

Appendix A: PY 2016 Transitional Regional Plan Template

WIOA requires regional planning– a broad strategic approach to planning focused on the overarching vision, goals, alignment and shared responsibilities within the region. Pennsylvania intends to implement WIOA by employing a two-tiered approach to meeting this requirement by allowing a 1-year WIOA transitional plan followed by a more comprehensive multi-year plan. This approach provides latitude for regions that may not yet be able to fully address all of the outlined elements required in a four-year regional plan.

In addressing the elements outlined below, if the planning region is not prepared to provide a complete response to a specific element at the time of plan submission, a response must be provided that indicates how the region plans to fully address that particular element in the multi-year plan.

Please provide a separate response for each of the elements listed below. **Transitional regional plans are not expected to exceed 20 pages.**

1.1 Provide the following:

- A. A reference name for the planning region;
- B. Identification of the local workforce development areas that comprise the planning region;
- C. Identification of the county(s) each local workforce development area serves;
- D. Identification of the key planning region committee members charged with drafting the regional plan;
- E. Indication of the local workforce development area each committee member is associated with; and
- F. A list of key planning region committee meeting date(s). [WIOA Sec. 106(a) and (c)]

A. The reference name for the planning region is the North Central Workforce Development Area.

B. The North Central Workforce Development Area is the only area that comprises the planning region.

C. The counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter comprise the North Central Workforce Development Area as served by the North Central Workforce Development Board.

D. The key planning region committee members charged with drafting the regional plan were the members of the Future's Committee, 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. The members are as follows:

Board Staff: Pamela Streich, Joseph Royer and Amy Preston

Board members: Bob Esch, American Refining Group and Jeff Miller, IBEW

Education Representatives: Jackie Lundy, 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, James Young, Seneca Highlands Career and Tech Center.

Community Agency – Greg Sands, Junior Achievement.

Other board staff assisting in the drafting of the transitional plans include: Susan Snelick, Linda Franco and James Stockdale.

In addition, all board members and additional board standing committees were asked to provide input into both the regional and local transition plans. These committees include: Youth Standing Committee and the Executive Committee.

Members of the Operator Consortia and the PA CareerLink® Site Administrators in the region were asked for assistance in drafting the plans. Questions appropriate to each were sent to all members and administrators as well as being discussed at various meetings. There was no input received by either the members or by site administrators prior to the posting of the plans.

E. All members represent the North Central Workforce Development Area.

F. Meeting Dates: March 18, 2016 (Future's Committee Meeting), March 21, 2016 (Meeting with OVR, Title I and WDB staff) , March 23, 2016 (Rural Regional Healthcare Meeting) April 6, 2016 (NCWDB Meeting) , April 19 (Community Based Planning Meeting), 2016 and April 22, 2016 (Public Meeting).

- 1.2 Provide a labor market and economic analysis of the workforce development planning region. This regional analysis must include:
- A.** The economic conditions;
 - B.** Labor force employment and unemployment data;
 - C.** Information on labor market trends;
 - D.** Workforce development activities;
 - E.** The educational and skill levels of the workforce, including individuals with barriers; and
 - F.** The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region.

Indicate the sources of regional labor market and economic data. [WIOA Sec. 106(c)]

A – 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 and the North Central PA Regional Planning Development Commission are headquartered in Ridgway which is the central location to the region. The communities, businesses, industries, and workforce of this region continue to work together with the WDB and North Central, to streamline state, federal and regional services, including workforce investment, economic and community development and transportation planning.

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 three privately owned schools (business school and technical training provider). There are also two Community Education Centers whose mission is to bring post-secondary training to our region.

With a labor force of just over 103,000, the largest sector in the North Central Workforce Development Area is Manufacturing, employing 17,743 workers. The next largest sectors in the region are Health Care and Social Assistance (15,795 workers) and retail trade (10,019). High location quotients (LQs) indicate sectors in which a

region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region include Mining, Quarrying, and Oil and Gas Extraction (LQ=5.24), Manufacturing (LQ=2.38), and Transportation and Warehousing (LQ=1.53). 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 numbers employed in recent years, the North Central region depends heavily on Powdered Metals and Metals Manufacturing, having employed 15% 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.

There are documented concerns regarding the population loss that the North Central PA Counties are experiencing and rightfully so. From April 1, 2010 when the last US census was completed through July 1, 2011 when a population estimate analysis was performed 5 of our 6 counties experienced a loss in population with Cameron County experiencing one of the largest in the state at -1.5% . The only county not experiencing a population loss (Potter) did not have an increase in population. The remaining counties' population loss ranged from .2 to .6 – significant in rural North Central PA. While employers struggle to find both entry level and skilled workers understanding the current labor market and future workforce needs is crucial to the development of our workforce. (Source: US Census Bureau of Population Estimates Division)

In addition, unlike many areas of the Commonwealth the demographics of our region are very similar as seen with our slow population decline and a per capita personal income almost \$10,000 less than the state. Poverty in our region exceeds the state with almost 50% of our students eligible for free or reduced lunch. Although dim this gives us all something to relate to and strive for a common goal in our region. The transition to WIOA provides the North Central Workforce Development board with the opportunity to address these dim realities by developing policies and strategies that not only align with the Commonwealth Combined State Plan but also with our rural region's challenges in mind.

The poverty rate in the North Central region is another concern that must be examined more thoroughly to strategically address solutions. There are currently 12.6% people in our region living in poverty. 40% of these individuals are in the labor force – of this 40% - 10% are not employed at this time.

County	Income in the Past 12 Months Below Poverty Level:				
	Labor Force Status				
	Population 16+	Total Below Poverty	In Labor Force: Employed	In Labor Force: Unemployed	Not in Labor Force
Cameron	4,169	465	111	21	333
Clearfield	62,865	8,311	2,405	932	4,974
Elk	25,886	2,242	632	211	1,399
Jefferson	35,838	4,569	1,318	417	2,834
McKean	32,521	4,666	1,299	762	2,605
Potter	13,902	1,826	530	147	1,149
Region	175,181	22,079	6,295	2,490	13,294

Aging population data: The median age of the population in the North Central WDA is 43.2, slightly higher than the median age for the Commonwealth and the USA. Nearly 30% of our population is in the baby boomers age group and therefore we will experience job openings as this age group nears retirement.

Demographic Profile ¹						
	Percent			Value		
Demographics	North Central WDA	PA	USA	North Central WDA	PA	USA
Population ²	—	—	—	221,588	12,787,209	318,857,056
Population Annual Average Growth ²	-0.3%	0.3%	0.9%	-789	37,649	2,605,176
Median Age³	—	—	—	43.2	40.1	37.2
Under 18 Years	20.8%	22.0%	24.0%	46,739	2,792,155	74,181,467
18 to 24 Years	7.8%	9.9%	9.9%	17,560	1,261,381	30,672,088
25 to 34 Years	10.7%	11.9%	13.3%	24,075	1,511,119	41,063,948
35 to 44 Years	13.1%	12.7%	13.3%	29,469	1,615,669	41,070,606
45 to 54 Years	16.0%	15.3%	14.6%	35,971	1,940,404	45,006,716
55 to 64 Years	13.6%	12.8%	11.8%	30,517	1,622,344	36,482,729
65 to 74 Years	9.1%	7.7%	7.0%	20,548	979,538	21,713,429
75 Years, and Over	8.9%	7.7%	6.0%	19,901	979,769	18,554,555

Source: JobsEQ

1. Census 2010, unless noted otherwise

2. Census 2014, annual average growth rate since 2004

3. Median values for certain aggregate regions (such as MSAs) may be estimated as the weighted averages of the median values from the composing counties

4. ACS 2010-2014

5. 2014; Current Population Survey, unionstats.com, and Chmura

There is a strong interest in enticing our young adults to stay in our region. As with most rural areas, the brain drain is still occurring and the majority of young adults choose to leave our region to live in more urban regions. Ensuring that our young people make informed career decisions and are aware of the employment and education opportunities in our region is crucial and partners have initiated efforts to address this issue.

B. Labor Force and Unemployment Data:

As with the Commonwealth's labor market, the North Central region has shown signs of recovery since the recession that began in 2007. In the North Central PA region, unemployment has dropped significantly in the last 5 years when the North Central PA region in February of 2011 was experiencing an unemployment rate of 9.7%. As you will see from the data in the following chart, the North Central PA region experienced an annual average unemployment rate of 6.5% in 2014 and for 2015 we are currently at an average of 6.0%.

It is typical that the North Central PA region is higher than the state unemployment rate. In February 2011, the PA unemployment rate was 8.3% and the average for North Central was 10%. Over the past five years however the gap between our region and the state has narrowed to less than 1%. The following charts depict the unemployment rate for the North Central region for 2014 as well as the months of January through November of 2015.

Annual Average Labor Force Statistics, 2014				
Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate
2014	102,778	96,146	6,632	6.5
Seasonally Adjusted Labor Force Statistics, 2015				
Month	Labor Force	Employed	Unemployed	Unemployment Rate
January	102,237	96,267	5,970	5.8
February	102,707	96,574	6,133	6.0
March	102,778	96,541	6,237	6.1
April	103,337	96,895	6,442	6.2
May	103,327	96,871	6,456	6.2
June	103,114	97,006	6,108	5.9
July	102,899	96,633	6,266	6.1
August	102,869	96,735	6,134	6.0
September	103,237	96,827	6,410	6.2
October	103,364	97,225	6,139	5.9
November (Preliminary)	103,478	97,476	6,002	5.8
Source: Local Area Unemployment Statistics (LAUS)				
Produced by the Center for Workforce Information & Analysis, 12/30/2015				

In order to ensure continued progress it is vital that workforce and economic development agencies in our region continue to provide sustainable employment opportunities for the unemployed in our region.

C: Labor Market Trends

Labor Market trends can be examined by looking at Long Term Industry Projections as well as other Labor Market Information. Regarding Long Term Industry Projections from 2012-2022, the total employment in the North Central region is expected to increase by 7.1% or 6,860. This growth rate is slightly lower than the projected growth rate for the state which is expected to increase by 7.7%. The 2012-2022 growth rate for the nation is 10.8%. The following table provides a breakdown of the expected employment growth by industry. This information will assist our board and partners in making long term strategic planning decisions. 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 and is not expected to increase as much as the Construction and Professional and Business Services. It is also important to note that the Education and Health Services Industry is expected to grow by 17.3% or 3,850 jobs which is more than half of the total long term projections for our region.

Long-Term Industry Projections for North Central WDA (2012-22)				
Industry	Employment (2012)	Projected Employment (2022)	Employment Change (2012-2022)	
			Volume	Percent
Total Jobs	96,190	103,050	6,860	7.1%
Goods Producing Industries	20,130	20,860	730	3.6%
Agriculture, Mining & Logging	N/A	N/A	N/A	N/A
Construction	2,540	2,900	360	14.2%
Manufacturing	17,590	17,960	370	2.1%

Services-Providing	63,870	69,550	5,680	8.9%
Trade, Transportation & Utilities	17,280	18,310	1,030	6.0%
Information	1,070	970	-100	-9.3%
Financial Activities	2,220	2,240	20	0.9%
Professional & Business Services	4,200	4,620	420	10.0%
Education & Health Services	22,220	26,070	3,850	17.3%
Leisure & Hospitality	6,000	6,460	460	7.7%
Other Services, Except Public Admin.	4,480	4,660	180	4.0%
Federal, State & Local Government	6,400	6,220	-180	-2.8%
Source: Long-Term Industry Employment Projections (2012-22)				

Home grown 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 General Medical and Surgical Hospitals, Limited Service Restaurants and General Freight Trucking, Long-Distance, Truckload. Regarding specific occupations, the following are almost always included: Heavy and Tractor Trailer Truck Drivers, Personal Care Aides, Registered Nurses, Retail Salespersons and First Line Supervisors of Production and Operating Workers. The top 10 help wanted online job postings are listed below as well.

Top 10 Help Wanted Online Job Postings by Industry, November 2014 & 2015			
Industry Title	NAICS	Nov-2015	Nov-2014
General Medical and Surgical Hospitals	622110	61	30
Limited-Service Restaurants	722211	60	6
General Freight Trucking, Long-Distance, Truckload	484121	57	5
All Other Professional, Scientific, and Technical Services	541990	34	14
Rolled Steel Shape Manufacturing	331221	32	46
Supermarkets and Other Grocery (except Convenience) Stores	445110	29	22
Elementary and Secondary Schools	611110	28	4
Home Health Care Services	621610	27	49
Temporary Help Services	561320	24	30
Other Gasoline Stations	447190	23	7
Top 10 Help Wanted Online Job Postings by Occupation, November 2014 & 2015			
Occupation	SOC	Nov-2015	Nov-2014
Heavy and Tractor-Trailer Truck Drivers	53303200	228	65
Personal Care Aides	39902100	57	47
Registered Nurses	29114100	55	63
Retail Salespersons	41203100	49	25
First-Line Supervisors of Retail Sales Workers	41101100	48	38
Light Truck or Delivery Services Drivers	53303300	43	37
First-Line Supervisors of Food Preparation and Serving Workers	35101200	40	11

First-Line Supervisors of Production and Operating Workers	51101100	35	42
Cashiers	41201100	30	21
Licensed Practical and Licensed Vocational Nurses	29206100	29	35

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.

By Volume Growth	By Percent Growth	By Annual Openings
Home Health Aides	Home Health Aides	Cashiers
Registered Nurses	Personal Care Aides	Registered Nurses
Heavy & Tractor-Trailer Truck Drivers	Medical Secretaries	Retail Salespersons
Personal Care Aides	Industrial Machinery Mechanics	Heavy & Tractor-Trailer Truck Drivers
Nursing Assistants	Registered Nurses	Combined Food Prep/Serving Workers
Licensed Practical Nurses	Licensed Practical Nurses	Home Health Aides
Combined Food Prep/Serving Workers	Mental Health Counselors	Laborers & Material Movers
Construction Laborers	Heavy & Tractor-Trailer Truck Drivers	Personal Care Aides
Maids and Housekeepers	Social & Human Service Assistants	Office Clerks, General
Medical Secretaries	Medical & Health Services Managers	Waiters & Waitresses
Childcare Workers	Construction Laborers	Nursing Assistants
General Maintenance Workers	Wellhead Pumpers	Janitors and Cleaners

D. Workforce development activities;

Workforce service delivery in the North Central Region is provided through our PA CareerLink® centers. In addition to the partners participating at the centers we have a large referral network of community based agencies. All of these agencies have a long history of providing quality services to their communities. Some are small county-based entities, while others are larger with state or national affiliation.

The workforce development system consists of WIOA Title I, Adult Education and Literacy Acts programs, Wagner-Peyser Act employment services and the Office of Vocational Rehabilitation as well as other community based agencies which provide services to job seekers in particular those with barriers to employment. These agencies include but are not limited to Job Corps, Community Action agencies, behavioral health agencies, juvenile and adult probation agencies and homeless and housing agencies.

WIOA Title I and Wagner-Peyser Act employment services are co-located in the PA CareerLink® centers in our region while OVR and Adult Education and Literacy Act providers have limited representation in our centers. Despite the presence of staff from the six core programs authorized by WIOA in the PA CareerLink® centers collaboration and cooperation takes place between the partners. The board will concentrate on increasing this cooperation during this transition year and provide increased opportunities for cross training among partners.

The PA CareerLink® centers have a long history of establishing relationships with nontraditional partners in their county to offer the best mix of services to their customer base. At the PA CareerLink® center Clearfield County-

Clearfield they partner with Comfort Keepers, a home health care agency, as a rent-only partner in the center to provide space for their office as well as an opportunity for customers for employment. As mentioned in another section of this correspondence, the PA CareerLink® center at Cameron County has partnered with a private sector employer that has offered free space to the center in order to provide this much needed service to their county. In this same space we partnered with the Community Education Center to offer education services to residents of this county. We both were able to secure local foundation grants to renovate the space and ensure it was accessible as well as to install a state of the art computer lab.

Partners collaborate on services to the business community in a number of ways from a joint visit to a job fair to a more comprehensive project like the Fit 4 Manufacturing. This project is a collaboration of our manufacturers, the Workforce Development Board, PA CareerLink® center staff, the Community Education Center, and the St. Marys Area School District to offer a certificate program that includes soft skills training and hands-on training to individuals who are interested in pursuing opportunities along a career pathway in manufacturing. This program has been offered a number of times and results in almost every participant being offered at least one job opportunity on the last day at a “speed dating” type interview. This program has been so successful that a FIT 4 Healthcare Program is being designed and should be ready to launch by August, 2016.

Despite our successes in improving workforce development activities the North Central Workforce Development Board realizes that we can do better. The implementation of WIOA and the Combined State WIOA plan along with guidance and technical assistance from the Commonwealth provides our board with the opportunity to create and implement new and innovative policies, procedures and strategies to “better meet the skill needs of the workforce and the talent needs of employers” in our region (WIOA Combined State Plan).

While evaluation of the workforce system in our region is not complete to date the following activities and initiatives have been completed which have identified some of the improvements that we will address during this transition year:

- Implementation of the North Central JOBS Initiative in 2015 – during this process we learned from employer focus groups held in each of our counties that employers prefer one point of contact from which they can find all of the resources, programs and services available to them. We also learned during this initiative that our workforce partners need to learn more about the mission and services offered by each other. In response to this we will be increasing opportunities for cross training sessions among partners as well as implementing an online resource directory for employers.
- At our April 6, 2016 Workforce Development Board meeting a new vision, mission and goals that align with the State Plan were developed through break out groups with board members participating. They were adopted and will be discussed in more detail later in this plan.
- The North Central Workforce Development Board participated in the USDOL Customer Centered Design Challenge in 2015 by implementing 2 teams each addressing different challenges – PA CareerLink® services and engaging Out of School Youth. The board will be using the Customer Centered Design methodology when creating and implementing new programs and policies.
- Job Seeker teams – policy will be created to ensure that each PA CareerLink® center has a job seeker team that meet on a consistent basis and where appropriate partners are engaged.
- Business Service Teams – our current policy will be 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

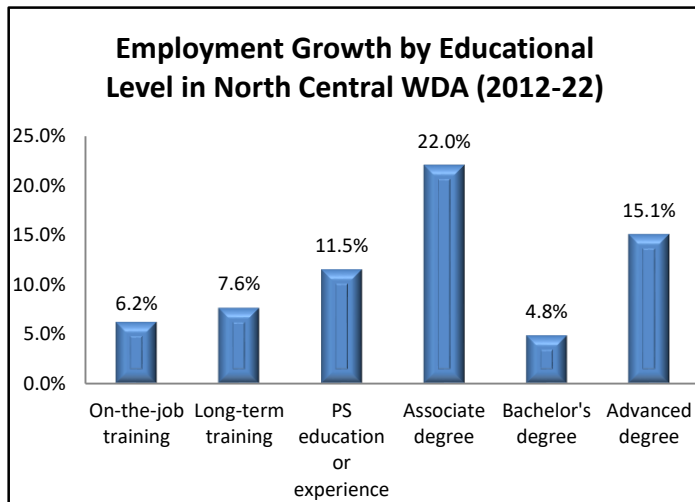
representative that sits on the teams. County Economic Development Agencies, Chambers of Commerce, Small Business Development Centers and Industrial Resource Centers will be encouraged to participate on these teams as well.

E. Educational Attainment Level of the Workforce:

The educational attainment level of the workforce in the North Central PA region is best explained in the following chart as compared to the Commonwealth. North Central has a higher high school completion rate than the state overall, a higher rate of residents with Associate's Degrees, and a lower rate of residents with bachelor's degrees.

Educational Attainment, Age 25-64	North Central PA	Pennsylvania
No High School Diploma	8.1%	8.5%
High School Graduate	49.1%	34.3%
Some College, No Degree	15.7%	17.4%
Associates Degree	11.1%	8.9%
Bachelor's Degree	11.0%	19.3%
Postgraduate Degree	5.1%	11.6%

Source: Jobseq – Chumara Analytics and the Center for Workforce Information and Analysis



Considering that the most growth in employment will be for jobs that require an associate's degree or post-secondary education we will need to ensure that our customers are connected to the education and skills needed in those industries to address the workforce challenges of our local employers. Technical skills and training will be a large part of this therefore continuing our collaboration with our Career and Technical Centers and other post-secondary training providers will be a viable solution.

Educational achievement can be considered an indicator of innovation and entrepreneurial capacity, and a key factor for industry site selectors.

The next several charts present statistics regarding several barrier categories and provide a start at determining the number of potential customers in our region. This information will assist us in our recruitment efforts. Our next step will be to determine and / or access information that tells us the educational level of those with barriers and we will do this by working with our partners to identify the skill levels of those with barriers. The information will assist us in filling the current skill gaps faced by local employers as we increase the skill levels of our customers with these skills. This information is not readily available however were able to include some data from the Center for Workforce Information and Analysis (CWIA) as well as other state and local partners whom we work with on a regular basis. The community partners include: PA Partnerships for Children, PA Department of Corrections, county jails and probation department, Children and Youth agencies and agencies that serve the homeless.

The following charts include:

1. Educational Attainment by employment status for the population 25 to 64 years
2. Educational Distribution by Educational Attainment Level for North Central WDA
3. Nativity and citizenship status in the United States
4. Language spoken at home by ability to speak English for the population 5 years and over for population

5 years and over

5. Income in the Past 12 Months below Poverty Level which includes Labor Force Status
6. Income in the past 12 months below poverty level
7. Selected Social characteristics in the North Central WDA
8. PA Department of Corrections – 2015 Releases to Counties in our region
9. PA Department of Corrections – 2015 Admissions in our region
10. Child Welfare Statistics – including numbers of youth aging out of foster care
11. Homelessness Statistics in our region.

