



PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: North Central

Effective Date: January 1, 2018

1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

Section 1.1

1.1. *Identify the composition of the local area's population and labor force.*

OVERVIEW

Name: Workforce Solutions for North Central Pennsylvania is the legal name for the North Central Workforce Development Board and will be referred to as Workforce Solutions throughout the remainder of the 2017-19 WIOA Multi-Year Regional and Local Plans.

The North Central Workforce Development Area is comprised of the counties of Cameron, Clearfield, Elk, Jefferson, McKean and Potter in North Central Pennsylvania. Overall, it is home to approximately 219,016 citizens.¹ It is primarily rural with only one combined statistical area, Dubois, PA (Clearfield County) with a population of 80,751.² With only one combined statistical area which makes up approximately 34% of our total regional population it is still much smaller in comparison to many cities throughout the Commonwealth and Nation. Similar to the 25% of the US population that lives in rural areas, our system experiences similar advantages and disadvantages when comparing rural and urban areas. These advantages and disadvantages will be discussed throughout this section of the workforce plan.

The communities, businesses, industries, and workforce of this region continue to work together with Workforce Solutions, 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 two 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. Most recently the Rural Regional College for Northern Pennsylvania was approved by the PA Department of Education that will provide low-cost instruction for nine northwestern Pennsylvania counties lacking a community college. The lack of a Community College system in our region has been discussed quite often over the past 20 years therefore it is anticipated that the Rural Regional College for Northern Pennsylvania will be well received. The burden on taxpayers to support a true Community College where the county pays 1/3 of the tuition has been shown to be unfeasible in our rural area. Workforce Solutions will continue encourage all providers that directly meet the needs of our local employers which has been a challenge in our rural area. Our solution to this is to continue to bring all providers together on a regular basis to share our local labor market statistics as well as what

¹ Population estimates by county 2017, Claritas Spotlight.

² American Fact Finder Survey, 2012

PY 2017-2019 WIOA Multi-Year Local Area Plan

employers are telling to encourage the providers to collaborate on programs. Often we will have a panel of employers discuss their needs during these meetings as well as answer questions from the providers. An advantage of our rural region is that the majority of agencies and providers do understand the need to collaborate and come together to find a solution to the economic and workforce issues our region is facing. We also share statistics and other information from other regions in the Commonwealth and nation to ensure our providers and employers that our region is not the only area facing similar challenges.

With a 2016 labor force of just over 97,000 (EMSI), the largest sector in the North Central Workforce Development Area is Manufacturing, employing 17,703 workers, representing 24% of the gross regional product with average earnings of \$59,689. The next largest sectors in the region are Health Care and Social Assistance (15,673 workers, 10% of GRP and average earnings of \$45,761) and retail trade (10,478, 6% of regional GRP and average earnings of \$28,355). The Government sector (which includes education), employs 12,055, represents 11% of the GRP with average earnings of \$63,129.

High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average. According to the Pennsylvania Center for Workforce Information and Analysis, the sectors with the largest location quotients (LQ) in the region include Energy (LQ=2.94), Wood/Wood Products and Publishing (LQ=2.71), and Advanced Manufacturing (LQ=2.17). In addition, each of our counties is home to a niche sector with Information Technology being a significant sector in Potter County. Elk and Cameron Counties have a high concentration of Powder Metallurgy Part Manufacturing (LQ=927.27) and Carbon and Graphite Product Manufacturing (LQ=190.23) plants. Tourism is another major sector worth noting, with all of our six counties within the PA Wilds designation.

The previous sector statistics are what drives our system to concentrate many of our efforts and training funding on our top two sectors: Advanced Manufacturing and Healthcare. We do recognize the importance of all sectors as important drivers to economic development and will form sector partnerships as necessary if employers desire to come together.

Despite slight declines in the numbers of people employed in recent years, the North Central region depends heavily on Manufacturing, having employed 18.8% of the workforce in 2014. The industry cluster retains a substantial regional competitive advantage, although it is susceptible to economic restructuring due to consolidation and internationalization. This has been proven to some degree by the selling of family-owned metals enterprises in the past few years to large, international firms. Education and health care services are also significant, combined representing 22.8% of the workforce in 2014, while employment in those occupations is expected to grow 10.8% between 2014 and 2024.

POPULATION

According to Claritas Spotlight, the population in this six-county North Central region is estimated to have declined from **224,780 in 2010** to **219,026 in 2017**, resulting in a decline of **2.6%** between 2010 and 2017. Over the next five years, the population is projected to decline by an additional **1.2%**. The population in the state of Pennsylvania is estimated to change from **12,702,379 in 2010** to **12,822,858 in 2017**, resulting in a growth of **0.9%** between 2010 and 2017. Over the next five years, the population in the state of Pennsylvania is projected to continue to grow by **0.8%**. All of the individual counties of the service area have declined in population since 2000, with Cameron County experiencing the highest individual decline of 15% from 2000 to 2010 and an additional 8.9% between

PY 2017-2019 WIOA Multi-Year Local Area Plan

2010 and 2017. The population is expected to continue to decline an additional 4.58% over the next five years.

The population of the North Central region is aging. In 2017, the median age for the North Central region is **44.8**, while the average age is **43.1**. Five years from now, the median age is projected to be **45.4**, compared to the state of Pennsylvania overall where the median age is **40.9**, while the average age is **41**. Five years from now, the median age across the state is projected to be **41.6**. Of the individual counties, Cameron has the highest average age (46.5). McKean County has the largest percentage of the population age 18 to 24 (9.7%).

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

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

Recently a group of Manufacturing companies came together to form the Manufacturing for Education and Employee Advancement (MEEA) partnership to address their concerns over the population decrease projections (29% for Elk County alone over the next 20 years) along with the projections in job (56% over the next 20 years). They are fearful that they will not have access to a workforce which includes both skilled and unskilled. Our remaining counties are expressing the same fears. Many companies have threatened to leave our region. The board and other service provides including the North Central PA PREP partners are working with the MEEA partnership as well as community leaders to delve more deeply into the statistics regarding population decline and job growth from a regional perspective and to develop solutions to this challenge. We have shared information from other areas and states that this same fear is felt throughout the country and that we are not alone.

A demographic summary of our region can be found on the following page.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Summary ¹						
	Percent			Value		
	North Central Workforce Development Area	Pennsylvania	USA	North Central Workforce Development Area	Pennsylvania	USA
Demographics						
Population ⁶	—	—	—	218,594	12,784,227	323,127,513
Population Annual Average Growth ⁶	-0.4%	0.2%	0.8%	-979	27,342	2,474,760
Median Age ^{2,4}	—	—	—	43.2	40.1	37.2
Under 18 Years ⁴	20.8%	22.0%	24.0%	46,739	2,792,155	74,181,467
18 to 24 Years ⁴	7.8%	9.9%	9.9%	17,560	1,261,381	30,672,088
25 to 34 Years ⁴	10.7%	11.9%	13.3%	24,075	1,511,119	41,063,948
35 to 44 Years ⁴	13.1%	12.7%	13.3%	29,469	1,615,669	41,070,606
45 to 54 Years ⁴	16.0%	15.3%	14.6%	35,971	1,940,404	45,006,716
55 to 64 Years ⁴	13.6%	12.8%	11.8%	30,517	1,622,344	36,482,729
65 to 74 Years ⁴	9.1%	7.7%	7.0%	20,548	979,538	21,713,429
75 Years, and Over ⁴	8.9%	7.7%	6.0%	19,901	979,769	18,554,555

HOUSEHOLDS

The number of households in this area is estimated to change from **91,225 in 2010** to **89,700 in 2017**, resulting in a decline of **1.7%** between 2010 and 2017. Over the next five years, the number of households in the region is projected to continue to decline by **0.9%**. The number of households in the state of Pennsylvania overall is estimated to change from **5,018,904 in 2010** to **5,099,166 in 2017**, resulting in an increase of **1.6%**. Over the next five years, the number of households across the state is projected to increase by **1.1%**. Cameron County is projected to experience the greatest decline in households (3.8%) over the next five years.

EDUCATION

Currently, the population of the North Central region has lower educational attainment compared to the state. It is estimated that **3.7%** of the population age 25 and over in the region had earned a Master's Degree, **0.7%** had earned a Professional School Degree, **0.3%** had earned a Doctorate Degree and **9.4%** had earned a Bachelor's Degree. In comparison, for the state, it is estimated that for the population over age 25, **8.0%** had earned a Master's Degree, **1.8%** had earned a Professional School Degree, **1.4%** had earned a Doctorate Degree and **17.3%** had earned a Bachelor's Degree. Clearfield County has the smallest percentage of the population with a Bachelor's Degree or higher (12.6%).

PY 2017-2019 WIOA Multi-Year Local Area Plan

Almost 12% of the regional population has not completed high school.

The previous industry and occupation data is used to determine our priorities for training for our job seekers as well as training for our incumbent workers as we work with employers in our region. It is evident that our emphasis is to increase the number of participants in a variety of Career and Technical Education programs as well as some associate degree programs utilizing our workforce funding. These are the education programs that will lead to the skills needed by many of our employer, particularly in the manufacturing industry as well as the healthcare industry. Some examples are Nurse Aides, Registered Nurse (Associates' Degree), Truck Driver, Machinists, etc. While at the same time the board realizes that many of our youth aspire to leave the area to pursue education in fields that will not provide them the opportunity to return to our region. We attempt to make all youth aware of the available occupations in our region so they can make an informed career decision. We do this through Business and Education Connect program that we started in 2012.

INCOME

The average household income in the North Central region is estimated to be **\$56,276** in 2017, which is substantially below the state average household income (**\$77,812**). The average household income in the region is projected to increase over the next five years to **\$59,820**. The average household income in the state is projected to increase more rapidly over the next five years, from **\$84,180**. Elk County has the highest average household income (**\$62,588**) while Clearfield County (**\$52,485**) has the lowest. The median household income for the region is **\$44,805**.

An advantage of our region is the lower cost of living we experience in many part of our counties. The North Central region is one of only 4 workforce development areas in the Commonwealth with a lower self-sufficiency wage than the state. The 2017 Self Sufficiency wage for the North Central WDA is \$29,946 while the state is \$33,086. The self-sufficiency wage is based on 200% of the federal poverty level for one adult and one child in 2016.

HOUSING

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

The issue of housing has been discussed often and more lately in light of the concern over the job growth over the next 20 years. As we continue to address these issues we anticipate working with local realtors, chambers and other partners not already participating in the discussion to assist in addressing the housing issues and develop strategies to provide additional housing opportunities.

EMPLOYMENT

For the North Central region, the employment status of the population age 16 and over is as follows: 51.7% are employed civilians, 4.3% are unemployed civilians, and 43.9% are not in the labor force. The North Central region has a higher percentage of the population holding blue collar occupations

PY 2017-2019 WIOA Multi-Year Local Area Plan

(34.0% versus 21.3% for the state overall), 46.8% hold white collar occupations (versus 60.6% for the state overall), and 19.1% are occupied as service & farm workers (versus 18.1% for the state overall).

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

The North Central region has the highest percentage of the civilian employed population age 16 and over (12.0%) in Office and Administrative Support positions (slightly higher than the state, 13.8%), followed by 11.8% in Production related occupations (higher than the state rate of 6.4%), 11.7% in Transportation and moving related occupations (higher than the state rate of 7.1%). 7.1% are in Management related occupations (lower than the state rate of 9.2%), 8.7% in Sales and related services (also lower than the state rate of 10.3%), 6.0% are Healthcare Practitioners and Technicians (lower than the state rate of 6.9%), 5.0% are in Food Preparation and Serving related occupations (lower than the state rate), 4.0% in Education, Training and Libraries (lower than the state rate of 5.9%), 6.3% are in Construction and Extraction occupations (higher than the state rate of 4.6%), 2.5% are in Business and Financial Operations (lower than the state rate of 4.7%), 4.2% are in Maintenance and Repair (versus 3.3% state rate), 4.2% are in Building and Grounds Maintenance (higher than the state rate), 3.6% are in Personal Care Services (higher than the state rate of 3.5%), 0.9% are in Computers and Mathematics (versus the state rate of 2.5%), 2.1% are in Community and Social Services (versus a state rate of 2.0%), 2.0% are in Protective Services (comparable to the state rate), 1.7% are in Architecture and Engineering (also comparable to the state rate), 0.9% are in Arts, Entertainment and Sports (lower than the state rate of 1.6%), 0.4% are in Legal Services (lower than the state rate of 1.1%) and 0.7% are in Farming, Fishing and Forestry related occupations (higher than the state rate of 0.5%).

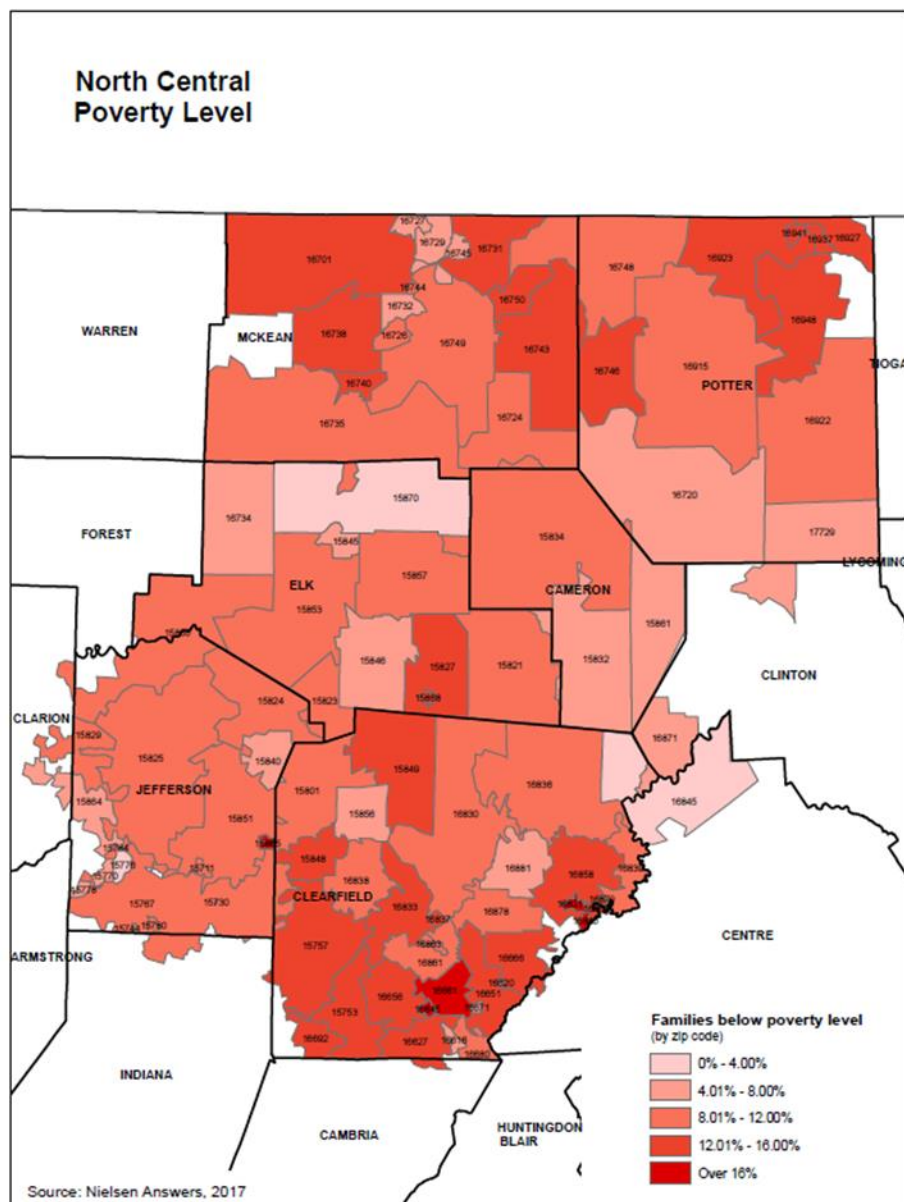
Elk County has the highest percentage of individuals employed in the workforce (56.8%), while Cameron County has the lowest (49.7%). Clearfield County has the highest percentage working in service or farm (21.2%).

Most the employed population of the region (81.8%) drives alone to work, with an estimated travel time to work of 23.54 minutes. The average travel time to work in the region varies from a low of 18 minutes in Cameron County to 24 in Potter and Jefferson Counties.

Among the factors that often contribute to poverty are unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the North Central region overall, one in ten (10.9%) families are living in poverty.

McKean County has the highest percentage of families living below the poverty level (13.1%) compared to the other counties in the region. There are portions of Clearfield County (Allport, Hawk Run, Madera, and Glen Hope) and Jefferson County (Sykesville) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 12.4% of households in the region considered single parent households. McKean County has the highest number of single parent households (15.0%) compared to others in the region. The female single parent population is difficult to serve because they often lack child care and transportation.

