

Region Workforce Development Area name: North Central Workforce Development Area

Effective Date: January 1, 2018

1.1. Identification of the region.

- Name: North Central Workforce Development Area
- Workforce Development Areas: North Central Workforce Development Area comprising the counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter.
- Key Region Committee Members:

The key planning region committee members charged with drafting the regional plan were the members of the Future's Committee and the Workforce Delivery System Committee of the board.

The Future's Committee is a standing committee of the North Central Workforce Development Board which includes board staff, board members, secondary and post-secondary schools including career and tech centers, employers and other agencies in our region. Responsibilities and Activities of the Future's Committee include: to explore opportunities that will assist the WDB with its goals for the future including grant opportunities; to ensure that Industry / Sector Partnerships, Business and Education Connect activities (regional) and other ideas as identified by the board are meeting the goals and objectives of the board; to provide quarterly reports on each activity to the board at each of their quarterly meetings and upon request of the board and to take a proactive position regarding company closings, acquisitions, bankruptcies and expansions

The members are as follows:

Board Staff: Pamela Streich, Joseph Royer, Ashley Urbancic

Board members: Jeff Miller, IBEW and Dave Cornelius, IBEW

Education Representatives: Amy Goode, Community Education Center (CEC) for Elk and Cameron Counties, Bob Wicker, Potter County Education Council (PCEC), Barry Fillman and Megan Bundy, Jefferson County – DuBois Career and Tech Center; Elizabeth Frankhouser, Clearfield County Career and Tech Center

Community Agency – Greg Sands, Junior Achievement.

The Workforce Delivery System Committee Responsibilities and Activities: Responsible for the oversight and continuous improvement of the PA CareerLink® System, including Resource Sharing Agreement Budgets and Infrastructure Agreements; the development of procurement requests, proposals and resulting contract between the entity selected to serve as the system Operator and the board. Oversight and guidance of the system Operator.

The members are as follows:

Board Staff: Linda Franco and Susan Snelick

Board Members: Bruce Jones, BWPA Staff, Christina Palmer, OVR, Greg Lezanic, DHS, Joseph Hardes, Empereon Marketing, LLC, Kelly Okerlund-Davis – Seneca Highlands IU9 and Tonya Coursey, First Citizens Community Bank.

Education Representatives: Kate Brock, Community Education Center for Elk and Cameron Counties.

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Other – Larry Horning – Title I Provider

In addition, all board members as well as industry partnership members were asked to provide input into both the regional and local multi-year plans.

- Meeting Dates:

Partner meeting – May 31, 2017

Manufacturing and Healthcare Industry Partnership Request for input sent on June 25, 2017

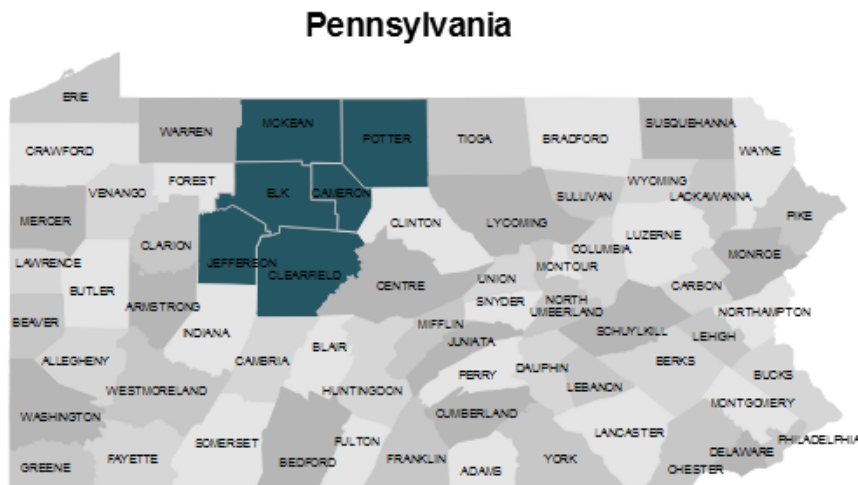
Future's Committee – June 30, 2017

Workforce Board meeting – July 12, 2017

Workforce Delivery System Committee – July 25, 2017

1.2 Describe the collection of analysis of regional labor market data (in conjunction with the Commonwealth).

The North Central Workforce Development Area is comprised of the counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter in North Central Pennsylvania. Overall, it is home to approximately 219,016 citizens.¹ It is primarily rural with only one combined statistical area, Dubois, PA (Clearfield County) with a population of 80,751.² The communities, businesses, industries, and workforce of this region continue to work together with the North Central Workforce Development Board (WDB) (Workforce Solutions for North Central Pennsylvania) to streamline state, federal and regional services, including workforce investment, economic and community development and transportation planning.



¹ Population estimates by county 2017, Claritas Spotlight.

² American Fact Finder Survey, 2012

State of the Regional Economy and Key Positive and Negative Economic Conditions

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 North Central Workforce Development Board is headquartered in Kersey which is the central location to the region.

The North Central regions' capacity to provide an educated workforce is evidenced by a variety of post-secondary education and training providers that includes three major university branch campuses, three career and technology centers, one community college "presence" as well as two privately owned schools. There are also two Community Education Centers whose mission is to bring post-secondary training to our region. Most recently the Rural Regional College for Northern Pennsylvania was approved by the PA Department of Education that will provide low-cost instruction for nine northwestern Pennsylvania counties lacking a community college.

With a 2016 labor force of just over 97,000 (EMSI), the largest sector in the North Central Workforce Development Area is Manufacturing, employing 17,743 workers representing 24% of the gross regional product with average earnings of \$59,689. The next largest sectors in the region are Health Care and Social Assistance (15,673 workers, 10% of GRP and average earnings of \$45,761) and retail trade (10,478, 6% of regional GRP and average earnings of \$28,355). The Government sector (which includes education), employs 12,055, represents 11% of the GRP with average earnings of \$63,129.

High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. According to the Pennsylvania Center for Workforce Information and Analysis, the sectors with the largest location quotients (LQ) in the region include Energy (LQ=2.94), Wood/Wood Products and Publishing (LQ=2.71), and Advanced Manufacturing (LQ=2.17). In addition, each of our counties is home to a niche sector with Information Technology being a significant sector in Potter County. Tourism is another major sector worth noting with all of our six counties within the PA Wilds designation.

Despite slight declines in the numbers of people employed in recent years, the North Central region depends heavily on Manufacturing, having employed 18.8% of the workforce in 2014. 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. Education and health care services are also significant, combined representing 22.8% of the workforce in 2014, while employment in those occupations is expected to grow 10.8% between 2014 and 2024

POPULATION

According to Claritas Spotlight, the population in our six-county North Central region is estimated to have declined from **224,780 in 2010** to **219,026 in 2017**, resulting in a decline of **2.6%** between 2010 and 2017. Over the next five years, the population is projected to decline by an additional **1.2%**. The population in the state of Pennsylvania is estimated to change from **12,702,379 in 2010** to **12,822,858 in 2017**, resulting in a growth of **0.9%** between 2010

and 2017. Over the next five years, the population in the state of Pennsylvania is projected to continue to grow by **0.8%**.

The population of the North Central region is aging. In 2017, the median age for the North Central region is **44.8**, while the average age is **43.1**. Five years from now, the median age is projected to be **45.4**, compared to the state of Pennsylvania overall where the median age is **40.9**, while the average age is **41**. Five years from now, the median age across the state is projected to be **41.6**.