EDUCATIONAL ATTAINMENT BY EMPLOYMENT STATUS FOR THE POPULATION 25 TO 64 YEARS - Universe: Population 25 to 64 years						
Education Level and Labor Force Status	Cameron	Clearfield	Elk	Jefferson	McKean	Potter
Total:	2,624	44529	16985	23229	22727	8765
Less than high school graduate:	219	4141	859	1833	1947	661
In labor force:	129	1642	441	932	838	281
In Armed Forces	0	0	0	0	0	0
Civilian:	129	1642	441	932	838	281
Employed	126	1442	380	843	680	260
Unemployed	3	200	61	89	158	21
Not in labor force	90	2499	418	901	1109	380
High school graduate (includes equivalency):	1,292	22335	8296	11649	10464	4338
In labor force:	991	15126	6458	8460	7247	3059
In Armed Forces	0	0	0	0	0	0
Civilian:	991	15126	6458	8460	7247	3059
Employed	938	14034	6112	7911	6725	2863
Unemployed	53	1092	346	549	522	196
Not in labor force	301	7209	1838	3189	3217	1279
Some college or associate's degree:	690	11503	4842	6092	6375	2250
In labor force:	499	8844	4030	4987	4754	1711
In Armed Forces	0	0	9	5	0	4
Civilian:	499	8844	4021	4982	4754	1707
Employed	466	8074	3864	4683	4307	1595
Unemployed	33	770	157	299	447	112
Not in labor force	191	2659	812	1105	1621	539
Bachelor's degree or higher:	423	6550	2988	3655	3941	1516
In labor force:	339	5407	2567	3075	3240	1177
In Armed Forces	0	0	0	0	4	4
Civilian:	339	5407	2567	3075	3236	1173
Employed	331	5229	2534	2976	3083	1144
Unemployed	8	178	33	99	153	29
Not in labor force	84	1143	421	580	701	339
Source: 2010-2014 American Community Survey 5-Year Estimates						

Educational Distribution by Educational Attainment Level for North Central WDA			
Area	Educational Grouping	Employment (2012)	Projected Employment (2022)
North Central	Advanced degree	1,790	2,060
North Central	Bachelor's degree	8,460	8,870
North Central	Associate degree	3,130	3,820
North Central	PS education or experience	12,700	14,160
North Central	Long-term training	6,030	6,490
North Central	Moderate-term OJT	14,650	15,260
North Central	Short-term OJT	35,180	37,660

NATIVITY AND CITIZENSHIP STATUS IN THE UNITED STATES						
County	Total:	U.S. citizen, born in the United States	U.S. citizen, born in Puerto Rico or U.S. Island Areas	U.S. citizen, born abroad of American parent(s)	U.S. citizen by naturalization	Not a U.S. citizen
Cameron	4,939	4,859	0	10	42	28
Clearfield	81,472	78,769	332	209	568	1,594
Elk	31,584	31,214	0	95	205	70
Jefferson	44,935	44,493	22	130	141	149
McKean	43,024	42,105	119	164	351	285
Potter	17,451	17,174	9	75	121	72

LANGUAGE SPOKEN AT HOME BY ABILITY TO SPEAK ENGLISH FOR THE POPULATION 5 YEARS AND OVER FOR POPULATION 5 YEARS AND OVER				
County	Total:	Speak only English	Speak English "very well"	Speak English less than "very well"
Cameron	4,730	4,651	62	17
Clearfield	77,614	74,308	2,001	1,305
Elk	30,088	29,508	453	127
Jefferson	42,334	40,881	1,172	281
McKean	40,838	39,616	890	332
Potter	16,481	16,069	284	128

County	Income in the Past 12 Months Below Poverty Level:				
	Labor Force Status				
	Population 16+	Total Below Poverty	In Labor Force: Employed	In Labor Force: Unemployed	Not in Labor Force

Cameron	4,169	465	111	21	333
Clearfield	62,865	8,311	2,405	932	4,974
Elk	25,886	2,242	632	211	1,399
Jefferson	35,838	4,569	1,318	417	2,834
McKean	32,521	4,666	1,299	762	2,605
Potter	13,902	1,826	530	147	1,149

SELECTED SOCIAL CHARACTERISTICS IN THE NORTH CENTRAL REGION	
Subject	
	Estimate
HOUSEHOLDS BY TYPE	
Total households	90,223
Family households (families)	59,417
With own children under 18 years	22,223
Married-couple family	45,870
With own children under 18 years	14,799
Male householder, no wife present, family	4,538
With own children under 18 years	2,388
Female householder, no husband present, family	9,009
With own children under 18 years	5,036
Nonfamily households	30,806
Householder living alone	27,021
65 years and over	12,419

Subject	
	Percent
HOUSEHOLDS BY TYPE	
Total households	90,223
Family households (families)	65.9%
With own children under 18 years	24.6%
Married-couple family	50.8%
With own children under 18 years	16.4%
Male householder, no wife present, family	5.0%
With own children under 18 years	2.6%
Female householder, no husband present, family	10.0%
With own children under 18 years	5.6%
Nonfamily households	34.1%
Householder living alone	29.9%
65 years and over	13.8%
Source: US Census Bureau, American Community Survey, Table DP02, 2010-2014 5-Year Estimates	

PA Department of Corrections Calendar Year Releases – 2015					
County	Total Releases - 2015	Paroled	Completed Sentence	Avg Age at Release	Additional Characteristics
Cameron	7	5	2	31	(4 male; 3 female; 6 white; 1 black; 3 high risk; 3 medium risk; 2 low risk)
Clearfield	187	159	28	35	(162 males; 25 females; 177 white; 6 black; 4 hispanic; 57 high risk; 100 medium risk; 30 low risk)
Elk	44	41	3	32	(33 males; 11 females; 42 white; 2 black; 8 high risk; 26 medium risk; 10 low risk)
Jefferson	164	132	32	35	(124 males; 40 females; 150 white; 11 black; 3 hispanic; 48 high risk; 90 medium risk; 26 low risk)
McKean	97	86	11	36	(84 males; 13 females – 26 are high risk; 63 medium risk and 8 low risk- 85 white; 12 black)
Potter	24	20	4	42	(23 males; 1 female – 6 high risk; 9 medium risk; 9 low risk; all white)

PA Department of Corrections – Admissions						
County	Total Admissions - 2015	New Court	Parole Violators	Act 122 (subset of PVs)	Avg Age at Admission	Additional Characteristics
Cameron	12	11	1	1	34	(11 males; 1 female; 11 white; 1 hispanic; 4 high risk; 5 medium risk; 3 low risk)
Clearfield	188	99	89	57	34	(152 males; 36 females; 178 whites; 6 blacks; 4 hispanics; 64 high risk; 93 medium risk; 27 low risk)
Elk	55	39	16	9	32	(43 males; 12 females; 50 white; 5 black; 13 high risk; 28 medium risk; 14 low risk)
Jefferson	192	114	78	47	34	(148 males; 44 females; 179 whites; 9 blacks; 3 hispanics; 67 high risk; 94 medium risk; 29 low risk)
McKean	77	39	38	17	35	(69 males; 8 females; 67 whites; 9 blacks; 1 hispanics; 27 high risk; 36 medium risk; 12 low risk)
Potter	26	17	9	8	36	(20 males; 6 females; 26 white; 9 high risk; 9 medium risk; 8 low risk)

Child Welfare Statistics 2015					
County	Children Receiving In-Home Services	Child in Foster Care Placement	Percentage of Teenagers in Foster Care Living in Congregate Settings	Percentage of Children Re-Entering Foster Care Placement	Children Aging out of Foster Care (various years)
Cameron	128	8	0	75	2013/14 – 1; There have been no other youth aging out of foster care since that 2013.
Clearfield	1,406	122	52.6	13.8	2013/14 – 4; 2014/15 – 9; 2015/16 - 4
Elk	1,139	24	50	33.3	2013/14 – 3; 2014/15 – 3; 2015/16 - 0
Jefferson	953	94	72.7	18.5	2013/14-12; 2014/15-19; 2015/16-15 Expect 15 youth will age out in 2016/17
McKean	468	127	53.8	20.0	Still working on request for data.

Potter	1,596	5	100	25.0	2013/14-5; 2014/15-5; 2015/16-5
Total	5,690	380	54.85 (average %)	30.93 (average %)	
Source: www.papartnerships.org					

Homelessness – Information provided by					
County	Categories vary by county				
Cameron and Elk combined Source: <i>Programs for Assistance in Transition from Homelessness (PATH)</i> <i>Data is for 2014/15</i>	Literally Homeless - 25	Imminent Risk of Homelessness - 6	Unstably Housed - 30	Stably housed (wanted to move out of parents) or housing status unknown - 20	Ages of those served 18-23 yrs old - 43; 24-30 yrs old - 28; 7-31 yrs old – 7 and age not known - 3
Clearfield	NOT KNOWN AT TIME OF REQUEST				
Jefferson	NOT KNOWN AT TIME OF REQUEST				
McKean – (Housing and Homeless Services)	141 unduplicated persons served		68 homeless households	31 families with children; 44 adults and 53 children	Victim Resource Center – 56 women and 53 children Cold weather shelter 16 degrees and below – was open 5 nights and served 3 individuals
Potter (Source – <i>Potter County Human Services and Transitional housing Program</i>)	36 consumers served	35 nights	29 households served		

It is estimated that each year in Pennsylvania, 15,333 people will experience homelessness.

www.moveforhunger.org

As indicated in the charts above, higher education results in higher employment numbers and is less likely for an individual to be unemployed. As we increase our recruitment and services to individuals with barriers we will focus services on additional training and education as this correlates directly with employability. We also recognize that although education is critical not everyone needs a bachelor's degree. Therefore, through career planning and mapping, individuals will be made aware of the regional employment opportunities that will be linked to their interests to develop the best career pathway.

F. The development and implementation of sector initiatives for existing and emerging in-demand industry sectors or occupations for the region.

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 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.
- 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?”

1.3 Based upon the regional labor market and economic condition analysis as described in Appendix A’s element 1.2 and *Pennsylvania’s Workforce Development Plan (PY 2016 – PY 2019)*, describe the planning region’s economic and workforce development oriented vision and strategic goals.
[WIOA Sec. 106(c) and Sec. 107(d)]

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.

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.

This session built upon many board activities leading up to this, including:

- October 1, 2014 WIB Retreat – training session on WIOA and strategic planning session
- January 7, 2015 WIB Meeting – prioritized strategies from retreat
- April 1, 2015 WIB Meeting – approved one pager of WDB Strategies
- July 1, 2015 WDB Meeting - group activity identifying “Greatest Workforce Challenge”
- October 7, 2015 WDB Meeting – based on Customer Centered Design and our Greatest Workforce challenges, members discussed potential solutions
- January 6, 2016 WDB Meeting – Discussed Local Area Designation and the Combined State Plan

1.4 Describe regional strategies used to facilitate engagement of businesses and other employers, including small employers and in-demand industry sector occupations. Describe methods and services to support the regional workforce system in meeting employer needs. [WIOA Sec. 106(c)]

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

Some of our methods follow:

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 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.

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 board is also partnering with several community agencies and employers from the Healthcare industry to create a Fit 4 Healthcare program to address the shortage of personal care aides vital to this industry.

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.

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.

ShaleNET was a coordinated network of industry, the public workforce system and training providers. ShaleNET built an industry-recognized uniform training and certification program, developed and augmented curricula, and adopted best practices throughout the entire network. The network’s primary goal was to link talent to

opportunity, be effective in the training of local people and placing them into jobs that could lead to successful careers in the natural gas industry.

We have the system and partnerships in place to provide training to other emerging industries as needed. Important to this effort is access to Labor Market Information and technical assistance in understanding how to use this information as provided to us by the Center for Workforce Information and Analysis (CWIA). The North Central WDB also purchased a subscription to the JOBSeq data provided by Chmura Analytics which enables us to create reports for our use and for sharing with local economic development agencies as companies are recruited to locate in our region.

1.6 Describe how the planning region will define and establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region. [WIOA Sec. 106(c)]

The North Central Pennsylvania Regional Planning and Development Commission through the Workforce Development Board has served as the Fiscal Agent and has provided workforce board support and program oversight staff since the inception of the JTPA program, through the years of Title I Workforce Investment Act (WIA) and continues as we transition into Workforce Innovation and Opportunity Act (WIOA) funds. The WDB Director is the signatory for the fiscal agent. The Commission has over thirty years of experience managing State and Federal grant funds. The North Central Workforce Development Board and Chief Elected Officials (CEO) chose the North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC) at the Title I contractor.

Administration of WIOA funds is provided at the WDB staff level for budgeting purposes and oversight by the NCWDB Director. The Finance Committee of the WDB provides oversight of the fiscal responsibilities and reviews expenditures, fiscal policies and other related information, on a quarterly basis (at a minimum). The accounting function of administering funds is performed by NCPRPDC staff in the Accounting Department.

NCPRPDC serves as the Fiscal Agent for the PA CareerLink® centers. The NCWDB staff are responsible for oversight of these funds to ensure the proper policies, tracking and accountability are in place.

The NCWDB employs seven (7) staff responsible for the Workforce Development System throughout the region. Of these staff, a percentage of time as appropriate is charged to administration. Electronic time sheets are utilized to capture activity through the appropriate cost category as well as the appropriate funding stream. The NCWDB has managed to reduce administrative costs to a minimum and continues to review and measure to ensure that any possible duplication is eliminated.

Every month all of the administrative costs are identified in one location, this includes the direct hours of only WDB administrative staff that have been entered through timesheets. At the end of that month the available administrative dollars from the previous months Financial Status Report (FSR) are used to calculate a percentage that is then applied against actual costs for distribution to the appropriate funding sources.

NCPRPDC utilizes an approved cost allocation plan to charge indirect costs. At the end of each month an hours report is run that identifies all staff hours by program that are not part of Cost Allocation. These hours are used to calculate a percent of total. This percentage is then used to distribute the actual costs of cost allocation for that month.

1.8 Outline regional transportation issues related to workforce development and ways the region will address needs identified. Include a description and/or map of the regional commuting patterns. [WIOA Sec. 106(c)]

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.

We continue to evaluate our options and network with others across the country to look for creative solutions. Utilizing a customer-centered design approach we plan on surveying customers who indicate transportation as a barrier to dig a bit deeper into the exact problem as well as ask for potential solutions from the customer. The more detailed analysis will confirm the depth of the transportation issue and may present additional barriers. It is typically the EARN customers who indicate that transportation is a barrier and the LMC will be holding a brainstorming session to ensure that partners are collaborating on a solution to the problem.

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.

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.

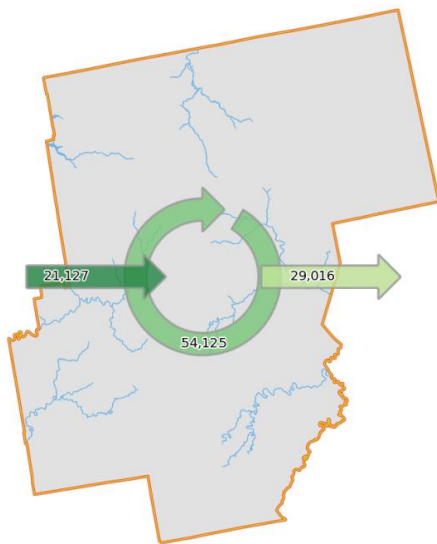
Public transportation services in the region are led by two providers: the Area Transportation Authority (ATA) with its mix of fixed-route, deviated fixed-route, and Call-A-Bus services; and DuFAST Transit. DuFAST operates three fixed-route circulator shuttles on weekdays with one-hour headways and other 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 in great detail the commuting patterns in and out of our region. This data comes from the Center for Workforce Information and Analysis (CWIA) as well as commuting data in and out of each of our counties from JOBSeq (Chmura Analytics). 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, 2013		
	2013	
	Count	Share
Selection Area Labor Market Size (Primary Jobs)		
Employed in the Selection Area	75,252	100.0%
Living in the Selection Area	83,141	110.5%
Net Job Inflow (+) or Outflow (-)	-7,889	-
In-Area Labor Force Efficiency (Primary Jobs)		
Living in the Selection Area	83,141	100.0%
Living and Employed in the Selection Area	54,125	65.1%
Living in the Selection Area but Employed Outside	29,016	34.9%
In-Area Employment Efficiency (Primary Jobs)		
Employed in the Selection Area	75,252	100.0%
Employed and Living in the Selection Area	54,125	71.9%
Employed in the Selection Area but Living Outside	21,127	28.1%
Outflow Job Characteristics (Primary Jobs)		
External Jobs Filled by Residents	29,016	100.0%
Workers Aged 29 or younger	6,695	23.1%
Workers Aged 30 to 54	15,770	54.3%
Workers Aged 55 or older	6,551	22.6%
Workers Earning \$1,250 per month or less	6,442	22.2%
Workers Earning \$1,251 to \$3,333 per month	11,252	38.8%
Workers Earning More than \$3,333 per month	11,322	39.0%
Workers in the "Goods Producing" Industry Class	5,806	20.0%
Workers in the "Trade, Transportation, and Utilities" Industry Class	8,074	27.8%
Workers in the "All Other Services" Industry Class	15,136	52.2%
Inflow Job Characteristics (Primary Jobs)		
Internal Jobs Filled by Outside Workers	21,127	100.0%
Workers Aged 29 or younger	4,878	23.1%
Workers Aged 30 to 54	11,327	53.6%
Workers Aged 55 or older	4,922	23.3%
Workers Earning \$1,250 per month or less	5,179	24.5%
Workers Earning \$1,251 to \$3,333 per month	8,135	38.5%
Workers Earning More than \$3,333 per month	7,813	37.0%

Workers in the "Goods Producing" Industry Class	4,846	22.9%
Workers in the "Trade, Transportation, and Utilities" Industry Class	7,013	33.2%
Workers in the "All Other Services" Industry Class	9,268	43.9%
Interior Flow Job Characteristics (Primary Jobs)		
Internal Jobs Filled by Residents	54,125	100.0%
Workers Aged 29 or younger	10,794	19.9%
Workers Aged 30 to 54	29,966	55.4%
Workers Aged 55 or older	13,365	24.7%
Workers Earning \$1,250 per month or less	12,773	23.6%
Workers Earning \$1,251 to \$3,333 per month	22,167	41.0%
Workers Earning More than \$3,333 per month	19,185	35.4%
Workers in the "Goods Producing" Industry Class	17,606	32.5%
Workers in the "Trade, Transportation, and Utilities" Industry Class	8,777	16.2%
Workers in the "All Other Services" Industry Class	27,742	51.3%



Source: Center for Workforce Information and Analysis

- 1.9 Describe strategies and services the planning region will employ to coordinate workforce development programs/services with regional economic development services and providers. [WIOA Sec. 106(c)]

The North Central Region was officially designated in 1966 when North Central Pennsylvania Regional Planning and Development Commission was named a Local Development District. The counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter have a long history of collaboration in a variety of ways including: economic development, workforce development, transportation, community development and so on.

NCPRPDC not only serves as the LDD but also an Economic Development District, an area loan organization, an export network administrator, a Regional Planning Organization, the PREP coordinator, WIC administrator, and a Title I operator for workforce, as well as employing the Workforce Board staff. WDB staff, reporting to a separate CEO Board, are also housed separate from Workforce Operations staff and focus specifically on policy through management of the Workforce Development Board.

The WDB is a partner of the North Central PA PREP participating in all meetings and collaborating in all initiatives of the partnership. Under the Commonwealth of Pennsylvania's Partnership for Regional Economic Performance initiative, economic development service providers in the North Central region of Pennsylvania formalized a long history of partnering and sharing capacity and services to create the North Central Partnership for Regional Economic Performance or North Central PREP.

A great recent 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.

The NCWDB staff managed a D2PA Grant on behalf of the PREP partners in our region last program year to bring entrepreneurial clubs to 14 of our high schools. This project was a great collaboration with our school districts, workforce development staff, and PREP partners that resulted in creative clubs that are sustainable beyond the funding year. In addition, WDB staff collaborate with economic development in the following efforts:

- WDB staff participate on the Community Economic Development System (CEDS) board.
- WDB staff are members of the North Central PREP
- WDB staff work closely with county economic development agencies.
- WDB staff coordinate often with the Clarion University SBDC and the Northwest Industrial Resource Center.
- WDB staff collaborate with both of our WEDnet PA providers in our region during the application process as well as throughout the year. This collaboration ensures the best use of funds through both WEDnet and Industry Partnerships and avoids any potential duplication.

1.10 Describe how the planning region will establish an agreement concerning how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in WIOA Section 116(c), for local areas and the planning region. [WIOA Sec. 106(c)]

Note: The Department, the local board and the CEO reach agreement on local targets and levels based on the negotiation process before the start of each program year. While the CEO remains ultimately responsible for ensuring the local area meets or exceeds such local targets and levels, performance negotiations must be coordinated regionally, requiring each planning region to establish an agreement describing how the region will collectively negotiate performance goals with the Department.

[proposed 20 CFR 677.210(b) and (c)] and [proposed 20 CFR 679.510(a)(2)]

At the April 6, 2016 North Central Workforce Development Board meeting, Director Susan Snelick reviewed the proposed recommended regional levels of performance telling the board members that 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. The process for negotiating levels

of performance included the presentation, review and approval of proposed measures by the North Central Workforce Development Board. These measures are presented to the Department for their review and approval. Since our Board serves as the regional board no additional negotiation was necessary.

1.13 Describe how the planning region will connect any regionally targeted populations to occupational demands, especially individuals with barriers to employment. [proposed 20 CFR 679.540(b)]

The North Central Workforce Development 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.

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 Consortium that currently meets on a monthly basis. The Operator is currently working on a referral process that will 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.

The North Central WDB 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 with the Pennsylvania Workforce Development Association in order to be aware of new policy and programs.

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 PA Department of Aging's 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.

Appendix B: PY 2016 Transitional Local Plan Template

WIOA requires each local workforce area to develop a local plan that supports and is submitted as a component of its associated regional plan. The narratives framed in the local plan will include more detailed, actionable plans and objectives, consistent with the local plan's respective regional plan strategic visions and goals.

In addressing the elements outlined below, if the local board is not prepared to provide a complete response to a specific element at the time of plan submission, a response must be provided that indicates how the local board plans to fully address that particular element in the multi-year plan.

Transitional local plans are not expected to exceed 75 pages.

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Section 1: Workforce and Economic Analysis

Please provide a separate response for each of the elements listed below.

1.1 Provide an analysis of the economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations.

[WIOA Sec. 108(b)(1)(A)] and [proposed 20 CFR 679.560(a)]

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

Located in the heart of North Central Pennsylvania, the rural 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 and the North Central PA Regional Planning Development Commission are headquartered in Ridgway which is the central location to the region. The communities, businesses, industries, and workforce of this region continue to work together with the WDB and North Central, to streamline state, federal and regional services, including workforce investment, economic and community development and transportation planning.

With a labor force of just over 103,000, the largest sector in the North Central Workforce Development Area is Manufacturing, employing 17,743 workers. The next largest sectors in the region are Health Care and Social Assistance (15,795 workers) and retail trade (10,019). High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. The sectors with the largest LQs in the region include Mining, Quarrying, and Oil and Gas Extraction (LG=5.24), Manufacturing (LQ=2.38), and Transportation and Warehousing (LQ=1.53). 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 numbers employed in recent years, the North Central region depends heavily on Powdered Metals and Metals Manufacturing, having employed 15% 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.

In addition, unlike many areas of the Commonwealth the demographics of our region are very similar. We have experienced a slow population decline and have a per capita personal income almost \$10,000 less than the state. Poverty in our region exceeds the state with almost 50% of our students eligible for free or reduced lunch. Although dim this gives us all something to relate to and strive for a common goal for our region.

For more detailed information, including occupational information and charts, please refer to Section 1.1 of the PY 2016 Transitional Regional Plan.

1.2 Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations.
[WIOA Sec. 108(b)(1)(B)] and [proposed 20 CFR 679.560(a)]

Below you will find summary tables of knowledge and skills required to meet the employment needs of our employers in specific occupations as well as specific skills needed for all occupations. While this information is important and assists in determining needs of our labor force the most valuable information is that from employers directly. We have established relationships with our employers both at the board level as well as through our PA CareerLink® staff and committees. These relationships help us to keep a pulse on industry and their needs. We have heard from many employers from all industries throughout the North Central PA Region who report that they need all employees to have the following soft, work readiness skills:

- Reliability
- Problem Solving
- Punctuality
- Demonstrating a Positive Attitude
- Honesty
- Dependability
- Communication
- Willingness to Learn New Things – Life Long Learning Skills
- Uses Common Workplace Technologies
- Adaptability

The previous list of skills are taught at the PA CareerLink® centers via workshops as well as participation in other work based learning programs such as job shadowing, paid / unpaid work experiences, and on the job training. Several industries however such as healthcare and manufacturing may require additional skills for perspective employees.

In addition, this knowledge and skills cannot be reviewed in a vacuum. They must be attributable to specific occupations within our industry. We need to dig a bit deeper into the numbers to really see what the information is telling us and allow for more specificity when counseling customers.

Understanding the knowledge and skills for specific occupations allows the case manager to discuss career pathways with their customers. Knowing how skills sets transcend into other occupations coupled with additional education and training is critical in good case management.

