Education or Employment	65	
Attainment of Degree or Certificate	52	