The population of the North Central region is not very racially and ethnically diverse. Most the citizens of the North Central region (**95.7%**) are White Alone, **1.9%** are Black or African American Alone, **0.2%** are American Indian and Alaska Nat. Alone, **0.6%** are Asian Alone, **0.0%** are Nat. Hawaiian and Other Pacific Isl. Alone, **0.5%** are Some Other Race, and **1.1%** are Two or More Races.

This region is substantially less diverse than the state of Pennsylvania overall where **79.8%** are White Alone, **11.2%** are Black or African American Alone, **0.2%** are American Indian and Alaska Nat. Alone, **3.4%** are Asian Alone, **0.0%** are Nat. Hawaiian and Other Pacific Isl. Alone, **3.0%** are Some Other Race, and **2.3%** are Two or More Races. The North Central area's current estimated Hispanic or Latino population is **2.1%**, while state's current estimated Hispanic or Latino population is **7.2%**.

HOUSEHOLDS

The number of households in this area is estimated to decline from **91,225 in 2010** to **89,700 in 2017**, resulting in a decline of **1.7%** between 2010 and 2017. Over the next five years, the number of households in the region is projected to continue to decline by **0.9%**. The number of households in the state of Pennsylvania overall is estimated to change from **5,018,904 in 2010** to **5,099,166 in 2017**, resulting in an increase of **1.6%**. Over the next five years, the number of households across the state is projected to increase by **1.1%**.

EDUCATION

Currently, the population of the North Central region has lower educational attainment compared to the state. It is estimated that **3.7%** of the population age 25 and over in the region had earned a Master's Degree, **0.7%** had earned a Professional School Degree, **0.3%** had earned a Doctorate Degree and **9.4%** had earned a Bachelor's Degree. In comparison, for the state, it is estimated that for the population over age 25, **8.0%** had earned a Master's Degree, **1.8%** had earned a Professional School Degree, **1.4%** had earned a Doctorate Degree and **17.3%** had earned a Bachelor's Degree. Clearfield County has the smallest percentage of the population with a Bachelor's Degree or higher (12.6%). Almost 12% of the regional population has not completed high school.

INCOME

The average household income in the North Central region is estimated to be **\$56,276** in 2017, which is substantially below the state average household income (**\$77,812**). The average household income in the region is projected to increase over the next five years to **\$59,820**. The average household income in the state is projected to increase more rapidly over the next five years, from **\$84,180**.

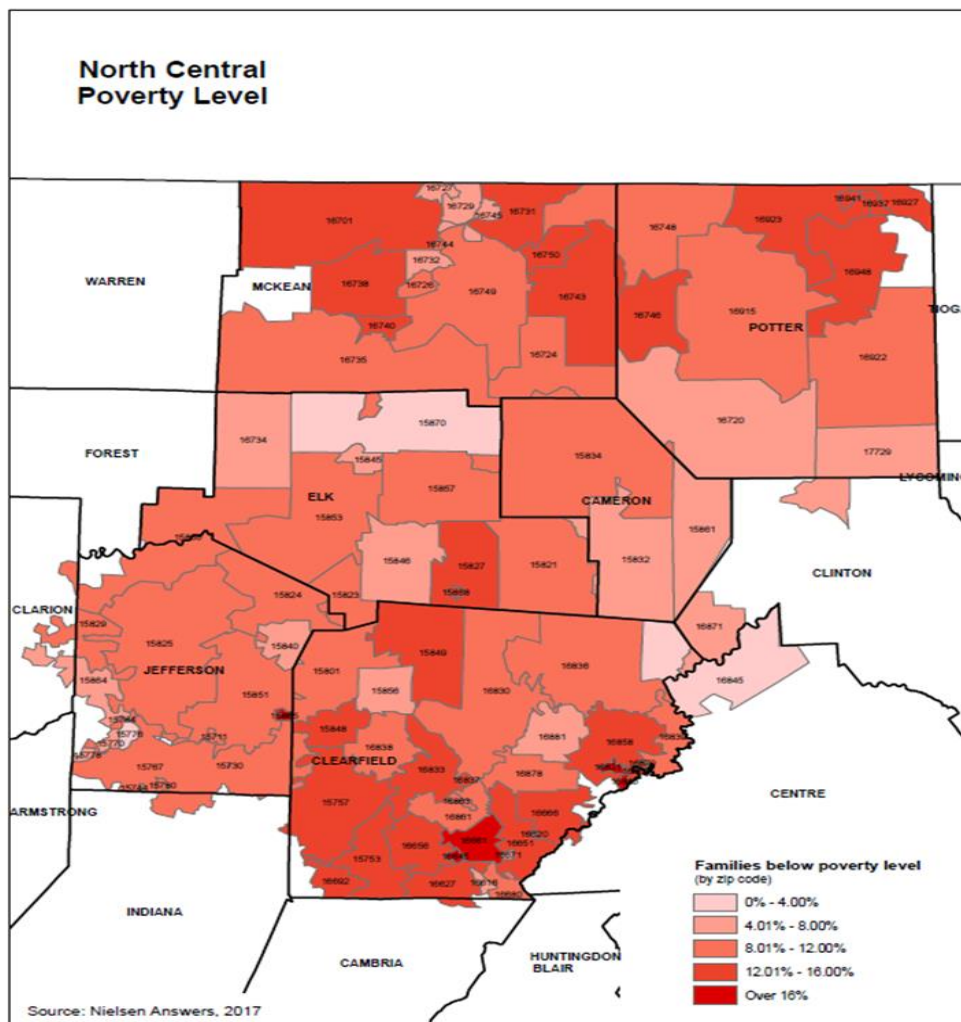
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HOUSING

Most of the dwellings in the region (76.03%) are estimated to be Owner-Occupied in 2017, which is higher than the state (69.5%). Almost a third of the housing units in the region (32.02%) are estimated to have been built between 1939 or Earlier in 2017, which is less than the state (25.7%). Overall, almost a quarter (23.97%) of the regional population rents their home. McKean County has the largest percentage of renters (73.6% own vs. 26.4% rent) compared to other counties in the region.

POPULATION WITH BARRIERS

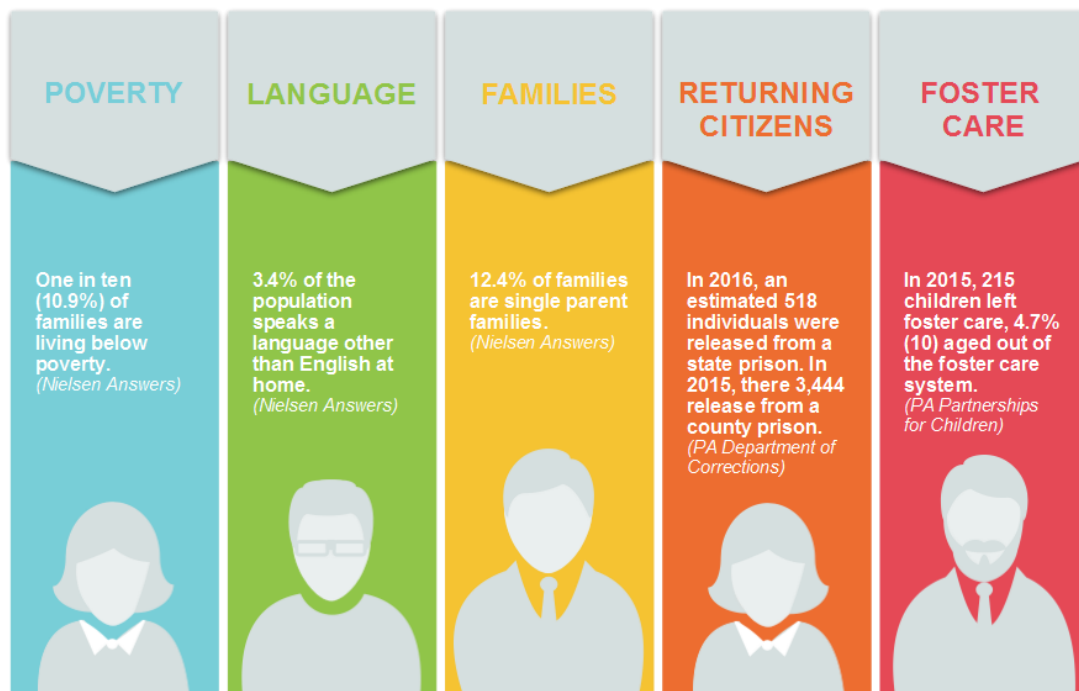
Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the North Central region overall, one in ten (10.9%) families are living in poverty. Single parents are more likely to be living in poverty, with 12.4% of households in the region considered single parent households. The female single parent population is difficult to serve because they often lack child care and transportation.