Then following charts highlight those knowledge and skills sets:

Top 20 Knowledge Area and Projected Needs, 2012-2022				
Knowledge Area	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
English Language	281	2,547	705	1,842
Customer and Personal Service	260	2,311	649	1,662
Mathematics	231	1,995	488	1,507

Administration and Management	232	1,967	617	1,350
Public Safety and Security	194	1,771	594	1,177
Education and Training	200	1,496	489	1,007
Computers and Electronics	198	1,306	350	956
Clerical	174	1,180	299	881
Psychology	104	1,019	373	646
Production and Processing	147	1,017	215	802
Law and Government	111	844	280	564
Sales and Marketing	88	813	119	694
Personnel and Human Resources	94	792	256	536
Mechanical	133	760	226	534
Transportation	64	551	206	345
Communications and Media	75	534	144	390
Medicine and Dentistry	46	486	246	240
Engineering and Technology	101	481	127	354
Therapy and Counseling	45	481	186	295
Sociology and Anthropology	52	462	157	305
Source: The Center for Workforce Information & Analysis				

Top 20 Work Activities and Projected Needs, 2012-2022				
Work Activity	Number of Occupations	Total Annual Openings Needing this Skill	Growth Annual Openings Needing this Skill	Replacement Annual Openings Needing this Skill
Getting Information	213	1,573	514	1,059
Communicating with Supervisors, Peers, or Subordinates	155	1,262	400	862
Performing for or Working Directly with the Public	68	817	181	636
Documenting/Recording Information	90	687	294	393
Making Decisions and Solving Problems	124	676	209	467
Interacting With Computers	112	661	186	475
Identifying Objects, Actions, and Events	93	651	240	411
Assisting and Caring for Others	46	565	285	280
Organizing, Planning, and Prioritizing Work	79	537	183	354

Establishing and Maintaining Interpersonal Relationships	80	532	190	342
Inspecting Equipment, Structures, or Material	68	477	158	319
Updating and Using Relevant Knowledge	85	457	168	289
Evaluating Information to Determine Compliance with Standards	66	432	149	283
Performing General Physical Activities	33	404	168	236
Monitor Processes, Materials, or Surroundings	56	394	142	252
Handling and Moving Objects	41	292	73	219
Operating Vehicles, Mechanized Devices, or Equipment	29	266	91	175
Processing Information	59	240	57	183
Controlling Machines and Processes	42	222	57	165
Resolving Conflicts and Negotiating with Others	28	213	91	122
Source: The Center for Workforce Information & Analysis				

Top 20 Job Skills from Help Wanted OnLine Job Postings, 2015 November	
Skills	Job Postings for Skill
Pediatrics	151
Preventative maintenance inspections	64
Critical care	64
Quality Assurance	61
Behavioral health	53
Bilingual	45
Quality control	34
Geriatrics	32
Emergency room	31
Medicaid	29
Food preparation	29
Search Engine Optimization	28
Material Handling	28
Pharmacy Benefit Management	26
Labor and Delivery	25
Preventive maintenance	25
Patient Electronic Medical Record	23
Medical-Surgical Nursing	22
Technical support	18
Cardiac care	17

Source: The Conference Board, Help Wanted OnLine, 01/04/2016
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Top 20 Certifications from Help Wanted OnLine Job Postings, 2015 November	
Certification	Job Postings for Certifications
Certified Registered Nurse	456
Driver's License	435
Certification in Cardiopulmonary Resuscitation	363
Commercial Driver's License	335
Licensed Practical Nurse	152
Certified in Nursing Administration	133
Basic Life Support	118
Certified Nursing Assistant	116
Continuing Education	110
Advanced Cardiac Life Support	78
HAZMAT	67
Food safety programs	66
Certified Practical Nurse, Long-term care	56
Physical Therapist Certification	55
Class A Commercial Drivers License	52
Occupational Safety & Health Administration Certification	43
Certified in Long Term Care	42
Pharmacy Technician	40
Home Health Aide	40
Certified Purchasing Manager	39
Source: The Conference Board, Help Wanted OnLine, 01/04/2016	

In the North Central region the greatest employment growth will be in jobs that require an Associate Degree – 22% more jobs will require this post-secondary training level. See chart s in next section for additional employment growth rates by educational attainment level for the North Central WDA. With the understanding of where the growth is and what specific occupations require this degree will assist in counseling along career pathways with our customers. When you link the chart above, Top 20 Certifications, with the chart in the next section we have a better understanding of where the real needs are.

- 1.3 Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment.
[WIOA Sec. 108(b)(1)(C)] and [proposed 20 CFR 679.560(a)]

The North Central Workforce Development Area has been fortunate to have enjoyed a much lower than average unemployment rate over the past couple of years. Once our region rebounded from the recession of 2007 our employment has been much better. Although we usually fall behind the state with a 4.6 unemployment rate as well as the nation at 4.9 in February 2016 compared to our region at 6.25 in this same time period. When you look at real numbers we only have just over 6,400 people unemployed. Although our unemployment rate is a bit higher than the state and nation many of our employers continue to struggle with finding qualified employees for both entry-level and middle-skill jobs. We developed some innovative programs and approaches that you will hear more about later in this document. In Elk County a group of manufacturing employers formed a 501(c)3 to work with other agencies and partners on improving the community hopefully resulting in a bigger pool of qualified applicants.

Annual Average Labor Force Statistics, 2014					
Annual Average	Labor Force	Employed	Unemployed	Unemployment Rate	
2014	102,778	96,146	6,632	6.5	
Seasonally Adjusted Labor Force Statistics, 2015					
Month	Labor Force	Employed	Unemployed	Unemployment Rate	
January	102,237	96,267	5,970	5.8	
February	102,707	96,574	6,133	6.0	
March	102,778	96,541	6,237	6.1	
April	103,337	96,895	6,442	6.2	
May	103,327	96,871	6,456	6.2	
June	103,114	97,006	6,108	5.9	
July	102,899	96,633	6,266	6.1	
August	102,869	96,735	6,134	6.0	
September	103,237	96,827	6,410	6.2	
October	103,364	97,225	6,139	5.9	
November	103,478	97,476	6,002	5.8	Preliminary
Source: Local Area Unemployment Statistics (LAUS)					

In the three charts that follow you will see more detailed information regarding the industries in the North Central Workforce Development Area including employment, wages, and projected growth.

Top 20 Industries by Employment, 4 Digit NAICS North Central County, All Ownerships, Second Quarter of 2015, Preliminary					
2015 Q2 Preliminary					
NAICS Title	NAICS	Establishments	Average Employment	Total Wage	Average Weekly Wage
Total, All Industries					
Elementary and Secondary Schools	6111	112	5,514	\$58,703,994	\$819
Forging and Stamping	3321	48	4576	\$52,236,789	\$878

Restaurants and Other Eating Places (new 2012)	7225	325	4425	\$12,631,205	\$220
Individual and Family Services	6241	555	2,451	\$13,026,133	\$409
Executive, Legislative, & Gen Government	9211	161	2,379	\$16,647,280	\$538
Other General Merchandise Stores	4529	60	1,924	\$9,690,234	\$387
Nursing Care Facilities	6231	21	1,883	\$13,596,537	\$555
Machine Shops and Threaded Products	3327	62	1,480	\$13,900,395	\$722
Gasoline Stations	4471	110	1,393	\$6,092,270	\$337
Other Electrical Equipment & Components	3359	12	1,315	\$15,822,812	\$925
Justice, Public Order, and Safety Activi	9221	19	1,310	\$20,481,046	\$1,203
General Freight Trucking	4841	178	1,218	\$12,833,537	\$810
Support Activities for Mining	2131	63	1,141	\$22,750,621	\$1,534
Warehousing and Storage	4931	17	1,087	\$10,221,144	\$723
Depository Credit Intermediation	5221	106	1,078	\$10,486,078	\$748
Civic and Social Organizations	8134	114	1,026	\$2,557,153	\$192
Offices of Physicians	6211	119	961	\$15,336,049	\$1,227
Community Care Facility for the Elderly	6233	22	885	\$5,776,045	\$502
Sawmills and Wood Preservation	3211	42	880	\$7,925,253	\$693
Building Material and Supplies Dealers	4441	74	860	\$6,168,037	\$552
Source: Quarterly Census of Employment and Wages					

The information in the chart below identifies the twelve industry clusters in the North Central Workforce Development Area. As you will see, Advanced Manufacturing and Health Care are our top two industries when comparing total employment with 13,407 and 14,800 respectively. Because of this we targeted these two industries for many of our sector initiatives. When looking specifically at the location quotient you will see that Advanced Manufacturing, Energy, and Wood, Wood Products, and Publishing all have an LQ over 2 indicating a potential niche in this area. Knowing this, we also targeted some of our sector work in these industries. Many years ago we managed a Lumber and Wood Industry Partnership and more recently an Energy Partnership. Each allowed us to learn more about the workforce needs of industry and understand how workforce development can assist in their efforts. Both of these industries, along with manufacturing, have dealt with major ups and downs that led to uncertainty in their workforce. However, when you look specifically at the jobs available in these industries they pay higher than average wages. With the turn over occurring in all of our industries with baby boomers retiring our job seekers will have more opportunity to move along a career pathway into family sustaining wages in all of these industries.

Industry Cluster Statistics for North Central WDA						
	AFP	AM	BC	BM	BSV	ED
2014 Employment	918	13,407	4,807	27	4,007	7,687
Percent WIA Employment	1.10	16.07	5.76	0.03	4.80	9.21
Employment Growth (2009-2014)	-299	2,029	-106	-46	85	-655
Percent Growth (2009-2014)	-24.6	17.8	-2.2	-63.0	2.2	-7.9
2014 Average Wage (\$)	28,429	46,369	39,566	15,271	42,072	34,755
2014 National Location Quotient	0.31	2.13	0.92	0.03	0.38	0.95

	ENGY	HC	HLE	LT	REFI	WWP
2014 Employment	5,498	14,800	6,265	3,865	2,204	3,373
Percent WIA Employment	6.59	17.74	7.51	4.63	2.64	4.04
Employment Growth (2009-2014)	384	-453	173	534	20	-35
Percent Growth (2009-2014)	7.5	-3.0	2.8	16.0	0.9	-1.0
2014 Average Wage (\$)	65,072	37,854	12,706	43,384	40,132	40,835
2014 National Location Quotient	2.93	1.22	0.63	1.36	0.48	2.61
Source: Quarterly Census of Employment and Wages - Produced by the Center for Workforce Information and Analysis						

Top 20 Growing Industries by Employment Volume Change, 4 Digit NAICS, North Central County, All Ownerships, Second Quarter of 2014 to Second Quarter of 2015, Preliminary											
		2014 Q2				2015 Q2 Preliminary				Change	
NAICS Title	NAICS	Establishmen	Avg. Employment	Total Wage	Average Weekly Wage	Establishments	Average Employment	Total Wage	Average Weekly Wage	Volume	Percent
Total, All Industries											
Forging and Stamping	3321	49	4,326	\$48,775,564	\$867	48	4,576	\$52,236,789	\$878	250	5.78%
Restaurants and Other Eating Places (new 2012)	7225	316	4250	\$12,017,457	\$218	325	4425	\$12,631,205	\$220	175	4.12%
Individual and Family Services	6241	504	2327	\$12,338,574	\$408	555	2451	\$13,026,133	\$409	124	5.33%
General Freight Trucking	4841	162	1,134	\$11,167,662	\$758	178	1,218	\$12,833,537	\$810	84	7.41%
Other General Merchandise Stores	4529	58	1,845	\$9,029,709	\$377	60	1,924	\$9,690,234	\$387	79	4.28%
Machine Shops and Threaded Products	3327	59	1,404	\$13,356,026	\$732	62	1,480	\$13,900,395	\$722	76	5.41%
Other Wood Product Manufacturing	3219	36	750	\$5,862,130	\$601	33	821	\$6,530,454	\$612	71	9.47%
Automotive Repair and Maintenance	8111	133	467	\$3,119,552	\$514	140	533	\$3,877,673	\$559	66	14.13%
Employment Services	5613	13	573	\$3,128,257	\$420	16	638	\$3,142,195	\$379	65	11.34%
Civic and Social Organizations	8134	114	968	\$2,495,264	\$198	114	1,026	\$2,557,153	\$192	58	5.99%
Coating, Engraving & Heat Treating Metal	3328	14	430	\$3,723,234	\$666	14	486	\$3,987,560	\$632	56	13.02%
Remediation and Other Waste Services	5629	13	62	\$441,955	\$548	16	115	\$998,528	\$666	53	85.48%
Machinery & Supply Merchant Wholesalers	4238	33	406	\$5,173,011	\$981	33	447	\$6,059,740	\$1,042	41	10.10%
Auto Parts, Accessories, and Tire Stores	4413	45	295	\$1,890,889	\$493	50	334	\$2,014,455	\$464	39	13.22%
Commercial Machinery Repair/Maintenance	8113	25	124	\$1,580,008	\$983	27	157	\$2,303,288	\$1,131	33	26.61%
Sawmills and Wood Preservation	3211	42	850	\$7,682,247	\$695	42	880	\$7,925,253	\$693	30	3.53%
School and Employee Bus Transportation	4854	45	652	\$2,570,703	\$303	47	682	\$2,657,380	\$300	30	4.60%
Electronic Markets and Agents/Brokers	4251	31	112	\$1,350,188	\$927	34	139	\$1,633,759	\$904	27	24.11%
Department Stores	4521	11	352	\$1,296,471	\$283	12	374	\$1,352,453	\$278	22	6.25%
Offices of Physicians	6211	119	942	\$15,662,401	\$1,279	119	961	\$15,336,049	\$1,227	19	2.02%

Source: Quarterly Census of Employment and Wages

Top 20 Growing Industries by Employment Percent Change, 4 Digit NAICS, North Central County, All Ownerships, Second Quarter of 2014 to Second Quarter of 2015, Preliminary											
NO EMPLOYMENT MINIMUM											
		2014 Q2				2015 Q2 Preliminary				Change	
NAICS Title	NAICS	Establishments	Average Employment	Total Wage	Average Weekly Wage	Establishments	Average Employment	Total Wage	Average Weekly Wage	Volume	Percent
Total, All Industries											
Remediation and Other Waste Services	5629	13	62	\$441,955	\$548	16	115	\$998,528	\$666	53	85.48 %
Commercial & Service Industry Machinery	3333	3	23	\$150,916	\$512	3	39	\$373,898	\$731	16	69.57 %
Other Personal Services	8129	6	16	\$51,249	\$246	8	22	\$62,436	\$222	6	37.50 %
RV Parks and Recreational Camps	7212	9	38	\$128,254	\$260	11	50	\$183,151	\$284	12	31.58 %
Commercial Machinery Repair/Maintenance	8113	25	124	\$1,580,008	\$983	27	157	\$2,303,288	\$1,131	33	26.61 %
Beverage Manufacturing	3121	7	67	\$462,998	\$534	9	84	\$551,324	\$507	17	25.37 %
Electronic Markets and Agents/Brokers	4251	31	112	\$1,350,188	\$927	34	139	\$1,633,759	\$904	27	24.11 %
Performing Arts and Sports Promoters	7113	6	17	\$44,616	\$206	5	21	\$48,585	\$178	4	23.53 %
Social Advocacy Organizations	8133	11	59	\$263,200	\$343	11	72	\$325,774	\$346	13	22.03 %
Religious Organizations	8131	9	49	\$133,417	\$211	10	57	\$150,708	\$203	8	16.33 %
Investigation and Security Services	5616	7	33	\$116,082	\$273	7	38	\$140,806	\$283	5	15.15 %
Misc Nondurable Goods Merchant Whsle	4249	3	27	\$247,506	\$714	3	31	\$276,027	\$685	4	14.81 %
Automotive Repair and Maintenance	8111	133	467	\$3,119,552	\$514	140	533	\$3,877,673	\$559	66	14.13 %
Machinery & Equipment Rental & Leasing	5324	3	30	\$325,299	\$843	3	34	\$431,280	\$985	4	13.33 %
Auto Parts, Accessories, and Tire Stores	4413	45	295	\$1,890,889	\$493	50	334	\$2,014,455	\$464	39	13.22 %
Coating, Engraving & Heat Treating Metal	3328	14	430	\$3,723,234	\$666	14	486	\$3,987,560	\$632	56	13.02 %
Automotive Equipment Rental and Leasing	5321	6	24	\$207,535	\$665	6	27	\$217,011	\$618	3	12.50 %
Household and Institutional Furniture	3371	8	41	\$239,312	\$449	9	46	\$292,974	\$486	5	12.20 %
Employment Services	5613	13	573	\$3,128,257	\$420	16	638	\$3,142,195	\$379	65	11.34 %
Support Activities for Forestry	1153	7	38	\$467,206	\$946	7	42	\$590,633	\$1,090	4	10.53 %

Source: Quarterly Census of Employment and Wages

Top 20 Growing Industries by Employment Percent Change, 4 Digit NAICS, North Central County, All Ownerships, Second Quarter of 2014 to Second Quarter of 2015, Preliminary											
100 EMPLOYMENT MINIMUM											
		2014 Q2				2015 Q2 Preliminary				Change	
NAICS Title	NAICS	Establishments	Average Employment	Total Wage	Average Weekly Wage	Establishments	Average Employment	Total Wage	Average Weekly Wage	Volume	Percent
Total, All Industries											
Remediation and Other Waste Services	5629	13	62	\$441,955	\$548	16	115	\$998,528	\$666	53	85.48 %
Commercial Machinery Repair/Maintenance	8113	25	124	\$1,580,008	\$983	27	157	\$2,303,288	\$1,131	33	26.61 %
Electronic Markets and Agents/Brokers	4251	31	112	\$1,350,188	\$927	34	139	\$1,633,759	\$904	27	24.11 %
Automotive Repair and Maintenance	8111	133	467	\$3,119,552	\$514	140	533	\$3,877,673	\$559	66	14.13 %
Auto Parts, Accessories, and Tire Stores	4413	45	295	\$1,890,889	\$493	50	334	\$2,014,455	\$464	39	13.22 %
Coating, Engraving & Heat Treating Metal	3328	14	430	\$3,723,234	\$666	14	486	\$3,987,560	\$632	56	13.02 %
Employment Services	5613	13	573	\$3,128,257	\$420	16	638	\$3,142,195	\$379	65	11.34 %
Grocery Product Merchant Wholesalers	4244	14	124	\$1,369,646	\$852	15	137	\$1,568,594	\$879	13	10.48 %
Machinery & Supply Merchant Wholesalers	4238	33	406	\$5,173,011	\$981	33	447	\$6,059,740	\$1,042	41	10.10 %
Professional and Similar Organizations	8139	32	199	\$968,002	\$374	32	218	\$1,017,081	\$359	19	9.55%
Other Wood Product Manufacturing	3219	36	750	\$5,862,130	\$601	33	821	\$6,530,454	\$612	71	9.47%
General Freight Trucking	4841	162	1,134	\$11,167,662	\$758	178	1,218	\$12,833,537	\$810	84	7.41%
Department Stores	4521	11	352	\$1,296,471	\$283	12	374	\$1,352,453	\$278	22	6.25%
Civic and Social Organizations	8134	114	968	\$2,495,264	\$198	114	1,026	\$2,557,153	\$192	58	5.99%
Forging and Stamping	3321	49	4,326	\$48,775,564	\$867	48	4,576	\$52,236,789	\$878	250	5.78%
HVAC and Commercial Refrigeration Equip	3334	3	337	\$3,129,062	\$715	3	356	\$3,443,348	\$745	19	5.64%
Commercial Goods Merchant Wholesalers	4234	8	216	\$1,924,632	\$686	8	228	\$2,020,491	\$683	12	5.56%
Machine Shops and Threaded Products	3327	59	1,404	\$13,356,026	\$732	62	1,480	\$13,900,395	\$722	76	5.41%

Individual and Family Services	6241	504	2,327	\$12,338,574	\$408	555	2,451	\$13,026,133	\$409	124	5.33%
School and Employee Bus Transportation	4854	45	652	\$2,570,703	\$303	47	682	\$2,657,380	\$300	30	4.60%

Source: Quarterly Census of Employment and Wages

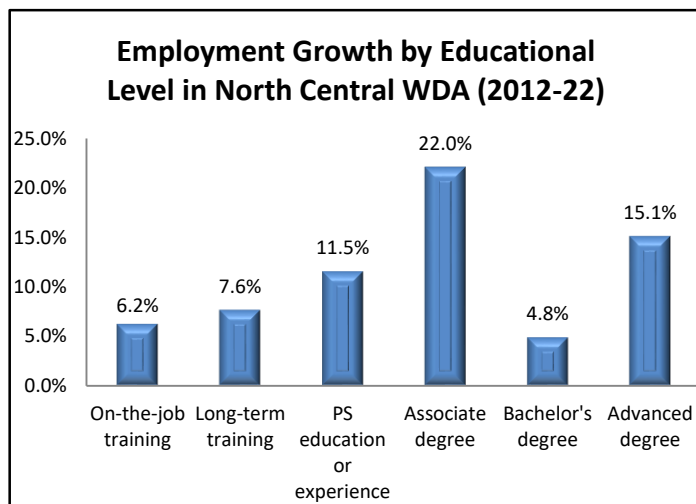
NOTE FOR ALL INFORMATION ON THIS PAGE: Suppressed information due to confidentiality has been excluded from these analyses.

As referenced in Appendix A: Regional Plan, Section 1.2.E. “The educational and skill levels of the workforce, including individuals with barriers” for more information on the workforce.

The educational attainment level of the workforce in the North Central PA region is best explained in the following chart as compared to the Commonwealth. North Central has a higher high school completion rate than the state overall, a higher rate of residents with Associate’s Degrees, and a lower rate of residents with bachelor’s degrees.

Educational Attainment, Age 25-64	North Central PA	Pennsylvania
No High School Diploma	8.1%	8.5%
High School Graduate	49.1%	34.3%
Some College, No Degree	15.7%	17.4%
Associates Degree	11.1%	8.9%
Bachelor’s Degree	11.0%	19.3%
Postgraduate Degree	5.1%	11.6%

Source: Jobseq – Chumara Analytics and the Center for Workforce Information and Analysis



Considering that the most growth in employment will be for jobs that require an associate’s degree or post-secondary education will be necessary if we are going to provide solutions to the workforce challenges of our local employers. Technical skills and training will be a large part of this along with continuing our collaboration with our Career and Tech Centers and other post-secondary training providers in being a viable solution.

Educational achievement can be considered an indicator of innovation and entrepreneurial capacity, and a key factor for industry site selectors.

EDUCATIONAL ATTAINMENT BY EMPLOYMENT STATUS FOR THE POPULATION 25 TO 64 YEARS - Universe: Population 25 to 64 years						
Education Level and Labor Force Status	Cameron	Clearfield	Elk	Jefferson	McKean	Potter
Total:	2,624	44529	16985	23229	22727	8765
Less than high school graduate:	219	4141	859	1833	1947	661
In labor force:	129	1642	441	932	838	281
In Armed Forces	0	0	0	0	0	0
Civilian:	129	1642	441	932	838	281
Employed	126	1442	380	843	680	260
Unemployed	3	200	61	89	158	21
Not in labor force	90	2499	418	901	1109	380
High school graduate (includes equivalency):	1,292	22335	8296	11649	10464	4338
In labor force:	991	15126	6458	8460	7247	3059

In Armed Forces	0	0	0	0	0	0
Civilian:	991	15126	6458	8460	7247	3059
Employed	938	14034	6112	7911	6725	2863
Unemployed	53	1092	346	549	522	196
Not in labor force	301	7209	1838	3189	3217	1279
Some college or associate's degree:	690	11503	4842	6092	6375	2250
In labor force:	499	8844	4030	4987	4754	1711
In Armed Forces	0	0	9	5	0	4
Civilian:	499	8844	4021	4982	4754	1707
Employed	466	8074	3864	4683	4307	1595
Unemployed	33	770	157	299	447	112
Not in labor force	191	2659	812	1105	1621	539
Bachelor's degree or higher:	423	6550	2988	3655	3941	1516
In labor force:	339	5407	2567	3075	3240	1177
In Armed Forces	0	0	0	0	4	4
Civilian:	339	5407	2567	3075	3236	1173
Employed	331	5229	2534	2976	3083	1144
Unemployed	8	178	33	99	153	29
Not in labor force	84	1143	421	580	701	339
Source: 2010-2014 American Community Survey 5-Year Estimates						

Educational Distribution by Educational Attainment Level for North Central WDA			
Area	Educational Grouping	Employment (2012)	Projected Employment (2022)
North Central	Advanced degree	1,790	2,060
North Central	Bachelor's degree	8,460	8,870
North Central	Associate degree	3,130	3,820
North Central	PS education or experience	12,700	14,160
North Central	Long-term training	6,030	6,490
North Central	Moderate-term OJT	14,650	15,260
North Central	Short-term OJT	35,180	37,660

1.4 Provide an analysis and description of workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the education and skill needs of the workforce and the employment needs of employers in the region.