PY 2017-2019 WIOA Multi-Year Local Area Plan

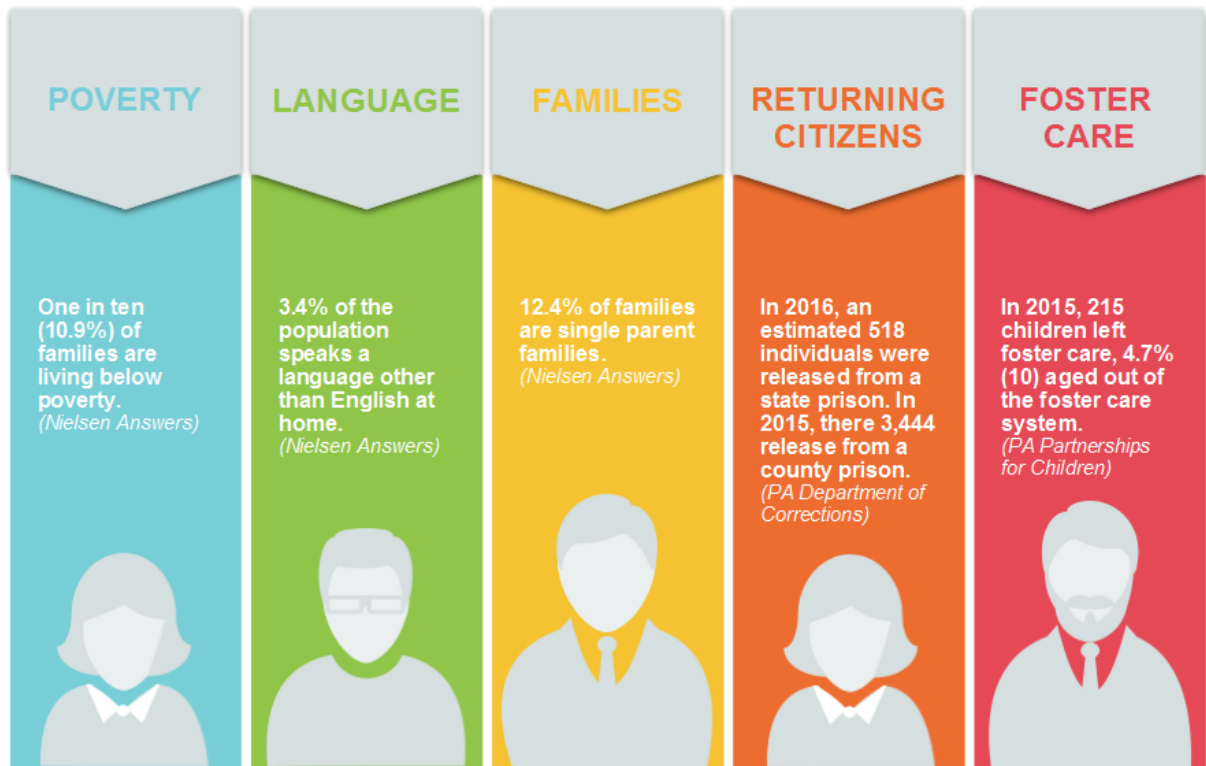


According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners' chances of reoffending,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

PY 2017-2019 WIOA Multi-Year Local Area Plan

In the North Central region, in 2016 there were 518 individuals released from a state prison and in 2015 there were 3,444 releases from county prisons. The largest number of releases from a state prison were in Jefferson County (184). Clearfield County had the largest number of releases from county facility (1,321). County release data for Cameron County is not available. Additionally, there were 252 youth in the region that had a Juvenile Delinquency Court disposition in 2015, according to the Pennsylvania Juvenile Court Judges Commission's Annual Report - Pennsylvania Juvenile Court Dispositions. Almost half (44%) of those youth were from McKean County.

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



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

more than capable.

When looking at the North Central region, 5.9% of those employed have a disability, while 18.7% of those unemployed have a disability. In the region unemployment is 163.0% higher for those with a disability (16.6%) compare to those without a disability (6.3%). Cameron County has the largest percentage of individuals in the workforce who have a disability (7.3%), while McKean County has the largest percentage of individuals who are unemployed and have a disability (25.5%).

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

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

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

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

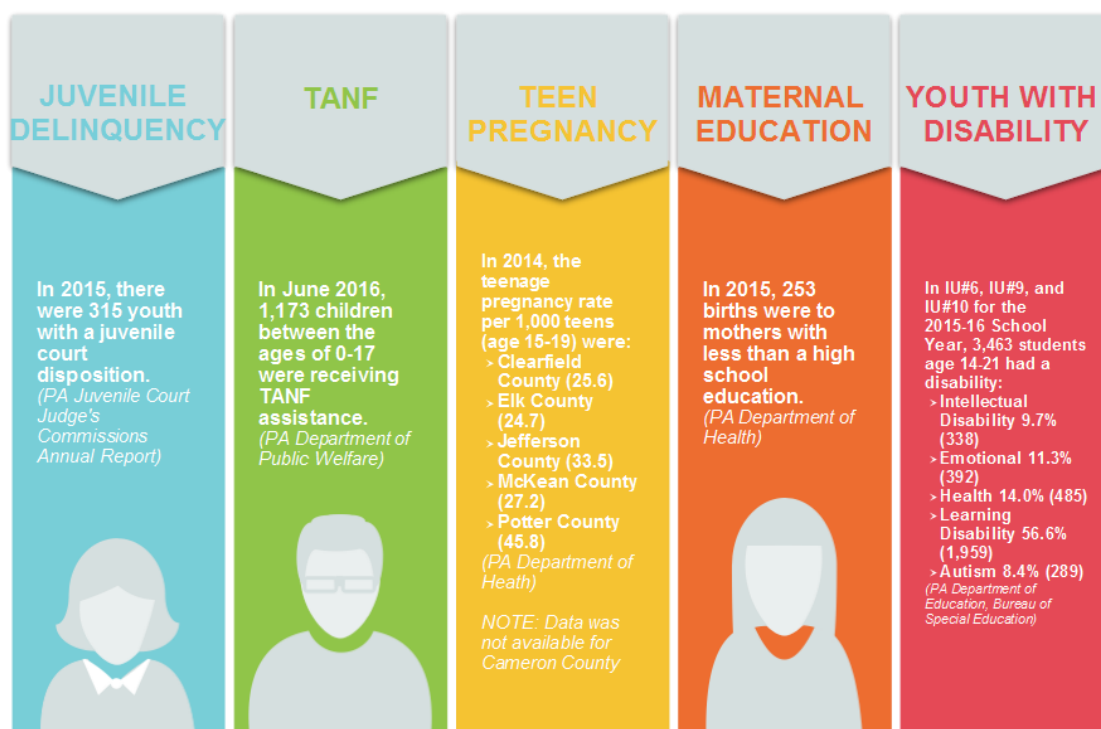
- have a higher risk for low birth weight and infant mortality;
- have lower levels of emotional support and cognitive stimulation;
- have fewer skills and be less prepared to learn when they enter kindergarten;
- have behavioral problems and chronic medical conditions;
- rely more heavily on publicly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

These immediate and long-lasting effects continue for teen parents and their children even after adjusting for the factors that increased the teen's risk for pregnancy—e.g., growing up in poverty, having parents with low levels of education, growing up in a single-parent family, and having low attachment to and performance in school. Teen pregnancy costs U.S. taxpayers about \$11 billion per year due to increased health care and foster care, increased incarceration rates among children of teen parents, and lost tax revenue because of lower educational attainment and income among teen mothers. Some recent cost studies estimate that the cost may be as high as \$28 billion per year or an average of \$5,500 for each teen parent. The majority of this cost is associated with teens who give birth before age 18.

According to the PA Department of Health, in 2014, the teen pregnancy rate varied in the region. Elk County had the lowest regional rate at 24.7 births per 1,000 teens, while Potter County's rate was

PY 2017-2019 WIOA Multi-Year Local Area Plan

45.8 per 1,000. There were 1,173 children between the ages of 0 and 17 receiving TANF Assistance in 2016, 315 youth had a juvenile disposition in 2015, and there were 253 births to mothers with less than a high school education. McKean County has the largest percentage of youth receiving TANF Assistance (524 youth, 5.7%) and Jefferson County has the highest percentage of children born to mothers with less than a high school education (24%, 107 births). In the Intermediate units that serve this region, there are 3,463 students of transition age (14-21) with a disability. The majority of those students (56.6%) have a learning disability.



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

The Point-in-Time (PIT) count is a count of sheltered and unsheltered homeless persons on a single night in January. HUD requires that Continuums of Care conduct an annual count of homeless persons who are sheltered in emergency shelter, transitional housing, and Safe Havens on a single night. Continuums of Care also must conduct a count of unsheltered homeless persons every other year (odd numbered years). In 2015, there were 101 individuals counted in the region. There were no homeless individuals counted in Cameron County and the highest number was counted in Clearfield County (57).

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

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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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

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



The requirements of the Workforce Innovation and Opportunity Act (WIOA) to ensure that workforce boards are prioritizing the hard to serve ensures that our system will work with populations described in the previous pages of this plan to strive towards changing these statistics. There are many other social service agencies, community based and faith based organizations that are part of our network and we will continue to build partnerships with them to leverage their time and resources.

PY 2017-2019 WIOA Multi-Year Local Area Plan

LABOR FORCE

The overall unemployment rate for the North Central region in 2016 was 6.9%, with a labor force of 101,900. The unemployment rate in the first few months of 2017 has fluctuated between 5.9% and 6.2%.

Annual Average Labor Force Statistics, 2016

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

Seasonally Adjusted Labor Force Statistics, 2017

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

Source: PA Center for Workforce Information and Analysis

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

PY 2017-2019 WIOA Multi-Year Local Area Plan

Long-Term Industry Projections for North Central WDA (2014-24)				
			Employment Change (2014-2024)	
Industry	Employment (2014)	Projected Employment (2024)	Volume	Percent
Total Jobs	94,150	98,300	4,150	4.4%
Goods Producing Industries	25,080	25,270	190	0.8%
Agriculture, Mining & Logging	4,880	4,800	-80	-1.6%
Construction	2,510	2,870	360	14.3%
Manufacturing	17,690	17,600	-90	-0.5%
Services-Providing	62,080	65,880	3,800	6.1%
Trade, Transportation & Utilities	16,790	17,820	1,030	6.1%
Information	970	850	-120	-12.4%
Financial Activities	2,170	2,110	-60	-2.8%
Professional & Business Services	4,070	4,550	480	11.8%
Education & Health Services	21,500	23,800	2,300	10.7%
Leisure & Hospitality	5,810	6,200	390	6.7%
Other Services, Except Public Admin.	4,370	4,420	50	1.1%
Federal, State & Local Government	6,410	6,150	-260	-4.1%
Source: Long-Term Industry Employment Projections (2014-24)				
*Data may not add due confidentiality				

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

PY 2017-2019 WIOA Multi-Year Local Area Plan

Top 10 Help Wanted OnLine Job Postings by Industry, May 2016 & 2017			
Industry Title	NAICS	Nov-2015	Nov-2014
Rolled Steel Shape Manufacturing	331221	43	24
All Other Miscellaneous Ambulatory Health Care Services	621999	42	15
Home Centers	444110	35	14
General Freight Trucking, Long-Distance, Truckload	484121	32	46
Elementary and Secondary Schools	611110	25	32
Home Health Care Services	621610	24	21
Unknown	452210	23	-
All Other Specialty Trade Contractors	238990	21	1
Temporary Help Services	561320	20	19
Offices of Physicians (except Mental Health Specialists)	621111	20	15

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

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

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

PY 2017-2019 WIOA Multi-Year Local Area Plan

Fastest Growing Industries in North Central WDA (2014-24)			
By Volume Change:		By Percent Change: (min. employment of 250)	
Industry Title	Employment Change (Volume)	Industry Title	Employment Change (Percent)
Individual & Family Services	530	Community Care Facilities For The Elderly	43.3%
Community Care Facilities For The Elderly	390	Individual & Family Services	25.4%
Restaurants & Other Eating Places	290	Employment Services	15.1%
Nursing Care Facilities	220	Building Equipment Contractors	14.9%
Other Electrical Equip. & Component Mfg	110	Nursing Care Facilities	11.2%
Building Equipment Contractors	100	Oil & Gas Extraction	10.4%
Offices Of Physicians	90	Offices Of Physicians	9.6%
Employment Services	80	Automotive Repair & Maintenance	8.7%
Management & Technical Consulting Services	80	Traveler Accommodation	8.6%
Oil & Gas Extraction	80	School & Employee Bus Transportation	8.5%
Source: Long-Term Industry Employment Projections (2014-24)			

Section 1.2

- 1.2. *How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region/local area?*

The most valuable information regarding skill gaps in the region comes 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. We also conduct periodic and project specific employer surveys and focus groups. These relationships and data gathering efforts 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

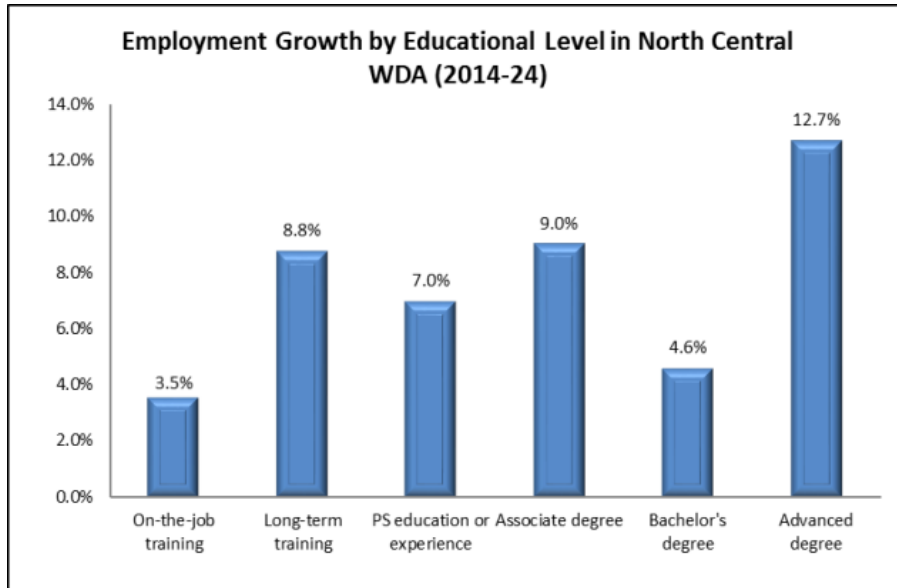
- Communication
- Willingness to Learn New Things – Life Long Learning Skills
- Uses Common Workplace Technologies
- Adaptability

These 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 prospective employees.

Another way to measure the skills gap is to compare the current educational attainment with the expected employment growth by educational level. In the North Central Region. Currently, while 9.5% of the adult population of the region has a bachelor's degree, 13.2% of the current employment requires a degree. However, the expected growth in employment requiring a bachelor's degree is only 4%. Although the percentage of employment requiring advanced degrees today is small (only 2.5%), the employment projection shows 12.7% growth in that area. Employment growth is expected to continue for occupations requiring an Associate degree by 9.0% and Long Term Training (8.0).

Educational Grouping	Current Regional Educational Attainment Population 25+ (146,281)	Percentage of population with education	Employment (2014)	Percentage of Employment Requiring Education	Projected Employment (2024)	Expected Growth (2014-2024)
Advanced degree	5,176	3.5%	2,050	2.5%	2,310	12.7%
Bachelor's degree	13,837	9.5%	10,950	13.2%	11,450	4.6%
Associate degree	13,501	9.2%	1,220	1.5%	1,330	9.0%
Some college, no degree	21,170	14.5%				
High School Graduate	73,887	50.5%				
Some high school, no diploma	12,639	8.6%				
Less than 9th grade	4,594	3.1%				
Total non-post secondary degree	112,290	76.8%				
PS education or experience			14,650	17.6%	15,670	7.0%
Long-term training			5,250	6.3%	5,710	8.8%
On the Job training			49,100	59.0%	50,830	3.5%
Total experience or training			69,000	82.9%	72,210	4.7%
Total Employment			83,220			

PY 2017-2019 WIOA Multi-Year Local Area Plan



In addition, knowledge and skills needs and gaps cannot be reviewed in a vacuum. They must be attributable to specific occupations within our industry. We couple this information garnered from employers with statistics from the Center for Workforce Information and Analysis and other sources (such as JOBSeq and EMSI). 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.

According to CWIA Top 10 Knowledge Area and Projected Needs, 2014-24 and the Top 10 Detailed Work Activities, the top knowledge areas required in the region for both growing and replacement annual openings include English Language, Customer and Personal Service, Administration and Management and Public Safety and Security. The top work activities include order materials, supplies or equipment, record operational or production data, calculate costs of goods or services, sell products or services and clean work area.

The most frequent Help Wanted Skills in job postings within this region include flatbed scanners (74), blueprints (33), preventative maintenance (31), forklifts (28), tractor trainers (26), pediatrics (24), and patient electronic medical records (23). The most frequent certifications required include Driver's License (219), Certified Registered Nurse (93), Commercial Driver's License (92), Certification in Cardiopulmonary Resuscitation (60), Licensed Practical Nurse (38), Advanced Cardiac Life Support (36), and Basic Life Support (31).

We use this information and compare it to the number of resumes that match specific skills when supporting recruitment efforts for employers. This allows us to determine the extent of skill gaps that exist in our region.

Input from industry partnership members regarding their incumbent worker training needs is also an important source of information regarding skill gaps. For example, over the past several years, Industry Partnership members have requested training that includes but is not limited to: CNC Lathe Training, Die Setter Training, and Career Ladders in Healthcare. We also gather input from our board members

as part of our strategic planning process.

According to the North Central WDA 2017 HPO listing the following occupations and relevant education in demand in our region are as follows:

- Heavy & Tractor-Trailer Truck Drivers – Post-Secondary Training Program – 76 Annual Openings
- Registered Nurses – Bachelor’s Degree – 61 Annual Openings
- Home Health Aides – Short-Term OJT – 61 Annual Openings
- Laborers & Freight, Stock & Material Movers – Short-Term OJT – 57 Annual Openings
- Maintenance & Repair Workers, General – Long-Term OJT – 40 Annual Openings
- Machinists – Long-Term OJT – 34 Annual Openings

Section 1.3

1.3. What are the challenges the local area faces in aligning existing labor force skills and education and training activities with the needs of regional employers?

The North Central Region faces a number of challenges in aligning existing labor force skills and education and training activities with the needs of regional employers. These include ensuring that school and training program curriculum matches employer needs, engaging out of school youth to complete high school and/or post-secondary training to attain the skills required by employers, matching the skills of job seekers to employer needs as well as identifying and eliminating barriers to employment for disadvantaged populations.

Specific strategies that the North Central workforce development area will continue to pursue include:

- Continue the successes of our Industry Partnerships as they transition to the Next Gen Sector Partnership Model to encourage training providers to collaborate when training is needed by our local employers. This past year we included in our Request for Proposals for training that providers who collaborate with other providers would receive extra points through the evaluation phase of the process. Unfortunately, the providers did not choose to collaborate however we feel the more that this will change in the future and will make it a common practice. In addition, as in past years a Die Setter training was developed for incumbent workers in the Manufacturing Industry. When we applied for IP funding, employers stated that they were hurting for Die Setters. With employers in the center of the partnership a curriculum was developed, a provider was procured and we now have a 3 module Die Setter Training that our local employers have access to. The first round was so successful that we have a waiting list that will fill the second round of applicants. Penn State DuBois was awarded the IP grant and have plans to sustain the training with employer support and the goal is to eventually offer this to entry level workers. Participants who complete the training receive a wage increase.
- Continue to collaborate with The Manufacturing Education & Employee Advancement (MEEA) is a 501(c)3 non-profit organization focused on supporting the advancement of education and employment in the manufacturing sector in Elk County and the surrounding region. They were organized on November 9, 2015 after a group of concerned manufacturers in Elk County decided they wanted to do more to help improve the quality of life in Elk County. They were already facing critical workforce issues, and don’t have an adequate supply of people to staff positions at all levels now and are even more concerned for the future. They’ve spent many months

PY 2017-2019 WIOA Multi-Year Local Area Plan

analyzing the demographics to quantify their experiences. They've also formed an advisory council that serves as the non-profit/service support needed to assist the industry in their advancement. The MEEA has been highlighted in Pennsylvania as a best practice for the Next Gen Model and the board will encourage the regionalization of this group.