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According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, health problems, and other personal characteristics that make them hard to employ. Once in the community, not only are many employers reluctant to hire convicted felons, but many former prisoners are legally barred from certain occupations. In the North Central region, in 2016 there were 518 individuals released from a state prison and in 2015 there were 3,444 releases from county prisons.

Research obtained from Children's Rights has shown that youth who age out of foster care are less likely than youth in the general population to graduate from high school and are less likely to attend or graduate college. By age 26, approximately 80% of young people who aged out of foster care earned at least a high school degree or GED compared to 94% in the general population. By age 26, 4% of youth who aged out of foster care had earned a 4-year college degree, while 36% of youth in the general population had done so. In the region, approximately 4.7% of children currently in foster care aged out of the foster care system in 2015 (10). There were no children who aged out of the foster care system in Elk, Cameron or Potter Counties in 2015.



According to the Division for Social Policy and Development Disability, in developing

countries, 80% to 90% of persons with disabilities of working age are unemployed, whereas in industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception, fear, myth and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Myths abound, including that persons with disabilities are unable to work and that accommodating a person with a disability in the workplace is expensive. Contrary to these notions, many companies have found that persons with disabilities are more than capable.

When looking at the North Central region, 5.9% of those employed have a disability, while 18.7% of those unemployed have a disability. In the region unemployment is 163.0% higher for those with a disability (16.6%) compare to those without a disability (6.3%).

There are also 3,463 transition age (14-21) students receiving services through the local Intermediate Units, with over half (56.6%) of those students having a learning disability, 86.2% have an intellectual disability, 11.3% have emotional disturbances, 14.0% have health implications and 8.4% have autism.

According to Youth.Gov, the high social and economic costs of teen pregnancy and child-bearing can have short- and long-term negative consequences for teen parents, their children, and their community. Through recent research, it has been recognized that pregnancy and childbirth have a significant impact on educational outcomes of teen parents.

- ✓ By age 22, only around 50 percent of teen mothers have received a high school diploma and only 30 percent have earned a General Education Development (GED) certificate, whereas 90 percent of women who did not give birth during adolescence receive a high school diploma.
- ✓ Only about 10 percent of teen mothers complete a two- or four-year college program.
- ✓ Teen fathers have a 25 to 30 percent lower probability of graduating from high school than teenage boys who are not fathers.

Children who are born to teen mothers also experience a wide range of problems. For example, they are more likely to:

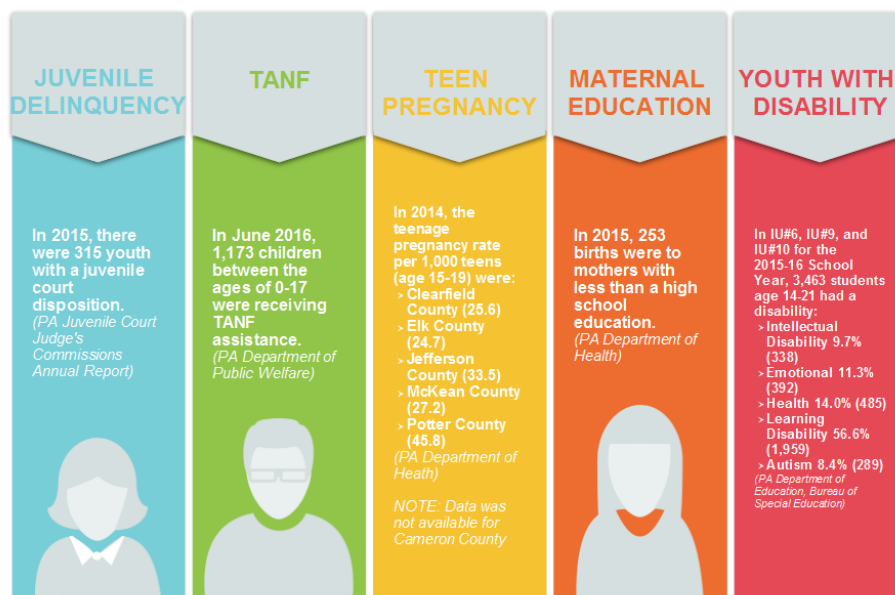
- ✓ have a higher risk for low birth weight and infant mortality;
- ✓ have lower levels of emotional support and cognitive stimulation;
- ✓ have fewer skills and be less prepared to learn when they enter kindergarten;
- ✓ have behavioral problems and chronic medical conditions;
- ✓ rely more heavily on publicly funded health care;
- ✓ have higher rates of foster care placement;
- ✓ be incarcerated at some time during adolescence;
- ✓ have lower school achievement and drop out of high school;
- ✓ give birth as a teen; and
- ✓ be unemployed or underemployed as a young adult.

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about \$11 billion per year due to increased health care and foster care, increased

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incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as \$28 billion per year or an average of \$5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

According to the PA Department of Health, in 2014, the teen pregnancy rate varied in the region. Elk County had the lowest regional rate at 24.7 births per 1,000 teens, while Potter County's rate was 45.8 per 1,000. There were 1,173 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 315 youth had a juvenile disposition in 2015, and there were 253 births to mothers with less than a high school education. In the Intermediate units that serve this region, there are 3,463 students of transition age (14-21) with a disability. The majority of those students (56.6%) have a learning disability.



According to the National Coalition for the Homeless, meaningful and sustainable employment is the key to creating and maintaining housing stability. Unemployment, underemployment, and low wages relative to rent are frequent causes of homelessness and burden millions of families with the risk of becoming homeless. At the same time, individuals experiencing homelessness face obstacles to finding and maintaining employment.

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2015, there were 101 individuals counted in the region.

The McKinney-Vento Homeless Assistance Act defines youth homelessness as:

- ✓ Children sharing housing due to economic hardship or loss of housing;
- ✓ Children living in "motels, hotels, trailer parks, or camp grounds due to lack of alternative

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- ✓ accommodations“
- ✓ Children living in "emergency or transitional shelters“
- ✓ Children whose primary nighttime residence is not ordinarily used as a regular sleeping accommodation (e.g. park benches, etc.)
- ✓ Children living in "cars, parks, public spaces, abandoned buildings, substandard housing, bus or train stations“.

In 2016, there were 582 students in the region who met the McKinney-Vento definition of homeless. This population is challenging to serve as they tend to have difficulty completing high school and often have other challenges and barriers.