[WIOA Sec. 108(b)(1)(D)] and [proposed 20 CFR 679.560(a)]

Existence of Education and Training Providers:

While the North Central PA region is a rural region, we do have a substantial 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 3 privately owned schools (business school and technical training provider). There are also 2 Community Education Centers in the North Central PA region whose mission is to bring post-secondary training to our region. The following is a list of the post-secondary providers located within our six counties:

University of Pittsburgh at Bradford
 Penn State University DuBois Campus
 Lock Haven University at Clearfield
 Indiana University of Pennsylvania – Punxsutawney Campus
 Butler County Community College – BC3 at Brockway
 Brockway Center for the Arts and Technology
 Jefferson County – DuBois Area Vocational Technical School
 Clearfield County Career and Technology Center
 Seneca Highlands Career and Technical Center
 Community Education Center for Elk and Cameron Counties
 Community Education Council for McKean and Potter Counties
 Triangle Tech
~~DuBois Business College~~

WDB staff participates on many of the advisory boards of these institutions and are able to provide information and feedback regarding our employers’ needs. We also invite our providers to our many events to hear first-hand from employers.

Unfortunately we don’t have the luxury of more urban areas in our choice of less expensive education like a Community College. Up until the past couple of years we didn’t have a Community College presence in our region. And although we are happy that Butler County Community College is offering programming in our region they aren’t able to expand into all of our counties or offer a wide variety of options, including technical training. Our Board Director currently is on the Board of the Rural Regional College, a nine-county wide initiative hoping to take advantage of technology and infrastructure already in place to offer post-secondary education in our region. Much of what is done in our region is accomplished through creative partnering like the Fit 4 programs discussed in other sections of this plan.

Workforce Development Activities

Workforce service delivery in the North Central Region is provided through our PA CareerLink® centers. In addition to the partners participating at the centers we have a large referral network of community based agencies. All of these agencies have a long history of providing quality services to their communities. Some are small county-based entities, while others are larger with state or national affiliation.

The PA CareerLink® centers have a long history of establishing relationships with non-traditional partners in their county to offer the best mix of services to their customer base. The PA CareerLink® Clearfield County-Clearfield partners with Comfort Keepers, a home-health care agency, as a rent-only partner in the center to provide space for their office as well as an opportunity for customers for employment. As mentioned in another section of this correspondence, the PA CareerLink® center at Cameron County partnered with a private-sector employer that offered free space to the center in order to provide this much needed service in their county. In this same space we partnered with the Community Education Center to offer education services to the county

residents. We both were able to secure local foundation grants to renovate the space and ensure it was accessible as well as to install a state of the art computer lab.

Partners collaborate on services to the business community in a number of ways from a joint visit to a job fair to a more comprehensive project like the Fit 4 Manufacturing. This project is a collaboration of our manufacturers, the Workforce Development Board, PA CareerLink® center staff, the Community Education Center, and the St. Marys Area School District to offer a certificate program that includes soft skills training and hands-on training to individuals interested in pursuing opportunities along a career pathway in manufacturing. This program has been offered a number of times and results in almost every participant offered at least one job opportunity on the last day at a “speed dating” type interview.

Our PA CareerLink® centers are a great example of pulling multiple resources in a particular labor market to provide services to our customers. In a large geographic area like north central, service delivery can be difficult because we don’t have the masses of people like a more urban area. However, typically individuals in these rural areas are most in need of services. Therefore, it is important that our system serve all customers. We do this best by collaborating with our partners and cost-sharing expenses.

Weaknesses – reaction to employers’ needs is slow; multiple providers offering duplicate training programs – result is a few sign up for each and both are cancelled – despite efforts (that will continue) to encourage the providers to collaborate they do not. We will require the collaboration when we put training funds out for bid and we continue to bring all post-secondary training providers together for roundtables and working meetings to encourage the collaboration and will include employers to provide their input on this.

WDB staff continue to work with the PA CareerLink® Operator regarding integration and non-duplication of services in our centers. We no longer can afford the staff that we once could with less and less funding every year. Staff in the centers need to better collaborate on services for cost efficiencies and better services to our customers. Through our Customer Centered Design Challenge we identified several projects we feel will improve the customer experience at the PA CareerLink® centers including: a welcome video, more inviting, welcome space, triage, common intake, and a stronger referral process. We look forward to continuing engagement between staff and our customers as these processes are improved and developed.

Section 2: Strategic Vision and Goals

Section 2 responses will require input from members of the local workforce development board and other local stakeholders. Please provide a separate response for each of the elements listed below.

2.1 Describe local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

As indicated previously our newly adopted vision statement indicates that we will be a strategic workforce leader. The complete VISION STATEMENT reads:

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.

As we transition to WIOA and serve an increased number of harder to serve populations, ensure that more youth are participating in work based learning experiences, and strive to meet our performance accountability measures we will be preparing an educated and skilled workforce for local employers.

Consistent with the state plan, WIOA provides local regions the opportunity to align workforce priorities across multiple partners, training providers, employers and others to ensure we are creating a skilled workforce for today and the future. “An effective workforce development system will be built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data.” (WIOA Combined State Plan). As the North Central WDB continues to transition into WIOA we also have looked beyond WIOA and have set broad goals for a comprehensive workforce development system that increases the number of “jobs that pay,” expands the number of “schools that teach” the skills necessary to succeed in college and careers, and is a model of “government that works.”

Through are strategic vision, mission and goals of our board, we will work with the Commonwealth to strengthen the workforce weaknesses that have been identified in the state plan as follows:

- The workforce system in general and education and training providers in particular, are not well aligned with the needs of employers who provide jobs that pay.
- Too many workforce programs operate in their own individual silos rather than being integrated into an overall system that allows leveraging multiple funds to better serve employers, job seekers and incumbent workers.
- The workforce system lacks a support structure of training programs and employer peerlearning opportunities, including apprenticeship programs and Industry Partnerships, which enables and encourages more employers to invest in their workers and implement best organizational practices that create more jobs that pay.

Our 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.

How will we strive to meet these goals?

- Convene all partners – education providers, economic development agencies (local and regional), workforce partners, employers and other community based agencies, etc. on a regular basis to ensure all have access to the labor market information to make strategic decisions.
- Using the Customer Centered Design methodology in our program and policy design we will engage and retains customers – both employers and job seekers.
- Increase monitoring of all programs and offer technical assistance to ensure performance measures are met.

- Increase the use of technology to provide opportunities to job seekers and employers as well as training (and cross training) opportunities for staff in the PA CareerLink® centers and other partners.

2.2 Describe how the local board's vision and goals align with and/or supports the governor's vision and goals for the commonwealth's workforce development system. [WIOA Sec. 108(b)(1)(E)]
(See Appendix C: *Transitional Planning References and Resources*)

North Central WDB Workforce Innovation and Opportunity Act Strategies

As you can see, the North Central Workforce Development Board reviewed the Governor's vision and goals for workforce development as they worked on the activity leading to the development of their vision, mission, and goals. Our goals complement the Governor's goals and reflect the work and vision of our board. Leading up to our activity at the April 6, 2016 board meeting, our board participated in many activities and discussions preparing for implementation of WIOA. Below you will find the board's strategies as developed from our retreat in October 2014. These strategies will continue to be refined as we continue to implement WIOA and support the Governor in his vision.

Innovative Strategies

Alignment - Continue to develop alignment between economic development, workforce development and education.

Education – Intermediary between business and industry and education to ensure curriculum is aligned to business' needs. Assist in increasing the education level of individuals in our communities based on real labor market information; including both youth and adults.

Business – Better connect to all industries to identify actual needs. Ensure our PA CareerLink® centers continue to support the Employer Consortia model in order to keep a pulse locally on industry needs.

Career Pathways

Emphasis on career pathways linked to the regional labor market.

Engage employers in our discussion and development of Career Pathways.

Don't recreate – learn from and expand upon what has already been developed.

Create a task force of employers, educators, and experts to assist in the identification of North Central Career Pathways.

Regional Planning

Develop a common vision for our region with our stakeholders, economic development, education, and community partners.

Connect to non-traditional partners including; faith-based and libraries, in our strategic planning and service delivery.

Expand our regional planning beyond our six counties – including New York and other workforce areas in Pennsylvania.

Youth Programs

Encourage WDB Members to get involved with schools (mentoring, job shadowing, career presentations, etc.).

Be innovative and creative in our outreach to older youth and include technology. Develop a marketing plan that includes events that youth are involved in.

Be more strategic in conversations with organizations serving youth aged 0-14 in order to be part of the broader discussion regarding youth.

Continue to expand our Business and Education Connect Initiative and our partnership with schools.

2.4 Describe how the local board's goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]

The goals of the NCWDB will ensure that our area achieves the federal performance accountability measures as the goals were developed with the measures in mind. For the past year and a half board members have engaged in high-level strategic conversation about serving our customers effectively while meeting the federal performance accountability measures. Our Board recognizes that in serving the harder to serve as identified in WIOA as well as the WIOA Combined State Plan it will be more difficult to meet these measures. We feel that if we continue to design programs and services from a customer centric perspective we will be successful in meeting these measures. The goals that have been developed by the board support these measures as well in several ways.

NCWDB GOAL 1: 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.

- This goal will have an impact on several of the WIOA Performance Indicators – Title I. More specifically if the workforce system is better connected to the private sector this will result in better “Employment Rate” as we understand the needs of businesses more and more. As we better prepare individuals for jobs in the local-labor market there will be a better “Retention” for them as well. This goal will also affect the “Employer Penetration Rate” as we reach out to more businesses as well as the “Repeat Business Customer Rate” as we provide them more of what they need.
- The NCWDB has established partnerships with economic development agencies, Chambers of Commerce, business and industry, post-secondary providers including Career and Technical Centers however there is always room for improvement. The board will enhance these partnerships by putting in place additional MOUs as well as the increased marketing of the North Central PA Business Resource Network.

NCWDB GOAL 2: 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.

- Similar to the first goal, this goal will also improve the following WIOA Performance Indicators: “Employment Rate”, “Retention”, “Employer Penetration Rate”, and “Repeat Business Customers Rate” for the same reasons as indicated previously.
- This NCWDB Goal will also have an impact on the “Credential Rate” and “Skill Gains” as we continue to discuss the opportunities of credentials with our post-secondary providers as well as our career pathways efforts. We will see more individuals with the right education and training for the jobs in our labor market with the knowledge of the career pathways to move along in the company/industry.
- The NCWDB currently manages two Industry Partnerships for our top two industries –Manufacturing and Healthcare. The partnerships meet quarterly to discuss current training needs and skill gaps the industries are facing. It was through these partnerships that the skill gaps were made known. As more skill gaps are identified programs will be developed.
- The NCWDB anticipates developing additional industry partnerships for other industries. While in the discussion phase we are looking at Transportation and Logistics, Business Services or the Hospitality Industries for our next partnership.
- There are also employer consortia in each of our counties that meet regardless of their industry. The county consortia discuss PA CareerLink® services, common issues companies are facing such as FLSA and other human resource topics.

NCWDB GOAL 3: 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.

- This goal will assist in recruitment of young adults that are in need of our service. With programs and services that meet the needs of these youth (as identified below) we will meet the WIOA Performance Indicators for youth of employment, retention, and skill gains.
- Our innovative youth programs continue to be improved through the Customer Centered Design Process. When we accepted the first USDOL challenge we took on the challenge of designing programs that will engage youth and produce great outcomes. Through this process we learned that young adults, in particular those with barriers that we serve through WIOA, have a strong desire to build relationships, lack self-esteem (not all), do not want to sit for too long and desire hands on activities. The Connection Café is designed to do just that and is bringing young adult together to learn workplace activities in a group setting and developing skills such as team work, interview skills, etc. The Connection Café is evolving and ever changing as customers’ needs are identified. This program will keep young adults engaged and thus assist the NCWDB in meeting all of the WIOA youth measures – Placement, Retention, Earning, Credential Rate and In Program Skills Gain.

NCWDB GOAL 4: 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.

- This goal will directly impact the WIOA Performance Indicator of “Credential Rate” and “Skill Gains.” It will also have an indirect effect on all of the other indicators with a workforce prepared with the skills that are employers need.
- The identification of Career Pathways is being addressed by a committee of the North Central Workforce Development Board. The committee includes board members, Title II Adult Education staff, Title I Workforce Staff, employers, career and technical education centers and other post-secondary training providers. While there has been a learning curve due to the various members’ interpretation about the career pathways the board continues to development career pathways that make sense in our region.

NCWDB GOAL 5: 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 intent of Goal number 5 is to be sure to keep our customers in the center. If we continue to design programs around our customer then we will meet them where they are and will ensure that everyone is successful. This goal will have a direct impact on all of the WIOA Performance Indicators including more success in getting a job, keeping a job, increased skills and satisfaction.

Section 3: Local Area Partnerships and Investment Strategies

Many of the responses in this section, such as targeted sector strategies, should be based on strategic discussions with the local board and partners. Please provide a separate response for each of the elements listed below.

3.1 Taking into account the analysis described in Appendix B - Section 1, describe the local board's strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals described in element 2.1. This analysis should include:

- A. A descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;
- B. A list of all local area PA CareerLink® centers; include address, phone numbers, and hours of operation; and
- C. An attached organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. [WIOA Sec. 108(b)(1)(F)]

A. The current local workforce system structure that has been developed in the North Central WDA was a collaborative effort of the local elected officials, the Workforce Development Board and the North Central Pennsylvania Regional Planning and Development Commission. The appropriate agreements and boards have been established in the region to respect the individual roles of policy vs. program. The roles and relationships of each stakeholder follow.

Chief Local Elected Official (CLEO)

The NCWDB has formed the Chief Elected Official Board referred to as the CEO. The purpose of this Board is to provide policy oversight in administering the Workforce Innovation and Opportunity Act (WIOA) and in partnership with the North Central Workforce Development Board to:

- Establish and appoint a Workforce Development Board to assist in carrying out provisions of the Act, as identified within the Chief Elected Officials Agreement.
- Develop the mission, strategic vision, and policies for the WDB.
- 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.
- Develop and approve the WDB and related budgets.
- Receive additional non-federal, state, and other workforce funds as an integrated system.

Membership of the CEO Board consists of: one chief elected official representative, as agreed upon by the local elected officials of that county, from each of the counties served by the North Central WDA 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. Members of the CEO with complete contact information follow:

Dan Freeburg

Elk County Commissioner
County of Elk
300 Center Street
Ridgway, PA 15853
Telephone: 814-776-1161
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H. James Thomas

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Herb Bullers

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Al Pingie

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Susan Kefover

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Fax: (814)274-8284
Email Address: skefover@pottercountypa.net

The members of the CEO also attend scheduled WDB meetings as well as committee meetings which are held quarterly. All meetings are held in ADA compliant buildings so that anyone interested is able to participate. Members of the Workforce Development Board are selected and appointed by the Chief Elected Officials. These members are nominated by key business agencies to the Chief 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 North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC) through the Workforce Development Board has been selected as the Fiscal Agent for Title I Workforce Innovation and Opportunity Act (WIOA) funds. The WDB Director is the signatory for the fiscal agent. The Commission has over thirty years of experience managing State and Federal grant funds.

The mailing address for all of the following staff as well as telephone and fax numbers are the same:

North Central PA Regional Planning and Development Commission
49 Ridgmont Drive
Ridgway, PA 15853
Telephone: 814-773-3162
Fax: 814-772-7045

James Chorney – Director of Finance (Supervisor), jchorney@ncentral.com
Michele Caggiano – Financial Assistant, scaggiano@ncentral.com
Katie Krise - Financial Assistant, kkrise@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 Development Board on issues specific to WIOA, and other funding sources as appropriate. The fiscal staff, although a department within North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC), works independently from other operations within NCPRPDC. 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 Development Board

The North Central Workforce Development Board is a Private Sector Driven Board with twenty-five (25) members currently. Thirteen (13) of the members are Private Sector while twelve (12) 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 WDB's private sector members is to request nominations from business organizations (i.e. Chambers of Commerce). These nominations are then brought to the Chief Elected Officials (CEO) for appointment. When a vacancy occurs the Board solicits nominations to the local elected officials from those appropriate agencies to fill each vacancy.

Staff to the North Central WDB are employees of the North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC). This structure was developed and approved by the CEO, WDB, and North Central and is described in the Workforce Innovation and Opportunity Agreement (WIOA) and the Chief Elected Officials Agreement. In addition the WDB enters into an agreement with North Central Workforce Development to establish roles and responsibilities specifically related to program implementation and outcomes for all WIOA Title I programs and the EARN program.

There are currently seven board staff including the following:

The mailing address for all of the following staff as well as telephone and fax numbers are the same except where noted:

North Central PA Workforce Development Board
49 Ridgmont Drive
Ridgway, PA 15853
Telephone: 814-773-3162

Fax: 814-772-7045

Susan R. Snelick, Workforce Development Board Director – ssnelick@ncwdb.org

James Stockdale, Director of Monitoring/Quality Assurance LWDA Equal Opportunity Officer North Central – jstockdale@ncwdb.org

Pamela Streich, Director of Planning for Workforce Development – pstreich@ncwdb.org

Linda Franco, Regional Workforce System Coordinator – lfranco@ncwdb.org

Barbara Wells, Executive Secretary for Workforce Development – bwells@ncwdb.org

Joseph Royer, Clearfield County Career Counselor – jroyer@ncwdb.org*

Amy ~~Preston~~ Gillung, Jefferson County Career Counselor – agillung@ncwdb.org**

*Joseph Royer is housed at the PA CareerLink® Clearfield County in Clearfield.

**Amy Gillung is housed at the PA CareerLink® Clearfield County at DuBois.

WDB staff are housed separate from Workforce Development staff and focus specifically on policy through management of the Workforce Development Board. WDB staff includes a Director of Monitoring and Quality Assurance that reviews the operations of both the PA CareerLink® and Title I Workforce Development through collaboration with other WDB staff.

Standing Committees of the WDB:

There are 6 standing committees of the North Central Workforce Development Board as described below.

Frequency of Meetings: All committees meet quarterly in accordance with the WDB meeting and when necessary if a special issue rises. The exception is the Nominating Committee, which meets every two years to elect officers of the Board. Meetings are often conducted with the use of technology such as email and conference calls being sensitive to time and travel demands on Board members. 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 WDB members. The additional members are non-voting members who have expressed an interest in assisting the NCWDB in meeting our goals and objectives.

The committees are as follows:

✓ Executive Committee

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

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 WDB 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 WDB and to act on behalf of the WDB when time does not permit the full WDB to meet.

✓ PA CareerLink® Committee

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

Membership: WDB 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 WDB meetings and as needed.

Membership: WDB 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 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.
- To take a proactive position regarding company closings, acquisitions, bankruptcies and expansions

✓ **Finance Committee**

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

Membership: WDB 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

✓ **Youth Standing Committee**

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

Membership: The youth standing committee consists of appointed voting WDB members from the appointed membership as well as non-voting members as approved by the board.

Responsibilities and Activities: The primary role of the youth standing committee is “to provide information and to assist with planning, the operational oversight, and other issues relating to the provision of services to youth (Section 681.100).

✓ **Local Management Committee (LMC)**

Frequency of Meetings: Monthly and as needed.

Membership: The LMC Executive Committee consists of the County Assistance Office Executive Directors of each of our six counties and North Central Workforce Development Board Staff.

Responsibilities and Activities: Responsible for ensuring that the individual performance expectations and goals of the NCWDB's EARN contract are being met. The NCWDB staff-led committee is also reasonable for making recommendations on how the EARN incentive dollars are to be spent.

In addition, a quarterly group has been identified that includes the County Assistance Office Executive Directors, North Central Workforce Development Board staff, the PA CareerLink® Site Administrators, the Community Action Agencies, North Central Workforce Development, Good Will, CCIS, as well as other interested parties. This group meets to discuss program updates, performance, and any issues that have been identified.

In addition to administering WIOA 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 WIOA legislation through the operation of one Pennsylvania CareerLink® centers in our region, the Board has supported six (+1 affiliate) Pennsylvania CareerLink® centers 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 WDB 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. In addition to quarterly / or as-needed meetings we utilize email, website postings, phone conferences and video conferencing.

PA CareerLink® Operator Consortium

The PA CareerLink® Operator, a consortium of partners of the PA CareerLink® appointed by the WDB 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 programs. The core programs include: Adult, Dislocated Worker, Youth, Adult Basic Education, Wagner-Peyser and Vocational Rehabilitation (VR).

As with the Commonwealth's alignment of core programs, the NCWDB will provide technical support and policy development and implementation to establish effective policies and procedures and inter-agency agreements that combine guidance, education, training and support services that prepare individuals for careers. The board will promote co-enrollment to align services and will encourage shared roles for guidance and support services to prevent duplication of services among core programs.

NCWDB representation and subsequent technical assistance, is provided to the Operator by the NCWDB's Regional Workforce System Coordinator. Operator Consortium members also serve on the WDB and subcommittees of the WDB. The WDB 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® centers 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 WDB;
- 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® centers;
- 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® centers throughout the region.

WIOA Title I Provider – North Central Pennsylvania Regional Planning and Development Commission's Workforce Development Department is currently the WIOA Title I provider in the North Central region.

Each year prior to the beginning of a new program year the WDB Executive Committee reviews the performance of the Title I Contractor for Adult and Dislocated Worker Services. This review includes the following:

- successful attainment of the federally mandated performance measure
- successful attainment of the WDB's goals including enrollment in key activities, career services, workshops, work-based training, and other training.
- review of expenditures including attainment of 80% obligation in Adult, Dislocated Worker, and Youth; and comparison of budget to expenditures

If any deficiencies are noted during this review or anytime throughout the year the WDB will work with the Title I Contractor to address those concerns. Each year the contractor has been successful in fulfillment of the review that a new RFP process wasn't necessitated.

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

In summary as reflected on the Organizational Chart which is attached to this document, the Chief Elected Official Board (CEO) specifically is responsible for the activities of the Workforce Development Board. The WDB operates through its six standing committees as described in detail above. The WDB also entered into a MOU with the PA CareerLink® Operator Consortium to oversee the activities of our PA CareerLink® centers. The five WDB staff are employed by North Central Pennsylvania Regional Planning and Development Commission but answer to the WDB and CEO. The fiscal agent falls under the responsibility of the WDB.

The PA CareerLink® Operator Consortium is responsible for oversight of the PA CareerLink® centers through collaboration with the Site Administrators and Management Committees, and is made up of partners of each specific PA CareerLink® center.

The NCWDB is changing our structure in response to Program Year 2014 Fiscal and Procurement Systems and Local Board Compliance and Oversight Functions. A Corrective Action Plan has been submitted to Labor and Industry for approval. The CEO met on July 29, 2016 and unanimously approved WDB function and staff as well as fiscal agent responsibility separate from the North Central PA Regional Planning and Development Commission and form a 501 (c) 3. The timeline that was submitted for approval proposes that the board staff will take the next six months to establish the new organization then the next five to six months to procure for Title I services, with the resulting contract executed by July 1, 2017.

Alignment with Other Partners Programs:

In addition, within the North Central WDA there are additional agencies who provide a variety of services that both our job seeker and business customers can and do benefit from. The NCWDB considers all of these agencies as part of the service delivery network in the NCWDA. The agencies include but are not limited to: local and region economic development agencies, the Small Business Administration, Drug and Alcohol agencies, Mental Health agencies, 4-H Cooperative extension, Junior Achievement, Chambers of Commerce, etc. The NCWDB has taken great steps at ensuring that all agencies are working together to the best of their abilities and at the very least are aware of the other programs and services available to our customers. Below is a list of examples of how this extended service delivery network operates in our region:

- Directory Development - Directories of Chambers of Commerce, Secondary and Post-Secondary Schools and Training Providers, Career and Technical Centers, Agencies serving youth, economic development staff, etc. are compiled and updated on a regular basis. The NCWDB communication and provides outreach to all on a regular basis (at the very least quarterly) to share best practices, share grant opportunities and others means of collaboration.
- Youth Workforce / Career Readiness Resource Directory – the North Youth Council / Regional Career Education Partnership implemented a resource directory that lists all of the programs and services available to youth in our region to assist them in making career decisions, increasing their interest in STEM fields and making business and education connections.