- As emerging sectors are identified and needs arise the board will form Next Gen Sector 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 –Workforce Solutions has formed a Career Pathways ad hoc committee that has begun developing 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. We initially found that each partner had 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 continues to improve 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.
- Workforce Solutions 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) to provide support for employers.
- 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), results of employer surveys implemented by the board, as well as feedback from our Business Service Teams.
- Annual updating of our 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

in the Customer – Centered Design challenge to develop innovative WIOA implementation strategies. Three teams were formed with two teams being selected for the USDOL Learning Exchange and Celebration held at the White House two years in a row. The challenge addressed were:

- ✓ 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?
- ✓ How might we empower previously incarcerated individuals to ensure their basic needs and skills are met.

The second challenge led to the development of the Connection Café which has been presented at several conferences including the PWDA Annual Conference and the Appalachian Higher Education Network (AHEN) conference since its implementation and continues to be held in each of the counties we serve. The team was formed in response to a national Customer Centered Design Challenge by the USDOL. The challenge encouraged local workforce professionals to step back from business as usual and design more creative, customer-friendly services and programs for the populations they serve.

After interviewing young people with barriers to employment and agencies that serve youth with barriers to employment, the team learned that a more positive support network could produce better outcomes and higher satisfaction from young people coming to the PA CareerLink® centers for assistance. From that feedback, the team developed a Connection Café, a cozy space in which young people can feel more at ease and willing to share information with counselors that will help them build careers and address barriers to employment.

Going forward, the team is addressing the challenges of transportation in a rural area, strengthening their peer support network, increasing hands-on learning activities, fostering connections with employers and mentors and community involvement and ultimately would like to implement a WIOA on Wheels program.

The third challenge which focused on designing programs for the formerly incarcerated also led to the development of programs for those who are still incarcerated. This project continues as we are prototyping it in 3 of our 5 county jails. Through the development of this program the team was able to bring the Re-Entry Employment Training Specialist training offered by OVR to our region, led to participation at Career Fairs in county and state facilities in our region as well as collaboration with all of our county jails, representation on the Criminal Justice Advisory Board (CJABs) and increased collaboration with the PA Commission on Crime and Delinquency (PCCD) and other state and federal agencies. This program also led to an invite and visit to the White House by team members which included staff from a YWCA, Juvenile Probation, Workforce Solutions and Community Action agencies. This challenge also led to a partnership with an AmeriCorps VISTA team that has been working in our region. The volunteers attended meetings with our CCD team and county jail staff and provided the work ready curriculum in the county jails. The team will be done soon however we are working with an agency, Headwaters Charitable Trust to secure an AmeriCorps VISTA to continue the program.

- Workforce Solutions has been integrally involved in the development of the Rural

PY 2017-2019 WIOA Multi-Year Local Area Plan

Regional College of Northern Pennsylvania and will continue to support its role in the region to meet the education and training needs of regional employers. **The mission** of the Rural Regional College of Northern Pennsylvania (RRC) is to provide affordable and accessible education opportunities to the under-served populace of this area by collaborating with local educational and administrative agencies, utilizing an innovative delivery model that is responsive to economic needs, and providing training which leads to family sustaining careers. After years of study and efforts to fill the regional community college void, the college is finally operational in 2017.

Workforce Solutions will continue to put the customer in the center of the design for all programs and services we offer in collaboration with other service providers including Economic development agencies, education providers and other community and faith based organizations.

Section 1.4

1.4 Provide an analysis of local area workforce development activities, including education and training.

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. 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 especially 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.

Strengths

Priority Sectors. The local area's priority sectors of **manufacturing, healthcare and social assistance, transportation and logistics, business services and retail/hospitality** provide residents with a broad array of career choices. Workforce Solutions anticipates developing additional sector ~~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.

Variety 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. Workforce Solutions staff participates on many of the advisory boards of these institutions and are able to provide information and input regarding our employer needs. Post-secondary providers located within our six counties include:

1. University of Pittsburgh at Bradford

PY 2017-2019 WIOA Multi-Year Local Area Plan

2. Penn State University DuBois Campus
3. Lock Haven University at Clearfield
4. Indiana University of Pennsylvania – Punxsutawney Campus
5. Butler County Community College – BC3 at Brockway
6. Brockway Center for the Arts and Technology
7. Jefferson County – DuBois Area Vocational Technical School
8. Clearfield County Career and Technology Center
9. Seneca Highlands Career and Technical Center
10. Community Education Center for Elk and Cameron Counties
11. Community Education Council for McKean and Potter Counties
12. Triangle Tech
13. Rural Regional College (new provider starting operations in the fall of 2017)

Demand-Driven Activities. The workforce system partners collaborate on services to the business community in a number of ways, from joint visits to job fairs to more comprehensive projects like the two programs established over the past several years: ***FIT 4 Manufacturing*** and ***FIT 4 Healthcare***. These projects are a collaboration of our employers, 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. 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. Individual Training Accounts (ITAs) are also available to eligible individuals to close the gaps between their current skill sets and those needed to obtain family-sustainable employment.

Customer-Focused Services. WDB staff continues 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 work together to collaborate on services for cost efficiencies and better services to our customers. Through our Customer Centered Design Challenge we identified several projects that have improved 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 we continuously improve these processes.

Integrated Team Approach. Workforce Solutions has established partnerships with economic development agencies, Chambers of Commerce, business and industry, post-secondary providers including Career and Technical Centers. 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. The PA CareerLink® center at Cameron County has partnered with a private sector employer that has offered free space to the center 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.

Active Business and Education Connect Initiative - In March of 2012 Workforce Solutions and several

PY 2017-2019 WIOA Multi-Year Local Area Plan

partners including the Community Education Center for Elk and Cameron Counties held a summit to address the gap of business and education collaboration. Over 125 participants were in attendance including superintendents, guidance counselors, curriculum integrators, business and industry representatives, community agencies, school board members, parents and other community members with a common goal in mind – how can we ensure that our youth have the education and skills needed to succeed. Kicking off the event was Bill Symonds from the Harvard Graduate School of Education presenting the Pathways to Prosperity Report that launched in February of the previous year. This summit launched several initiatives in the region that are now collaborating and sharing best practices. In Elk and Cameron County the initiative is led by the Community Education Center, in Potter and McKean, the Potter County Education Council and in Clearfield and Jefferson the WDB oversees the initiative. Secondary Schools are offered programs such as one on one career plan development with their students which includes job shadowing and other work based learning opportunities, Educator in the Workplace programs, Company tours, assistance with Chapter 339 planning and many other activities.

Weaknesses

Lack of consistent career pathways across all providers. While we have started to make progress in this area, there is much more to do to facilitate a common understanding and use of career pathways across all providers. One of our goals is to 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. There are still gaps in curriculum between what local employers need and the programs that local training providers offer.

Lack of awareness of the North Central Business Resource Network. While we have excellent outreach and relationships with many organizations, there are still many who have no awareness of our services or the benefits available. We would like to continue to improve our “Employer Penetration Rate” and our “Repeat Business Customers Rate” and continue to market our services throughout the region through our resource website and partner activities.

Limited Work-Based Learning Opportunities. Many careers in the North Central Region may be best addressed by learning on the job and/or through a mix of work and learning activities. However, the workforce system does not always provide an array of relevant work-based learning opportunities to fill these needs.

Lack of Public Transportation. The current transportation system does not provide adequate access to all parts of the region where career opportunities are available.

Limited Childcare Services. The area may not have enough childcare providers for individuals who are currently working during, or interested in working during, the second or third shifts.

Limited Resources. As our system increases our services to the hard to serve populations (those with barriers to employment) there is typically a need for additional resources. However, knowing that resources are decreasing, it is more crucial than ever that we collaborate with multiple agencies to leverage each other’s resources including staff time and mission.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

Section 2.1

2.1. *What are the local board's strategic vision and goals for preparing its workforce?*

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 Workforce Solutions 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 our 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 peer learning 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.

At our April 6, 2016 board meeting, Workforce Solutions 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

Workforce Solutions 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

Workforce Solutions 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

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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.
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.
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.
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.

Section 2.2

2.2 What is 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 for the local area?

Consistent with the vision of WIOA Partnerships in American Job Centers (TEGL 4-15) – PA CareerLink® centers, Workforce Solutions continues to strive for a seamless workforce delivery system. The vision as referenced in TEGL 4-15 is:

- Connect all customers to the full range of services available in their communities;
- Provide Seamless, customer-focused, integrated service delivery across all programs and enhance access to the programs' services;
- Ensure that businesses and job-seekers have access to information and services that lead to positive employment outcomes.

Grantees, subrecipients, and contractors funded under the Workforce Innovation and Opportunity Act (WIOA) must abide by WIOA law, regulations, and guidance, state and local WIOA policies. Workforce Solutions recognizes that this begins with the core partners of the system but continues with the required and additional partners in our region in order to effectively align service delivery and maximize resources.

Several ways in which this is being done:

- Development and implementation of the required single Memorandum of Understanding which was discussed and negotiated at the local level and describes the services to be provided as well as contains agreements on funding the costs of services and the operating costs of the system.
- In addition, as agreed to in the Memorandum of Understanding core partners agree to:

Provide substantive referrals in accordance with this policy – to customers who are eligible for supplemental and complementary services and benefits under partner programs.

Workforce Solutions drafted a Referral Policy that not only describes different forms of referral processes but require feedback and follow-up that will be monitored by staff. Our goal for this policy is to ensure that partners understand the value and importance of following up on referrals to ensure that our customers do not experiences trouble using other services available to them without assistance.

- Formation of the Workforce Delivery System Committee which includes board and staff members as well as representatives from the WIOA required partners in the workforce delivery system. The role of this committee to provide oversight and continuous improvement of the PA CareerLink® System, including Resource Sharing Agreement Budgets and Infrastructure Agreements; the development of procurement requests, proposals and resulting contract between the entity selected to serve as the system Operator and the board as well as oversight and guidance of the system operator.
- Core and additional partners are represented on all of the committees of the board often utilizing their expertise to serve as chairs of the committees. For example, the Chair of the youth committee is the District Administrator for the Office of Vocational Rehabilitation (OVR) for our region, Christina L. Palmer.
- Workforce Solutions staff hold began holding monthly webinars with our Title I providers and PA CareerLink staff (all partners) when appropriate. A topic is discussed each month with question and answer period as well as discussion about topics of interest or clarification. Topics of discussion include federal, state and local policies and procedures as well as the customer centered design approach to serving all customers etc.
- Workforce Solutions staff strive for a cohesive and seamless workforce delivery system where we can openly collaborate for the successful economic vitality of our rural region.
- Workforce Solutions staff participate on several boards that represent not only workforce but other entities with similar missions such as the North Central PA PREP, Northwest PA Area Health Education Center (AHEC), PA Workforce Development Association (PWDA) (Workforce Solutions Executive Director, Susan Snelick has served as the chair of the association for the past 3 years.
- Workforce Solutions staff are members of the Appalachian Higher Education Network (AHEN) in which we participate with representatives from all other states in the Appalachia. This network has afforded us the opportunity to convene our secondary and post-secondary schools with like representatives for throughout the Appalachia and has increased the Networks understanding, relevance and importance of the workforce system.

Section 2.3

2.3 How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the commonwealth's workforce development system, as well any the goals and strategies articulated in the regional plan?

As discussed in the **response to 2.1 on page 19**, the mission of Workforce Solutions is **to serve 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. The goals that it has established to support its mission are aligned with the governor's vision and goals as articulated in the Commonwealth's WIOA combined state plan. Moreover, these goals collectively promote the economic growth and self-sufficiency of the North Central Workforce Development Region by improving the overall quality of its labor force and increasing the productivity of its businesses.

- **Commonwealth Goal 1: Establish Career Pathways**

The Board's 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" speaks directly to Commonwealth's Goal to Establish Career Pathways. The Board recognizes the value of Career Pathways Plans and it is working with its regional partners to create a shared understanding of the pathways across the provider system and continue to enhance them as a valuable tool to help both jobseekers and employers.

- **Commonwealth Goal 2: Invest in Talent and Skills for Targeted Industries and Strategic Partnerships with Employers and Educational Institutions**

The Board's 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" as well as the Board's 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" address the Commonwealth's Goal 2 to Invest in Talent and Skills for Targeted Industries and Strategic Partnerships with Employers and Educational Institutions.

Working in conjunction with business, community based organizations, community partners, training providers, and education institutions, Workforce Solutions will continue to fund high priority occupational trainings, develop work-based learning opportunities, and identify and engage in other activities that contribute toward a skilled workforce. It will place particular emphasis on helping those with barriers to employment overcome obstacles so they can secure family-sustaining careers.

Workforce Solutions will continue to fully utilize the resources and services available through the area's secondary and work-based institutions, including those programs authorized by the Carl D. Perkins Act to increase educational achievements as well as postsecondary credentials. It will promote the alignment of its workforce strategies and services along with those of its community partners, including adult education, community colleges, CTECs, and others to increase access, enhance outcomes, maximize resources, and avoid duplication of efforts.

- **Commonwealth Goal 3: Increase Work-Based Learning Opportunities**

The Board's 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" also addresses the Commonwealth's Goal 3 to Increase Work-Based Learning Opportunities. As a key component of its Customer-Centered design methodology, the Board will be exploring the development of work-based learning opportunities, such as work experience, internships, co-op programs, apprenticeships, and transitional jobs to meet any unique/specific skill needs of employers in the region. Additionally, it will continue to identify the

PY 2017-2019 WIOA Multi-Year Local Area Plan

need for and implement incumbent worker training programs to move workers into mid-level positions. The board will also continue to develop approaches to create a pipeline of qualified candidates to fill the entry-level positions vacated such as the ***FIT 4 Manufacturing*** and ***FIT 4 Healthcare*** programs.

Our Board has been taking a serious look at short-term credential and certificate programs in order to better 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.

- **Commonwealth Goal 4: Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay**

The Board's 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" as well as 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" address the Commonwealth's Goal 4 to Engage Employers to Strengthen the Connection of Education and Training and the Economy, Increase Investment in Critical Skills and Increase Jobs that Pay.

Through its industry partnerships, Workforce Solutions will continue to convene employers from the targeted sectors along with education and training providers and other partners to identify the specific skill needs and related training curricula that are required to fill the in-demand, growth, and emerging occupations of the local area. Workforce Solutions will continue to monitor the effectiveness of existing education and training activities by collecting information on programs that are being supported by WIOA funds and the funds of core partners. It will identify the programs that have the strongest ties to employers' needs and the best success rates for producing graduates and job placements.

Workforce Solutions will also continue to convene all regional partners including 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.

- **Commonwealth Goal 5: Strengthen Data Sharing and More Effectively Use Data**

The Board's 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." Specifically speaks to the Commonwealth's Goal 5 to Strengthen Data Sharing and More Effectively Use Data, although all of the goals were developed with the measures in mind.

Section 2.4

2.4 What are the local levels of performance that have been negotiated with the governor and chief elected officials? How will the local board's goals relate to the achievement of these measures?

As shown in the Performance Measures Table included as **Attachment A** the Board and the local elected officials have agreed to adopt the levels of WIOA performance that have been established by the governor for the Commonwealth.

The Board's five primary workforce goals discussed in the **response to section 2.3 Page 21**, fully support these measures and the Board further promotes performance achievement by including these factors as part of its expectations in agreements with subcontractors and the PA CareerLink® partners.

The goals of ensure that our area achieves the federal performance accountability measures as the goals were developed with the measures in mind. For the past several years, 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.

WORKFORCE SOLUTIONS 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 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.
- Workforce Solutions has established partnerships with economic development agencies, Chambers of Commerce, business and industry, post-secondary providers including the 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 promotion of the North Central PA Business Resource Network.

WORKFORCE SOLUTIONS 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 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

the company/industry.

- Workforce Solutions 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.
- Workforce Solutions 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.

WORKFORCE SOLUTIONS 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 Workforce Solutions in meeting all of the WIOA youth measures – Placement, Retention, Earning, Credential Rate and In Program Skills Gain.

WORKFORCE SOLUTIONS 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.

WORKFORCE SOLUTIONS 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

The Board gauges its progress in meeting planned outcomes through the following indicators, in addition to the expectations of our Title I contractor, that are regularly reviewed and reported by the Future's Committee:

- Number of first visits and total visits to the PA CareerLink®
- Number of **FIT 4 Manufacturing and FIT for Healthcare** graduates
- Number of persons completing occupational skill training and/or receiving certifications
- Number of individuals enrolled in EARN²
- Number of EARN customers participating in a work-based learning experience
- Number of PA CareerLink® customers receiving Career Services
- Number of individuals enrolled in JobGateway®
- Number Business and Education Connect Activities, including: job shadowing, company tours, classroom presentations, internships, etc.
- Number of youth served through the Business and Education Connect initiative
- Number of schools served through the Business and Education Connect initiative
- Number of employers served through the Business and Education Connect Initiative

3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies

Section 3.1 Provide a description of the governance structure for the workforce system, including key stakeholders and entities in the local area.

Organization Chart. An Organization Chart that depicts the structure of the North Central Local Workforce Development Area is included as **Appendix E**.