Labor Force and Unemployment Data:

For the North Central region, the employment status of the population age 16 and over is as follows: 51.7% are employed civilians, 4.3% are unemployed civilians, and 43.9% are not in the labor force. The North Central region has a higher percentage of the population holding blue collar occupations (34.0% versus 21.3% for the state overall), 46.8% hold white collar occupations (versus 60.6% for the state overall), and 19.1% are occupied as service & farm workers (versus 18.1% for the state overall).

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It follows then, when compared to the state, the North Central region's occupational categories are more heavily concentrated in Office and Administrative support, Transportation and moving related occupations, Production related occupations, Construction and Extraction, Maintenance and repair, and Farming, Fishing and Forestry.

Annual Average Labor Force Statistics, 2016

| Annual Average | Labor Force | Employed | Unemployed | Unemployment Rate |
|----------------|-------------|----------|------------|-------------------|
| 2016 | 101,900 | 94,800 | 7,000 | 6.9 |

Seasonally Adjusted Labor Force Statistics, 2017

| Month | Labor Force | Employed | Unemployed | Unemployment Rate |
|----------|-------------|----------|------------|-------------------|
| January | 100,000 | 94,100 | 5,900 | 5.9 |
| February | 100,600 | 94,400 | 6,300 | 6.2 |
| March | 100,900 | 94,900 | 6,000 | 5.9 |
| April | 101,400 | 95,100 | 6,300 | 6.2 |

Source: Local Area Unemployment Statistics (LAUS)

In 2016 in the North Central region, the average unemployment rate was 6.9%. In the first few months of 2017, the rate has declined to an estimated 6.2%.

Labor Market Trends

Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market Information. The Manufacturing sector employs the largest number of employees, but has been declining (employs 147% above the national average and pays \$20,000 less). Most entry level occupations require a high school diploma or equivalent, which makes them accessible to a larger number of job seekers. The industry accounts for the largest amount of the area's exports and largest GRP.

When looking at Location Quotient, manufacturing is the heaviest cluster of industries in the area:

- Powder Metallurgy Part Manufacturing (LQ 890.99)
- Carbon and Graphite Product Manufacturing (LQ 219.61)
- Totalizing Fluid Meter and Counting Device Manufacturing (LQ 105.05)

The Health Care and Social Assistance sector employs the second highest number of jobs and is projected to continue to grow (currently employs 39% above the national average and wages are approximately \$10,000 less). Registered Nurses and Personal Care Aides are top occupations in the region and Registered Nurses is a top job posting.

The sector employs some of the highest paying occupations and Personal Care Aides, Home Health Aides, and Social and Human Service Assistants are among the fastest growing

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occupations. Registered Nurse, Licensed Practical Nurse, Licensed Vocational Nurse, Nurse Practitioner, Certified Nursing Assistant, and Certified Registered Nurse Practitioner are among the top certifications requested by employers. There are currently not enough regional training programs to meet employer demand in this sector and commuters are leaving the region for employment in this sector.

In the short run, Fluid Meter and Counting Device Manufacturing, Warehouse Clubs and Super Centers and General Warehouse industries are growing while Mining Machinery, Elementary and Secondary Schools and Support Activities for Oil and Gas Operations have declined in employment.

Growing & Declining Industries

| Industry | Change in Jobs (2015-2016) |
|--|----------------------------|
| Totalizing Fluid Meter and Counting Device Manufacturing | 114 |
| Warehouse Clubs and Supercenters | 83 |
| General Warehousing and Storage | 75 |
| Mining Machinery and Equipment Manufacturing | -117 |
| Elementary and Secondary Schools (Local Government) | -125 |
| Support Activities for Oil and Gas Operations | -339 |

Regarding Long Term Industry Projections from 2014-2024, the total employment in the North Central region is expected to increase by 4.4% or 4,150. This growth rate is lower than the projected growth rate for the state which is expected to increase by 7.7%. The following table provides a breakdown of the expected employment growth by industry. It is important to understand the data however as an industry projected to experience only modest growth in an area that is experiencing an aging workforce will create job openings for job seekers in all occupational areas. Understanding this will be vital in the North Central region as one of our top industries – Manufacturing, is expected to decline slightly, whereas Construction and Professional and Business Services are expected to increase. It is also important to note that Trade, Transportation and Utilities is expected to grow by 6.1% (a total of 1,030 jobs), which is approximately 25% of the total projected employment volume increase.

| Long-Term Industry Projections for North Central WDA (2014-24) | | | | |
|--|-------------------|-----------------------------|-------------------------------|---------|
| Industry | Employment (2014) | Projected Employment (2024) | Employment Change (2014-2024) | |
| | | | Volume | Percent |
| Total Jobs | 94,150 | 98,300 | 4,150 | 4.4% |
| Goods Producing Industries | 25,080 | 25,270 | 190 | 0.8% |
| Agriculture, Mining & Logging | 4,880 | 4,800 | -80 | -1.6% |
| Construction | 2,510 | 2,870 | 360 | 14.3% |
| Manufacturing | 17,690 | 17,600 | -90 | -0.5% |
| Services-Providing | 62,080 | 65,880 | 3,800 | 6.1% |

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|---|--------|--------|-------|--------|
| Trade, Transportation & Utilities | 16,790 | 17,820 | 1,030 | 6.1% |
| Information | 970 | 850 | -120 | -12.4% |
| Financial Activities | 2,170 | 2,110 | -60 | -2.8% |
| Professional & Business Services | 4,070 | 4,550 | 480 | 11.8% |
| Education & Health Services | 21,500 | 23,800 | 2,300 | 10.7% |
| Leisure & Hospitality | 5,810 | 6,200 | 390 | 6.7% |
| Other Services, Except Public Admin. | 4,370 | 4,420 | 50 | 1.1% |
| Federal, State & Local Government | 6,410 | 6,150 | -260 | -4.1% |
| | | | | |
| Source: Long-Term Industry Employment Projections (2014-24) | | | | |
| *Data may not add due to confidentiality | | | | |

Opportunity occupations are those employment opportunities that are generally considered accessible to someone without a bachelor's degree and that pays at least the national annual median wage, adjusted for differences in local consumption prices. The North Central Region offers two of these occupations, although the number of annual openings is not significant.

| SOC | Description | 2016 Jobs | 2021 Jobs | 2016 - 2021 Change | 2016 - 2021 % Change | Annual Openings | COL Adjusted Avg. Hourly Earnings | Typical Entry Level Education |
|---------|--|-----------|-----------|--------------------|----------------------|-----------------|-----------------------------------|-----------------------------------|
| 33-1011 | First-Line Supervisors of Correctional Officers | 65 | 67 | 2 | 3% | 2 | \$33.26 | High school diploma or equivalent |
| 41-4012 | Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products | 727 | 732 | 5 | 1% | 18 | \$27.81 | High school diploma or equivalent |

Locally collected labor market data is equally important when making workforce and economic strategic planning decisions. At various times, the NCWDB will complete surveys of various employers and industries to determine the local need. Knowing this "real time" data is helpful when meeting short term challenges for employers. In addition, by looking to Help Wanted Online Job Postings by Industry as well as by Occupation as provided to us by the Center for Workforce Information and Analysis we can see the real time demand our employers are experiencing. When looking at Help Wanted Online Job Postings in the North Central region we are seeing an increase in several industries including Rolled Steel Shape Manufacturing, Ambulatory Health Care Services, Home Centers and Home Health Care Services. Regarding specific occupations, the following are almost always included: Registered Nurses, Heavy and Tractor-Trailer Truck Drivers, Retail Salespersons, and Personal Care Aides. The top 10 help wanted online job postings are listed below as well.