- North Central Business and Education Connect – encouraging the collaboration between business and education through regular meetings, dialogue and sharing of best practices for replication. A closed Linked In page was developed for this purpose as well.
- Industry Partnerships – a regional (all 6 counties of the NCWIA) approach to ensuring that our local employers are aware of the programs that are available to assist them as well as ensuring access to the skilled workers that they require.
- Local Youth Consortia and Employer Consortia – implemented in each county to bring together the local partners (not just PA CareerLink® partners) and provide more direct collaboration at the county level.
- JOBS1st - North Central JOBS Initiative
- Community Based Grant
- Apprenticeship Planning Grant
- Strategic Innovation Grant
- Increase coordination with the Area Agencies on Aging to ensure that all PA CareerLink® centers in our region are utilizing the Senior Community Service Employment Programs (SCSEP) consistently. We will work with the agencies to ensure that all individuals ages 55 and older are referred to the one stop centers to enroll in CWDS and Job Gateway. In addition, we will ensure that all PA CareerLink® staff are referring SCSEP eligible individuals to the AAAs and SCSEP partners as appropriate. A representative from a local AAA is a member of the NCWDB.
- Staff also partner with PA Link which is the PA Link to Aging and Disability Resources as well as Life and Independence for Today (LIFT) which serves the disabled population.
- The board will increase our work with Agricultural employers through the Agricultural Recruitment System (ARS) so that staff are able to assist these employers with their permanent, temporary and / or season labor job postings in CWDS and by marketing openings to job seekers. The board will work to identify the migrant farm workers as estimated by the Center for Workforce Information and Analysis (CWIA) which indicates that our region has approximately 150 Migrant Seasonal Farm Workers (MSFW) who plan Green Wrap Tomatoes in our region.

B. Below is a list of the six Comprehensive PA CareerLink® centers and the Affiliate PA CareerLink® including all contact information for the Administrator and other supervisors and managers of all staff that are located in each center:

Pennsylvania CareerLink® center Cameron County (Affiliate) at Emporium

221 East Second Street
 Emporium, PA 15834
 Phone: (814)601-0538
 TDD/TTY: (814)834-2154
 Hours of Operations – Mondays through Thursdays – 8:30 am – 12:30 pm

Pennsylvania CareerLink® center Clearfield County at Clearfield

1125 Linden Street
 Clearfield, PA 16830
 Phone: (814) 765-8118
 Fax: (814) 765-2955
 TDD/TTY: (814) 765-2688
 Hours of Operations: Monday through Friday - 8:00 am – 4:00 pm
 PA CareerLink® Administrator: Mr. Todd L. Vanderburgh

Pennsylvania CareerLink® center Clearfield County at DuBois

20 North Sixth Street
 DuBois, PA 15801
 Phone: (814) 371-0250
 Fax: (814) 371-8729
 TDD/TYY: (814) 371-0250
 Hours of Operation: Monday through Friday - 8:00 am – 4:00 pm
 PA CareerLink® Administrator: Mr. Thomas E Bogacki, Jr.

Pennsylvania CareerLink® center Elk County at St. Marys

245 Depot Street
 St. Marys, PA 15857
 Phone: (814) 834-2857
 Fax: (814) 834-7872
 TDD/TYY: (814) 834-2154
 Hours of Operations: Monday through Friday - 8:00 am – 4:00 pm

Pennsylvania CareerLink® center Jefferson County at Punxsutawney

103 East Union Street, Suite 2
 Punxsutawney, PA 15767
 Phone: (814) 938-0504
 Fax: (814) 938-0509
 TDD/TYY: (814) 938-0583
 Hours of Operation: Monday through Friday - 8:00 am – 4:00 pm

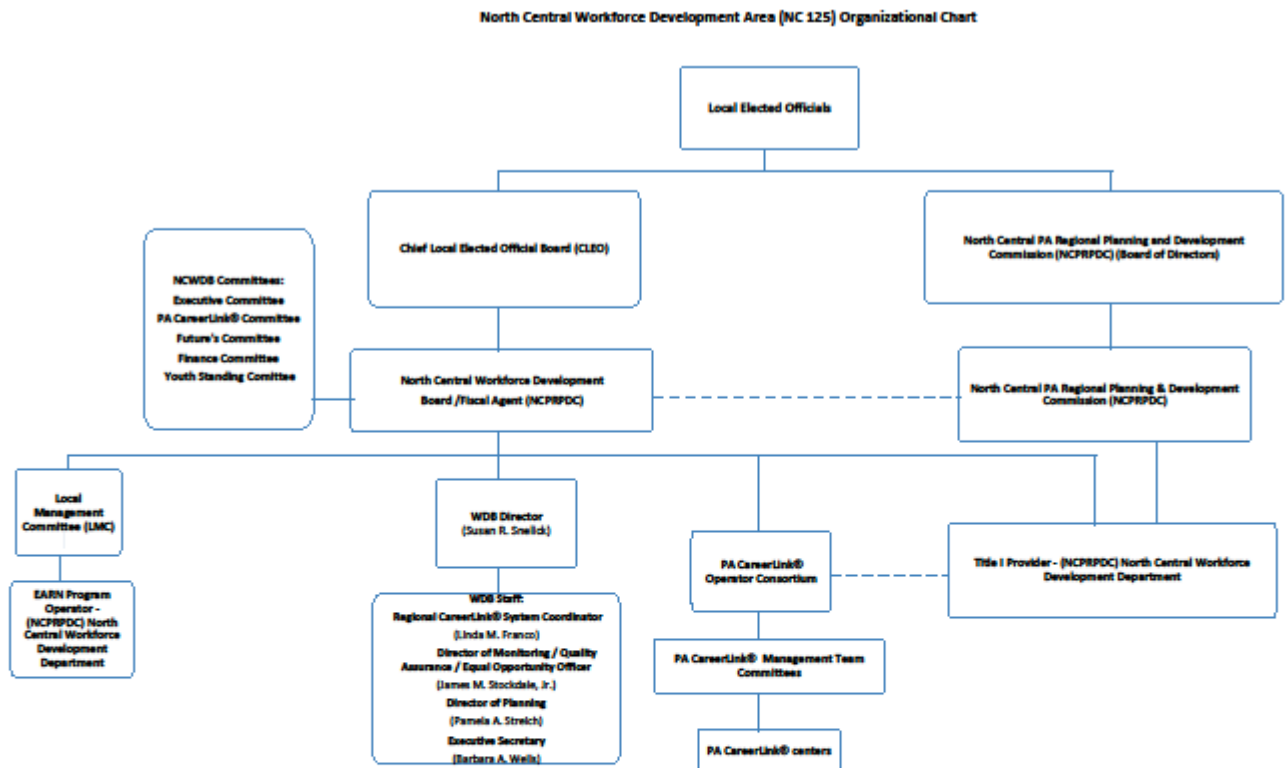
Pennsylvania CareerLink® center McKean County at Bradford

40 Davis Street
 Bradford, PA 16701
 Phone: (814) 363-9100
 Fax: (814) 368-5376
 TDD/TYY: (814) 363-4596
 Hours of Operation: Monday through Friday - 8:00 am – 4:00 pm

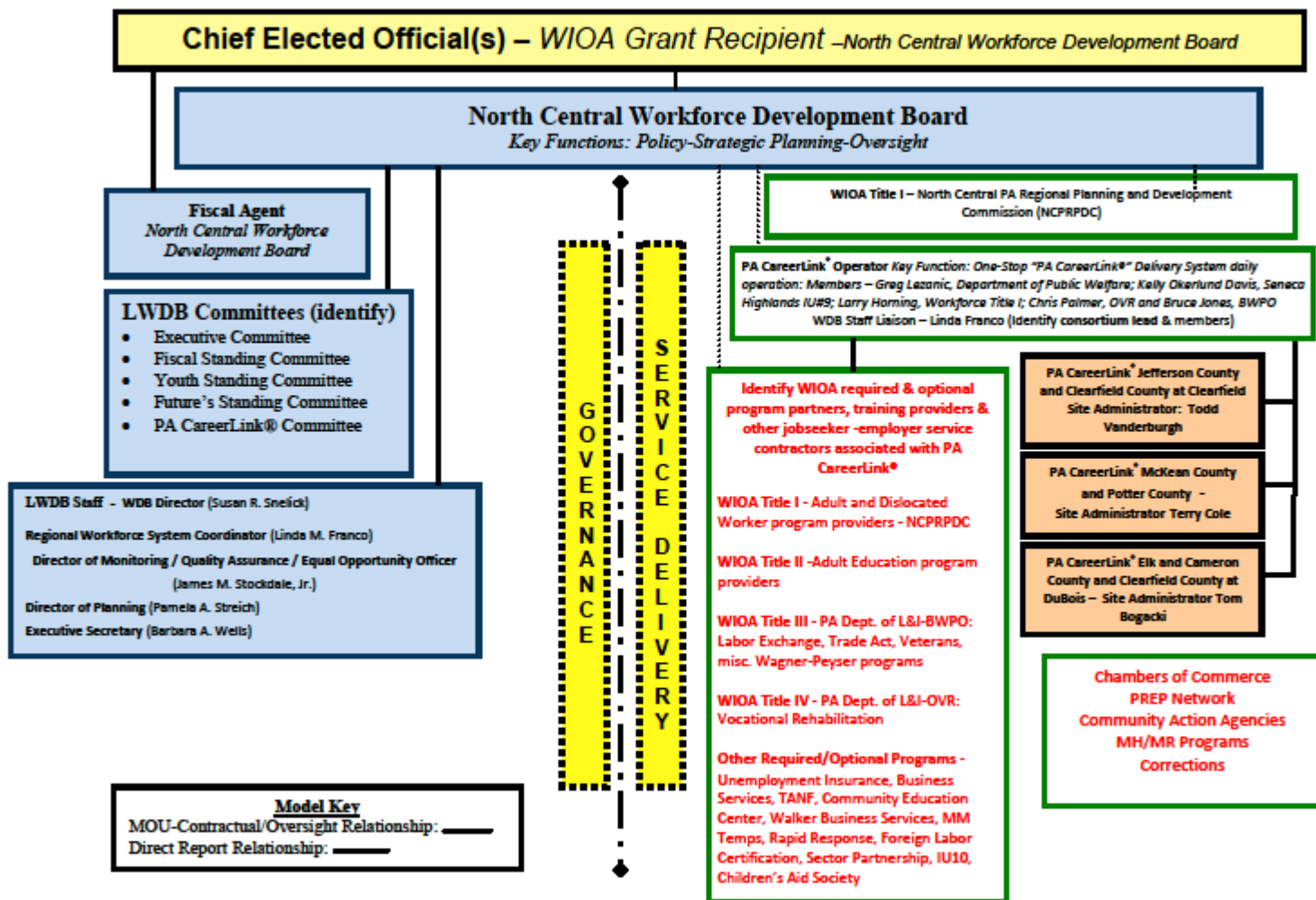
Pennsylvania CareerLink® center Potter County at Coudersport

279 Route 6 West
 Coudersport, PA 16915
 Phone: (814) 274-9330
 Fax: (814) 274-7651
 TDD/TYY: (814) 274-0499
 Hours of Operation: Monday through Friday - 8:00 am – 4:00 pm

C: An organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities follows. The first chart is the current structure of the workforce development system followed by a second chart that depicts what the future workforce system will look like. [WIOA Sec. 108(b)(1)(F)]



WIOA LOCAL WORKFORCE DEVELOPMENT AREA - Workforce System Organizational Chart Model



3.2 Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State plan under section 102(b)(1)(E). [WIOA Sec. 108(b)(2)]

Note: The six (6) core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs, and Vocational Rehabilitation.

WIOA identifies several required One-Stop System partners and allows for additional partners designated located. Below is a list of the required partners and any other partners are present in the North Central PA CareerLink® centers and how these programs aligned with the strategic vision.

Programs authorized under WIOA:

- Title I (Adults, Dislocated Workers and Youth)
- Wagner-Peyser Act employment services administered by DOL
- Title II Adult Education and Literacy Act Program administered by the Department of Education
- Rehabilitation Act Title I programs administered by DoED.
- Title V of the Older Americans Act of 1965
- Career and Technical education programs at the postsecondary level authorized under the Carl D Perkins Act of 2006.
- Activities authorized under chapter 2 of Title 2 of the Trade Act of 1974
- Activities authorized under chapter 41 of title 38, United States Code
- Employment and Training programs carried out under the Community Services Block Grant Act
- Employment and Training activities carried out by the Department of Housing and Urban Development
- Programs authorized under State unemployment compensation laws
- Programs authorized under section 212 of the Second chance Act of 2007
- Programs authorized under part A of Title IV of the Social Security Act

Other Programs authorized by WIOA: Please note that there are no programs in the North Central PA region currently available for any of the following 4 programs. Youth are referred to the Job Corps services that are available in other regions of the Commonwealth

- Job Corps program;
- Youth Build program;
- Native American Programs;
- Migrant and seasonal farmworker programs; and

1. Title I WIOA Adult, Dislocated Worker and Youth – Services are provided by the North Central Planning Commission - Workforce Program staff and they are present in all of the PA CareerLink® centers in the North Central Workforce Development Area including the affiliate site in Cameron County and have representation on the NCWDB. Title I staff provide individualized career services as well as intake, assessment, job search workshops, rapid response services, IEP and ISS development and case management for all WIOA eligible customers. WIOA services align with and implement the strategies and vision of the NCWDB through the implementation of effective and efficient services being provided to our business and job seeker customers. Staff evaluate the needs of our customers (business and job seekers) continuously to ensure that our local employers have access to and education and skilled workforce.

2. Programs authorized under the Wagner-Peyser Act (29 U.S.C. 49 et seq.);

Bureau of Workforce Partnership and Operations (BWPO) staff are also present in all of the PA CareerLink® centers in the North Central Workforce Development Area including the affiliate site in Cameron County and have representation on the NCWDB. BWPO staff provide core services including intake, job screening and referrals, employer outreach services, job search workshops, rapid response activities and case management for job seekers. BWPO and Title I staff match job seekers with employers in need of their skills by providing basic job search skills and information to entry level job seekers. When necessary, entry level workers are referred to Title I and other programs when they are in need of more intensive services. Title I and BWPO staff work collaboratively to meet the vision and goals of the NCWDB.

3. Adult education and literacy activities authorized under Title II of WIOA;

Adult Education and Literacy Education (ABLE) staff are present in all of the PA CareerLink® sites (excluded Jefferson County and the affiliate site in Cameron County) and have representation on the NCWDB and Local Operator Consortium. Staff are available in Cameron and Jefferson counties and customers are referred to them for services as identified. ABLE is provided by the Local Intermediate Units 9 and 10 as well as Community Action for Jefferson and Clarion Counties. ABLE staff provide services to job seekers referred to them by other agencies and PA CareerLink® partners and help to ensure the creation of a skilled workforce.

4. Vocational Rehabilitation Act (29 U.S.C. 720 et seq.);

OVR staff are also present in all of the PA CareerLink® centers in the North Central Workforce Development Area and have representation on the NCWDB. OVR staff provide job seekers with disabilities the following services: intake, assessment, job development and referrals, employer services and case management which increases the skills of our workforce and ensure employers have access to this skilled workforce.

5. Senior community service employment activities authorized under Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et seq.); The Area Office of the Aging is represented on the NCWDB. Our PA CareerLink® centers collaborate with the providers of services to older individuals. Older individuals are able to participate in the full range of services available in our PA CareerLink® centers. In addition, services to older individuals are coordinated with either Experience Works, Pathstone or the AARP Foundation depending on the county. All providers post job opening on CWDS as required by Title V regulation. Collaboration with the provider in the PA CareerLink® centers include: job clubs held at the PA CareerLink®, PA CareerLink® centers provide a training site for participants, often as greeters, office support works, security guards, or career resource area attendants. These participants are trained as peer mentors to be able to assist older job seekers with referrals to SCSEP services. This collaboration aligns with the NCWDB goals as it represents a strategic alliance for the betterment of our local communities.

6. Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq) utilize the CWDS system and Job Gateway ensuring that job seekers have access to all programs that have been approved on this list for our local area. Staff in the PA CareerLink® centers assist job seekers in accessing this list. In addition, NCWDB staff work with post-secondary training providers (including Vocational – Technical Schools) to ensure that their programs meet the criteria for approval. In addition, job seekers have access to all of the training programs in the North Central Region available to them. The NCWDB through its Business and Education Connect Initiative has stressed the importance of technical education to job seekers in our region therefore having this information available at our PA CareerLink® centers. Staff from all Career and Technology Centers in our region participate on the Futures' Standing Committee of the WDB. Board staff are also represented on several advisory boards and occupation advisory board at our CTCs.

7. Chapter 2 of Title 2 of the trade act: Trade Adjustment Assistance and NAFTA Transitional Adjustment Assistance activities authorized under Chapter 2 of title II of the Trade Act of 1974, as amended (19 U.S.C. 2271 et seq.) and Section 123(c)(2) of the Trade Adjustment Assistance Reform Act of 2002 (Pub. L. 107-210), respectively. Many partners within the PA CareerLink® centers in North Central PA are involved in the TAA and TRA programs. While BWPO staff administer and coordinate the case management and training proposals for

eligible job seekers , other staff including Title I staff assist in the assessment process to identify transferable skills as well as identify the employers looking for these skills thus ensuring employers have access to a skilled and educated workforce.

8. Chapter 41 of title 38: Activities authorized under chapter 41 of Title 38, U.S.C. (local veterans' employment representatives and disabled veterans outreach programs); Veteran's Representatives are available in all of the PA CareerLink® centers in the North Central Workforce Development Area including the affiliate site in Cameron County and have representation on the NCWDB through BWPO. Services to Veterans include case management, job development and referrals and ensure our employers have a skilled and educated workforce. The skills of Veterans are recognized by employers as highly transferrable.

9. Employment and training activities carried out under the Community Services Block Grant (42 U.S.C. 9901 et seq.). The Community Services Block Grant (CSBG) is the main source of federal funding for Community Action. Community Action agencies create, coordinate, and deliver comprehensive programs and services to many people living in poverty in order to help these individuals and their families achieve self-sufficiency. The Community Action Agencies that serve the North Central WDA including Northern Tier Community Action, Community Action for Jefferson County and Community Action of Central PA are represented on the NCWDB by one Director as a board member. Community Action is also represented on our Youth Standing Committee as well as our local Youth Consortia. PA CareerLink® staff collaborates with Community Action to ensure the most appropriate services are provided to eligible customers. Many times the agencies work collaboratively to provide customers with a mix of services to assist them in reaching their training and employment goals.

10. Employment and training activities carried out by the Department of Housing and Urban Development – currently these services are not available in the North Central PA region.

11. Programs authorized by state unemployment compensation laws are made available to customers by PA CareerLink® staff. There is a telephone available that is dedicated for customers to utilize if they have questions about their claims or who wish to file their claims by telephone. Having this telephone available in the PA CareerLink® centers help to ensure that job seeker customers know about and utilize the workforce system and understand its strong ties to economic development.

12. Program authorized under section 212 of the Second Chance Act of 2007 – currently there are no programs available in our region through the Second Chance Act however the NCWDB has brought several partners together to work on several federal grant opportunities as these services are very much needed here. While we have not been successful yet we are working on some services and programs being provided to eligible participants in creative ways using the Customer Centered Design method.

13. Programs authorized under Section 403(a)(5) of the Social Security Act, programs authorized under Part A of Title IV of the Social Security Act (TANF) programs authorized under Section 6(d)(4) of the Food Stamp Act of 1977. The Department of Public Welfare is represented in all of the PA CareerLink® centers in the North Central region and is represented on the NCWDB and the Local One Stop Operator Consortium. In addition, the Local Management Committee is (LMC) made up of all of our counties CAO Executive Directors assuring services to all eligible DHS customers. The NCWDB also receives EARN and TANF Youth Development funding which is subcontracted to the Title I Operator, North Central Workforce Development, to provide these services in the PA

CareerLink® centers. This “one-stop” approach assists in assuring that job seekers are provided with the most efficient and effective services available to them.

As described previously in this plan the NCWDB’s strategic vision is enhanced by the WIOA services provided in the North Central PA region, particularly in the PA CareerLink® centers. No longer do job seekers and employers obtain employment and training services through several points of contact. As was the intent of the Workforce Investment Act (WIA) and further strengthened in the Workforce Innovation and Opportunity Act (WIOA), a central point of contact for these services results in a proactive, efficient and effective system. The NCWDB seeks to continuously improve the system and to ensure satisfaction on both our employers and job seekers. PA CareerLink® staff in our region work collaboratively to ensure the programs offered align with the NCWDB’s vision and ensure customers are provided seamless services from the intake process and throughout their involvement with the workforce system.

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 the programs offered through the PA CareerLink® center align with the strategic vision of the Board. This is evaluated on a regular basis both informally and formally. The PA CareerLink® Operator with oversight of our PA CareerLink® center ensures the vision is being carried out.

The NCWDB, in an effort to improve operational collaboration of workforce investment activities and programs developed several measures that resulted in the identification and elimination of barriers to coordination and ensures WDA services align with the NCWDB’s strategic goals.

- ✓ Several of our area Chambers of Commerce have developed workforce subcommittees and were duplicating efforts that the WDB has already been charged with such as the development of local labor market information and identifying local companies’ training needs. NCWDB staff have since reached out to all of our area Chambers of Commerce requesting to be part of these committees, have initiated a quarterly conference call with all Chambers of Commerce to provide updates on recent initiatives, and have strongly encouraged the Chambers to combine efforts with the Business Service Teams that exist in each county.
- ✓ The Youth Standing Committee is developing a workforce / career related resource guide in an effort to identify all of the programs and opportunities existing in our region can assist youth in making educated career decisions. One purpose of this guide is to identify duplication of services and encourage coordination. We have found many times services are being duplicated due to lack of awareness of programs that already exist.
- ✓ The NCWDB also utilizes CWDS canned and adhoc reports extensively to improve coordination between partners. Specific to the Business Service Teams the following adhoc reports are created: Employer Services, Employer Visits, New Employers, Value Added Services and Employer Services Notes. The reports, as prepared by NCWDB staff, supplement the canned CWDS reports, are prepared on a monthly basis. They are shared initially with the PA CareerLink® Administrators to determine if the employer base is increasing. The NCWDB issued a policy requiring the Business Service Teams work with 10 new employers each quarter. The administrators use the adhoc reports to ensure they meet this goal. This and other information is reported to the NCWDB at each of its quarterly meetings.

Additional examples of how adhoc and canned reports from CWDS are utilized include:

- Ad hoc reports have also been prepared for the Veterans' Representatives so they can verify this information with the information they receive from the Veterans' Administration to check for accuracy.

3.3 Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]

The NCWDB recognizes the intent of Congress through WIOA to utilize our funding to serve those with barriers to employment. While we have historically served this population through our system there is now a heightened sensitivity to their needs. Services will continue to be refined to best meet their needs and to collaborate with partner agencies on the removal of barriers. Below please find more detailed information on service strategies for specific populations:

- Approach to identify qualified applicants for partner programs – The Universal PA CareerLink® Orientation is designed to ensure 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 they can receive the assistance they need. The Operator is researching the applicability and considering a “triage” approach to all new or non-recent customers to provide immediate referrals and timely services.
- 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 (shared) Veterans Representative is available in each PA CareerLink® to disabled Veterans, Non-disabled Veterans and /or eligible spouses have all services available to them. The NCWDB has a Priority of Service to Veteran Policy in place which ensures 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 WIOA Adult, WIOA Dislocated Worker, National Emergency Grants, Wagner-Peyser State Grants, Trade Adjustment Assistance (TAA) and Senior Community Service Employment Program.
- The NCWDB also ensured that our PA CareerLink® centers are aware of and providing the services available to veterans through the “GoldCard Initiative”. When a veteran presents a “Gold Card” to PA CareerLink® staff they are receiving enhanced intensive services including 6 months of follow up.
- 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 is also in need of workshops and education/training. Many times these individuals lack a solid work history and need work experience prior to being placed in full time work.
- Training for Non-Traditional Occupations – Training for nontraditional employment is encouraged and is recognized by the WDB approved/ State ETPL-Eligible Training Providers List. The NCWDB partners with training providers in our region to provide short term training to job seekers including returning veterans, minorities, women and the economically disadvantaged in non traditional occupations. The training consists of job search skills, communication and teamwork and hands on training required by this industry for entry level employment.