The current local workforce system structure that has been developed in the North Central WDA was a collaborative effort of the local elected officials, Workforce Solutions. 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 Elected Official (CEO)

Workforce Solutions 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 Workforce Solutions to:

PY 2017-2019 WIOA Multi-Year Local Area Plan

- 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.
- Identify and close gaps in local / regional workforce resources.
- Develop multiyear local and regional Workforce Development Plan.
- Designate an operator 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 of official of that county. Members of the CEO with complete contact information follow:

PY 2017-2019 WIOA Multi-Year Local Area Plan

Dan Freeburg
Elk County Commissioner
County of Elk
300 Center Street
Ridgway, PA 15853
Telephone: [814-776-1161](tel:814-776-1161)
Fax: [814-776-5379](tel:814-776-5379)
Email: dfreeburg@countyofelkpa.com

H. James Thomas
Cameron County Commissioner
Cameron County Courthouse
20 East Fifth Street
Emporium, PA 15834
Telephone: [\(814\)486-2315](tel:814-486-2315)
Fax: [\(814\)486-3176](tel:814-486-3176)
Email hjthomas@cameroncountypa.com

John Sobel
Clearfield County Commissioner
Clearfield County Courthouse
212 East Second Street Suite 112
Clearfield, PA 16830
Telephone: [\(814\)765-2642 ext. 3005](tel:814-765-2642 ext. 3005)
Fax: [\(814\)765-2640](tel:814-765-2640)
Email jsobel@clearfieldcountypa.com

Herb Bullers
Jefferson County Commissioner
Jefferson County Courthouse
155 Main Street
Brookville PA 15825
Telephone: [\(814\)849-1653](tel:814-849-1653)
Fax: [\(814\)849-4084](tel:814-849-4084)
Email hbullers@jeffersoncountypa.org

Carol Duffy
McKean County Commissioner
McKean County Courthouse
500 West Main Street
Smethport, PA 16749
Telephone: [\(814\)887-3200](tel:814-887-3200)
Fax: [\(814\)887-2242](tel:814-887-2242)
Email: cduffy@mckeancountypa.org

Susan Kefover
Potter County Commissioner
Potter County Courthouse
1 East Second Street
Coudersport, PA 16915
Telephone: [\(814\)274-8290](tel:814-274-8290)
Fax: [\(814\)274-8284](tel:814-274-8284)
Email
Address: skefover@pottercountypa.net

The members of the CEO also attend scheduled board 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.

Fiscal Agent and Administrative Entity. The CEO has appointed the Board as the Fiscal Agent and Administrative Entity.

Workforce Solutions (North Central Workforce Development Board)

Workforce Solutions 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

representation from education, community based organizations, economic development, Department of Public Welfare and labor.

The process used to select new members for Workforce Solutions 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 are employees of Workforce Solutions. This structure was developed and approved by the CEO and is described in the Workforce Innovation and Opportunity Agreement (WIOA) and the Chief Elected Officials Agreement. In addition, 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 numbers are the same except where noted:

Workforce Solutions for North Central Pennsylvania
(North Central Workforce Development Board)
425 Old Kersey Road
Kersey, PA 15846
Office: [814-245-1835](tel:814-245-1835)

Susan R. Snelick, Workforce Development Executive Director – ssnelick@ncwdb.org
Pamela Streich, Director of Strategic Planning and Project Management - pstreich@ncwdb.org
Linda Franco, Regional Workforce System Coordinator - lfranco@ncwdb.org
Vanessa Hasselman, Fiscal Manager – vhasselman@ncwdb.org
Sherri Cunningham – Fiscal and Office Assistant – scunningham@ncwdb.org
Joseph Royer, Clearfield County Career Counselor – jroyer@ncwdb.org*
Ashley Urbancie, Colleen PrechtI, Jefferson County-DuBois Area Career Counselor- cprechtI@ncwdb.org**

*Joseph Royer is housed at the Clearfield County Career and Technology Center

**Ashley Urbancie, Colleen PrechtI is housed at the Jefferson County-DuBois Area Career and Technology Center. Butler County Community College at Brockway (BC3)

Equal Employment Opportunity Office (EEO): The EEO Officer for the North Central Workforce Development Area is Linda Franco, the Regional Workforce System Coordinator for Workforce Solutions. As the EEO office Linda monitor and evaluate compliance with equal opportunity laws, guidelines, and policies to ensure that employment practices and contracting arrangements give equal opportunity without regarding to race, religion, color, national origin, sex, age or disability. Full contact information follows:

Linda Franco, Regional Workforce System Coordinator
Workforce Solutions for North Central PA
425 Old Kersey
Kersey, PA 15845
814-245-1935
lfranco@ncwdb.org

Standing Committees of Workforce Solutions

There are 6 committees of Workforce Solutions as described below.

Frequency of Meetings: All committees meet quarterly in accordance with board meeting and also 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 board members. The additional members are non-voting members who have expressed an interest in assisting 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 board.

Membership: The Executive Committee consists of the Chairperson, First and Second Vice-Chairpersons, Secretary, Treasurer, and additional members in order that a private sector majority is maintained.

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

Workforce Delivery System Committee

Frequency of Meetings: Quarterly in accordance with board meetings, or as needed.

Membership: Workforce Solutions board members and WIOA required partners in the Workforce Delivery System, as well as other members requesting to serve on the committee and as approved by the board.

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

Futures Committee

Frequency of Meetings: Quarterly in accordance with board meetings, or 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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- 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 board meetings, or as needed.

Membership: Board 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 WIOA 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 Committee

Frequency of Meetings: Quarterly in accordance with board meetings, or 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).”
- Identify eligible providers of youth workforce investment activities in the local area by awarding grants or contracts on a competitive basis.
- Develop performance and report measure for youth providers in addition to those required by WIOA.

Local Management Committee (LMC)

Frequency of Meetings Monthly, or as needed.

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

Responsibilities and Activities: Responsible for ensuring that the individual performance expectations and goals of Workforce Solutions’ EARN contract are being met. Workforce Solutions staff-led committee is also responsible 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, Workforce Solutions staff, the PA CareerLink® Site Administrators, the Community Action Agencies, North Central Workforce Development, Good Will, CCIS, as well as other interested

PY 2017-2019 WIOA Multi-Year Local Area Plan

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
- Sector 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
- At least quarterly contact 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.

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.

Section 3.2

3.2 What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment?

Workforce Solutions and all of the partners in the workforce delivery system will work closely together to ensure that all North Central PA CareerLink® centers are high-performing work places with staff that will ensure quality of service. The Local Board, with the agreement of the Chief Elected Official (CEO) has developed and entered into a Memorandum of Understanding (MOU) between the Local Board and the One-Stop Partners, consistent with WIOA Sec. 121(c)(2), concerning the operation of the one-stop delivery system in a local area.

PY 2017-2019 WIOA Multi-Year Local Area Plan

The PA CareerLink® Workforce Service Delivery System Program Partner/Provider Lists for each of the centers in the North Central PA region can be found in Attachment C of this document.

Consistent with the vision of WIOA Partnerships in American Job Centers (TEGL 4-15) – PA CareerLink® centers, Workforce Solutions continues to strive for a seamless workforce delivery system. The vision as referenced in TEGL 4-15 is:

- Connect all customers to the full range of services available in their communities;
- Provide Seamless, customer-focused, integrated service delivery across all programs and enhance access to the programs' services;
- Ensure that businesses and job-seekers have access to information and services that lead to positive employment outcomes.

Grantees, subrecipients, and contractors funded under the Workforce Innovation and Opportunity Act (WIOA) must abide by WIOA law, regulations, and guidance, state and local WIOA policies. Workforce Solutions recognizes that this begins with the core partners of the system but continues with the required and additional partners in our region in order to effectively align service delivery and maximize resources.

The Commonwealth's "strives to consistently provide excellent service to workforce development customer, both individuals and businesses" and therefore has committed to establishing minimum requirement for PA CareerLink® career services orientation, basic career services customer flow and a customizable template for development Individual Employment Plan. Workforce Solutions, in alignment with the state WIOA Combined Plan, is also implemented similar initiatives:

- Development and implementation of the required single Memorandum of Understanding which was discussed and negotiated at the local level and describes the services to be provided as well as contains agreements on funding the costs of services and the operating costs of the system.
- In addition, as agreed to in the Memorandum of Understanding core partners agree to:

Provide substantive referrals in accordance with this policy – to customers who are eligible for supplemental and complementary services and benefits under partner programs.

Workforce Solutions drafted a Referral Policy that not only describes different forms of referral processes but require feedback and follow-up that will be monitored by staff. Our goal for this policy is to ensure that partners understand the value and

PY 2017-2019 WIOA Multi-Year Local Area Plan

importance of following up on referrals to ensure that our customers do not experiences trouble using other services available to them without assistance.

- Formation of the Workforce Delivery System Committee which includes board and staff members as well as representatives from the WIOA required partners in the workforce delivery system. The role of this committee to provide oversight and continuous improvement of the PA CareerLink® System, including Resource Sharing Agreement Budgets and Infrastructure Agreements; the development of procurement requests, proposals and resulting contract between the entity selected to serve as the system Operator and the board as well as oversight and guidance of the system operator.
- Core and additional partners are represented on all of the committees of the board often utilizing their expertise to serve as chairs of the committees. For example, the Chair of the youth committee is the District Administrator for the Office of Vocational Rehabilitation (OVR) for our region, Christina L. Palmer.
- Workforce Solutions staff hold began holding monthly webinars with our Title I providers and PA CareerLink® staff (all partners) when appropriate. A topic is discussed each month with question and answer period as well as discussion about topics of interest or clarification. Topics of discussion include federal, state and local policies and procedures as well as the customer centered design approach to serving all customers etc.
- Workforce Solutions staff strive for a cohesive and seamless workforce delivery system where we can openly collaborate for the successful economic vitality of our rural region.
- Workforce Solutions staff participate on several boards that represent not only workforce but other entities with similar missions such as the North Central PA PREP, Northwest PA Area Health Education Center (AHEC), PA Workforce Development Association (PWDA) (Workforce Solutions Executive Director, Susan Snelick has served as the chair of the association for the past 3 years.
- Workforce Solutions staff are members of the Appalachian Higher Education Network (AHEN) in which we participate with representatives from all other states in the Appalachia. This network has afforded us the opportunity to convene our secondary and post-secondary schools with like representatives for throughout the Appalachia and has increased the Networks understanding, relevance and importance of the workforce system.

Each year prior to the beginning of a new program year the WDB Executive Committee for the board 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 board'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

PY 2017-2019 WIOA Multi-Year Local Area Plan

Worker, and Youth; and comparison of budget to expenditures

If any deficiencies are noted during this review or anytime throughout the year, the board will work with the Title I Contractor to address those concerns.

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 an agreement with the PA CareerLink® Operator to oversee the activities of our PA CareerLink® centers. The six WDB staff are employed by Workforce Solutions but answer to the WDB and CEO. The fiscal agent falls under the responsibility of the WDB.

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

Workforce Solutions changed its structure in response to Program Year 2014 Fiscal and Procurement Systems and Local Board Compliance and Oversight Functions. A Corrective Action Plan was submitted to Labor and Industry and approved. 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 separate 501 (c)3, Workforce Solutions, that would be the fiscal agent and staff to the board 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. Workforce Solutions 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 regional economic development agencies, the Small Business Development Centers, Drug and Alcohol agencies, Mental Health agencies, 4-H Cooperative extension, Junior Achievement, Chambers of Commerce, etc. Workforce Solutions 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. Workforce Solutions communication and provides outreach to all on a

PY 2017-2019 WIOA Multi-Year Local Area Plan

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. This will be maintained by the youth committee.
- 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.
- Sector Partnerships – a regional (all 6 counties of the NCWDA) 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 Senior Community Service Employment Program (SCSEP) program providers to ensure that all PA CareerLink® centers in our region are collaborating with the program providers by not only considering to be a site for the workers but engaging the program managers at a level where they are leveraging each other's staff and resources. 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 JobGateway®. In addition, we will ensure that all PA CareerLink® staff are referring SCSEP eligible individuals to SCSEP partners as appropriate. In addition, a representative from a local Area Agency on Aging is a member of Workforce Solutions
- 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.

Section 3.3

3.3 How will the local board work with the entities carrying out core programs to:

PY 2017-2019 WIOA Multi-Year Local Area Plan

- *Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment.*
- *Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps for adult education).*

The Board is working with organizations throughout the North Central region to expand access to employment, training, education and supportive services, particularly to those individuals who have barriers to employment; and to facilitate the development of Career Pathways and co-enrollment processes within the PA CareerLink® system.

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 – (services of the each of the following bulleted partners are summarized below):

- 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 (not available in our region)
- Programs authorized under State unemployment compensation laws
- Programs authorized under section 212 of the Second Chance Act of 2007 (not available in our region)
- 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 however see below for details of how we ensure that we are collaborating with these program to extent possible. Youth are referred to the Job Corps services that are available in other regions of the Commonwealth

- Job Corps program – Youth are referred to the Job Corps centers on a regular basis. Workforce Solutions staff participated on the work groups and meetings that were held at the Job Corps centers during PY 16. Following these sessions, we met with and share the Job Corps information we received with WIOA core partners. Now, on a regular basis (at least monthly) a Job Corps representative provides an orientation to the programs via video conferencing at one of our PA CareerLink centers and will meet with interested students answering their questions and providing them with additional information.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Youth Build program – The closest Youth Build Program available to youth in our region operates on in the central PA. If a youth is interested, we will collaborate with the Central PA Workforce Development Association CPWDC to learn more and inquire about possible openings.
- Native American Programs: Upon identification of an eligible individual we will assist in connecting them to the Council of Three Rivers American Indian Center, Inc. located at 120 Charles Street, Pittsburgh PA 15238 or by calling them at 412-782-4457 ext. 219. Website is <http://www.cotraic.org>. Rodney John serves Western PA and his email address is rjohn@cotric.org. – or 1-800-985-8721.
- Migrant and seasonal farmworker programs- Upon identification of an eligible individual we will assist in connected them to the Pathstone Corporation –Located at 421 McFarlan road Suite E Kennett Square, PA 17103. Typically, we will call them first at: 310-925-5600

1. Title I WIOA Adult, Dislocated Worker and Youth – Services are provided by the North Central Regional Planning and Development 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. 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 Workforce Solutions 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. 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 Workforce Solutions.

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

Title II Adult Education staff are present in all of the PA CareerLink® sites (excluded Jefferson County and the affiliate site in Cameron County). Staff are available in Cameron and Jefferson counties and customers are referred to them for services as identified. Title II Adult Education is provided by the Local Intermediate Units 9 and 10 as well as Community Action for Jefferson and Clarion Counties. Title II 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 Workforce Solutions board. The Office of Vocational Rehabilitation (OVR) provides services to Individuals with disabilities to help them secure and maintain

PY 2017-2019 WIOA Multi-Year Local Area Plan

employment and independence. These services are designed to prepare OVR customers to become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skilled workers available to business in the region.

Additionally, OVR business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment. Specifically, for individuals with disabilities, OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability.

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 Workforce Solutions board. 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 Associates for Training and Development, 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 goals of Workforce Solutions 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 JobGateway® 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, Workforce Solutions 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. Workforce Solutions 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 board. 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 board 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 board 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 however when applicable we do work with the HUD housing agencies in our region. Frequently we have requests from housing agencies to attend meeting to share Labor Market Information with them, discuss services available at the PA CareerLink® centers and brainstorm ways we can collaborate. When appropriate the program managers at the housing agencies are connected to PA CareerLink® staff to discuss participants, referrals, etc. We are a members of McKean County Family Self-Sufficiency Program Coordinating Committee that is being led by the McKean County Redevelopment and Housing Authority. In addition, we collaborate with the McKean County Housing Agency to ensure that the program they are working We also provide match services as well as letters of support to grants written by several housing agencies for projects that involve and employment and training requirements.

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 it 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 Workforce Solutions 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 at procuring a major initiative grant, we are working on some services and programs being provided to eligible participants in creative ways using the Customer Centered Design method. This program resulted in services being provided at 3 of the 5 county jails in our region, workshops being provided to those on probation and increased collaboration with probation and parole officers as applicable. In addition, in working with the State Bonding Coordinator for the Federal Bonding Program we offered two webinars for PA CareerLink®

PY 2017-2019 WIOA Multi-Year Local Area Plan

and other partner staff and employers in our region. The webinars provided staff and employers with the details of the Federal Bonding Program that was created as an incentive to employers to hire at-risk, hard-to-place job seekers.

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 board and the Local One Stop Operator. 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. Workforce Solutions 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 Workforce Solutions’ 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. Workforce Solutions 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 our 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.

Workforce Solutions 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 boards 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

Workforce Solutions recognizes the intent of Congress through WIOA to utilize our funding to better 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 with barriers to employment:

- 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. Recently, our Title 1 Operator implemented a new “triage” approach to all new or non-recent customers to identify needs, ensure enrollment in the JobGateway® system and provide immediate referrals and timely services.
- Workforce System staff must verify eligibility prior to the provision of services to all customers. Individuals whose eligibility is not yet determined may receive interim support from Wagner-Peyser, WIOA title III services as they are universally available without eligibility requirements. Workforce Solutions in accordance with Labor and Industry’s Workforce System Guidance No. 04-2015, recognizes the need for self-certification as a viable source for documenting eligibility. With the exception of Out of School Youth, the use for self-certification is limited and only available after all other sources of eligibility verification are exhausted. Self-certification may be accepted from an individual who has experienced a loss of documentation due to 1) a natural or man-made disaster such as fire, flood, tornado; 2) eviction from residence resulting in a loss of supporting documentation; or 3) individual is fleeing or has fled an abusive or untenable home situation. Workforce staff must use self-certification in a manner reflective of the aforementioned guidance (i.e. limited and rare circumstances; or last resort) and only for the following criteria elements:
 - Date of Actual Dislocation (Dislocated Worker)
 - Displaced Homemaker (Dislocated Worker)
 - Reemployment Opportunity is Poor / Unlikely to Return-to-Work (Dislocated Worker)
 - Permanently or Temporarily Laid Off as a Consequence of the Disaster (Dislocated Worker)
 - English Language Learner (Youth)
 - Homeless (Youth and Adult)
 - In/Aged Out of Foster Care System (Youth)
 - Offender (Youth)
 - Pregnant or Parenting (Youth)
 - Runaway (Youth)
 - School Status at time of Registration (Youth)

PY 2017-2019 WIOA Multi-Year Local Area Plan

Telephone/Document Inspection Verification is allowable to verify eligibility as well however only as a last resort. Applicant Statements as a form of self-attestation and if used a rationale must be provided via case notes on CWDS in the applicant's electronic case record describing the other methods of verifying eligibility through the workforce staff attempted prior to the use of an applicant statement. Applicant statements and self-attestations cannot be used for family size/family income criteria in determining eligibility.