| Top 10 Help Wanted OnLine Job Postings by Industry, May 2016 & 2017 | | | |
|---|--------|----------|----------|
| Industry Title | NAICS | Nov-2015 | Nov-2014 |
| Rolled Steel Shape Manufacturing | 331221 | 43 | 24 |
| All Other Miscellaneous Ambulatory Health Care Services | 621999 | 42 | 15 |
| Home Centers | 444110 | 35 | 14 |

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|--|--------|----|----|
| General Freight Trucking, Long-Distance, Truckload | 484121 | 32 | 46 |
| Elementary and Secondary Schools | 611110 | 25 | 32 |
| Home Health Care Services | 621610 | 24 | 21 |
| Unknown | 452210 | 23 | - |
| All Other Specialty Trade Contractors | 238990 | 21 | 1 |
| Temporary Help Services | 561320 | 20 | 19 |
| Offices of Physicians (except Mental Health Specialists) | 621111 | 20 | 15 |

| Top 10 Help Wanted OnLine Job Postings by Occupation, May 2016 & 2017 | | | |
|--|----------|----------|----------|
| Occupation | SOC | Nov-2015 | Nov-2014 |
| Registered Nurses | 29114100 | 86 | 40 |
| Heavy and Tractor-Trailer Truck Drivers | 53303200 | 72 | 108 |
| Retail Salespersons | 41203100 | 63 | 52 |
| Personal Care Aides | 39902100 | 48 | 42 |
| First-Line Supervisors of Retail Sales Workers | 41101100 | 39 | 30 |
| Social and Human Service Assistants | 21109300 | 35 | 37 |
| Helpers--Production Workers | 51919800 | 32 | 24 |
| Maintenance and Repair Workers, General | 49907100 | 25 | 18 |
| Light Truck or Delivery Services Drivers | 53303300 | 25 | 18 |
| First-Line Supervisors of Production and Operating Workers | 51101100 | 22 | 23 |

The industry partnerships active in the North Central region have asked for assistance with recruitment and retention issues since their inception in 2003. We have assisted by identifying best practices from throughout the Commonwealth and the nation and by providing work readiness workshops that assist job seekers in making informed career choices so that they identify the right career for them. We will continue to identify other methods to assist companies with retention issues such as the development of career pathways and incumbent worker training policies.

Below is chart that lists the occupations expected to grow by volume, by percent and by annual openings that supports the need to look at issues such as retention and recruitment.

| Fastest Growing Industries in North Central WDA (2014-24) | | | |
|--|-----------------------------------|--|------------------------------------|
| By Volume Change: | | By Percent Change: (min. employment of 250) | |
| Industry Title | Employment Change (Volume) | Industry Title | Employment Change (Percent) |
| Individual & Family Services | 530 | Community Care Facilities For The Elderly | 43.3% |

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| | | | |
|---|-----|--------------------------------------|-------|
| Community Care Facilities For The Elderly | 390 | Individual & Family Services | 25.4% |
| Restaurants & Other Eating Places | 290 | Employment Services | 15.1% |
| Nursing Care Facilities | 220 | Building Equipment Contractors | 14.9% |
| Other Electrical Equip. & Component Mfg | 110 | Nursing Care Facilities | 11.2% |
| Building Equipment Contractors | 100 | Oil & Gas Extraction | 10.4% |
| Offices Of Physicians | 90 | Offices Of Physicians | 9.6% |
| Employment Services | 80 | Automotive Repair & Maintenance | 8.7% |
| Management & Technical Consulting Services | 80 | Traveler Accommodation | 8.6% |
| Oil & Gas Extraction | 80 | School & Employee Bus Transportation | 8.5% |
| Source: Long-Term Industry Employment Projections (2014-24) | | | |

1.3 Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals.

At the April 6, 2016 board meeting, the North Central Workforce Development Board developed a new mission, a new vision and identified new strategic goals that not only align with Pennsylvania's Workforce Development Plan but were also developed using the Customer Centered Design Process. By keeping our customers in the center of the development of the following mission, vision and goals we are confident that our goals will be met as we transition into WIOA.

As you will find our vision, mission and goals place our job seekers and employers in the center of program design. While we consider our employers to be our customers that are in actuality our partners as we rely on each other to ensure that our region is thriving. The WDB consistently brings together all regional and county economic development agencies as well as all other North Central PREP partners when working with our employers. We understand the importance of this collaboration when offering services to employers as they have repeatedly requested us to join together to assist in their understanding of the services available to them. Our board views workforce and economic development as obvious partners. Most often it is thought that economic development agencies main role is to attract businesses to a region while workforce development provides the training and job seeker match to the businesses. The WDB has consistently heard from employers that their number one asset is their human capital and now more than every they are challenged to find skilled people to fill both skilled and unskilled positions. This has encouraged the WDB to increase its efforts in partnerships and collaborations with both regional and county economic

development agencies by adding additional economic development agencies to our board. We are in the process of orienting county economic development agencies of our mission, vision and goals in an effort to bring them on as board members. In order to maintain a majority private sector membership these agencies are required to bring an employer with them!

VISION STATEMENT

The North Central Workforce Development Board will be a strategic workforce development leader focused on promoting economic prosperity and self-sufficiency of individuals by creating a workforce that is competitive in the global marketplace.

MISSION STATEMENT

The North Central Workforce Development Board serves as the premier facilitator of an innovative workforce development system that meets the changing human capital needs of our employers and provides resources for our job seekers that maximizes their career potential and focuses on the customers' needs.

GOALS

- ✓ Enhance public-private partnerships through better connectivity and communication in order to increase investment in our workforce system leading to greater economic vitality for our region.
- ✓ Engage in Sector Strategies of our growth industries identifying current skill gaps of both the incumbent and entry-level worker that will result in skill upgrades through customized training and partnerships.
- ✓ Design innovative workforce development strategies to reach young adults and keep them engaged through the identification of best practices and development of new programs utilizing the Customer-Centered Design Method.
- ✓ Identify Career Pathways in major industry sectors to enhance career counselling that will result in training opportunities for our customers through skill, credential and degree attainment.
- ✓ Ensure that our customers, both employers and job seekers, remain in the center of our design of all services and encourage our partners to do the same.

The Board greatly supports Governor Tom Wolfe's goal of rebuilding the middle class through "jobs that pay". In the North Central region, we place a great deal of attention on our employers / businesses. We are committed to ensuring that our employers have access to a skilled and educated workforce, as our vision and mission states:

- ✓ Vision - The North Central Workforce Development Board will be a strategic workforce development leader focused on promoting economic prosperity and self-sufficiency of individuals by creating a workforce that is competitive in the global marketplace.
- ✓ Mission - The North Central Workforce Development Board serves as the premier facilitator of an innovative workforce development system that meets the changing

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human capital needs of our employers and provides resources for our job seekers that maximizes their career potential and focuses on the customers' needs.