- Services to individuals with multiple barriers to employment, including:
 - Older individuals – Services to older individuals are provided at all PA CareerLink® centers in the North Central Region. Older individuals are able to participate in the full range of services available. In addition, services to older individuals are coordinated with Experience Works, Pathstone or the AARP Foundation depending on the county. Experience Works, Pathstone and the AARP Foundation staff posts all job opening on CWDS as required by Title V regulation. Collaboration with Experience Works and Pathstone in the PA CareerLink® centers include: job clubs held at the PA CareerLink® or connect virtually with internet access, PA CareerLink® centers provide a training site for participants, often as greeters, office support workers, security guards, or career resource area attendants. These participants are trained as peer mentors to be able to assist older job seekers with referrals to SCSEP services.
 - 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 (OVR).
 - Ex-offenders – Services are coordinated with the local judge and/or probation officers as appropriate. The NCWDB has ensured that all PA 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.
 - Individuals Needing Basic Education Skills – Services are coordinated with ABLE Providers who are partners in the PA CareerLink® centers. Job Seekers may also be referred to services provided by Community Action Agencies in the region through their GED and Work Skills programs. Another option for some job seekers is the HiSET, which is a national high school equivalency testing program developed and implemented by the Educational Testing Service (ETS) and Iowa Testing Programs (ITP). The HiSET program includes the elements that states, educators, policymakers and employers state are critical to providing out-of-school youth and adults with the best opportunity to demonstrate their high school-level proficiency and their readiness for higher education or the workplace. The test is affordable and accessible in both paper and computer delivery formats and is used in the PA CareerLink® centers for customers. The nearest testing center is located in Warren PA and is easily accessible for customer who have transportation.
 - Services to Dislocated Workers and Trade Act eligible participants – Rapid Response activities are available to those workers who 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® centers with Unemployment Compensation, Trade Act Program Services and other agencies as appropriate for the individual.
 - Native Americans – the board will continue to explore a partnership with the state of NY to increase the services and opportunities available to the Native American population that we share or are in close proximity to.
- In addition, the NCWDB was awarded funds through the Community Based Grant to deliver PA CareerLink® services to those individuals in our high poverty areas. We are piloting this collaboration with our Community Action Agencies, OVR, and DHS partners, as well as others, to identify locations in these high poverty areas to meet with customers. This will help to address the transportation barrier as we are bringing services to them. We hope to learn from this pilot to better serve our customers.

3.4 Identify and describe (for each category below) the strategies that are and/or will be used to:

- A.** Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;
- B.** Support a local workforce development system described in element 3.2 that meets the needs of businesses;
- C.** Better coordinate workforce development programs with economic development partners and programs; and

This must include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or utilization of effective business intermediaries and other business services and strategies that support the local board's strategy in element 3.1.

[WIOA Sec. 108(b)(4)(A) and (B)].

A. Please refer to Appendix A: PY 2016 Transitional Regional Plan sections 1.2F and 1.4.

B. Please refer to Appendix A: PY 2016 Transitional Regional Plan section 1.4.

C. Please refer to Appendix A: PY 2016 Transitional Regional Plan section 1.9.

Sections 1.2F, 1.4 and 1.9 of the Transitional Regional Plan have been revised to ensure inclusion of all required information.

3.6 Describe the workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

The North Central WDBs Youth Request for Proposal (RFP) provides the structure for youth programs but clearly describes the expectations of providers of programs for ISY and OSY youth in our region.

WIOA increases the minimum out-of-school youth (OSY) expenditure rate from the 30 percent required under WIA to 75 percent—a shift that signifies a much greater focus of both dollars and resources on the OSY population, especially for those OSY who face the greatest challenges to attain meaningful employment. This conversion also allows for greater support for the educational and career success of OSY.

The North Central WDB agrees with the following strategies to effectively serve our youth population including youth with disabilities:

- **Recruitment and Outreach.** Conduct activities, including outreach to local government facilities, non-profit and faith-based organizations that provide support services to disconnected youth and young adults; including the use of word-of-mouth referrals, and social media platforms. Other suggested activities for youth services provider staff include:

- Utilize the Connection Café to recruit youth in need of services. The Connection Café was developed by a team of workforce professionals through the Customer Centered Design Process.
- Visiting local parks, homeless shelters, and other places that disconnected young people are known to frequent and speaking to them one-on-one in that environment, and in terms that make them the most comfortable.
- Going into low-income communities and neighborhoods, knocking on doors, and speaking to friends, families, and young adults about available services and opportunities.

- Creating a program application process that is easy to complete by removing as many of the administrative hurdles as possible.
- Using text messages and social media. While this strategy may not be as effective for recruitment, it is a highly effective strategy for keeping participants engaged, as well as reconnecting those participants who have disconnected from the program.
- Considering the tailoring of strategies for young adults by age group, 18-21 and 22-24. Younger individuals may be more ready to enroll in programs when compared to older individuals. Young adults, ages 22-24, are more likely to have been unemployed or separated from educational institutions longer than those in the younger age group. This older group requires more resource-intensive outreach and recruitment efforts. An emphasis on available work experiences and employment services, rather than education and basic skill building, is preferred for this older group.
- Engagement. Many disconnected young adults face challenges and life obstacles that result in the cycling in and out of program services. Such challenges are many and varied. They may include: periods of homelessness, issues with the criminal justice system, pressures to provide for their families, and substance abuse, among others.

Recognizing the unique hardships of each individual and working to establish trust between participants and staff, that is respectful of roadblocks preventing regular attendance, creates an atmosphere where participants feel staff are invested in their success.

When the board solicited proposal from local providers we requested that consideration be given to the following:

- Provision of a mentor to assist youth in the navigation of services.
- Develop relationships with youth before introducing them to the required paperwork involved in the programs.
- Empathize with the youth.
- Encourage parental involvement.
- Encourage youth involvement in the programs while enrolled and following the completion of a program (i.e. bring them in to serve as mentors to other youth).
- Once a participant is enrolled, communicate regularly and effectively. Explain the program's available services and activities, the expectations of the participant, and any available support services that may be necessary.
- If a participant disengages from the program at any point, calls, texts, visits and messages on social media are ways to find out why the participant is no longer engaged and let the participant know that he or she can return whenever he or she is ready. Engage adult mentors along with case managers. Such mentors can play a key role in keeping participants engaged with the program.
- Set achievable goals with the participant early in the process and communicate the status of progress towards meeting those goals often.
- Engage peers. Placing young adults in cohorts allows individuals to move through the program and receive services with others. Participants often become friends and gain a sense of togetherness and accountability within the cohort. Such engagement may also open the door for young adults to take a leadership role, such as tutoring other participants, giving presentations, etc.
- Ensure that supportive services are made available to participants to help remove barriers that would prevent them from continuing with the program.

- Encourage re-engagement. If an individual leaves the program, the case manager/youth provider staff and adult mentor should remain in contact with that individual and encourage re-engagement through phone calls, texts, social media, or in-person visits at their 'hangouts' or homes.

Using the Customer Centered Design a team was formed to address the challenge of “How Might We Design Programs and Services that will Engage Out of School Youth and produce Great Outcomes?” The newly designed youth programs are underway in our region. Connection Café is one of the programs that was developed – this concept is a component of Young Adults in Action and provides an atmosphere to engage young adults providing a support network to discuss issues such as mentoring, leadership, guidance and counseling, financial literacy, labor market, etc.

To ensure youth with disabilities are served the board developed a strong relationship with OVR Chirs Palmer, Regional Director is the Chair of our Youth Standing Committee.

In addition, as a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth with disabilities opportunities to participate in pre-employment transition services and other services to gain skills and knowledge to enter the work force. In partnership with the Workforce Development Board and Title I providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. The North Central WDB has been in discussion with OVR in our region

These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work based learning is an important experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths.

Other services that may be provided to OVR in-school youth with disabilities include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training will allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include the following: household budgeting and financial management; utilizing public transportation; navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculum can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become “workplace ready”.

Job Shadowing will provide students with disabilities a one to five day job shadowing experience, for a maximum of 25 hours per school year, in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities needed to work in this field.

3.7 Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The North Central Workforce Development Board 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 places 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 WDB Staff, a variety of Labor Market Information is shared with PA CareerLink® staff, K-12 education facilities, post-secondary education providers, economic development partners, Community Based Organizations, Faith Based Organization and other partners located in our region. In addition, as available and appropriate, the Board provides labor market information and publications to our partners, communities and employers. This information is critical when we look at incumbent worker training as well as entry level training. This information aids the post-secondary providers in developing training programs based on employer needs. Labor Market Information is sent to providers on a regular basis.

The North Central Workforce Development Board is a convener, broker, connector, and an innovator in our six county rural region. At least one time per year we bring all of our post-secondary training providers (including Career and Technical Centers) together to discuss education and training needs of our businesses, including small business. Topics discussed through group discussions include: potential development of short-term credential trainings, opportunities for employers input into curriculum; and middle to high school occupations that are difficult to recruit. We strongly encourage training providers to collaborate on training to avoid duplication. When we have training funding available it is awarded on a bidding process and within that process providers receive extra consideration if they collaborate with other providers in our region.

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.

The NCWDB is also very involved in the Chapter 339 regulation of the PA School Code entitled Comprehensive Guidance Plan. Chapter 339 requires all secondary schools to develop and implement a comprehensive guidance plan. Additionally, a comprehensive program of student services is required under Chapter 12 entitled Services to Students. This Academic Standard of Career Education and Work addresses the importance of career planning for all students related to labor market projections and workforce needs. Staff sit on a variety of advisory councils that schools in our region are developing. 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.

In addition the NCWDB reacted to the letter of joint commitment (dated June 3, 2014) of the U.S. Department of Education, Health and Human Services and Labor to provide education, workforce development, social services and private sector leaders with information about ways that high schools and human services agencies can work with American Job Center Network. The NCWDB through its Future's Standing Committee requested from each PA CareerLink® center in our region their plan for working with the secondary schools in their region.

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 who can show up every day, on-time, and be able to communicate and problem solve they can teach them the technical skills. We have 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 NCWDB, through its mission, is always increasing engagement with business, industry, education, economic development and community organizations.

Our plan to continue these efforts are listed below:

- Ensure 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.
- Increase 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 Development 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 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.

3.8 Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

The North Central Workforce Development Board is in the process of revising, reviewing and updating our supportive services policies for our job seekers customers. The new policy will meet the requirements of WIOA but more importantly will be designed with the customer in mind. Currently our policy limits the allowable supportive services to day care, transportation, fees and licenses required for employment and training. On April 19, 2016, a meeting was convened to begin analyzing the supportive services needs of our customer by facilitating a customer centered design session with several agencies that provide workforce services to residents of our region. The agencies included Community Action agencies, Workforce Title I Operators, WDB staff and economic development agencies. In addition, feedback from customers was collected via a workforce survey to determine the needs of job seekers that will assist them in obtaining and retaining employment. Our policy will be revised to include additional needs as determined by this process.

Please refer to Section 1.8 in our regional transition plan for more information on our transportation barriers.

3.9 Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the Department's merit staff, and the local board's contracted service providers in order to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

The NCWDB newly identified goal: "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," will be the driver to collaborate with the Department's Merit staff and our Title I provider to improve services and avoid duplication.

As mentioned previously, the Board staff and Title I staff participated in the USDOL's Customer Centered Design Challenge answering the questions: How might we improve the customer service in the one-stop?" Unfortunately at the time Merit staff were not allowed to participate. However, we were strategic in our outreach and throughout the process all front-line staff and Site Administrators were solicited for input both directly and through surveys. This resulted in some creative action items that are on their way to be either prototyped or implemented. In addition, other action items have been identified and will be a collaborative effort of the PA CareerLink® partners.

The Board will continue to incent and motivate our partners to coordinate services in an effort to better serve the customer. At their last meeting the Board approved to utilize up to \$5,000 to award one or more teams who participate in one of the new USDOL Customer Centered Design Challenge to implement their ideas. The ideas will be presented to the board for potential award.

3.10 Describe how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232). [WIOA Sec. 108(b)(13)]

The North Central Workforce Development Board will review local applications submitted under WIOA Title II Adult Education and Literacy during the competition year only and upon release of the final WIOA regulations will develop this process with the North Central Adult Education Coalition which consists of representatives from all Adult Education and Family Literacy Act (AEFLA) programs in our region.

Regarding the review of applications for adult basic education funds by the local workforce development boards, the wording below was in the draft regulations released by the federal government in April 2015. The “eligible agency” referred to is the PA Department of Education.

“An eligible agency must establish within its grant or contract competition, a process that requires an eligible provider applying for funds under AEFLA to submit its application to its Local Board prior to submission to the eligible agency. The process must require eligible providers to submit the application to the Local Board for its review for consistency with the local plan within the appropriate timeframe; and provide an opportunity for the local board to make recommendations to the eligible agency to promote alignment with the local plan. The eligible agency must consider the results of the review by the local board in determining the extent to which the application addresses the required considerations in §463.20.”

Because final regulations have not yet been released, the US Department of Education, OCTAE has not provided any further guidance on this. We understand that PDE/Division of Adult Education will establish the overarching process that applicants must follow to submit applications to local boards including a timeline and the process and timeline by which the local boards submit their responses and recommendations to us, including a standardized review form that all boards will use with all applications. Our local board will then determine and describe how we will internally handle the review of the applications.

3.11 Based on the analysis described in Appendix B - Section 1, identify the targeted populations that the local board plans to focus additional effort and resources towards. In terms of the targeted populations, briefly describe the local board’s objectives, goals, and strategies.

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 expanded to include individuals who are basic skills deficient.

The five (5) groups of individuals targeted for priority when providing individualized career services and training services in the WIOA Title I Adult program include: public assistance recipients; other low-income individuals; individuals who are basic skills deficient; individuals who are both underemployed and low-income; and individuals with disabilities.

In addition, the Operator is working with the PA CareerLink® centers to modify the current referral process and that priority service will be incorporated in to the procedure for a more effective means of targeting the individual groups and to improve overall referrals. Also, the PA CareerLink® Design Team in cooperation with the Operator is preparing a short video that will briefly describe the services available at the PA CareerLink® centers in a more user friendly language. The video will not only be required viewing for new customers at the PA CareerLink® centers but will also be used as tool to recruit targeted populations and will be accessible to users through various websites and possibly at public libraries.

The WDB goals identified earlier in this document are very new to the board, although much work was done over the past year and a half leading up to this activity. Our plan is to now look at our goals that align to the state's goals and develop action strategies over the next couple of years. Critical to the development of these strategies are the training benchmarks, priority of service as well as other policies identified within the State's Combined Plan and policies.

As we revise additional policies and procedures to reflect requirements of WIOA the required percentage of priority of service will be utilized.

3.14 Briefly describe any additional funding outside of WIOA title I and state general funds, and how such funding will be leveraged in support of the local workforce system.

The NCWDB is always researches potential funding, either directly or through collaboration with our partners to enhance services to our customers. We have been successful in the past in collaboration with the Department to secure NEG funds to serve our Dislocated Workers. We have also successfully collaborated with other workforce development boards on competitive proposals through the USDOL. One example of this collaboration is the Make It In America Grant and most recently the Sector Strategies grant. Our board was excited about the opportunity to work with the State WDB and three other boards on the TechHire Grant. We were disappointed it wasn't funded. We appreciate the partnership and look forward to more of these opportunities.

The NCWDB through the RSAB ~~partners~~ leverages partners' funds to support our PA CareerLink® infrastructure. Our plan over the next year is to build a better relationship with the core partners identified in WIOA to encourage collaboration, cost-sharing, and support to better serve our collective customers.

The NCWDB will collaborate with our partners to identify each partner's training budget in order to capture the amount of funds being expended in our area on training, according to the requirements in the WIOA Comprehensive State Plan. We also utilize the required employer cash match through our Industry Partnerships to provide additional training to the Industry Partnership Members. Our Industry Partnerships were not funded during programs year 15 and, using the employer match, we were able to provide a Leadership Academy to 60 incumbent workers. The Leadership Academy is a 3.5 day training for Human Resource personnel and individuals being promoted to a supervisory level.

The PA CareerLink® system has been successful in collaborating with partners and looks to both traditional and non-traditional partners to provide services in our centers. In addition, staff work with our apprentice programs and send those customers who are interested and appropriate to these trainings. TAA is also a partner in the system that provides opportunity to our customers for training that may have been cost prohibitive without it. These are just some examples of the leveraged resources in our system.

The NCWDB has applied for several federal grants which have been unsuccessful. We have found that our rural area does not compete well with urban areas as we lack the population needed—to serve for the grant applications. For this reason we do work with other local workforce development boards on federal grant proposals as mentioned previously. In addition, we have reached out to a workforce development board in the state of New York which borders our region in the hopes of collaborating on a federal grant opportunity.

Section 4: Program Design and Evaluation

Many of the responses below should be based on strategic discussions between the local board and one-stop partners. Please provide a separate response for each of the elements listed below.

4.1 Describe the one-stop delivery system in the local area including:

- A. The local board's efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]
- B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]
- C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities.
[WIOA Sec. 108(b)(6)(C)]
(See Appendix C: *Transitional Planning References and Resources*)

NCWDB staff utilize the eligible training provider list to review and approve potential providers of training. This review includes the entities performance. If an entity is not meeting performance then their course will not be approved. We meet with our training providers a minimum of annually to share with them any changes to the ETPL or HPO list. This gives an opportunity for discussion and continuous improvement.

- a. Customer Centered Design – a team was formed in response to USDOL first Customer Centered Design Challenge to improve services at the PA CareerLink® centers in our region. The outcomes of this challenge include – visits to other local workforce development areas to observe successful triage approaches to services, creation of a more welcoming environment in each center as well as the formation of regional committees to continue to implement customer satisfaction surveys.
- b. As required the board is currently working with PA CareerLink® centers to ensure the implementation of 02-2014 Workforce Delivery System Version 002 issued by the PA Department of Labor and Industry. This will ensure the most efficient re-employment efforts for all job seekers regardless of funding stream they are served under as well as emphasizing and support continued development of an integrated delivery system that is customer-centered, business-drive, skills-based and accessible. In collaboration with the Operator consortium this includes the implementation of the following functions: Welcome, Skills and Career Development and Business Services in each of our centers.
- c. Periodic surveys are completed with employers in our region to identify new training needs or challenges they are facing.

The Board will also begin a Customer Satisfaction Survey based on a sample of customers (both job seekers and employers) not only to determine their satisfaction with the PA CareerLink® centers but to also ask them to

suggest ways we can serve them better and to identify challenges that they are facing.

The board will continue to work with providers to encourage the development of industry recognized credentials, apprenticeships, integrated education / training approaches, career pathways and co-hort based training. We have scheduled a meeting on October 12, 2016 with our training providers to discuss and strategize industry recognized credentials and career pathways. This is part of an on-going conversation to best prepare our job seekers for careers in our region. The NCWDB, when appropriate, will use a portion of our Title I funds to pay for performance contracts to specific targeted populations. This will occur only after an evaluation of a targeted population along with the demand for the occupation and the commitment of employers to hire from the population.

B. Our system, in order to be effective, must ensure that our service structure is in line with the demands of our local employers. We will continuously 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 WDB has invested significant resources in technology with the purpose of being 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 video-conferencing (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 as we now can utilize one instructor to teach over multiple locations.

At a PA CareerLink® Round Table Discussion held on July 31, 2012 the following ideas were discussed in regard to virtual services:

- access to CWDS and Job Gateway
- teaching through video-conferencing units across the region
- interview opportunities through video-conferencing
- 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

Innovative programs implemented that bring the workforce system to remote areas include:

North Central Career Club – an online Career Club for North Central job seekers which provides participants with access to weekly online meetings, periodic online learning events, downloadable workforce and online tutorials and resources to help organize their job search as well as a LinkedIn Group to ask questions and receive support between weekly meetings. Participants also have access to a network of peers who can help and support them as they go through the job / career seeking process.

Resume Recipe - North Central WDB paid particular attention to the opportunity of providing services through technology. We know that services through technology aren't the only option but instead should be used 1) to enhance staffs' work, and 2) to allow staff to spend their time on more value added activities with customers.

We worked with a consultant within the workforce community that developed an on-line tutorial to assist customers in developing their resume. This is a wonderful resource for our customers as it takes them through the many aspects of developing a great resume. Customers can be directed to the tutorial as their first step then once they have a draft prepared staff can review the resume with the customer and offer feedback.

Google Hang Out – Workforce Development staff are utilizing technology such as Google Hang Outs for office hours as well as saving customers travel time to the PA CareerLink® center.

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.

In addition the board is implementing a Community Based Grant that will ensure comprehensive services to engage high poverty remote areas – both job seekers and employers – that will increase the number of employers utilizing CWDS to post job orders, ensure that high poverty areas are aware of the services available and provide supportive services to job seekers in these areas of our region.

C. The North Central Workforce Development Board (NCWDB), and our PA CareerLink® partners ensure continued compliance with WIOA Section 188, applicable provisions of the Americans with Disabilities Act of 1990, and “The ADA Standard For Accessible Design.” We are committed to following and adhering to all provisions of the U.S. Department of Labor Rule: “Implementation of the Nondiscrimination and Equal Opportunity provisions of the WIOA” and, the “State Nondiscrimination Plan.” Dissemination of information related to those topics previously listed as well as compliance accordingly is under the charge of the LWDA’s designated Equal Opportunity Officer. Our EEO officer works with individuals appointed in each PA CareerLink® center, referred to Equal Opportunity Liaisons to ensure that customers are aware of their rights and to report any incidents related to potential discrimination or accessibility. Through mutual efforts those identified above utilize the PA Department of Labor and Industry, Office Equal Opportunity (OEO) “State Employment Security Agency (SESA) Technical Assistance (TA) Training Manual, which requires the use of the nondiscrimination and EO Self-Evaluation Guide.” Training to support the liaisons and EEO Officer as well as technical assistance is provided by the Office of Equal Opportunity. In addition, our Office of Vocational Rehabilitation has been a great partner providing accessibility walk-throughs of our PA CareerLink® centers and Sensitivity Training to our PA CareerLink® staff.

The list of equal opportunity liaisons can be found in section 5.8 of the local plan.

In addition and in accordance with Training and Employment Guidance Letter No. 37-14 board staff will coordinate with the Equal Opportunity Officers in each of the PA CareerLink® centers in our region to ensure the following:

- Use this TEGL and attachments when reviewing our existing policies and procedures and make any changes necessary to implement the guidance discussed in the directive.
- Ensure that workforce staff are familiar with Attachment I to this TEGL – “Key Terminology for Working with Lesbian, Gay, Bisexual, and Transgender Persons.” to assist with more effective communication with LGBT customer and employees of the workforce system.

4.2 Describe the local board's assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]

The NCWDB has identified Adult and Dislocated Worker employment and training programs in the North Central region. The providers of employment and training programs located in our region include Goodwill Industries of North Central PA, Community Action Agencies, and the North Central Pennsylvania Regional Planning and Development Commission (NCPRPDC). The current provider of Adult and Dislocated Worker employment programs is the NCPRPDC.

As a result of our Program Year 2014 Monitoring review by BWDA, the NCWDB will be procuring for our Title I services starting in early 2017 with a contract awarded for implementation by July 1, 2017. In an effort to ensure all potential providers are aware, we will advertise for interested parties to contact us and will mail out information to those already on our bidders list. This process will assist us in determining other potential providers of adult and dislocated worker services. In a rural region like North Central, there aren't many providers of these types of services. Those entities that might potentially bid on services include many agencies that we already work with (for example, Community Action Agencies). We will have a much better sense of what is available once we've gone through this process. The anticipated result will be a mapping of all employment and training programs in our region. This was done many years ago under JTPA. We plan to go through a similar process starting in January 2017.

IDENTIFICATION OF ELIGIBLE PROVIDERS OF TRAINING SERVICES.—Consistent with WIOA section 122, the local board has identified eligible providers of training services in the North Central Workforce Development Area.