Workforce Solutions requires title I staff to report the use of each of these methods for eligibility on a quarterly basis. Workforce Solutions utilizes a random sampling methodology to ensure the accuracy of the self-attestations for all title I programs eligibility.

- 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. Workforce Solutions 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.
- Workforce Solutions 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. Workforce Solutions 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

services available. In addition, services to older individuals are coordinated with Associates for Training and Development, Pathstone or the AARP Foundation depending on the county. Associates for Training and Development, Pathstone and the AARP Foundation staff posts all job opening on CWDS as required by Title V regulation. Collaboration with Associates for Training and Development 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. Workforce Solutions 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 population. This has been accomplished by building a relationship with each of the county Criminal Justice Advisory Boards (CJABs) and then introducing them to PA CareerLink staff requesting that a local representative attend the CJAB meetings and increase the collaboration with other members. The board encourages more than just referrals be made but rather discussion about leveraging staff time and resources. Also, as mentioned previously we participated in the Customer Centered Design Challenge with a team that focused on designing programs for the formerly incarcerated also led to the development of programs for those who are still incarcerated. This project continues as we are prototyping it in 3 of our 5 county jails. Through the development of this program the team was able to bring the Re-Entry Employment Training Specialist training offered by OVR to our region, led to participation at Career Fairs in county and state facilities in our region as well as collaboration with all of our county jails, representation on the Criminal Justice Advisory Board (CJABs) and increased collaboration with the PA Commission on Crime and Delinquency (PCCD) and other state and federal agencies. This program also led to an invite and visit to the White House by team members which included staff from a YWCA, Juvenile Probation, Workforce Solutions and Community Action agencies.
- 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 high school equivalency diploma or GED/HiSET 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

- 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, Workforce Solutions was awarded funds through the Community Based Grant to deliver PA CareerLink® services to those individuals in our high poverty areas. We have piloted 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. As a result of these efforts, our PA Careerlink® staff in each county has identified community sites and created an outreach schedule to provide access to services in specific community locations. This will help to address the transportation barrier as we are bringing services to them. We have already learned some locations work better than others and will continue to evaluate these efforts to make services more accessible to people in the region. Outreach locations currently include:
 - Monthly meetings at the Port Allegany borough in Port Allegany PA and at the Kane Community Center in Kane PA. Staff serves walk-ins. Following the regional events, the Business Service Representative visit employers in the Port Allegany area.
 - **Clearfield County:** PA CareerLink® staff continue to travel to the District Magistrates office in Houtzdale, PA to meet with hard to serve customers who are currently serving a probation sentence. Staff are also traveling to the Mahaffey Fire Hall to provide services to the community of Mahaffey. The Fire Hall post announcements to the community on their roadside display sign a week prior to the event and local flyers are distributed to community know destinations to make the public aware of the PA CareerLink® and the services available.
 - **Potter County** – PA CareerLink® staff present and provide handouts to the formal Specialty Court at the Potter County Courthouse in Coudersport PA. PA CareerLink® Open Houses are held periodically for Specialty Court members and others (those on probation, domestic relations, or participants with other barriers). Staff provide an orientation to services and assessments during these outreach events.
- *Facilitate the development of Career Pathways and co-enrollment, as appropriate, in core programs (specify on-ramps from adult education).*

The Board is working with organizations throughout the North Central region to expand access to employment, training, education and supportive services, particularly to those individuals who have barriers to employment; and to facilitate the development of Career Pathways and co-enrollment processes within the PA CareerLink® system.

Workforce Solutions has formed a Career Pathways ad hoc committee that has begun developing 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. The vision of this committee is to align the employment, training, education and supportive services that are needed by adults and youth, particularly individuals with barriers to employment. We have been working on developing a common definition of a career pathway that is

PY 2017-2019 WIOA Multi-Year Local Area Plan

accepted and acknowledged by all partners serving on the committee. Coming to a consensus on the definition of career pathways as they relate to the High Priority Occupations in our region continues to improve our ability to connect job seekers to employers' needs.

Within our PA CareerLink® centers, Title I, Title II and Bureau of Workforce Partnership and Operations (BWPO) staff work together to ensure co-enrollment on intake. 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. Title II staff assist in the assessment process. 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. Career Pathway and high priority occupation information is used with job seekers to individuals them set goals and assist them in their job search, help job seekers connect to adult education and other resources to eliminate barriers to employment. Case managers then help connect job seekers to employers' career pathways once they have completed their education and/or developed the skills that will match employers' needs.

Section 3.4

3.4 What strategies will be implemented in the local area to improve business/employer engagement that:

- *Support a local area workforce development system that meets the needs of businesses in the local area;*

Workforce Solutions has implemented several regional strategies to ensure that the workforce development system meets the needs of businesses in the local area and to facilitate engagement of businesses and other employers. These methods include:

Continue the successes of our Industry Partnerships as they transition to the Next Gen Sector Partnership Model to encourage training providers to collaborate when training is needed by our local employers. This past year we included in our Request for Proposals for training that providers who collaborate with other providers would receive extra points through the evaluation phase of the process. Unfortunately, the providers did not choose to collaborate however we feel the more that this will change in the future and will make it a common practice. In addition, as in past years a Die Setter training was developed for incumbent workers in the Manufacturing Industry. When we applied for IP funding, employers stated that they were hurting for Die Setters. With employers in the center of the partnership a curriculum was developed, a provider was procured and we now have a 3 module Die Setter Training that our local employers have access to. The first round was so successful that we have a waiting list that will fill the second round of applicants. Penn State DuBois was awarded the IP grant and have plans to sustain the training with employer support and the goal is to eventually offer this to entry level workers. Participants who complete the training receive a wage increase.

Our Next Gen Sector Partnerships will operate similar to our Industry Partnerships that have always been employer driven. The largest difference will be that we will be asking other service providers to collaborate with all other providers on a solution that will meet the priorities of the businesses. This has been our greatest challenge as we convene services providers in our region – ensuring that they will commit to a joint solution.

PY 2017-2019 WIOA Multi-Year Local Area Plan

(MEEA) is a 501(c)3 non-profit organization focused on supporting the advancement of education and employment in the manufacturing sector in Elk County and the surrounding region. They were organized on November 9, 2015 after a group of concerned manufacturers in Elk County decided they wanted to do more to help improve the quality of life in Elk County. They were already facing critical workforce issues, and don't have an adequate supply of people to staff positions at all levels now and are even more concerned for the future. They've spent many months analyzing the demographics to quantify their experiences. They've also formed an advisory council that serves as the non-profit/service support needed to assist the industry in their advancement. The MEEA has been highlighted in Pennsylvania as a best practice for the Next Gen Model and the board will encourage the regionalization of this group.

As emerging sectors are identified and needs arise the board will form Next Gen Sector Partnerships to meet the demand of the emerging industries as was done when the Marcellus Shale industry was more present in our region.

We have created policy for our existing county employer consortia which brings together employers from multiple industries at the county level to ensure consistency throughout the region.

On a regular basis we provide Labor Market Information to partners in our region including our business partners. Businesses that are expanding request a variety of Labor Market Information from us to ensure that they will have access to a skilled workforce. New companies moving into the region contact us (and are often referred to us by our county and regional economic development agencies) for a variety of labor market information.

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 businesses 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

obtaining employment through such services, and has been approved for OJT participation by the Title I staff.

- *Manage activities or services that will be implemented to improve business engagement;*

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

- *Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and*

Workforce Solutions has a long history of collaborating with economic development agencies that is more fully explained in the response to Section 3.5. One of the key outcomes of our PA Jobs1st! Grant was the strategic goal to better coordinate and promote services within the region. Through the PREP partnership, we formalized relationships and a structure for intentional communication and collaboration as well as external promotion. This enables us to work together to better educate employers regarding the services available in the region as well as to better serve them.

- *Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.*

Unemployment Insurance Linkages. The local area complies with the Commonwealth's Register for Work and Work Search law by helping unemployed individuals register on the JobGateway® system. It also provides telephones in the PA CareerLink® Center so that Unemployment Compensation (UC) Claimants can call the statewide toll-free UC number regarding any benefits questions they may have.

Additionally, individuals who are likely to exhaust their benefits are identified by the State through the Profile Reemployment Program (PREP) or the Reemployment Services and Eligibility Assessment (RESEA) program. These individuals are directed to come to a PA CareerLink® location for job search assistance.

At the PA Careerlink® centers, they are provided with an orientation of services and are given an initial assessment to determine their specific workforce needs. Based on their unique circumstances, they may be referred to additional services and resources, such as job search workshops, staff-assisted job search activities, partner programs, supportive services, and/or training activities to help them secure a new job, or begin a new career.

Any potential UC eligibility issues identified during PREP, RESEA, or any other UC Claimant interaction are referred to the State's Unemployment Insurance department for resolution.

There are two Workforce Development Representatives from the PA Department of Labor and Industry who provide a variety of workshops covering Unemployment Compensation topics. They are: Nancy

PY 2017-2019 WIOA Multi-Year Local Area Plan

Smithbauer out of the Altoona UC Service Center serving Jefferson and Clearfield Counties and Dave Mascaro out of the Erie UC Service Center serving Cameron, Elk, McKean and Potter Counties in our region. Both Nancy and Mark have provided workshops in our region over the past several years. Workforce Solutions will coordinate with Nancy and Mark and out PA CareerLink® Administrators to ensure that we are hosting these workshops in our region on a quarterly basis. We will utilize video conferencing to ensure that all of our centers and employers can benefit from these workshops.

Section 3.5

3.5 How will the local board coordinate local area workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services?

Coordination with Regional Workforce and Economic Development Strategy. 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.

For many years, the NCRPDC served not only as the 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, although employees of NCRPDC, were housed separate from Workforce Operations staff and focus specifically on policy through management of the Workforce Development Board. Although the WDB recently created a separate organization, Workforce Solutions as its Board Staff, Fiscal Agent and Title 1 operator, relationships between the two entities remain strong.

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. Workforce Solutions 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

Training for Self-Employment. Entrepreneurial skills training and microenterprise services should provide the basics of starting and operating a small business. Some examples of such skill development include, but are not limited to, the following abilities:

- Taking initiative;
- Creatively seeking out and identifying business opportunities;
- Developing budgets and forecasting resource needs;
- Developing a customer-centered environment;
- Understanding various options for acquiring capital and the tradeoffs associated with each option; and
- Communicating effectively and marketing oneself and one's ideas.

Individuals who are interested self-employment are referred to community partners, such as the Clarion University Small Business Development Center, to receive specialized assistance that includes but is not limited to:

- Entrepreneurship education that provides an introduction to the values and basics of starting and running a business. These programs often guide individuals through the development of a business plan and may also include simulations of business start-up and operation.
- Enterprise development which provides support and services that incubate and help individuals develop their own businesses. Enterprise development programs go beyond entrepreneurship education by helping individuals access small loans or grants that are needed to begin business operation and by providing more individualized attention to assist in the development of viable business ideas.
- Access to micro-loans and grants available to start or expand businesses
- Consulting and business assistance services to help start or expand businesses.
- By collaborating with the partners in our region such as the Clarion University SBDC the board is supporting and promoting a training strategy that leads to self-employment. When working with individuals with barriers to employment, self-employment is a viable means to provide income, assets and other elements of self-sufficiency. The board requires the Business Service Teams to include as members' representatives from the SBDC that serves our region which has led to the SBDC offering several of their business development workshops in our PA CareerLink® centers when appropriate.

PY 2017-2019 WIOA Multi-Year Local Area Plan

The local board currently measures employer outcomes results in several ways. The board requires PA CareerLink® centers to reach out to 10 new employers per quarter to increase. We then look at the employer penetration report available on CWDS to determine if the percentage has increased. The board also requires employers participating in our industry partnerships (transitioning to Sector Partnerships) to provide wage increase data for all employers participating in consortia based training.

4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

Section 4.1

- 4.1. *Provide a descriptive overview of the local area workforce delivery system, including key stakeholders and entities in the local area.*

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 members of Workforce Solutions board, staff to the board, and committees of the board. 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)

Workforce Solutions 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 Workforce Solutions 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 board.
- Identify and close gaps in local / regional workforce resources.
- Develop multiyear local and regional Workforce Development Plan.
- Designate an operator 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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Workforce Solutions (North Central Workforce Development Board)

Workforce Solutions 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 boards' 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 ~~board~~ are employees of Workforce Solutions. This structure was developed and approved by the CEO and Workforce Solutions 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 the WIOA Title I providers to establish roles and responsibilities specifically related to program implementation and outcomes for all WIOA Title I programs and the EARN program.

Operator

Through an annual competitive procurement process (that will extend the contract through a second year without procurement based on successful performance), Workforce Solutions contracts with a vendor to provide services as the system operator.

The singular mandatory role the system operator(s) is tasked with is the coordination of service delivery of one-stop partners and service providers in the one-stop delivery system. The operator is also required to provide Workforce Solutions and the Workforce Delivery System Committee with observation of the workforce system's effectiveness, along with recommendations for improvements to the system that are both customer focused and cost efficient, while continuing to serve all targeted populations and employers.

Responsibilities:

- Serve in a professional and collaborative manner as an intermediary with all the one-stop partners.
- Know and understand, through resources provided by the partners and Workforce Solutions (WS), the parameters under which the partners provide services.
- Know and understand, through resources provided by the partners and WS, each partner's performance goals and method of measurement.
- Observe and monitor, using only methods approved by Workforce Solutions staff, the partner referral mechanism to ensure effectiveness and focus on the customer, whether it is a job seeker or employer. Reports observations and recommendations for improvement to the WDS Committee and Workforce Solutions.
- Develop a mechanism for engagement with the PA CareerLink® system.
- Serve as an ambassador for the one-stop system to a variety of audiences in the community, positively and accurately sharing information about the services provided through the Workforce Delivery System, while consistently reflecting the Vision, Mission and Goals of the Workforce Development Board in a professional, collaborative, and confidential manner.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Attend and complete a standardized checklist provided by WS, a minimum of three (3) of each of the PA CareerLink® team meetings across the region, including Business Services, Job Seeker, Welcome/Referral, and Staff to ensure policy is achieved. Checklist and comments will then be shared with the WDS Committee.
- Seek out potential revenue-generating partnerships and report information to WDB staff. Upon written approval from Board staff that the potential partner is appropriate for the Workforce Delivery System, share the information with the appropriate Site Administrator(s) for further development. Follow up to determine outcome.
- Once Workforce Solutions establishes criteria, the Operator will assist, through observation and reporting to the WDS Committee, with the Department's and Workforce Solutions one-stop center certification process, which is essential for receipt of infrastructure funding.
- Ensure the Department's 'Methods of Administration' are enacted, maintained and adhered to, as well as ensuring that relevant equal opportunity and civil rights measures are properly posted and enforced by reporting concerns to the WDS Committee.
- Understand the partner Memorandum of Understanding (MOU).
- Understand the PA CareerLink® Operating Budgets.
- Foster professional and collaborative relationships with the Site Administrators.
- Recognize that the Operator may be privy to sensitive and confidential information; as such, the Operator will use discretion and consider all information confidential unless otherwise stated.

Limitations: A system operator(s) may not perform the following functions: convene system stakeholders to assist in the development of the local plan; prepare and submit local plans; be responsible for oversight of itself or other operators; manage or significantly participate in the competitive selection process for system operator(s); select or terminate system operator(s), career services, and youth providers; negotiate local and/or regional performance accountability measures; or develop and submit budget for activities of the local board in the local area or regional area.

Responsibilities of Workforce Solutions for North Central Pennsylvania, Inc. in the procurement and selection of the Operator:

Workforce Solutions maintains a contractual relationship with the selected PA CareerLink® Operator. The Workforce Delivery System Committee and Workforce Solutions provide ongoing policy guidance and technical support to the Operator to ensure that performance expectations are continually communicated and policy issues are addressed. Workforce Solutions is also responsible for performance monitoring and will perform periodic quantitative and on-site reviews of Operator performance to ensure that customer service and financial standards are being met. Workforce Solutions is responsible for determining partners, beyond the ones required by WIOA, who will provide staff and other resources for the PA CareerLink® site in the North Central region. As a result of commitments made by partners documented in a Memorandum of Understanding (MOU).

The procurement process includes:

- Development and distribution of a Requests for Proposals
- Bidders Conference
- Publishing questions and answers from bidder's conference
- Proposal Submission Deadline Date
- Staff Review and Negotiations
- Bidders may be asked to attend in interview with board and/or Workforce Solutions staff members to review proposals and to vet questions

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Workforce Delivery System Standing Committee Review
- Executive Committee Review
- Board Approval
- Agreement finalization and execution

Workforce Solutions has established a comprehensive workforce development system in the North Central Region in collaboration with our many partners. Please see below in regard to roles and functional relationships of our partners:

WIOA Title I, WIOA Youth, TANF Youth and EARN– Contract awarded to North Central Pennsylvania Regional Planning and Development Commission in PY 2017 Rescare Workforce Services in PY 2018 to provide programs and services to Dislocated Workers, Adults, and Youth. In addition, as a required partner of the One Stop, Title I also contributes both resources (the board contributes to the Operating budget of the centers on behalf of the Title I provider) and staff capacity to support the overall function of the PA CareerLink® centers.

WIOA Title II – Organizations carrying out Title II activities in our region provide adult education and literacy to customers throughout our region. Representatives from these organizations serve in various capacities on the board and board committees and attend meetings throughout the year. Agency representatives and board staff meet as a coalition to discuss alignment of services and their role as partners in the workforce development system. The current Title II providers in our region are: IU9, IU10 and Community Action, Inc.

WIOA Title III Wagner Peyser – The Pennsylvania Department of Labor and Industry is the entity carrying out programs and activities under this title. Representatives from L & I serve on the board and various committees of the board.

WIOA Title IV Vocational Rehabilitation – The Pennsylvania Department of Labor and Industry is the entity carrying out programs and activities under this title. Representatives from L & I serve on the board and various committees of the board.