As we transition into WIOA we will concentrate our efforts on the following initiatives and programs:

- ✓ Continue with our current Industry Partnerships for the Manufacturing and Healthcare Industries ensuring that they are employer driven, that training providers are providing training programs that meet the needs of our employers, continue our work towards identifying career pathways and increasing our efforts to better match job seekers to jobs that are self and family supporting.
- ✓ As emerging sectors are identified and needs arise the board will form industry partnerships to meet the demand of the emerging industries as was done when the Marcellus Shale industry was more present in our region.
- ✓ Create policy for our existing county employer consortia which brings together employers from multiple industries at the county level to ensure consistency throughout the region.
- ✓ Development of a Customized Training Policy that will include all current customized training programs including the FIT 4 Healthcare and FIT 4 manufacturing programs.
- ✓ Career Pathways – The NCWDB has formed a Career Pathways ad hoc committee that has begun to develop career pathways for the North Central Workforce Development Area. The committee is comprised of representatives from all WIOA titles as well as career and technical centers and other post-secondary providers and employers. We will do this by aligning the employment, training, education and supportive services that are needed by adults and youth, particularly individuals with barriers to employment.
- ✓ The first challenge that the board will overcome by implementing this committee is to develop a definition of a career pathway that is accepted and acknowledged by all partners serving on the committee. Most importantly, employers must recognize the career pathways as methods to advance their current workforce as well as the integrate entry level workers in to their workforce. To date, we have found that each partner has a different definition of a career pathway. For example, Career and Technical Centers have been providing programs that are considered to be Career Pathways in the realm of education however, it is unclear to employers and post-secondary providers just how these programs continue on a career pathway. Coming to a consensus on the definition of a career pathway as they relate to the High Priority Occupations in our region will result in our ability to move forward in the development of the pathways.
- ✓ Continued collaboration with all WEDnet providers in our region. This coordination takes place on a regular basis so that our Industry Partnerships and WEDnet providers are working together to meet the training needs of our local companies.
- ✓ The NCWDB has developed several new policies including a work based policy and a Business Service Team policy.

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- ✓ The NCWDB views itself as the local intermediary between all partners in our region.
- ✓ We implement several summits each year that brings together other business intermediaries to identify ways we can increase our collaboration. These intermediaries include: Business Service Representatives, Chambers of Commerce, local and regional economic development agencies, WEDnet providers and continuing education agencies. We also work closely with the North West Industrial Resource Center (NWIRC) and the Clarion University Small Business Development Centers (SBDC).
- ✓ Convene our training providers at least annually to discuss local employers' needs for training, skills and education. Typically, this meeting is done in a roundtable active discussion with a report out from each table. Providers are given local labor market information supplied to us by the Center for Workforce Information and Analysis (CWIA), employer surveys implemented by the board, as well as feedback from our Business Service Teams.
- ✓ Implementation of an employer resource directory that provides a one stop shop for employers to locate and access economic and workforce development programs as well as training and education programs available to them. The directory also connects employers to area secondary schools where they can collaborate to address career pipeline concerns.
- ✓ Customer Centered Design – Several staff excitedly accepted the USDOL challenge to participate in the Customer – Centered Design challenge to develop innovative WIOA implementation strategies. Two teams were formed to address two different challenges:

How might we improve the customer experience and outcomes for our shared One-Stop Customers?

How might we design services and programs for out-of-school youth that will engage them and produce great outcomes?

We are currently in the prototyping phase of the programs developed through this process and are committed to utilizing this concept as we develop new programs. We have also formed a new team that will take on the challenge of “How might we help formerly incarcerated individuals obtain employment and education, develop healthy relationships, and make positive decisions?”

1.4 Describe the regional service strategies aimed at achieving the vision and goals established for the region.

The NCWDB has implemented several regional strategies to facilitate engagement of businesses and other employers.

Some of our methods follow:

Industry Partnerships transitioning into Next Gen Partnerships

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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 Development 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 employer needs, have encouraged the dissemination of best organizational practices, and have established relationships that accelerate industry-wide product and process innovation. The partnerships also implemented several programs to assist with the challenges of connecting youth to careers.

The North Central WDB will transition the Manufacturing Partnership to the Next Gen Model. While we pride ourselves on ensuring that our IPs were always industry led we look forward to the reorganization of the partnership to meet the new challenges our employers are facing.

FIT 4 Powder Metal

NCWDB Staff worked with the Community Education Center 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. Tooling University certificates and additional technical skills are obtained.

The boards also partnered with several community agencies and employers from the Healthcare industry and created a Fit 4 Healthcare program to address the shortage of personal care aides vital to this industry. This program attempted to run once in Potter and Elk counties but unfortunately we couldn't find enough interested candidates to run the program.

Small Businesses and New and Emerging Industries

The North Central region is made up of mainly small employers – in fact 3,180 of the 4,371 employers in our region have from 1-9 employees – see following table to a breakdown of employer size.

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| 500-999 Employees | 250-499 Employees | 100-249 Employees | 50-99 Employees | 20-49 Employees | 10-19 Employees | 1-9 Employees |
|----------------------|----------------------|----------------------|--------------------|--------------------|--------------------|--------------------|
| 2 employers | 21 employers | 71 employers | 114 employers | 372 employers | 611 employers | 3,180 employers |

Source – Employer Database – Center for Workforce Information and Analysis (CWIA)

Small businesses need the services available at the PA CareerLink® centers to provide comprehensive services from helping customers identify resources for entrepreneurship, self-employment and small business development to acting as their human resources department when they are ready to make their first and subsequent hires. Most often small business are referred to agencies such as the Clarion University Small Business Development Center or the Northwest Industrial Resource Center for further assistance. We will continue to strive for the goal that PA CareerLink® staff and in particular Business Service Teams have the knowledge of all opportunities available to employers.

In addition, all business including small business and new and emerging industries benefit from the On-the-Job Training Program (OJT).

On-the-Job Training (OJT) is training provided by the employer to a Workforce Innovation and Opportunity Act (WIOA) eligible trainee, who has completed the required individualized career services available via the PA CareerLink® centers, has been unsuccessful in obtaining employment through such services, and has been approved for OJT participation by the Title I staff.

Example of reacting to an emerging industry: The North Central Workforce Development Board in partnership with Penn College of Technology and the ShaleNET Community Based Job Training grant implemented the first floorhand training in the North Central region. All participants entered into employment at the end of the training program.

Manufacturing, Education and Employment Advancement, Inc. (MEEA, Inc.)

We are partnering with a new non-profit organization in our region that is focused on supporting the advancement and employment in the manufacturing sector in Elk county and the surrounding region. The organization formed mainly in response to the challenge of finding people to fill both skilled and unskilled positions in their companies and quickly learned that the population decline was the main problem. The partnership has requested board staff to plan and facilitate meetings that brings together other service providers including economic development and education to listen to the needs and concerns of employers. This Next Gen Partnership model is one of the first to launch in the Commonwealth.

What's So Cool About Manufacturing (WSCM) Video Contest –

The Manufacturers Resource Center has created Dream It Do It PA (DIDI PA) Programs to help build a strong pipeline of talent by introducing students to exciting STEM career opportunities at area manufacturers. Dream It Do It Pennsylvania's Student Video Contest features accurate images of today's manufacturing environments and abundant career choices through the eyes of middle school students. The competition culminates with online voting for school videos and an Awards ceremony.

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Workforce Solutions for North Central PA led the way to bring economic development, workforce development and other partners together to hold the 1st Annual event to the North Central PA Region in 2017-18.

The Dream It Do It PA Student Manufacturing Video Contest originated from the “**Skill-Up the Student Pipeline Grant**” which was awarded to MRC by Governor Tom Corbett in March 2013. The purpose of the Grant was to address the growing need for *skilled* workers for the mid to high level technical jobs in Advanced Manufacturing. The Grant efforts included raising awareness among students, parents and educators with an accurate depiction of today’s manufacturing environments and career choices. Manufacturing jobs have exciting career paths, excellent pay, engaging work environments and are in high demand! Please visit www.DreamItDoItPA.com for more information about the Video Contest and other Dream It Do It PA Activities and resources. Next year’s event is scheduled for March 13, 2018 and will be held each year.