Institutions of higher education providing programs that lead to recognized postsecondary credentials include:

- University of Pittsburgh at Bradford
- Penn State University DuBois Campus
- Lock Haven University at Clearfield
- Indiana University of Pennsylvania – Punxsutawney Campus
- Butler County Community College – BC3 at Brockway
- Brockway Center for the Arts and Technology
- Jefferson County – DuBois Area Vocational Technical School
- Clearfield County Career and Technology Center
- Seneca Highlands Career and Technical Center
- Community Education Center for Elk and Cameron Counties
- Community Education Council for McKean and Potter Counties
- DuBois Business College

Entities that carry out programs registered under the Act of August 16, 1937 (commonly known as the **“National Apprenticeship Act”**) include:

The following companies currently offer Registered Apprenticeships in our region:

- GKN Sinter Metals – 3 locations – DuBois, Emporium and Kersey
- Owens – Illinois Plants 18 and 19

- O-I Plan 76
- SGL Carbon LLC
- Zippo Manufacturing
- Rexam Pharmaceuticals
- Verallia
- Several Correctional Institutions

Other Public or Private providers of a program of training service, including joint labor-management organizations and eligible provider of adult education and literacy activities under title II (if such activities are provided in combination with occupational skills training) include:

- Triangle Tech
- International Brotherhood of Electrical Workers (IBEW) Local 5 Training Center – Clearfield, Elk, Cameron and Jefferson Central Labor Council
- International Brotherhood of Electrical workers (IBEW) Local #5 AFL-CIO

In addition to the previously mentioned training programs the NCWDB has assisted with the design and implementation of the FIT4 manufacturing and healthcare programs in collaboration with other community agencies. Recruitment for these programs occurs largely with the adult and dislocated worker populations.

As stated the NCWDB currently awards funding for adult and dislocated worker service provision to a department within North Central Pennsylvania Regional Planning and Development Commission, referred to as North Central Workforce Operations, and at times may be referred as North Central Workforce Development, through an MOA. Services to adult and dislocated workers are provided by staff present in all of the PA CareerLink® centers in the North Central Workforce Development Area including the affiliate site in Cameron County. The Title I staff provide individualized career services as well as intake, assessment, job search workshops, rapid response services, IEP and ISS development and case management for all WIOA eligible customers. WIOA services align with and implement the strategies and vision of the NCWDB through the implementation of effective and efficient services being provided to our business and job seeker customers. Staff evaluate the needs of our customers (business and job seekers) continuously to ensure our local employers have access to an educated and skilled employment that provides self-sufficiency wages and benefits are paid work experiences and on-the-job training opportunities.

Throughout the year the board surveys employers to determine their training needs and ask them what they need. This information is then shared with training providers. Board staff strongly encourage providers to collaborate and offer programs that meet the needs of local employers.

4.3 Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]

The NCWDB collaborates with Rapid Response activities in the North Central Region. Each PA CareerLink® center has its own Rapid Response Team. The North Central WDA takes a regional approach to mass layoffs of 50 or more and Rapid Response activities occur in cooperation with the State and Regional Rapid Response Coordinator. Title I staff are part of the Rapid Response Team and work with partnering staff to organize Rapid Response Meetings with affected employees and the Title I provider may rotate staff to accommodate larger

WIOA enrollments and to provide timely services. When a company plans to lay off less than 50 employees the same Rapid Response activities are coordinated locally with the Rapid Response Unit Coordinator.

The NCWDB intends to increase collaboration with the Regional Rapid Response Coordinator to share information and to discuss major dislocation events in our region. This collaboration will help to ensure that both the NCWDB and the Regional Coordinator are aware of programs and resources that may be available to them in addition to the services and programs available at the PA CareerLink® centers.

The board will also increase collaboration and understanding of the Strategic Early Warning Network (SEWN) which provides layoff aversion services to help business, particularly in the manufacturing sector, to remain competitive and keep workers employed.

4.4 Provide an analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

Note: This section must include a description of the program design elements as well as how the local area will implement the 14 program elements.

The North Central Workforce Development Board procures our WIOA Title I youth funding every two years in order to attract proposals that are creative and innovative. In addition, we realize that all youth can benefit from workforce programs and have implemented and partnered with others to ensure all youth have access to the information needed to make informed career choices as well as awareness of career opportunities in our local area.

Workforce Activities for WIOA Eligible Youth: The WIOA Youth Request for Proposal that was released this year by the NCWDB was written in alignment with the vision and goals of the Commonwealth's combined state plan.

Due to limited resources projects that do not serve all six (6) counties of the North Central Workforce Development Area (NCWDA), specifically Cameron, Clearfield, Elk, Jefferson, McKean and Potter were not considered. This ensures consistency in our counties and the ability for one entity to ensure the provision of all 14 WIOA Youth Elements.

The NCWDB strongly encouraged the development of proposals that leveraged existing resources and expanded upon successful youth programs currently operating within the community.

Crucial to youth programs are the Recruitment and Outreach methods. We have encouraged providers to conduct activities, including outreach to local government facilities, non-profit and faith-based organizations that provide support services to disconnected youth and young adults; including the use of word-of-mouth referrals, and social media platforms. Other suggested activities for youth services provider staff include:

- Utilize the Connection Café to recruit youth in need of services. The Connection Café was developed by a team of workforce professionals through the Customer Centered Design Process.
- Visiting local parks, homeless shelters, and other places that disconnected young people are known to frequent and speaking to them one-on-one in that environment, and in terms that make them the most comfortable.
- Going into low-income communities and neighborhoods, knocking on doors, and speaking to friends, families, and young adults about available services and opportunities.
- Creating a program application process that is easy to complete by removing as many of the administrative hurdles as possible.

- Using text messages and social media. While this strategy may not be as effective for recruitment, it is a highly effective strategy for keeping participants engaged, as well as reconnecting those participants who have disconnected from the program.
- Considering the tailoring of strategies for young adults by age group, 18-21 and 22-24. Younger individuals may be more ready to enroll in programs when compared to older individuals. Young adults, ages 22-24, are more likely to have been unemployed or separated from educational institutions longer than those in the younger age group. This older group requires more resource-intensive outreach and recruitment efforts. An emphasis on available work experiences and employment services, rather than education and basic skill building, is preferred for this older group.
- Engagement. Many disconnected young adults face challenges and life obstacles that result in the cycling in and out of program services. Such challenges are many and varied and may include: periods of homelessness, issues with the criminal justice system, pressures to provide for their families, and substance abuse, among others.

Recognizing the unique hardships of each individual and working to establish trust between participants and staff, that is respectful of roadblocks preventing regular attendance, creates an atmosphere where participants feel staff are invested in their success.

It is recommended that proposals ensure the following are taken into consideration when responding to this RFP.

- Provision of a mentor to assist youth in the navigation of services.
- Develop relationships with youth before introducing them to the required paperwork involved in the programs.
- Empathize with the youth.
- Encourage parental involvement.
- Encourage youth involvement in the programs while enrolled and following the completion of a program (i.e. bring them in to serve as mentors to other youth).
- Once a participant is enrolled, communicate regularly and effectively. Explain the program's available services and activities, the expectations of the participant, and any available support services that may be necessary.
- If a participant disengages from the program at any point, calls, texts, visits and messages on social media are ways to find out why the participant is no longer engaged and let the participant know that he or she can return whenever he or she is ready. Engage adult mentors along with case managers. Such mentors can play a key role in keeping participants engaged with the program.
- Early in the process set achievable goals with the participant and communicate the status of their progress towards meeting those goals often.
- Engage peers. Placing young adults in cohorts allows individuals to move through the program and receive services with others. Participants often become friends and gain a sense of togetherness and accountability within the cohort. Such engagement may also open the door for young adults to take a leadership role, such as tutoring other participants, giving presentations, etc.
- Ensure that supportive services are made available to participants to help remove barriers that would prevent them from continuing with the program.
- Encourage re-engagement. If an individual leaves the program, the case manager/youth provider staff and adult mentor should remain in contact with the individual to encourage re-engagement through phone calls, texts, social media, or in-person visits at their 'hangouts' or homes.

Program Design:

North Central serves a six county area and has 26 public school districts in Cameron, Clearfield, Elk, Jefferson, McKean, and Potter County. The region contains 1.8% of Pennsylvania's population and makes up 11.1% of the State's land mass. The In-School Youth in the region qualify for free or reduced lunches by as much as 53% in Clearfield County and 39.1% in Elk County. Graduation rates range from 90.4% in Elk County and 89% in Potter, however the average rate expected to attend Post-secondary education is only 66%.

11% of the Out-of-School Youth have no High School Diploma or GED. Surveys have consistently demonstrated 30 to 40% of the High School graduates each year have no plans to further their education or enter the military. Unemployment rates for the 16 to 24 age group ranges from 8% to as high as 17% for both females and males. As noted in the enrollments into Workforce Development programs for the past two years, the demographics reflects the WIOA eligibility requirements of low income, basic skill deficient, juvenile offenders, individuals with disabilities, school dropouts, homeless youth, pregnant/parenting youth, and individuals receiving the medical card.

Prg. Year	School Dropouts	Basic Skill Deficient	Juvenile Justice	Homeless	Parenting Pregnant Youth	Individual With a Disability	Low Income Eligible	Medical Card
'13-'14	35	18	21	7	12	83	79	49
'14-'15	41	14	32	13	34	31	124	75

The statistics of our youth are alarming. As much as 24% live in poverty and 17% lack adequate social support. Pregnant and/or parenting female teens are 11%. Youth aging out of foster care has created an increase in the number of homeless youth. As the statistics reflect youth face many challenges cycling in and out of programs demonstrating the importance of networking partnerships to provide support while overcoming education and employment barriers. Transportation, lack of a family support network, housing, child care cost, and work experience are just several of the significant barriers facing the youth ages 14 to 24. Collaboration and partnerships established through the county based Youth Consortia assist in the service strategies addressing the needs of the youth.

North Central Workforce Development Operations plans to conduct outreach and enroll 105 Out-of-School youth, ages 16-24, and 35 In-School youth, age 14-21, in partnership with the local School Districts, County based Youth Consortia, County Assistance Offices, juvenile probation, PA CareerLink® partners, and additional local youth organizations.

Outreach and recruitment takes place through discussions with county based partners to identify the target populations, conduct presentations on services, share referrals, conduct information sessions at the PA CareerLink®, and utilize past customers to provide orientation about the "Young Adults in Action" services. Each referral completes an application of basic information leading to a scheduled orientation and the development of an Individual Service Strategy (ISS) plan. Employability counselors have initiated through the Customer Center design project the "Connection Café" which may be used throughout the service plan from outreach and case management to counseling and **follow up**. Each month and in some cases weekly, staff may schedule the "Connection Café" at the PA CareerLink®, social halls, public libraries and establishments where youth may gather to share information, listen to the youth issues, and provide support with the goal to enroll youth, link services with partners and advise the youth in their education and employment plans. In many cases initially the

youth require intervention leading to partner services prior to or concurrently with the WIOA performance goals.

Customer Experience

A Participant handbook is reviewed with each youth during orientation. The cover of the handbook was designed by a current youth customer. Each youth receives an orientation addressing the 14 WIOA Elements and program activities. In the handbook is a flow chart highlighting the service flow and identifying the specific type of activities under each of the 14 WIOA elements. Employability Counselors review the 14 WIOA elements highlighting the service opportunities and partners' network available to serve the youth.

The key steps and milestones of the program design for the North Central's Year Round Youth Program begins with outreach and recruitment in collaboration with the Youth Consortium network, PA CareerLink® partners and local youth agencies serving disconnected youth and young adults. Experience has shown many of the eligible youth face many challenges and are or have been engaged with a variety of social and human service organizations. Employability Counselors will coordinate dual enrollments with the partner agencies to establish integrated plans supporting the fourteen (14) WIOA elements of service. The Connection Café model affords opportunities to engage youth from outreach to follow up as a forum for open discussions and strategies addressing the youth needs. Eligibility determination, assessments through interviews and testing, partner referrals for additional services and job ready workshops will follow the orientation in addressing the Individual Service Strategy in a manner encouraging and supportive of the youth. The bottom line is providing access to information and experiences that lead the youth to succeeding in their employment goal. Recognizing in many cases the youth lack positive family or social support staff will develop connections with other agencies, employers; and maintain follow up in support of the youth. Presently past customers give back to the program as presenters and mentors to the enrolled youth.

WIOA youth and WIOA young adult's awareness of career pathways starts at orientation and is reinforced through the Individual Service Strategy, labor market information, counseling, workshops, and engagement with employers. As an example, employers identified by the Business Service Representative may present at a workshop or participate in Connection Café. North Central staff coordinates as requested guest speakers at schools to present career pathways and personal experiences from members of the local Employer Consortium. Young adults will be exposed to Career Pathways through the Career Exploration workshop, use of O-Net to research career interest and occupations, and engage employers in discussion groups, Connection café, and work experience.

Work-based learning opportunities are provided, as identified in the Individual Service Strategy, and arranged by the scheduling of the summer employment experience, work experience, job shadowing, and On the Job training (OJT). A Work Experience Standard Handbook is attached that all customers receive. In-School Youth will be identified and placed in summer employment experiences in July through August in both non-profit public worksites and for profit worksites exposing them to the world of work and assist in expanding their knowledge of occupations in the workplace. Out-of-School Youth will have the opportunity to participate in work experience throughout the program year, tour places of business and research Career pathways with the opportunity to reconsider post-secondary education or secure unsubsidized employment.

The 20% of funds targeted for work experience is highlighted in the operation budget and will be implemented during the summer employment for In-School Youth and during the program year for Out-of-School Youth (young adults). Employability Counselors will coordinate with the Business Service Representatives to identify potential sites and employers interested in accepting young adults to set up the work experience locations. Worksites will be established by several factors and be driven by the discussion and development of the service needs in the Individual Service Strategy. A priority is to have, at a minimum, one crew per PA CareerLink® area.

Work readiness training program curriculum and competencies were originally established from a National Skill Standard grant through the Workforce Investment Board. The development of the curriculum and subsequent modifications came from employer feedback of critical soft skills and experiences of customers lacking the awareness of career choices. The competency syllabus is attached summarizing the job ready workshops offered each month at each PA CareerLink® center. The job ready workshops may be presented in group settings, one on one, and utilizes additional web based resources such as PA Work Stats and O-Net to learn about skill demands, top occupations, and assessments assisting the youth in career awareness and career pathways choices. In addition, as opportunities are established, employers are invited in to the workshops to share personal career paths and experiences in the workplace. Along with the assessments and workshops, staff developed, through the partnership in the Customer Center Design team, the Connection Café. The Connection Café is a forum for youth not to be taught but to be engaged, listened to, and empowered to discuss topics of their choosing and facilitated by the Employability Counselors. Experience has demonstrated the youth and young adults need the opportunity and support to express their concerns and interests in a forum other than traditional learning environments.

Financial literacy education is one of the new WIOA elements and is centered on education awareness from financial aid to budgeting and financial life skills. Staff have traditionally brought in financial aid officers or held Career Fairs to help youth receive information and guidance on financial aid for attending post-secondary training. Financial literacy education goes a step further with the goal to expose youth to budgeting, insurance, and financial planning. Employability Counselor will arrange for guest speakers during the summer employment program to speak to the youth on days set aside for career awareness and life skills. During the course of the program year, young adults will also have the opportunity to hear from guest speakers, and financial aid officers. In addition entrepreneurial opportunities will be exposed to interested youth through appropriate referrals, connection with the Small Business Administration, and utilization of the Junior Achievement Entrepreneur curriculum package available in each PA CareerLink®.

Program measurement and continuous improvements will be monitored on a regular basis as mentioned through youth staff meetings and the Youth activity report presented to the Workforce Development Board and Youth Standing Committee each quarter. Included in the report are success stories highlighting the activities throughout the program year, barriers to employment, and caseloads. Programmatically each youth has an Individual Service Strategy plan that is a live and ongoing document capturing services and may be modified at any point to reflect the interest and changes to assist the youth to be successful.

Tutoring, study skills training and dropout recovery services are addressed through staff assistance and more formally through the partnership with Intermediate Units and literacy volunteer groups in each county. Along with the North Central staff using the T.A.B.E assessment to determine reading and math proficiencies, partnership in the PA CareerLink® as an example with IU-9 affords the youth remedial services and GED preparation. Partnering with the area Community Education Councils and in some counties the Community Based Organizations provides additional partner support and referral services to the youth in need as identified on the ISS.

Youth and young adult preparation to training or post-secondary education begins with the development of the ISS. Employability Counselors will open discussion with the youth and young adults regarding their education and employment goals. Recognizing many youth maybe unsure or unaware to the options and opportunities, Career Exploration workshops will provide the background and competencies for youth to research career interest and occupational skills information to make an informed choice. Youth and young adults will have the opportunity to speak with people in the respective career fields, job shadow, company tours, and use web based sites to review a variety of information from an interest inventory to High Priority Occupations and skill requirements. Determined by need, youth and young adults will have the opportunity through the summer employment experience and work experience placement to be exposed to the world of

work. Specific to financial aid for training, staff will work with the training providers and young adults to complete an Educational Cost worksheet and research training providers on the CWDS State approved training provider's list of schools recognized by the Workforce Development Board and the Department of Labor and Industry. Along with the educational cost worksheet, staff arrange for financial aid officers to present on scholarships, work study programs and other financial packages available for attending post-secondary training.

Education and training programs may include the Individual Resource Contract (IRC), Individual Training Accounts (ITAs), On-The-Job Training (OJT), summer employment, work experience, and job shadowing to explore career interest and/or exposure to the world of work. Each provides training or experiences that will prepare the youth for mapping their career choice or securing unsubsidized employment. Recognizing the limits on funding the focus is on work experience; as well as, many of the young adults may be dual enrolled with other WIOA programs accessing financial aid for schooling or employer based contracts for employment. Job shadowing on site with various employers will expose the youth and young adults to job profiles and have the opportunity to speak with employees in jobs of interest. All of these activities are captured in the youth's ISS.

Education and training program may lead to employment through the linkage with the role of the Business Service Representative and networking with additional partners in the function of job development and job placement. Following the Job Ready workshops, work experience, post-secondary training or occupation training, the youth will work with the Business Service Representative to search for active job orders on the CWDS/Job Gateway system. Each youth will, from the initial enrollment, establish a personal account on CWDS to post their resume and actively job search. Business Service Representatives will conduct outreach to employers to arrange job interviews, job fairs, and job placement leading to unsubsidized employment. Weekly, the Business Service Representative will provide the Career Club workshop to customers reviewing job search activities, providing tips on resumes and interviews, and following up on employment leads. This is also an opportunity to bring Human Resource contacts to present on job expectations, skill requirements, and career options to the youth. In many cases, the targeted youth lack previous work history therefore the training programs help establish career plans moving the youth from their initial employment to plans to advance to better paying jobs as identified on the ISS. Follow up is a service staff use to maintain contact with the youth to advise, refer and guide to partner services, update their career plans, and their employment goals. As with any job seeker losing their job is a reality and staff will conduct follow up 12 months after exit to offer counseling and additional referral service to keep the youth engaged or seek out additional education and employment services.

Support Services

Support services will be addressed through the collaboration with partner organizations and appropriate referrals to the relevant organization. As mentioned transportation, lack of family support network, housing, child care cost, and lack of work experience or lack of a high school diploma/GED are significant barriers to not only employment but in many cases the partner services needed to prepare a youth for education and employment opportunities. Employability counselors commit a significant amount of time coordinating referrals and partner services prior to and in concert with the Individual Service Strategy leading to training and employment. In many cases staff collaborating with a housing authority or additional human services is necessary prior to enrolling a youth into Job Ready workshops, GED preparation, or work experience opportunities.

North Central Workforce Development has set aside funds for support services depending on the customers participation needs as identified on the Individual Service Strategy. Support services based on need may be a gas incentive card for transportation, GED cost, clearances, purchase of shoes or clothing for work, or reimbursement for cost of participation. In the past we have contributed to the cost of a bicycle because this is the only means of reliable transportation for the youth to participate or get to work. In addition, we recognize many of the adult youth are dual eligible for Adult funded program services and welfare program services. In

the past year we have dual enrolled youth to address support service, work experience and post-secondary training based on eligibility and limitation on funding.

The role of the county based Youth Consortia and a partnership with human service organizations addresses other referral needs of the youth. Office of Vocational Rehabilitation (OVR) or Dickinson Mental Health are partners in the Youth Consortia and have been active in assisting youth with mental or physical disabilities. In addition Goodwill Industries has been a partner in providing clothing and work experience opportunities. Referrals are established by setting up appointments or having the partner agency meet the youth at the PA CareerLink®.

Performance, Administration, and Project Management

North Central Workforce Development has over 32 years' experience operating In-school-Youth, Out-of-School youth, Dropout Prevention and Summer Employment programs.

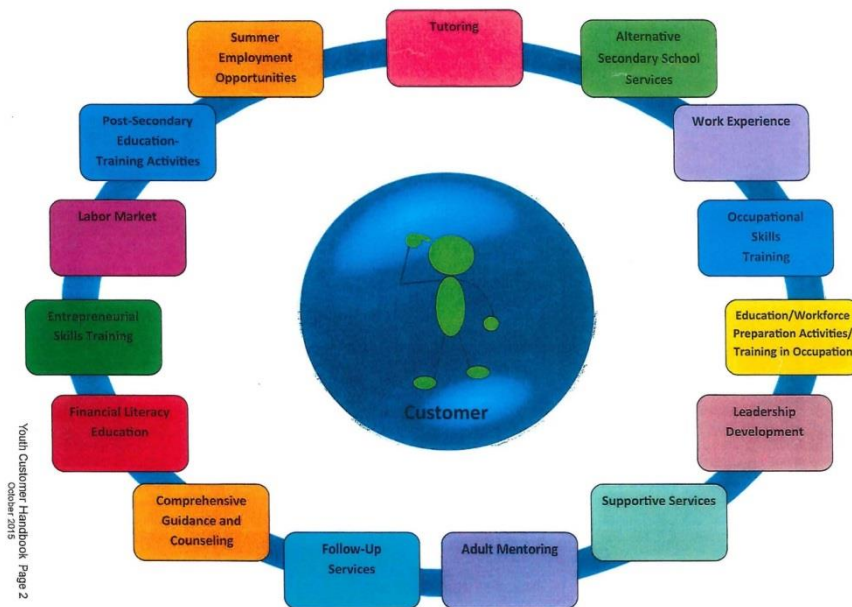
North Central Workforce Development's focus is on building partnerships that prepare today's youth to be tomorrow's productive citizens through education and employment opportunities driven by linkages with the PA CareerLink® system, the county based Youth Consortia, Employer Consortia, and additional youth organizations.

Monitoring and tracking youth performance measures begins with the Commonwealth Workforce Development System (CWDS) which is the State's database of record for any agency serving WIOA customers. North Central staff use the CWDS database for all eligibility determination, entry of services and tracking performance measures. In addition, the enrollment goals, demographics, support service awards, work experience slots and expenditures, and WIOA performance measures are tracked weekly through an internal spreadsheet. The Youth report and success stories are presented each quarter to the Workforce Development Board's Youth Standing Committee (formerly the Youth Council).

Compliance and proper documentation begins with all eligibility determination and enrollment documentation upon completion being sent to the Administrative office for filing. Personnel packets for enrollment into the summer employment for In-School Youth and work experience for Out-of-School Youth is routed to the Administrative office for review and submitted to the North Central Human Resource and Accounting offices for payroll processing. The Individual Service Strategy plan is updated and submitted to the Administrative office for review prior to any youth enrollment into a paid work experience or occupation training activity and includes an Individual Referral Contract (IRC), Individual Training Account (ITA), and On the Job Training (OJT).

WIOA youth and WIOA young adults' awareness of career pathways starts at orientation and is reinforced through the development of the Individual Service Strategy (ISS), provision of labor market information, counseling, workshop and engagement with employers. For example, employers identified by the Business Service Representative may present at a workshop or participate in Connection Café. In addition young adults will be exposed to Career Pathways through the Career Exploration Workshop use O-Net to research career interest and occupations and engage employers in discussion groups and work experience.