Workforce Solutions serves as the EEO Officer for our region to ensure that individuals are protected. The board staff work with county EEO Liaisons in each center to review/discuss processes and potential claims.

As mentioned throughout this plan, the board and staff work collaboratively with a number of agencies throughout our region in regard to service provisions to both our employers and job seekers. With a concentration on hard-to-serve individuals, our board has looked to agencies that typically serve this population to create innovative approaches to serving these customers. The workforce development system consists of WIOA Title I, Title II - Adult Education and Literacy Acts, Wagner-Peyser Act employment services and the Office of Vocational Rehabilitation as well as other community based agencies which provide services to job seekers, and 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.

The Workforce Innovation and Opportunity Act (WIOA) of 2014 require that each local workforce

PY 2017-2019 WIOA Multi-Year Local Area Plan

development area has at least one comprehensive one-stop center providing an accessible marketplace for employer and job seekers to be effectively matched. In Pennsylvania, the one-stop centers are known as PA CareerLink® centers. The North Central Workforce Development area has six Comprehensive PA CareerLink® centers and one Affiliate PA CareerLink® center.

Bureau of Workforce Partnership and Operations (BWPO): (Wagner-Peyser Act) provides Core, intensive, case management, and training services to job seekers and businesses. BWPO administers the Trade Adjustment Act, Rapid Response Program, Veteran Services, Profile Re-Employment Program, RESEA or Reemployment Services and Eligibility Assessment Program and labor exchange services. Staff participates on all teams.

Labor Exchange: The Labor Exchange module of the PA CareerLink® website serves as an entry point for Job Seekers and Employers to access PA CareerLink® services. The system supports the employment service functions of the PA CareerLink® staff, to include the collection of common data that creates a Job Seeker “resume” creation, Employer job orders, job searches and job order referrals. A PA CareerLink® enrollment may be accomplished through self-service or with staff assistance. Enrollment status will be established on the date the first entry of data takes place.

Labor Exchange provides policies and procedures as dictated by DOL regulations, as well as the services provided by staff, which extends participant status. However, the PA CareerLink® is open to all PA CareerLink® staff that provides these services. Furthermore, these services are available to all customers, therefore no formal determination of eligibility is required. Self-directed job searches; resume building, workforce information access, and enrolling in online job search courses will initiate Labor Exchange Program participation. DVOP/LVER services are available to veterans, eligible persons and transitioning service members (TSMs) who meet the applicable eligibility criteria. WIA programs are open to Job Seekers who meet those particular eligibility requirements.

JVSG Veterans Program: The Bureau of Workforce Partnership and Operations (BWPO) administers the Jobs for Veterans’ State Grant (JVSG) on behalf of the Commonwealth of Pennsylvania. It bears mention, at the outset, that the JVSG serves as a staffing grant funded by the U.S. Department of Labor (USDOL). This staffing grant provides highly restrictive funding which, in turn, allows BWPO to hire additional PA CareerLink® staff members—Disabled Veterans’ Outreach Program (DVOP) Specialists and Local Veterans’ Employment Representatives (LVERs)—that provide services to PA CareerLink® veteran customers. Federal law, codified at 38 U.S.C. §§ 4103A & 4101, specifically delineates the very focused duties that DVOP Specialists and LVERs perform. DVOP Specialists, for example, do not provide services to all veteran customers, but a specific subset that includes veteran customers with significant barriers to employment. Federal guidance, promulgated at Veterans’ Program Letter Nos. 03-14; 03-14, Change 1; 03-14, Change 2; 04-14; and 08-14, defines those with significant barriers to employment.

The BWPO Program Coordination Unit, which assists the PA CareerLink® system with JVSG technical assistance, shoulders responsibility for grant administration. This includes grant reporting, monitoring, and ensuring that consistent statewide policies and procedures exists with respect to JVSG activities. Day-to-day operating matters fall to the individual PA CareerLink® sites. The BWPO assistant regional directors supervise JVSG-funded staff, i.e., the DVOP Specialists and LVERs, through subordinate supervisors at each PA CareerLink® office. BWPO reissued its written policy regarding JVSG-funded staff supervision on September 6, 2013. Save for the central office unit administering the JVSG, it remains current.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Trade Adjustment Act: The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS)).

The TAA program was first established at the USDOL by the Trade Act of 1974, and has been amended several times. Individual workers who are members of the certified worker group apply for benefits and services at a PA CareerLink® office. Individual workers who meet the qualifying criteria may receive: job training; income support in the form of Trade Readjustment Allowances (TRA); job-search and relocation allowances; Health Coverage Tax Credit (HCTC) as determined by the Internal Revenue Service (IRS); and for workers age 50 and older, a wage supplement in the form of Re-Employment Trade Adjustment Assistance (RTAA). Additionally, all workers covered by a certification are eligible for employment and case-management services, including basic and individualized career services either through the TAA program or through and in coordination with the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act as discussed in WIOA TEGL No. 3-15.

PREP Program: Pennsylvania UC law requires claimants to register for employment search services with the PA CareerLink® system within 30 days of filing for benefits. When a claimant applies for UC benefits, s/he is immediately directed to JobGateway® to register for employment search services where occupational skills information is collected. The JobGateway® portal matches the claimant's skills with those required for jobs posted in CWDS to help satisfy job-search requirements. The system can also suggest training and education programs that may assist the individual in increasing his or her reemployment prospects. Claimant participation in reemployment services is tracked until exhaustion of UC benefits or termination of reemployment services.

In addition to PA CareerLink® services available to all job seekers, the Profile Reemployment Program is Pennsylvania's worker profiling/reemployment services collaborative program to expedite reemployment services for UI claimants while eliminating duplicative services. The database systems rank claimants according to those most likely to exhaust their UI benefits before returning to work. The ranking algorithms, based on common characteristics found in similar unemployed workers (such as employment history and/or educational levels), exclude claimants with a recall date, union affiliation, those involved in a work stoppage and claimants who are working part-time. Collaboration among PA CareerLink® partners makes the Profile Reemployment Program an effective means for UI claimants to obtain reemployment and training services across all service levels, including: orientations; job search planning, assistance, and workshops; labor market information; résumé preparation; program assessment; vocational and career guidance; testing; remedial or prerequisite training (e.g., GED or ESL); and skills training. All Profile Reemployment Program customers receive an employment needs assessment and an appropriate employment plan is developed. Participation in the program is tracked through CWDS until exhaustion of UI benefits or termination of reemployment services.

RESEA Program: The RESEA program has been successfully piloted in the eight comprehensive and four affiliate PA CareerLink® Offices in the northeast region of Pennsylvania (Tioga, Bradford, Sullivan, Wyoming, Susquehanna, Lackawanna, Luzerne, Schuylkill, Carbon, Monroe, Wayne and Pike Counties). A phased expansion is currently being deployed to additional workforce areas which includes the North Central region with implementation due to begin July 10, 2017. Statewide

PY 2017-2019 WIOA Multi-Year Local Area Plan

implementation is planned to be completed by the end of 2018. RESEA is supported by a federal grant to fund additional services to assist UI claimants in becoming reemployed. The PREP program will be suspended in those counties implementing the new RESEA program. L&I will select and notify UC claimants to participate in RESEA. Those chosen to participate are identified as most likely to exhaust UC, with military (UCX) claimants receiving first priority as required by the grant.

A WDP 13, RESEA self-scheduling letter, will be mailed to those claimants selected to participate in RESEA. The letter has instructions for the claimants to schedule themselves for a RESEA Orientation in their local PA CareerLink®. The RESEA will consist of a group orientation and an individual meeting with PA CareerLink® staff. The group orientation will consist of an introduction to the RESEA participation requirements and the services provided by the PA CareerLink®. Following the group orientation, claimants will be provided a one-on-one interview to further assess reemployment services needed, development of an Individual Employment Plan (IEP) and review and confirmation of the information the claimant provided on the UC eligibility assessment. PA CareerLink® staff will summarize the RESEA meeting on an outcome form, complete a checklist, and provide this information to UC. Each RESEA participant will be scheduled for an appropriate reemployment follow-up activity.

In addition, staff will conduct follow-up phone calls at 30 and 60 days after their initial appointment. During the follow-up phone calls staff will review and update the IEP, provide additional reemployment services, and determine if additional services are needed through the PA CareerLink®. Any UC eligibility issues identified during the RESEA initial interview or follow-up activity will be promptly reported to UC for adjudication.

Rapid Response: The Pennsylvania Department of Labor & Industry (L&I), Deputy Secretary for Workforce Development is responsible for the executive oversight of Pennsylvania's Rapid Response program under WIOA. Rapid Response Services (RRS) within the Bureau of Workforce Partnership & Operations (BWPO) is responsible for the implementation of Pennsylvania's Rapid Response program. Pennsylvania uses a regional approach in the delivery of Rapid Response assistance. Rapid Response Services staff are assigned to geographic areas comprising one or more local workforce development areas (LWDA). Regional staff work closely with the PA CareerLink® staff, the local workforce development boards (LWDB), and/or chief elected officials, meeting periodically to share information on layoffs and dislocations to plan an appropriate response.

Pennsylvania's Rapid Response program provides timely, relevant services to dislocated workers. To organize a broad-based response to dislocation events, the Rapid Response staff must form a core team that includes local agencies and organizations. Rapid Response staff mobilizes agencies and community resources to create a seamless, integrated service strategy that helps workers transition to reemployment.

L&I has identified layoff aversion and business and job retention as important components of workforce development. Rapid Response staff expedites linkages among at-risk companies and local and state economic development entities. Pennsylvania's Rapid Response program includes support of the Strategic Early Warning Network (SEWN) operated by the Steel Valley Authority in conjunction with LWDBs. Through SEWN, early warning mechanisms are established to identify firms at risk of leaving or closing prior to the actual decisions by companies to shut down or move. The services include timely identification of at-risk businesses; initial viability assessments; key services delivery; and pre-feasibility studies.

PY 2017-2019 WIOA Multi-Year Local Area Plan

The PA Department of Community and Economic Development (DCED) is the commonwealth agency that represents the required one-stop (PA CareerLink® partner) representing employment and training activities carried out under the Community Services Block Grant Act (42. U.S.C. 9901 et seq.) at the state level.

The mission of the Community Services Block grant (CSBG) is to provide a full range of services and activities having a measurable impact on the causes of poverty in a community or those areas of a community where poverty is a particularly acute problem. Only federally designated Community Action Agencies (CAA) receive funding, therefore in PA, there are 44 CAAs that cover all 67 PA counties. Ameliorating the causes and conditions of poverty take on a variety of community engagement activities and collaborative activism to remove obstacles that block the achievement of self-sufficiency; i.e. employment and training resources; community stakeholder collaboration; literacy activities; obtaining adequate housing; grassroots activities that provide intervention to the causes of poverty; addressing the needs of youth through programming or coordination; and increased engagement in community planning and improvement activities.

CSBG has been in existence since 1965, always with the same mission: to improve the causes and conditions of poverty. Initiatives have included, but are not limited to: neighborhood linkages, leverage of community resources, conduction of Volunteer Income Tax Assistance sites, building housing capacity, provision of family self-sufficiency and case management, facilitation of Results-Oriented Management and Accountability. For every \$1 of CSBG funds, the PA network leveraged \$16.82 from other federal, state, local and private sources, including the calculated value of volunteer hours.

DCED will participate in the local workforce service delivery system via the local CSBG agencies. CSBG agencies located in this local workforce development area may:

- Participate on local and regional planning groups;
- Engage in Business Service Teams activities;
- Have print materials available in the PA CareerLink® centers;
- Be linked to local workforce websites on computers;
- Potentially hold meetings at PA CareerLink® centers;
- Conduct joint employer outreach sessions as necessary; and
- Seek to leverage grant funding opportunities.

DCED will contribute financial assistance to be applied to the infrastructure and other operating costs of the PA CareerLink® sites annually and to the extent funding exists.

It is DCED's commitment that CSBG, as a required partner, will become part of the fabric of the public workforce system in a much more formalized way than in the previous years.

The Department of Human Services while unable to provide a PA CareerLink® staff person to assist in the day to day activities, will provide a liaison at each County Assistance Office as needed and as a referral person to take applications or to provide information about the Workforce Deliver

PY 2017-2019 WIOA Multi-Year Local Area Plan

System. DHS will participate in the local Workforce Delivery System via the local CAOs. CAOs located in this local workforce development area may:

Participate on the Workforce Development Board, local and regional planning groups; Local Management Committee (LMC), have print materials available in the PA CareerLink® centers; be linked to local workforce websites on computers; potentially hold meetings at PA CareerLink® centers; and seek to leverage grant funding opportunities. DHS will also contribute financial assistance to be applied to the infrastructure and other operating costs of the PA CareerLink® sites annually and to the extent funding exists.

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: See attachment C for services available at each of the centers as well as the affiliate.

Pennsylvania CareerLink® center Cameron County (Affiliate) at Emporium
221 East Second Street
Emporium, PA 15834
Phone: (814)601-0538
TDD/TYY: (814)834-2154

~~Hours of Operations — Mondays through Thursdays — 8:30 am — 12:30 pm~~ Tuesday and Thursdays 8:30 am -3:30 pm

Pennsylvania CareerLink® center Clearfield County at Clearfield
1125 Linden Street
Clearfield, PA 16830
Phone: (814) 765-8118
Fax: (814) 765-2955
TDD/TYY: (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~~ 602 West DuBois Avenue Unit #1
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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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

The following programs and services are available at PA CareerLink® sites within the region:

BUSINESS SERVICES

- Serve as a single point of contact for businesses, responding to all requests in a timely manner
- Provide information and services related to Unemployment Insurance taxes and claims
- Assist with disability and communication accommodations, including job coaches
- Conduct outreach regarding Local workforce system's services and product
- Conduct on-site Rapid Response activities regarding closures and downsizings
- Develop On-the-Job Training (OJT) and Transitional Employment (TE) contracts
- Provide access to labor market information
- Provide customized recruitment and job applicant screening, assessment and referral services
- Provide employer and industry cluster-driven Occupational Skills Training through Individual Training Accounts with eligible training providers
- Assist with the interpretation of labor market information
- Conduct job fairs
- Develop customized training opportunities to meet specific employer and/or industry cluster needs
- Use of one-stop center facilities for recruiting and interviewing job applicants
- Consult on human resources issues
- Coordinate with employers to develop and implement layoff aversion strategies
- Post job vacancies in the state labor exchange system and take and fill job postings
- Provide information regarding disability awareness issues

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Provide incumbent worker upgrade training through various modalities
- Provide information regarding workforce development initiatives and programs
- Provide information regarding assistive technology and communication accommodations
- Develop, convene, or implement industry or sector partnerships

JOB SEEKER SERVICES

Basic Career Services

- Outreach, intake and orientation to the information, services, programs, tools and resources available through the Local workforce system
- Initial assessments of skill level(s), aptitudes, abilities and supportive service needs
- In- and out-of-area job search and placement assistance (including provision of information on in-demand industry sectors and occupations and non-traditional employment)
- Access to employment opportunities and labor market information
- Performance information and program costs for eligible providers of training, education, and workforce services
- Information on performance of the Local workforce system
- Information on the availability of supportive services and referral to such, as appropriate
- Information and meaningful assistance on Unemployment Insurance claim filing
- Determination of potential eligibility for workforce Partner services, programs, and referral(s)
- Information and assistance in applying for financial aid for training and education programs not provided under WIOA

Individualized Career Services

- Comprehensive and specialized assessments of skills levels and service needs
- Development of an individual employability development plan to identify employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve the employment goals
- Referral to training services
- Literacy activities related to work readiness
- Individual counseling and career planning
- Case management for customers seeking training services; individual in- and out- of- area job search, referral and placement assistance
- Work experience, transitional jobs, registered apprenticeships, and internships
- Workforce preparation services (e.g., development of learning skills, punctuality, communication skills, interviewing skills, personal maintenance, literacy skills, financial literacy skills, and professional conduct) to prepare individuals for unsubsidized employment or training
- Post-employment follow-up services and support (*This is not an individualized career service, but listed here for completeness.*)

Training

- Occupational skills training through Individual Training Accounts (ITAs)
- On-the-Job Training (OJT)
- Incumbent Worker Training
- Programs that combine workplace training with related instruction which may include cooperative education

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training
- Other training services as determined by the workforce partner's governing rules

Education

- Instruction at all six adult basic education (ABE) and adult secondary education (ASE) educational functioning levels (EFL), plus English language acquisition (ELA) activities where there is a need.
- One-on-one or small group tutoring where there is a need
- Integration of digital literacy, employability skills and workforce preparation activities into services.
- Basic skills instruction will incorporate activities that includes the use of technology, promote critical thinking, and build self-management skills, such as utilizing resources and information, understanding systems, and working with others.
- Activities that help the individual assess potential barriers to successful participation in instruction.
- Integration of career awareness and career planning activities into services
- Case management to address barriers to participation and to plan and prepare for transition to postsecondary education and/or training, including introducing students to and helping them use the resources available through L&I and the PA CareerLink®
- Assisting students in identifying employment and career pathways that align with their skills and interests and also lead to jobs that pay
- Supporting students through the application process for employment or training.

YOUTH SERVICES

- Tutoring, study skills training, instruction, and evidence- based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
- Alternative secondary school services, or dropout recovery services, as appropriate.
- Paid and unpaid work experiences that have as a component academic and occupational education, which may include: Summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing, and on-the-job training opportunities.
- Occupational skill training, which shall include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area involved.
- Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster. Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Supportive services.
- Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
- Follow-up services for not less than 12 months after the completion of participation, as appropriate.
- Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
- Financial literacy education.
- Entrepreneurial skills training.
- Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
- Activities that help youth prepare for and transition to postsecondary education and training.

Workforce Solutions strives to build relationships with other key stakeholders in our region including Chambers of Commerce, secondary and post-secondary schools, local and regional economic development agencies, Small Business Development Centers, Industrial Resource Centers, local foundations, Penn State Extension Office, Junior Achievement, faith based organizations and other community based organizations. As we identify additional partners we connect them to the appropriate PA CareerLink® center and discuss ways to collaborate and leverage resources.

Section 4.2

- 4.2.** *Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other).*

A complete listing of the PA CareerLink® Partners that are authorized to provide services in the local area is found in the One-Stop Location and Program Services Chart included as **Attachment C**. This chart identifies the comprehensive and affiliate locations, the services available at each, and the roles and resource contributions of each of the Partners.