Customer Centered Design Methodology When the U.S. Department of Labor (DOL) and PA Department of Labor & Industry challenged the local workforce development system to develop new and innovative strategies to implement the Workforce Innovation and Opportunity Act (WIOA) the North Central WDB was excited to accept the challenge. After participating in two design challenges we have embraced the practice and will continue to use what we learned during this process as we continuously improve the workforce system in our region.

Community Based Services – The WDB through Community Based Grant encouraged PA CareerLink® staff to take services on the road into areas with limited access and transportation to the centers as well as to other agencies where groups of potential customers gather. We learned through this grant that this can be sustained and will continue to encourage the practices learned.

Integrated Education and Training (IET)

The WDB through a Sector Partnership grant with 2 other Workforce Development Boards are collaborating with our Title II providers and other appropriate partners to develop curriculum that is contextualized and compliments occupational training. The curriculum has been developed for our top 2 industries – manufacturing and healthcare.

1.5 Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.

The North Central Workforce Development Board has established Goal #2 specifically to address sectors in the region as follows: “Engage in Sector Strategies of our growth industries identifying current skill gaps of both incumbent and entry-level workers that will result in skill upgrades through customized training and partnerships”. This goal sets the priority for development and implementation of sector strategies.

The North Central WDB, as noted in Section 4.14 of the local plan, has established Business Service Teams to meet employer needs. As noted in the local plan section 4.14, “Our business

service team policy was recently revised to ensure changes from WIOA are captured in the policy and that each PA CareerLink® center has a Business Service team and they meet on a consistent basis. The Office of Vocational Rehabilitation (OVR) now has a business service representative that sits on the teams. County Economic Development Agencies, Chambers of Commerce, Small Business Development Centers and Industrial Resource Centers will be encouraged to participate on these teams as well. The teams meet monthly, share labor market information updates and discuss strategies regarding how the various partners can work together to better serve regional employers.”

The North Central WDB also maintains a strong relationship with economic development organizations throughout the region. An example of our collaboration with economic development is our PA JOBS1st grant. The primary goal of the PREP Partners and the Workforce Development Board in North Central Pennsylvania was to ensure that our employers are competitive in a global economy and that our regional economy thrives. Independently we have accomplished great objectives but collectively we can accomplish even more. Our first objective was to complete a comprehensive strategic plan. Our second objective was to complete a comprehensive analysis of our employers and our final objective was to implement key activities and services identified by our employers as critical to their success. Together, we achieved our goals and continue to utilize the goals, objectives and plans that were developed through this project.

As described above, the NCWDB is in the process of transitioning our Manufacturing Industry Partnership to the Next Gen Model that will reinforce the employer’s agenda. Although we’ve always prided ourselves in our region that our IPs have always been industry led.

In addition, we will look at possibly transitioning our Healthcare Industry Partnership into the Next Gen Model.

1.6 Describe how the region will connect employer labor force requirements and occupational demands with the region’s labor force, including individuals with barriers to employment.

The North Central Workforce Development Board, program partners, training providers and collaborating agencies within our region work together to ensure that the regional workforce system connects employer labor force requirements and occupational demands, with particular emphasis on those individuals with barriers to employment. The key focus of our PA CareerLink® center services and our workforce system programs and initiatives is to identify and address skill gaps and/or barriers to employment, so that job seekers can be “prepared” to meet employer workforce needs.

We start this process by understanding the current and emerging needs of the industry’s overall as well as the individual employers in our region. Labor market information and analysis tells us about the expected employment trends, the emerging occupations as well as the knowledge, skills and abilities that are in demand in our region. We gather information about specific employer and industry needs in our region through focus groups and surveys as well as discussions at board and industry partnership meetings as well as through feedback gathered from our Business Service Teams and PREP partners from their interactions with individual employers. Over the past few years, we have “stepped up” our efforts to

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collaborate with regional economic development and community agencies to expand our outreach efforts, share information and better promote the resources available within our network to regional employers.

An example of our outreach efforts to employers to understand their workforce needs is our Die Setter Training. Through our Manufacturing Industry Partnership we worked with Penn State DuBois on this program for incumbent workers. Employers expressed their concern regarding a lack of Die Setters that they were starting to see with the retiring baby boomers. Based on this feedback we applied for and received funding to help address this issue. Much effort on everyone's part was put into developing this program to ensure it is meeting the needs of industry. A 3 Module program has been developed and staff are proud of the outcomes of this project.

The labor market information as well as the information we have regarding employer and industry needs is shared with our training providers as we develop and implement incumbent worker and consortium training to meet the short terms needs of our employers. We also share this information with and encourage training providers to develop curriculum to address current and emerging occupational needs. We give them direct feedback from employers about how well their training programs are preparing workers for their companies. We will recruit additional training providers and resources as necessary to fill gaps that are not addressed by our current resources. A good example of this is our efforts over the past few years to develop a regional rural community college, which is finally in place and beginning to offer classes in the region in the fall of 2017.

Through a variety of outreach strategies, such as our "Connection Café" to identify out of school youth and mobile services in outlying communities, we connect with hard to serve populations. As we work with job seekers (both youth and adults), we educate them about the high priority occupations in our region as well as the career ladder and lattice opportunities available to them in regional companies. We will assess their current knowledge, skills and abilities as well as identify barriers to employment. Once case management has begun with a customer the board expects that all staff look at job history, work experience and skills using assessments such as TORQ to ensure that all are tied to an occupation on the High Priority Occupation (HPO) list. We will create special programs such as the **Fit4Manufacturing** and **Fit4Healthcare** programs to address skill gaps and assist job seekers to learn those specific skills that employers demand.

Our PA CareerLink® (adult) and youth provider staff provides case management and referrals to address any barriers to employment, help them access training resources so that they can be better prepared to meet the specific needs of local employers. The customer-centered design process in our PA CareerLink® centers ensures that our partner staff members work together to best serve our job seeker and employer customers in the most efficient and effective ways, without duplicating services. Our welcoming, intake and triage process insures co-enrollment and orientation to the programs and services available in our system.

Once they are in our system, our goal is to connect job seekers to the open positions available in local companies. Our priority of service policy ensures that we are targeting the highest priority populations with barriers to employment. We monitor the demographic and barrier

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data available in our region to determine which population(s) with barriers that we will focus our outreach and intervention efforts on. Our collaborative efforts with Community Action, our local ABE providers and other regional nonprofit organizations helps us to streamline our efforts to address barriers and help job seekers be ready for employment. We are successful when we are able to connect our job seekers with local employers.

The North Central Workforce Development Board targets its efforts to our employers and job seekers by collaborating with their 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.

The North Central Workforce Development Board requires / expects the workforce system to be a seamless system that results in employment of its customers with priority on the hard to serve. This begins with outreach to the hard to serve categories as required in WIOA and the populations identified in the NCWDBs Priority of Service Policy as described below. Once case management has begun with a customer the board expects that all staff look at job history, work experience and skills using assessments such as TORQ to ensure that all are tied to an occupation on the High Priority Occupation (HPO) list. The board also expects all PA CareerLink® centers to host job fairs for employers who are hiring. The board has also partnered with other agencies to implement programs such as FIT 4 Manufacturing, FIT for Powdered Metal, and FIT for Healthcare. These programs are directly related to some of the most in demand occupations in our region and result in employment that will put the customer on a career pathway to success.

The Workforce Innovation and Opportunity Act (WIOA or Opportunity Act) requires priority be given to public assistance recipients, other low-income individuals and individuals who are basic skills deficient, when providing individualized career services and training services using WIOA title I Adult program funds. In addition, Training and Employment Guidance Letter (TEGL) No. 3-15 specifies that priority should also be applied to individuals that are both underemployed and low-income. WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis. Under the WIA priority was required for public assistance recipients and other low-income individuals when funds were limited. Under the WIOA, priority of service is required regardless of the funding levels and also is expanded to include individuals who are basic skills deficient. This policy was approved by the North Central Workforce Development Board at its April 6, 2016 meeting therefore the effective date is also April 6, 2016. The policy has been approved by the Commonwealth.