The NCWDB requires our WIOA youth provider to coordinate and / or implement all fourteen (14) WIOA elements as follows:



Tutoring, study skills training

Adult Education
Mid-State Literacy Programs
Post-Secondary School Programs
Connection Café

Alternative Secondary Schools or drop out recovery services

Cyber School
Alternative Education at high school

Work Experience

Paid and Unpaid work experience
Internship
On the Job Training
Job Shadowing
Connection Café

Summer Employment Opportunities

Work Experience
Job Shadow
On the Job Training
Volunteer opportunities
Entrepreneur Training
Connection Café

Occupational Skills Training

College and Technical trainings
Short term trainings
Certification programs
Licensing programs

Post-Secondary Education Training Activities

Career Exploration A & B
Financial Literacy
Adult Education
FASFA information sessions / Financial Aid Nights
Community Resources
Connection Café

Education offered in same context as Workforce Preparation Activities

Tutoring activities
Job Ready Workshops
Work Experience
Job Shadow
Internships
Job Site Tours
Connection Café

Leadership Development

Community Service
JA Curriculum
Connection Café
Business Service Teams

Adult Mentoring

Connection Café
Junior Achievement Curriculum
Training Advisors
Probation Officers
Independent Living
Big Brothers Big Sisters
Peer Support (Peer Star)
Youth Consortia

Comprehensive Guidance and Counseling

Supportive Services
Assessments
Referrals
Development of ISS
Connection Cafe
Job Ready Workshops
Conflict Resolution

Labor Market Information and Employment

Connection Cafe
Workshops
Job Development
Career/Job Fairs
O*NET online
Career Guides and other websites

Financial literacy Education

Guest Speakers
Budgeting handbook
Web Sites (My Next Move, PA Career Zone, etc.)
Connection Café

Entrepreneur Skills Training

Junior Achievement Curriculum
SBDC speakers
Chamber of Commerce
Business Services Team
Connection Café

Supportive Services

GED test fees
Transportation
Work Clothes
Clearances
Items to secure or retain employment

Follow Up

Mailings
Social Media
Regular Contact (appointment, drop-in and phone calls)
Connection Cafe
Employer/postsecondary education

Workforce Activities for all youth:

The North Central Workforce Development Board (NCWDB) and our Youth Standing Committee recognized that there was both a need and interest in connecting business with education in 2012. Our employers had 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 a partnership in March of 2012 at our Youth Summit – "Preparing our Youth for the 21st Century." Since the inception of this initiative partners have come together to ensure that all secondary schools have access to programs that can help their students make career decisions. Activities include job shadowing, educator in the workplace, company tours, mock interviews (with employers) and other work based learning activities as identified. The individual programs serving each of our six counties are:

Elk and Cameron Counties – DISCOVER partners implemented by the Community Education Council for Elk and Cameron Counties

McKean and Potter Counties – Business and Education Connect implemented by the Potter County Community Education Council.

Clearfield County – Career Counselor Staff present in all schools in Clearfield County providing career counseling to students on an individual basis as well as assisting schools with activities that connect business and education and the implementation of their Chapter 339 Guidance Counseling plans.

Jefferson County – Career Counselor Staff present in all schools in Clearfield County providing career counseling to students on an individual basis as well as assisting schools with activities that connect business and education and the implementation of their Chapter 339 Guidance Counseling plans.

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.

Best Practices through Collaboration:

- Our go to source for best practices in youth services has been the Workforce3one.org which is now WorkforceGPS.org – the Employment and Training Administration’s (ETA) new technical assistance website. We regularly participate on webinars and utilize toolkits and best practices for youth programs as well as all other workforce programs.
- The Board formed a Customer Centered Design Team called North Central PA Our Youth Our Future that continues to meet to develop and implement youth programs with the customer in the center of the design. From this practice we have developed and implemented the Connection Café that brings together youth in a comfortable setting to discuss career related issues including barriers to employment. Guest speakers are often invited to discuss topics such as financial literacy.
- As a core partner, OVR has the ability to collaborate with the local Workforce Development Board to provide in-school youth transition services and other services to gain skills and knowledge to enter the workforce. In partnership with the Workforce Development Board and Title I providers, OVR may provide both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment.

These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work based learning is an important experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths.

Other services that may be provided to OVR in-school youth with disabilities include:

- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services. o Independent Living Skills training will allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence. Independent Living Skills can include the following: household budgeting and financial management; utilizing public transportation; navigating through the social services system.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disabilities opportunities to participate in pre-employment transit disability awareness, advocating during an IEP process, understanding transition processes, and advocating for themselves in post-secondary education, employment, and coordinating social services.
- Workplace Readiness Training will provide students with knowledge needed to find and maintain competitive integrated employment. Curriculums can include soft skills training, interview skills, job readiness, job-seeking skills, HR practices, and other skills needed to become “workplace ready”.
- Job Shadowing will provide students with disabilities a one to five day job shadowing experience, for a maximum of 25 hours per school year, in an occupation of interest within a community integrated setting. Students will be provided an opportunity to shadow employees and obtain an overview of the knowledge, tasks, and abilities needed to work in this field.

4.8 Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 108(b)(22)] and [WIOA Sec. 134(c)(3)(G)(iii)]

In accordance with WIOA Section 122 and Workforce System Guidance No. 02-2015, and in collaboration with the PA Department of Labor and Industry, the NCWDB solicits training providers within and outside of our local area to ensure a competitive market designed to promote consumer choice and achieve successful implementation of data-driven career pathways and sector strategies. The NCWDB determines and monitors eligibility of training providers ensuring alignment with the High Priority Occupations in the NCWDA and communicates regularly with training providers to ensure the accuracy of performance data as it relates to programs for in-demand industry sectors and occupations both in and outside the local area.

4.9 Describe the process and criteria the local board will use to include a wide range of providers and opportunities through the Local Training Provider List (LTPL). [Workforce System Policy 04-2015, *Eligible Training Providers*]

Note: Such criteria must include the factors listed in the WSP 04-2014 in addition to any criteria established by the local board. Eligibility of a provider and/or program must be based solely on measurable factors.

In accordance with the PA Department of Labor and Industry's Workforce System Policy 04-2015, the North Central Workforce Development Board adheres to the following responsibilities:

- Solicit training providers, including but not limited to, work-based and cohort training providers and registered apprenticeship program sponsors, within and outside of our respective local areas as deemed appropriate to ensure a competitive market designed to promote consumer choice and achieve successful implementation of data-driven career pathways and sector strategies;
- Ensure adequate access to services for individuals with disabilities;
- Verify eligibility of entities providing a program of training services, including but not limited to, the provisions, assurances, and procedures listed in Appendix A of the WSP 04-2015;
- Conduct a debarment check on all subgrantees and/or contractors prior to the execution of a contract to ensure such entities are not under suspension or debarment by the commonwealth or any governmental entity, instrumentality, or authority;
- Collaborate with the Department to ensure sufficient numbers and types of providers of training services, including eligible providers with expertise in assisting individuals with disabilities and adults in need of adult education and literacy activities described under WIOA sec. 107(d)(10)(E);
- Develop and maintain the LTPL. Only providers that the local board determines to be eligible will be included on the local list.
- Disseminate and utilize the ETPL and LTPL throughout the local one-stop system;
- Recommend the termination of a provider due to the submission of inaccurate, incomplete or untimely eligibility and performance information; or the provider's substantial violation of any provisions of federal, state, or local statutes, regulations, policies or procedures; and

The North Central Workforce Development Board will utilize the Local Training Provider List (LTPL) to recruit and incentivize our training providers, community-based organizations, private organizations, and other public or private providers of training to offer credential training that is not part of the ETPL leading to a post-secondary credential or an industry-recognized credential.

Currently the Board is not supportive of the Department's recommendation to include Employer-Centric (Work-Based) Training on the LTPL. This policy if effective would be a dis-incentive for our employers to engage with

the workforce system. Work-based training is currently offered and available to our job seekers in the North Central Region in an accountable yet customer friendly process for our employers. We are concerned if this requirement is mandated from the Department we will lose interest of our employers resulting in less opportunity for our customer. Therefore, our current policy for the LTPL only addresses System-Centric Training.

At this time the Board doesn't anticipate many requests to be included on this list. We are however planning on scheduling a meeting with our providers and other stakeholders to discuss the opportunities for development of credentials recognized by our local employers. Examples of programs that currently exist include our Fit 4 Manufacturing, Fit 4 Powdered Metal, and Fit 4 Healthcare (currently being developed). These "Fit 4" programs were developed with our partners with employer input throughout. They provide a strong recruitment and screening process for industry coupled with work readiness training, remediation, and hands-on training. These programs have run for several years and have been highly successful.

As we recruit providers to submit to the LTPL we will request the following information be provided: provider information, description of program, cost, and performance information. All programs must lead to a credential, employment, or a measureable skill gain. All providers will consent to the inclusion of relevant information on the publicized LTPL; provide performance information in CWDS; and will complete the procedures for inclusion.

The procedures for System-Centric Training will follow Workforce System Policy 04-2015, *Eligible Training Providers*; Appendix B:

Step One – Select the reason the program of training of services was contracted:

- Training service is not on the ETPL;
- The training will serve individuals with barriers to employment;
- Training services will be provided by the local board through a pay-for-performance contract; or
- It is more appropriate to offer this type of training to facilitate the training of multiple individuals in in-demand industry sectors or occupations. Note: This training option, also known as 'cohort training' must be provided by an accredited institution of higher education or an eligible training provider included on the statewide ETPL.

Step Two - Provide the purpose for utilizing a contract for training services. This statement may include a rationale for why this training cannot be accomplished through programs on the statewide ETPL.

Step Three - Select the type of entity that is providing the training:

- Post-secondary education;
- Apprenticeship;
- Other public or private provider of training, which may include a joint labor-management organization and an eligible training provider of adult education and literacy activities under WIOA Title II if such activities are provided in combination with occupational skills training (i.e., integrated education and training); or
- Community-based organization or private organization of demonstrated effectiveness.

Step Four - Provide the following information:

- A description of the training program;

- Cost details, to include but not limited to tuition, books, other fees;
- Evidence of state licensure requirements and licensing status as applicable;
- A description of credential earned to include, at minimum, information supporting applicable training program leads to a post-secondary credential or an industry-recognized credential; and a description of the credential;
- A description of the accessibility of training services (i.e., is this program of study facility-based training, or is it accessible throughout the commonwealth, to individuals in rural areas, through the use of technology);
- A description of the demonstrated effectiveness (e.g., through the provision of performance data) in serving employed individuals and individuals with barriers to employment; and
- Data regarding program alignment with in-demand sectors or high-priority occupations, or in a career pathway leading to an HPO.

Step Five - Attest that the following assurances have been verified:

- Physical and programmatic accommodations as required by Section 504 of the Rehabilitation Act of 1973, as amended; the Americans with Disabilities Act of 1990, as amended and the regulations implementing these statutory provisions;
- Compliance with nondiscrimination and equal opportunity laws;
- Disclosure of any and all conflicts of interest with state or local workforce development members and/or staff including, but not limited to, family ties, fiduciary roles, employment or ownership interests in common;
- Exclusion from the commonwealth's debarment list;
- Provision of performance information for each program as required;
- Provision of student data for each program as required;
- Timeliness and accuracy of required information; and
- Permission for onsite visits by any federal, state or local agency as legally authorized to monitor activities for which funds have been provided.

In order for programs to be considered for the LTPL under the System-Centric Training they must meet performance, including:

- Program completion rate; entry into unsubsidized employment at second quarter after exit; entry into unsubsidized employment at fourth quarter after exit; and median earnings during second quarter after exit.

NCWDB staff will develop, maintain, and disseminate the LTPL in collaboration with the Department.

Section 5: Compliance

Responses are focused on the local area's compliance with federal or state requirements. Please provide a separate response for each of the elements listed below.

5.1 Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Labor & Industry's Office of Vocational Rehabilitation (OVR) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

Currently the North Central Workforce Development Board has in place with the Office of Vocational Rehabilitation (OVR) a "NCWDB/PA CareerLink® Partner Agreement for each PA CareerLink® in the region. The purpose of this agreement is to outline the resources and services that OVR will provide for the North Central Workforce Development Area for the customers of our region. This agreement identifies partner responsibilities, costs, referrals, terms of the agreement and a modification process.

The Board plans to revise this agreement to include those items identified above but also expand into and include language addressing: cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination.

As our region continues to implement WIOA and adhere to WIOA, the NPRMs, the WIOA Combined State Plan, and Workforce System Policies we recognize that our entire system policies, agreements and protocols need to be updated into compliance. This all takes time and much effort. We are making efforts to make changes and the cooperative agreement with OVR and other partners will be part of our updates.

5.3 Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes, but is not limited to, the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]

The NCWDB has established procedures for the competitive process to be used to award grants and contracts for activities to be carried out under WIOA Subtitle I. The NCWDB 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 NCWDB 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 Standing Committee members evaluate all proposal received. Recommendations are made by staff and the Youth Standing Committee and taken to the NCWDB for approval. Letters of award and non-award are then written to the bidding agencies and contracts are negotiated.

The NCWDB 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 NCWDB. They are non-solicited, sole source, On-the-Job Training, Customized Training and Individual Training Accounts (ITAs).

5.4 Describe the local area's negotiated local levels of performance for the federal measures and their implications upon the local workforce system; attach the completed Performance Targets Template. [WIOA Sec. 108(b)(17)]

Note: See Appendix C: Transitional Planning References and Resources "Performance Targets Template".

At the April 6, 2016 North Central Workforce Development Board meeting, Director Susan Snelick reviewed the proposed recommended regional levels of performance telling the board members that 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. The process for negotiating levels of performance included the presentation, review and approval of proposed measures by the North Central Workforce Development Board. These measures are presented to the Department for their review and approval. Since our Board serves as the regional board no additional negotiation was necessary.

As mentioned above, our Board recognizes the difficulty in achieving these measures when targeting the hard-to-serve. We also recognize that these individuals most likely need more assistance from our system. Our program and services will continue to be refined based on the customers' needs with their direct input.

Many of our employers continue to have difficulties in recruiting entry-level workers. As we serve the hard-to-serve we will be able to place them on a career pathway that may start with the entry-level job but counsel them on additional education and training opportunities to move along that path to a more self-sufficiency wage. This will ensure their success and result in achievement of the measures.

The local levels of performance for the federal measures as agreed upon by the board and CEO are attached in Appendix C.

5.6 Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA section 108(d). Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. [WIOA Sec. 108 (b)(20)]

The North Central Workforce Development Board solicited specific input on the development of our regional and local plans from a variety of stakeholders. This included several regional meetings held throughout the region including the following: committee meetings of the board, regional rural healthcare meetings, employer panels with employers from all industries, career fairs, employer consortia meetings, etc. All meetings were held in ADA compliant buildings so that anyone interested could participate. 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.

5.7 Prior to the date on which the local board submits a proposed local plan (i.e., no later than Thursday, June 2, 2016), the proposed local plan must be made available to members of the public through electronic and other means.

- A. Describe how the local board made the proposed local plan available for public comment. [WIOA Sec. 108(d)(1)];
- B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]; and
- C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan's attachments. [WIOA Sec. 108(d)(3)]

A. Once the final draft of the both the regional and local plans were complete a link to the plan was placed on our website at www.ncwdb.org announcing that public comments could be made by submitting an email to Pam Streich, Director of Planning at pstreich@ncwdb.org. A public meeting was also announced and stakeholders and the public were invited to participate in the public meeting. While the public meeting was held in our administrative office located in Ridgway PA, videoconferencing was made available in all of our local PA CareerLink® centers. In addition, a public notice regarding requests for public comments into the Local Plans was published in the following newspapers, the Bradford Era, the Daily Press and the DuBois Courier. The notice included all of the information previously mentioned. Staff also sent an email to all of our distribution lists which include Employers, Chambers of Commerce, Industry Partnerships, PA CareerLink® centers, Business Service Teams, Secondary and Post-Secondary Schools and other training providers, regional local and economic development agencies and community and faith based organizations.

B. At the public meeting held on Friday, April 22, 2016 an overview of the plan was made and then comments and questions were accepted and recorded from all those participating in the public meeting both at the main site in Ridgway as well as all other sites. All sites for the public meeting are listed here:

1. Main Site – North Central PA Regional Planning and Development Commission located at 49 Ridgmont Drive, Ridgway, PA. 15853
2. All PA CareerLink® centers as listed in the following section. In Cameron County the meeting was held at the Commissioner Conference Room in Emporium, PA.

C. All comments received that were in disagreement with the local and regional plans are contained in an appendix of the local plan. Any comments received in relation to the content of the draft transitional PY 2016 regional and local plans will be addressed within the plan prior to submission to the Department of Labor and Industry.

5.8 List the name, organization, and contact information of the designated equal opportunity officer for each PA CareerLink® center within the local area.

PENNSYLVANIA CAREERLINK® center – Cameron County (Affiliate Site)
 Pro America Premium Tools Building
 221 East 2nd Street
 Emporium, Pennsylvania 15834
 Telephone: (814) 603-0538 TDD/TTY: (814) 834-2154 FAX: (814) 781-7872

Ms. Emily A. Hoch, Equal Opportunity Liaison

Email: emhoch@pa.gov

PENNSYLVANIA CAREERLINK® center – Clearfield County at Clearfield

1125 Linden Street

Clearfield, Pennsylvania 16830

Telephone: (814) 765-8118 ext #306 TDD/TTY: (814) 765-2688 FAX: (814) 765-2955

Mr. Shawn P. Evans, Equal Opportunity Liaison

Email: sevens@ncentral.com

PENNSYLVANIA CAREERLINK® center – Clearfield County at DuBois

20 North 6th Street

DuBois, Pennsylvania 15801

Telephone: (814) 371-0250 ext #214 TDD/TTY: (814) 913-1018 FAX: (814) 371-8729

Ms. Donna M. Bauer, Equal Opportunity Liaison

Email: dobauer@pa.gov

PENNSYLVANIA CAREERLINK® center – Elk County

245 Depot Street

Saint Marys, Pennsylvania 15857

Telephone: (814) 834-2857 ext #202 TDD/TTY: (814) 834-2154 FAX: (814) 781-7872

Ms. Linda K. Phillips, Equal Opportunity Liaison

Email: linphillip@pa.gov

PENNSYLVANIA CAREERLINK® center – Jefferson County

103 East Union Street, Suite 2

Punxsutawney, Pennsylvania 15767

Telephone: (814) 938-0504 ext #203 TDD/TTY: (814) 938-0583 FAX: (814) 938-0509

Mr. Larry W. Moses, Equal Opportunity Liaison

Email: lamoses@pa.gov

PENNSYLVANIA CAREERLINK® center – McKean County

40 Davis Street

Bradford, Pennsylvania 16701

Telephone: (814) 363-9100 ext #20 TDD/TTY: (814) 363-4596 FAX: (814) 368-5376

Mr. Stephen W. Pifer, Equal Opportunity Liaison

Email: spifer@pa.gov

PENNSYLVANIA CAREERLINK® center – Potter County

279 Route 6 West

Coudersport, Pennsylvania 16915

Telephone: (814) 274-9330 ext #14 TDD/TTY: (814) 274-0499 FAX: (814) 274-7651

Mr. James R. Mitchell, Equal Opportunity Liaison

jamesmitch@pa.gov

5.9 By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are in place and effective prior to July 1, 2016.

Copies of the listed compliance components/documents are not required at this time, but may be requested during monitoring and/or auditing.

- ✓ Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- ✓ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated
- ✓ Agreement between the local elected official(s) and the local workforce development board
- ✓ One-Stop Partner Agreement(s)
- ✓ Resource Sharing Agreement(s)
- ✓ Resource Sharing Agreement Budget(s)
- ✓ Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest
- ✓ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs
- ✓ Local procurement policy
- ✓ Program management policy and process including equal opportunity for customers; supportive services; needs related payments; file management; eligibility; self-sufficiency criteria; individual training accounts; layoff assistance; priority of services; grievance for eligible training providers list; transitional jobs; stipends; and training verification/refunds
- ✓ Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- ✓ Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination
- ✓ Professional services contract(s) for administrative services such as staffing and payroll, if applicable

Appendix C: Transitional Planning References and Resources

I. Commonwealth of Pennsylvania's Combined Workforce Development Strategic Plan (*State Plan*)

Governor Wolf's Strategic Vision for Workforce Development in the Commonwealth of Pennsylvania

On July 22, 2014, President Obama signed the Workforce Innovation and Opportunity Act (WIOA) providing a framework for Governors and states to make changes to their workforce systems. The federal law sets the parameters for the workforce system which is an integral part of the commonwealth's ability to serve jobseekers and employers. WIOA will enable the commonwealth to align workforce priorities across multiple partners, training providers, employers and others to ensure we are creating a skilled workforce for today and the future.

An effective workforce development system will be built on a foundation of alignment, innovation, employer engagement, accountability structures and improved data. Pennsylvania will look beyond WIOA to set broad goals for a comprehensive workforce development system that ensures access for all to "jobs that pay, schools that teach, and government that works." We will do this by providing the highest quality of service to jobseekers and employers through well-coordinated approaches at the state and local levels. System access will be enhanced through the use of technology and creative partnerships with community organizations and other service providers. While access will be improved for all jobseekers, the provision of services and training will be focused on those most in need and hardest to serve.

Our five broad goals for the commonwealth's workforce development system are:

- Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to a job that pays.
- Expand the state's pipeline of workers for targeted industry sectors from entry level skills to middle skills through Industry Partnerships, WEDnetPA, and other innovative strategies.
- Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship and other similar experiences.
- Engage employers directly to ensure we are closing the skills gap and able to more quickly upskill or reskill the workforce to meet the current and future needs.
- Strengthen data sharing across state agencies and workforce development partners to understand education and employment outcomes and more effectively evaluate our efforts."

A. PY 2016 Combined State Plan to be found at [PA Workforce Development-Policy Documents](#)

B. [PA State Workforce Development Board](#) information

II. Department Policy and Guidance.

- A. Methods of Administration (MOA) will be accessible on a public site being established.
- B. Department Policy and Guidance (includes new and revised policies designed for initial implementation of WIOA) will be posted on the Labor & Industry website.

III. Center for Workforce Information and Analysis (CWIA).

The Department's Center for Workforce Information and Analysis (CWIA) will provide required labor market information and other economic data to assist in the development of regional and local plan economic analysis.

CWIA presents a wide range of data and information on their website: [CWIA Home Page](#)

CWIA staff will provide technical assistance regarding planning elements that necessitate an economic analysis.

IV. PY 2016 Performance Targets Template. *(Attached)*

V. Other Resources.

- [TEN 1-15; Promising Practices in Achieving Universal Access and Equal Opportunity: A Section 188 Disability Reference Guide; July 6, 2015](#)
- [TEGL 37-14; Update on Complying with Nondiscrimination Requirements: Discrimination Based on Gender Identity, Gender Expression and Sex Stereotyping are Prohibited Forms of Sex Discrimination in the Workforce Development System; May 29, 2015](#)
- [Americans with Disabilities Act \(ADA\)](#)

Transitional PY16 Local Plan
Appendix C: Local Area WIOA Negotiated Performance Goals

Name of local workforce development area: North Central

WIOA Performance Measures	Local Area PY15 Performance Goals
Employment (Second Quarter after Exit)	Negotiated Goals
Adult	62%
Dislocated Worker	75%
Youth	58%
Employment (Fourth Quarter after Exit)	Negotiated Goals
Adult	65%
Dislocated Worker	78%
Youth	60%
Median Earnings (Second Quarter after Exit)	Negotiated Goals
Adult	\$5,000
Dislocated Worker	\$6,500
Youth	\$4,200
Credential Attainment Rate	Negotiated Goals
Adult	65%
Dislocated Worker	69%
Youth	65%
Measurable Skill Gains	Negotiated Goals
Adult	48%
Dislocated Worker	48%
Youth	48%
Effectiveness in Serving Employers	Negotiated Goals
Adult	25%
Dislocated Worker	25%
Youth	25%