The required and other one-stop partners are listed below along with their roles.

Title I and WIOA Youth Provider: – Orientation of the PA CareerLink® System and basic career services; triage of available resources and services for employers and participants. Individualized career services to participants may include, but not limited to: diagnostic testing and assessments, career planning; case management, financial literacy, Job Ready workshops, supportive services; staff support/counseling, and follow up services. Training services include occupational training, work experience, and labor market information. Employer services include, but are not limited to: Business Needs Assessment, On-the-Job Training (OJT) and Subsidized Employment (SE) employment contracts for employers who hire participants; referrals of trained individuals in specific occupations; and refer participants to PA CareerLink® services.

WIOA Title I- Youth programs address in-school youth, ages 14-21, and out-of-school youth, ages 16-24 with a much greater focus on the OSY population with no less than 75% of the funds directed to

PY 2017-2019 WIOA Multi-Year Local Area Plan

OSY activities and 20% expended on work experience activities. Youth will have the opportunity upon assessment of need to receive the required WIOA 14 elements of activities.

TANF Youth year round programming addresses work experience opportunities including during the summer months targeting potential dropouts, individuals with disabilities, adjudicated youth, foster children, homeless and runaways, pregnant or parenting youth, and migrants seeking to complete their educational goals and/or secure employment.

WIOA Title I- Adult/dislocated worker programs address individuals seeking employment and/or training services through a mix of basic career, individualized career services and available training services leading to full time employment.

EARN program addresses recipients of temporary assistance to needy families (TANF) with employment and training services leading to self-sufficiency. The Employment, Advancement, and Retention Network (EARN) program provides counseling, workshops, work experience activities, and training to address education and employment barriers to employment.

The Title II Adult education programs in the North Central region will provide instruction at all six adult basic education (ABE) and adult secondary education (ASE) educational functioning levels (EFL), plus English language acquisition (ELA) activities where there is a need. Programs may support a tutoring program that offers one-on-one and/or small group instruction or volunteer classroom aides. Programs will prepare students for and support them in achieving successful transition to postsecondary education/training or employment. Programs will integrate digital literacy, employability skills and workforce preparation activities into services. Basic skills instruction will incorporate activities that require the use of technology, promote critical thinking, and build self-management skills, such as utilizing resources and information, understanding systems, and working with others. Programs will have an intake and orientation process that helps students and staff determine an individual's readiness for participation in the program. This includes activities to help the individual assess his/her own schedule and potential barriers to successful participation in instruction. It also includes a discussion of the individual's reasons and goals for participation. Programs will have attendance and other policies that are consistently enforced to help students develop the self-management skills to persist in services, with the goal that those skills will transfer to employment situations. Programs will integrate career awareness and career planning activities into the services provided to students, including using those activities as the context for basic skills instruction. Programs will have at least one case manager who works with students to address barriers to participation and to plan and prepare for transition to postsecondary education and/or training. Case management activities in support of transition will be offered in a variety of ways: integrated into instruction, stand-alone group activities, and one-on-one case management support. The activities will include introducing students to and helping them use the resources available through L&I and the PA CareerLink®; helping students identify employment and career pathways that align with their skills and interests and also lead to jobs that pay; and supporting students through the application process for employment or training. ^[1]

Title II services are provided at a variety of locations throughout the region, including the PA CareerLink®. Provision of services may vary depending on location.

Title II providers of the North Central region will:

- continue to provide and accept referrals for PA Careerlink® partner services.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- participate in cross training to help strengthen and streamline the referral process.
- serve on Job Seeker and Business Services teams as appropriate, based on location.
- have representation on the local Workforce Development Board and committees of the WDB.
- collaborate with site administrators to provide cross-training for access to services through partner staff.
- provide TABE assessment to customers, as appropriate, based on location.
- assist partner staff in proper TABE administration practices.
- be provided access to CWDS.
- collaborate on additional projects, outside our current scope of work, where our professional services can benefit employers and job seekers (i.e. grant funded IET projects).

Office of Vocational Rehabilitation (OVR) of the Rehabilitation Act of 1973 - Provides assessments, evaluation, vocational counseling, case management, training, and business services. OVR's mission is to assist Pennsylvanians with disabilities secure and maintain employment and independence.

OVR sends and receives referrals to/from other PA CareerLink® partners directly and via the CWDS. Co-funding of OVR-eligible and Title I -eligible clients for training.

Designated staff are present in the Careerlink on a regularly scheduled basis and as needed to serve participants with disabilities and employers.

Designated staff actively participate in Business Services Teams, Job Seeker meetings and Staff meetings.

Cross training and presentations are provided upon request for staff, employers, and participants as related to VR specialty areas of: Disability Awareness, Sensitivity and Etiquette, Reasonable Accommodations and Accessibility, and the VR process and services.

Services to individuals with disabilities include:

- Pre-Employment Transition Services for youth
- Diagnostics and evaluation of medical, occupational, and educational abilities
- Vocational Counseling and Guidance for goal and planned services development
- Restoration to minimize limitations to employment and independence
- Training and job skill development including but not limited to: basic skills, supported employment (job-coaching), technical, college, and on-the-job training.
- Direct and indirect placement services and individualized job seeking skills.
- Post-employment services for job adjustment and retention.

Business/employer services include:

- Staffing, consultation to retain current employees and accommodation solutions.
- Accessibility analysis, worksite modification consultation, and assistive technology information.
- Financial incentives such as On-the-job training reimbursement and tax credit information.
- Disability Awareness, sensitivity and disability etiquette training, Americans with Disabilities Act (ADA) consultation.
- Networking resources including Business Leadership Network, The Job Accommodation Network, and the National VR Business Network.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Training for OVR staff is at the discretion of the local OVR District Administrator.

OVR staff supervision and direction is the responsibility of the local OVR District Administrator.

Bureau of Workforce Partnership and Operations (BWPO): (Wagner-Peyser Act) provides Core, intensive, case management, and training services to job seekers and businesses. BWPO administers the Trade Adjustment Act, Rapid Response Program, Veteran Services, Profile Re-Employment Program, RESEA or Reemployment Services and Eligibility Assessment Program and labor exchange services. Staff participates on all teams.

Labor Exchange: The Labor Exchange module of the PA CareerLink® website serves as an entry point for Job Seekers and Employers to access PA CareerLink® services. The system supports the employment service functions of the PA CareerLink® staff, to include the collection of common data that creates a Job Seeker “resume” creation, Employer job orders, job searches and job order referrals. A PA CareerLink® enrollment may be accomplished through self-service or with staff assistance. Enrollment status will be established on the date the first entry of data takes place.

Labor Exchange provides policies and procedures as dictated by DOL regulations, as well as the services provided by staff, which extends participant status. However, the PA CareerLink® is open to all PA CareerLink® staff that provides these services. Furthermore, these services are available to all customers; therefore, no formal determination of eligibility is required. Self-directed job searches; resume building, workforce information access, and enrolling in online job search courses will initiate Labor Exchange Program participation. DVOP/LVER services are available to veterans, eligible persons and transitioning service members (TSMs) who meet the applicable eligibility criteria. WIA programs are open to Job Seekers who meet those particular eligibility requirements.

JVSG Veterans Program: The Bureau of Workforce Partnership and Operations (BWPO) administer the Jobs for Veterans’ State Grant (JVSG) on behalf of the Commonwealth of Pennsylvania. It bears mention, at the outset, which the JVSG serves as a staffing grant funded by the U.S. Department of Labor (USDOL). This staffing grant provides highly restrictive funding which, in turn, allows BWPO to hire additional PA CareerLink® staff members—Disabled Veterans’ Outreach Program (DVOP) Specialists and Local Veterans’ Employment Representatives (LVERs)—that provide services to PA CareerLink® veteran customers. Federal law, codified at 38 U.S.C. §§ 4103A & 4101, specifically delineates the very focused duties that DVOP Specialists and LVERs perform. DVOP Specialists, for example, do not provide services to all veteran customers, but a specific subset that includes veteran customers with significant barriers to employment. Federal guidance, promulgated at Veterans’ Program Letter Nos. 03-14; 03-14, Change 1; 03-14, Change 2; 04-14; and 08-14, defines those with significant barriers to employment.

The BWPO Program Coordination Unit, which assists the PA CareerLink® system with JVSG technical assistance, shoulders responsibility for grant administration. This includes grant reporting, monitoring, and ensuring that consistent statewide policies and procedures exists with respect to JVSG activities. Day-to-day operating matters fall to the individual PA CareerLink® sites. The BWPO assistant regional directors supervise JVSG-funded staff, i.e., the DVOP Specialists and LVERs, through subordinate supervisors at each PA CareerLink® office. BWPO reissued its written policy regarding JVSG-funded staff supervision on September 6, 2013. Save for the central office unit administering the JVSG, it remains current.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Trade Adjustment Act: The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS)).

The TAA program was first established at the USDOL by the Trade Act of 1974, and has been amended several times. Individual workers who are members of the certified worker group apply for benefits and services at a PA CareerLink® office. Individual workers who meet the qualifying criteria may receive: job training; income support in the form of Trade Readjustment Allowances (TRA); job-search and relocation allowances; Health Coverage Tax Credit (HCTC) as determined by the Internal Revenue Service (IRS); and for workers age 50 and older, a wage supplement in the form of Re-Employment Trade Adjustment Assistance (RTAA). Additionally, all workers covered by a certification are eligible for employment and case-management services, including basic and individualized career services either through the TAA program or through and in coordination with the Workforce Innovation and Opportunity Act (WIOA) and the Wagner-Peyser Act as discussed in WIOA TEGL No. 3-15.

PREP Program: Pennsylvania UC law requires claimants to register for employment search services with the PA CareerLink® system within 30 days of filing for benefits. When a claimant applies for UC benefits, s/he is immediately directed to JobGateway® to register for employment search services where occupational skills information is collected. The JobGateway® portal matches the claimant's skills with those required for jobs posted in CWDS to help satisfy job-search requirements. The system can also suggest training and education programs that may assist the individual in increasing his or her reemployment prospects. Claimant participation in reemployment services is tracked until exhaustion of UC benefits or termination of reemployment services.

In addition to PA CareerLink® services available to all job seekers, the Profile Reemployment Program is Pennsylvania's worker profiling/reemployment services collaborative program to expedite reemployment services for UI claimants while eliminating duplicative services. The database systems rank claimants according to those most likely to exhaust their UI benefits before returning to work. The ranking algorithms, based on common characteristics found in similar unemployed workers (such as employment history and/or educational levels), exclude claimants with a recall date, union affiliation, those involved in a work stoppage and claimants who are working part-time. Collaboration among PA CareerLink® partners makes the Profile Reemployment Program an effective means for UI claimants to obtain reemployment and training services across all service levels, including: orientations; job search planning, assistance, and workshops; labor market information; résumé preparation; program assessment; vocational and career guidance; testing; remedial or prerequisite training (e.g., GED or ESL); and skills training. All Profile Reemployment Program customers receive an employment needs assessment and an appropriate employment plan is developed. Participation in the program is tracked through CWDS until exhaustion of UI benefits or termination of reemployment services.

RESEA Program: The RESEA program has been successfully piloted in the eight comprehensive and four affiliate PA CareerLink® Offices in the northeast region of Pennsylvania (Tioga, Bradford, Sullivan, Wyoming, Susquehanna, Lackawanna, Luzerne, Schuylkill, Carbon, Monroe, Wayne and Pike Counties). A phased expansion is currently being deployed to additional workforce areas which

PY 2017-2019 WIOA Multi-Year Local Area Plan

includes the North Central region with implementation due to begin July 10, 2017. Statewide implementation is planned to be completed by the end of 2018. RESEA is supported by a federal grant to fund additional services to assist UI claimants in becoming reemployed. The PREP program will be suspended in those counties implementing the new RESEA program. L&I will select and notify UC claimants to participate in RESEA. Those chosen to participate are identified as most likely to exhaust UC, with military (UCX) claimants receiving first priority as required by the grant.

A WDP 13, RESEA self-scheduling letter, will be mailed to those claimants selected to participate in RESEA. The letter has instructions for the claimants to schedule themselves for a RESEA Orientation in their local PA CareerLink®. The RESEA will consist of a group orientation and an individual meeting with PA CareerLink® staff. The group orientation will consist of an introduction to the RESEA participation requirements and the services provided by the PA CareerLink®. Following the group orientation, claimants will be provided a one-on-one interview to further assess reemployment services needed, development of an Individual Employment Plan (IEP) and review and confirmation of the information the claimant provided on the UC eligibility assessment. PA CareerLink® staff will summarize the RESEA meeting on an outcome form, complete a checklist, and provide this information to UC. Each RESEA participant will be scheduled for an appropriate reemployment follow-up activity.

In addition, staff will conduct follow-up phone calls at 30 and 60 days after their initial appointment. During the follow-up phone calls staff will review and update the IEP, provide additional reemployment services, and determine if additional services are needed through the PA CareerLink®. Any UC eligibility issues identified during the RESEA initial interview or follow-up activity will be promptly reported to UC for adjudication.

Rapid Response: The Pennsylvania Department of Labor & Industry (L&I), Deputy Secretary for Workforce Development is responsible for the executive oversight of Pennsylvania's Rapid Response program under WIOA. Rapid Response Services (RRS) within the Bureau of Workforce Partnership & Operations (BWPO) is responsible for the implementation of Pennsylvania's Rapid Response program. Pennsylvania uses a regional approach in the delivery of Rapid Response assistance. Rapid Response Services staff are assigned to geographic areas comprising one or more local workforce development areas (LWDA). Regional staff work closely with the PA CareerLink® staff, the local workforce development boards (LWDB), and/or chief elected officials, meeting periodically to share information on layoffs and dislocations to plan an appropriate response.

Pennsylvania's Rapid Response program provides timely, relevant services to dislocated workers. To organize a broad-based response to dislocation events, the Rapid Response staff must form a core team that includes local agencies and organizations. Rapid Response staff mobilizes agencies and community resources to create a seamless, integrated service strategy that helps workers transition to reemployment.

L&I has identified layoff aversion and business and job retention as important components of workforce development. Rapid Response staff expedites linkages among at-risk companies and local and state economic development entities. Pennsylvania's Rapid Response program includes support of the Strategic Early Warning Network (SEWN) operated by the Steel Valley Authority in conjunction with LWDBs. Through SEWN, early warning mechanisms are established to identify firms at risk of leaving or closing prior to the actual decisions by companies to shut down or move. The services

PY 2017-2019 WIOA Multi-Year Local Area Plan

include timely identification of at-risk businesses; initial viability assessments; key services delivery; and pre-feasibility studies.

Office of Vocational Rehabilitation (OVR) Title I of the Rehabilitation Act of 1973 - Provides assessments, evaluation, vocational counseling, case management, training, and business services. OVR's mission is to assist Pennsylvanians with disabilities secure and maintain employment and independence.

OVR sends and receives referrals to/from other PA CareerLink® partners directly and via the CWDS. Co-funding of OVR-eligible and Title I -eligible clients for training.

Designated staff are present in the Careerlink on a regularly scheduled basis and as needed to serve participants with disabilities and employers.

Designated staff actively participate in Business Services Teams, Job Seeker meetings and Staff meetings.

Cross training and presentations are provided upon request for staff, employers, and participants as related to VR specialty areas of: Disability Awareness, Sensitivity and Etiquette, Reasonable Accommodations and Accessibility, and the VR process and services.

Services to individuals with disabilities include:

- Pre-Employment Transition Services for youth
- Diagnostics and evaluation of medical, occupational, and educational abilities
- Vocational Counseling and Guidance for goal and planned services development
- Restoration to minimize limitations to employment and independence
- Training and job skill development including but not limited to: basic skills, supported employment (job-coaching), technical, college, and on-the-job training
- Direct and indirect placement services and individualized job seeking skills
- Post-employment services for job adjustment and retention.

Business/employer services include:

- Staffing, consultation to retain current employees and accommodation solutions
- Accessibility analysis, worksite modification consultation, and assistive technology information
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PY 2017-2019 WIOA Multi-Year Local Area Plan

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Title II services are provided at a variety of locations throughout the region, including the PA CareerLink®. Provision of services may vary depending on location.

Title II providers of the North Central region will:

- continue to provide and accept referrals for PA Careerlink® partner services.
- participate in cross training to help strengthen and streamline the referral process.
- serve on Job Seeker and Business Services teams as appropriate, based on location.
- have representation on the local Workforce Development Board and committees of the WDB.
- collaborate with site administrators to provide cross-training for access to services through partner staff.
- provide TABE assessment to customers, as appropriate, based on location.
- assist partner staff in proper TABE administration practices.
- be provided access to CWDS.
- collaborate on additional projects, outside our current scope of work, where our professional services can benefit employers and job seekers (i.e. grant funded IET projects).

Title I and WIOA Youth Provider: – Orientation of the PA CareerLink® system and basic career services; triage of available resources and services for employers and participants. Individualized career services to participants may include, but not limited to: diagnostic testing and assessments, career planning; case management, financial literacy, Job Ready workshops, supportive services; staff support/counseling, and follow up services. Training services include occupational training, work experience, and labor market information. Employer services include, but are not limited to: Business Needs Assessment, On-the-Job Training (OJT) and Subsidized Employment (SE) employment contracts for employers who hire participants; referrals of trained individuals in specific occupations; and refer participants to PA CareerLink® services.

PY 2017-2019 WIOA Multi-Year Local Area Plan

WIOA Title I- Youth programs address in-school youth, ages 14-21, and out-of-school youth, ages 16-24 with a much greater focus on the OSY population with no less than 75% of the funds directed to OSY activities and 20% expended on work experience activities. Youth will have the opportunity upon assessment of need to receive the required WIOA 14 elements of activities.

TANF Youth year round programming addresses work experience opportunities including during the summer months targeting potential dropouts, individuals with disabilities, adjudicated youth, foster children, homeless and runaways, pregnant or parenting youth, and migrants seeking to complete their educational goals and/or secure employment.

WIOA Title I- Adult/dislocated worker programs address individuals seeking employment and/or training services through a mix of basic career, individualized career services and available training services leading to full time employment.