There are five (5) groups of individuals targeted for priority when providing individualized career services and training services in the WIOA title I Adult program: public assistance recipients; other low-income individuals; individuals who are basic skills deficient; and individuals who are both underemployed and low-income and individuals with disabilities. In addition, the priority of service for veterans and eligible spouses applies across all qualified employment and training programs.

The board will ensure all WIOA required partners are collaborating through the Operator. The Workforce Delivery System Committee is currently working on a referral process that will

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become a policy to be monitored by the NCWDB. The referral process will be used for all required partners as well as other partners such as Community Based and Faith Based Organizations.

Regarding targeting populations – in particular individuals with barriers to employment the North Central Workforce Development Boards' strategies are:

- ✓ As a core partner and sole provider of WIOA Title IV services the Office of Vocational Rehabilitation (OVR) will provide services to individuals with disabilities to help them secure and maintain employment and independence. These services are designed to ensure individuals with disabilities become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skills workers available to help fulfill occupational demands regionally. Additionally, OVR provides multiple services and technical assistance to the business community designed to assist them with hiring and retaining skilled employees with disabilities. The NCWDB and the Office of Vocational Rehabilitation has collaborated via a referral system for years and has had meetings with OVR and Title I and to increase this collaboration further with the intent of combining our work experience programs for youth. Our intent is that the work experience programs will be marketed as a collaborative effort which will not only assist in the intensity of staff time for work experience programs but will also ensure seamless services to this population and less confusion for the customer attempting to understand all of the programs available to assist them.
- ✓ Increased coordination with Community Action agencies has begun through the Community Based Grant initiative. The Community Based Grant Initiative has enabled the NCWDB to concentrate services on the highest poverty areas in our region. Working with PA CareerLink® partners we are designing a workforce program that can be taken on the road to areas of high poverty as identified in the grant application. The goal is to connect the hard to serve in these locations with employers located in the locations that are not currently using the CWDS and Job Gateway system.
- ✓ Connecting with the Criminal Justice Advisory Boards in each of our counties and ensuring that staff from each of the PA CareerLink® centers are members of each board. This process has begun and is going well however we anticipate the need for cross training along the way. PA CareerLink® staff will need to understand the programs, services, and regulations of this system as much as they will need to understand our system.
 - Connecting with the Bureau of Juvenile Justice Services and the PA Commission on Crime and Delinquency (PCCD) to ensure awareness of the programs and services available to this population.
 - Ensuring continued collaboration with the Job Corps' programs available to our job seekers. Currently, there is representation on our youth standing committee however ensuring that programs staff are connected with Job Corps is crucial.
- ✓ Increasing collaboration with the providers of the Senior Community Service Employment Program (SCSEP) to ensure consistency throughout our region as well as agencies serving veterans.
- ✓ Create and implement policy for the PA CareerLink® centers as they form job seekers teams as well as revise our current business service team policy to ensure WIOA regulations are addressed.
- ✓ Continued collaboration with apprenticeship programs to include Registered Apprenticeship offices, state apprenticeship offices and labor union apprentices.

At our June 29, 2016 WDB Meeting, Board members participated in a Customer Centered Design brainstorming activity in regard to two of our established goals. “How Might We” (HMW) questions were designed to spur creativity.

- HMW Enhance public-private partnerships through better connectivity and communication in order to increase investment in our workforce system leading to greater economic vitality for our region.
- HMW Engage in Sector Strategies of our growth industries identifying current skill gaps of both the incumbent and entry-level worker that will result in skill upgrades through customized training and partnerships.

Feedback provided at that board meeting helps drive our activity and strategies.

1.7 Describe the coordination of transportation and other supportive services for the region.

The North Central Workforce Development Board identified transportation as a critical barrier for many of our customers to participate in training as well as employment. This issue has been identified and discussed for many years. Due to the rural nature of our area public transportation is not always an option on a regular basis in a most cost-effective method. The Local Management Committee of the Board responsible for oversight of the EARN program has discussed this issue many times and we continue to struggle to find a solution. We’ve discussed the possibility of promoting UBER in our region to entice individuals to become drivers to increase the availability of options and recently learned the UBER is now offered in one of our counties.

When the Board managed the SPOC Program (under the Department of Public Welfare) we were able to purchase cars for individuals. Although our enrollments were much higher and we spent a lot of money on cars we don’t have accurate performance information that indicates if this allowed for a higher success rate.

Employers in our region also recognize this as a major barrier to employment for many of their potential entry-level workers. Some have discussed promoting ride-sharing amongst their current employees. Others don’t feel that it is their responsibility to assist in finding solutions.

The WDB staff plan to procure for a solution to our transportation barriers specifically for our EARN customers this program year. It is our hope that we’ll learn from this effort and will be able to expand services for all of our customers.

In addition, the North Central Pennsylvania Regional Planning and Development Commission (North Central), serving as the Rural Planning Organization (RPO), guides the transportation planning and programming process in our region of Cameron, Clearfield, Elk, Jefferson, McKean and Potter counties. The RPO, operating via an agreement with the Pennsylvania Department of Transportation, approves development and implementation of highways, transit, and other transportation facilities and services.

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North Central established the Rural Transportation Planning Committee to act as the authority on all regional transportation planning activities. Overall, the committee is charged with establishing policy and prioritizing all major capital projects throughout the region in accordance with the guiding principles for planning and programming, as well as developing the Transportation Improvement Program (TIP), the Region's Long Range Plan, and conducting proactive public participation and environmental justice activities to meet or surpass the requirements of Title VI of the Civil Rights Act of 1964.

In addition to administering WIOA Title I funds the Workforce Development Board staff partners with the Transportation and Community Development staff on the Community and Economic Development Plan (CEDs) plan and the Long Term Transportation Plan.

Public transportation services in the region are led by two providers: the Area Transportation Authority (ATA) with its mix of fixed-route, deviated fixed-route, and Call-A-Bus services; and DuFAST Transit. DuFAST operates three fixed-route circulator shuttles on weekdays with one-hour headways and other special service within the City of DuBois, Sandy Township and Falls Creek Borough. ATA was established in 1976 and offers both fixed-route and demand-responsive services throughout our six-county region.

The following charts depict the commuting patterns in and out of our region. This data comes from the Center for Workforce Information and Analysis (CWIA). The data has been utilized by staff when meeting with employers, education providers and other partners. Typically, employers (particularly in the manufacturing industry) look for employees in their county only however when presented with this data realize there is a potential pool of workers willing to travel into their county.

Inflow/Outflow Report, North Central WDA, 2014

| | Count | Share |
|--|--------|--------|
| Employed in the WDA | 78,999 | 100.0% |
| Employed in the WDA but Living Outside | 20,785 | 26.3% |
| Employed and Living in the WDA | 58,214 | 73.7% |
| | | |
| Living in the WDA | 87,799 | 100.0% |
| Living in the WDA but Employed Outside | 29,585 | 33.7% |
| Living and Employed in the WDA | 58,214 | 66.3% |

| | |
|-----------------------|--------|
| Net Commuting In/Out* | -8,800 |
|-----------------------|--------|

*A positive number indicates the number of individuals working in the WDA but living outside is higher than the number of individuals living in the WDA but employed outside. A negative number indicates the opposite.

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