EARN program addresses recipients of temporary assistance to needy families (TANF) with employment and training services leading to self-sufficiency. The Employment, Advancement, and Retention Network (EARN) program provides counseling, workshops, work experience activities, and training to address education and employment barriers to employment.

The PA Department of Community and Economic Development (DCED) is the commonwealth agency that represents the required one-stop (PA CareerLink® partner) representing employment and training activities carried out under the Community Services Block Grant Act (42. U.S.C. 9901 et seq.) at the state level.

The mission of the Community Services Block grant (CSBG) is to provide a full range of services and activities having a measurable impact on the causes of poverty in a community or those areas of a community where poverty is a particularly acute problem. Only federally designated Community Action Agencies (CAA) receive funding, therefore in PA, there are 44 CAAs that cover all 67 PA counties. Ameliorating the causes and conditions of poverty take on a variety of community engagement activities and collaborative activism to remove obstacles that block the achievement of self-sufficiency; i.e. employment and training resources; community stakeholder collaboration; literacy activities; obtaining adequate housing; grassroots activities that provide intervention to the causes of poverty; addressing the needs of youth through programming or coordination; and increased engagement in community planning and improvement activities.

CSBG has been in existence since 1965, always with the same mission: to improve the causes and conditions of poverty. Initiatives have included, but are not limited to: neighborhood linkages, leverage of community resources, conduction of Volunteer Income Tax Assistance sites, building housing capacity, provision of family self-sufficiency and case management, facilitation of Results-Oriented Management and Accountability. For every \$1 of CSBG funds, the PA network leveraged \$16.82 from other federal, state, local and private sources, including the calculated value of volunteer hours.

PY 2017-2019 WIOA Multi-Year Local Area Plan

DCED will participate in the local workforce service delivery system via the local CSBG agencies. CSBG agencies located in this local workforce development area may:

- Participate on local and regional planning groups
- Engage in Business Service Teams activities
- Have print materials available in the PA CareerLink® centers
- Be linked to local workforce websites on computers
- Potentially hold meetings at PA CareerLink® centers
- Conduct joint employer outreach sessions as necessary and
- Seek to leverage grant funding opportunities.

DCED will contribute financial assistance to be applied to the infrastructure and other operating costs of the PA CareerLink® sites annually and to the extent funding exists.

It is DCED's commitment that CSBG, as a required partner, will become part of the fabric of the public workforce system in a much more formalized way than in the previous years.

The Department of Human Services while unable to provide a PA CareerLink® staff person to assist in the day to day activities, will provide a liaison at each County Assistance Office as needed and as a referral person to take applications or to provide information about the Workforce Delivery System. DHS will participate in the local Workforce Delivery System via the local CAOs. CAOs located in this local workforce development area may:

Participate on the Workforce Development Board, local and regional planning groups; Local Management Committee (LMC), have print materials available in the PA CareerLink® centers; be linked to local workforce websites on computers; potentially hold meetings at PA CareerLink® centers; and seek to leverage grant funding opportunities. DHS will also contribute financial assistance to be applied to the infrastructure and other operating costs of the PA CareerLink® sites annually and to the extent funding exists.

Section 4.3

How will the local board facilitate access to services provided through the one-stop service delivery system?

Strategically Located Centers. As discussed in the **response to 3.2** the Board has established comprehensive Centers in each county to provide easy access to all partner services.

Providing Access in Remote Areas. The Board will provide and expand services in the remote locations of the region through the following strategies:

Promoting use of the PA CareerLink® services available at <http://www.jobgateway.pa.gov> and www.pacareerlink.pa.gov

Access to Unemployment Compensation services the following is available to our customers:

There are UC Courtesy Phones in all centers except for Cameron County.

There is a UC access only computers in Clearfield, Jefferson, McKean, Potter, Elk and Clearfield County at DuBois

PY 2017-2019 WIOA Multi-Year Local Area Plan

UC Hearings are held in Clearfield, Jefferson, McKean and Clearfield County at DuBois

Community Based Grant Activities:

Several activities were piloted through a Community Based Grant applied for and received by Workforce Solutions. This includes the following specific outreach activities that were It is the expectation that all centers will model these projects in each of their centers:

- PA CareerLink® staff provides periodic outreach to outlying areas in addition to partnering with Community Action agencies and other partners to expand access and offer transportation.
- In McKean County (through the Community Based Grant): The following reemployment services are provided by PA CareerLink® staff to the probation work site (known as the Barn):
 - Overview of Adult Education Programs at the CareerLink®.
 - PA CareerLink® Orientation (discussed all employment and training services available at the CareerLink®),
 - Enrollment on JobGateway®
 - Handouts and information about the Federal Bonding Program and Work Opportunity Tax Credits.
 - One-on-one assessments and referrals (passive, facilitated and active) are made to “next step” programs, including:
 - Friday WIOA Overviews at the PA CareerLink® McKean County in Bradford (the majority of participants live in Bradford.) Youth or Adult/Dislocated Worker services.
 - Adult Education and high school equivalency
 - BWPO Labor Exchange Services
 - Vocational Rehabilitation
 - Veteran services
 - Snacks were offered during the session.
 - Create an enrollment on behalf of the participants.
 - Provision of supportive services to participants – WIOA enrollment
 - Participants are credited 1 ½ hours of community service for each hour they participate in PA CareerLink® Services.
 - Participants are required to work at the BARN Tuesdays, Wednesday and Thursdays, and are instructed to access PA CareerLink® services on Mondays and Fridays in Bradford. (The majority of participants live in Bradford.) Staff changed WIOA Overviews to Fridays to accommodate participation by those on probation. Those unwilling to make next step appointments were instructed to come the PA CareerLink®, at their convenience, and self-identify at the front desk as from probation, and ask to speak with staff.
 - Community Outreach meetings are held monthly at the Port Allegany borough in Port Allegany PA and at the Kane Community Center in Kane PA. Staff serves walk-ins. Following the regional events, the Business Service Representative visit employers in the Port Allegany area.

In Clearfield County (through the Community Based Grant): PA CareerLink® staff continue to travel to the District Magistrates office in Houtzdale, PA to meet with hard to serve customers who are

PY 2017-2019 WIOA Multi-Year Local Area Plan

currently serving a probation sentence. Staff are also traveling to the Mahaffey Fire Hall to provide services to the community of Mahaffey. The Fire Hall post announcements to the community on their roadside display sign a week prior to the event and local flyers are distributed to community know destinations to make the public aware of the PA CareerLink® and the services available.

In Potter County (through the Community Based Grant) – PA CareerLink® staff present and provide handouts to the formal Specialty Court at the Potter County Courthouse in Coudersport PA. PA CareerLink® Open Houses are held periodically for Specialty Court members and others (those on probation, domestic relations, or participants with other barriers). Staff provide an orientation to services and assessments during these outreach events.

Other ways that Workforce Solutions will facilitate access to services provided through the one-stop service delivery system?

- Continue to promote the use of on-line job clubs and other strategies to “virtually” connect job seekers with support and resources available in the system.
- Encouraging and allowing the use of technology, including text messaging, social media, online video conferencing, Internet searches, and other state-of-the-art methods to locate, communicate, and contact jobseekers and industry personnel.
- Continue to expand its existing network community partnerships to include additional community-based entities, faith-based organizations, employer-sponsored groups, and government organizations to increase access throughout the region.
- Continue to identify other regional community sites where outreach and virtual services can be offered at specific times to allow access to the population with transportation barriers.
- Developing an on-line customer portal. In June of 2017, Workforce Solutions solicited proposals to develop an on-line virtual training platform that would be able to improve the learners' ability to conduct successful job searches independently. The platform will include:
 - Workshop content that incorporates gamification principles and incentives to increase learner engagement and motivation, as well as improve learning outcomes.
 - A minimum of eight training modules, as well as a landing page customized to the North Central region (complete with calendar of events, data and information provided by Workforce Solutions and One Stop System), a course catalog, community space (forum), and LMS to house training courses and track data.
 - Data to be collected within the system will include: Attendee name, participant ID, course completion, time spent in course, as well as assessment outcomes and answers. Each course will include a course evaluation to provide user experience qualitative data pertaining to the workshop content and presentation.

Utilizing Case Management Systems. The system as a whole utilizes the Commonwealth Workforce Development System (CWDS) and JobGateway® to provide specific information to jobseekers and employers in their respective efforts to obtain employment and find the best employees. To promote the timeliness and accuracy of information, Case Managers and BST personnel are required to enter

PY 2017-2019 WIOA Multi-Year Local Area Plan

information into the systems within 24 hours of customer interaction.

Coordinating with Adult Education. To ensure that individuals participating in basic education and English learning programs have direct connections to career pathways leading to high-quality jobs, Workforce Solutions collaborates with our Adult Education partners to identify strategies that improve access. Our Executive Director attends the Adult Coalition Task Force meetings when appropriate. This Task Force is made up of all of the Adult Education providers in our region and currently includes: Kelly Okerlund-Davis from the Intermediate Unit #9 (serving Elk, Cameron, Jefferson, McKean and Potter), Tonya Mauk, Community Action, Inc. (serving Jefferson County) and Jenna Witherite, Intermediate Unit #10 (serving Clearfield County). Workforce Solutions collaborated over the past year with our Title II providers on the Sector Partnership grant with Central and Southern Alleghenies. One of the goals of the grant was to develop opportunities to utilize the IET (Integrated Education and Training) model for Title II in our Region. We were successful in this effort and offered a Fit for Manufacturing training program in collaboration with a Title II provider, the Community Education Center for Elk and Cameron Counties, PA CareerLink® Elk County, St. Marys Area School District and the WDB. In addition, Workforce Solutions has implemented a Referral Policy that not only describes different forms of referral processes but require feedback and follow-up that will be monitored by staff. Our goal for this policy is to ensure that partners understand the value and importance of following up on referrals to ensure that our customers do not experience trouble using other services available to them without assistance.

Meeting the Needs of Individuals with Barriers to Employment. Efforts are made to ensure that individuals with disabilities as well as other barriers to employment including basic skills deficiencies receive access to all services provided within the PA CareerLink® centers. The Office of Vocational Rehabilitation (OVR) will be focused on individuals with the most significant disabilities who are eligible under WIOA Title IV. WIOA Title I staff will assist individuals with disabilities who do not want or need OVR services or are not found eligible for OVR services. They will also play a role in recruitment and outreach to this population. Sensitivity training is provided for PA CareerLink® staff, as well as training on the various adaptive technologies used within the PA CareerLink® sites. As with other participant groups, referrals are also made, as appropriate, to other partnering community agencies to ensure full accessibility to needed services.

Improving Access to Services for English Language Learners As part of its service strategy, the Board requires the PA CareerLink® Center to partner with community agencies that can provide ESL and interpretative services. Telephone-based translation services may be used for languages other than English, if necessary. ESL services are provided by Title II where necessary.

Improving Access to Services for Individuals with Barriers to Hearing. Each PA CareerLink® is equipped with assistive technology for individuals with hearing barriers. On-site OVR personnel are available to assist individuals with other disabilities as needed.

Section 4.4

4.4 How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and

PY 2017-2019 WIOA Multi-Year Local Area Plan

programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities? [20 CFR § 679.560(b)(5)(iii)]

The Board requires that the PA CareerLink® centers and any affiliated sites are fully accessible to any individuals who may be interested in receiving employment and training services. Each site is certified annually for compliance with EO/ADA requirements by the Office of Equal Opportunity, PA Department of Labor and Industry.

Accessibility to the services provided by the PA CareerLink® centers and all Partner agencies is essential to meeting the requirements and goals of the local service delivery system. Job seekers and businesses must be able to access all information relevant to them via visits to physical locations as well as in virtual spaces, regardless of gender, age, race, religion, national origin, disability, veteran's status, or on the basis of any other classification protected under state or federal law.

One-stop centers will maintain a culture of inclusiveness and the physical characteristics of the facility, both indoor and outdoor, will meet the latest standards of accessible design. Services will be available in a convenient, high traffic, and accessible location, taking into account reasonable distance from public transportation and adequate parking (including parking clearly marked for individuals with disabilities). Indoor space will be designed in an "equal and meaningful" manner providing access for individuals with disabilities.

Workforce Solutions will work with the PA Workforce Development Board (PA WDB) to ensure that job seekers, workers and businesses have access to the same information online as they do in a physical facility. Information must be clearly marked and compliant with Section 508 of the U.S. Department of Health and Human Services code. Partners will comply with the Plain Writing Act of 2010; the law that requires that federal agencies use "clear Government communication that the public can understand and use" and all information kept virtually will be updated regularly to ensure dissemination of correct information.

Communications access so individuals with sensory disabilities can communicate (and be communicated with) on an equal footing with those who do not have such disabilities. All Partners agree that they will provide accommodations for individuals who have communication challenges, including but not limited to individuals who are deaf and hard of hearing, individuals with vision impairments, and individuals with speech-language impairments.

Overall, the Board promotes full accessibility by requiring that its Operator, Partners, and Site Administrator:

- Conduct and participate in training of staff members and partner personnel regarding services to individuals with disabilities.
- Provide outreach and referral to agencies within the local area, including OVR that offer services to individuals with disabilities.
- Maintain an updated list of resources available within the local area for use by staff and customers in accessing needed services.
- Advocate for individuals with disabilities and barriers to employment by advising and informing them about resources available within the PA CareerLink® centers and throughout the local area and coaching them on how to apply for needed resources.
- Utilize a Limited English Proficiency policy, by providing access to language interpretation services.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and/or adjustable work stations.
- Ensure all assistive technology/equipment is functional.
- Coordinate staff training on assistive technology and equipment to ensure that personnel are fully-trained in usage and application.
- Help individuals with disabilities who may require additional assistance with the registration process.
- Maintain required federal and state notices and postings.

Section 4.5

4.5 Describe how the local board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local area employers, workers, and job seekers.

In accordance with WIOA Section 122 and Workforce System Guidance No. 02-2015, and in collaboration with the PA Department of Labor and Industry, Workforce Solutions 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. Workforce Solutions 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.

The Board ensures the continuous improvement of eligible training providers through the system through its regular monitoring of PA CareerLink® outcomes and processes using a variety of different approaches:

- Ongoing, regular meetings with partners
- Sharing standard and adhoc labor market information/reports with partners
- Industry partnership feedback
- Periodic surveys and focus groups of regional employers
- Training satisfaction surveys
- Staff participation on boards and advisory committees of regional training providers

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 related to including a wide range of providers and opportunities through the Local Training Provider List:

- 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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

Workforce Solutions 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.

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;

PY 2017-2019 WIOA Multi-Year Local Area Plan

- 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.

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

Additionally, Workforce Solutions maintains and appeal policy and process in the event that a training provider is removed from the list for any reason.

Section 4.6

4.6 Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The Board regularly reviews the type of programs available to adult and dislocated workers in the local area including training services available through the Eligible Training Provider List as described in the **response to 4.5** This process is completed through an analysis of the WIOA, a review of current activities

PY 2017-2019 WIOA Multi-Year Local Area Plan

related to performance, surveys of local employers and their intermediaries, feedback from regional partner and industry partnership meetings, and a comparison of program delivery type/availability to peer best-in-class local workforce development areas both within the Commonwealth as well as in other states. Through this review, the Board identifies service gaps, confirms the need for specific services with employer and sector groups, and adjusts policies and programming to address identified needs as may be required.

Workforce Solutions most recently approved a contract with PCG to develop a Virtual Career Center to provide customers with remote training opportunities designed to meet the specialized need of jobseekers. Their virtual hub allows for increased access for customers who are utilizing services at partner agencies and other organizations while promoting accessibility of workforce system services to all users. This valuable training can be provided anywhere, anytime, and on any smart device.

Workforce Solutions provides access to workforce services at the PA CareerLink® Center. In addition to partner programs, it also competitively procures services as needed to meet local labor market needs.

Upon entry in the system, individuals are directly referred to the specific services that best meet their particular needs. As may be required, interpretation and/or translation services may be utilized to assist customers who do not speak English well. Adult and Dislocated Worker workforce activities are provided under the broad categories of Basic Career Services, Individualized Career Services, and Training Services. Basic Career Services are available to any customer, while Individualized Career Services and Training Services are reserved for individuals who meet WIOA eligibility requirements. With the implementation of WIOA, there is no longer a sequence of service requirement. Therefore, individuals who are determined eligible and suitable for Adult or Dislocated Worker services do not have to participate in any type of Individualized Career Service activity prior to being enrolled into Training Services.

Basic Career Services include:

- Information about services available through the PA CareerLink® Center
- Initial assessment of needs
- Referral to appropriate services
- Self-directed or staff-assisted job search
- Workshops, such as resume writing, interviewing skills, and job search
- Information:
 - Labor market
 - Training provider
 - Supportive service
 - Unemployment
 - Financial aid
 - Relocation assistance

Individualized Career Services include:

- Eligibility determination
- Comprehensive assessment
- Individual Employment Plan (IEP) defining the customer's specific goals and pathway for achievement
- Career counseling and planning
- Short-term prevocational services

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Internships and work experience
- Workforce preparation activities
- Financial literacy services
- Supportive services

Overall, the PA CareerLink® Center offers a wide variety of services to assist customers with job preparation and job search. Resource rooms offer computers with Internet access, as well as printing, mailing, phone and fax services during regular business hours. Further assistance is available through resume and cover letter development, mock interviewing, job postings and job search tip sheets. Jobseekers can meet with employers conducting on site interviews and also sign up for job readiness workshops. Specialized information is available on high school equivalency attainment, Unemployment Compensation, Youth programs, and career services for Veterans, persons aged 55 and over, and individuals with disabilities.

Supportive services include activities designed to eliminate barriers to employment, such as assistance with transportation, work-related tools or clothing, and child care.

Training Services include:

- ITA
- OJT
- Customized training
- Job readiness training
- Workplace training/co-op programs
- Skills upgrading and retraining
- Pre-apprenticeship / Apprenticeship
- Transitional jobs
- Incumbent worker training

To be enrolled into a Training Service activity, individuals must meet programmatic eligibility requirements and must also be identified as unlikely to obtain or retain self-sufficient employment or higher wages, need training to obtain or retain self-sufficient employment or higher wages, and have the skills and qualifications to participate in training (i.e., appropriateness for training).

Training must be directly linked to an in-demand industry sector or High Priority Occupation, or a sector that has a high potential for sustained demand or growth. Such training may be delivered via an ITA, training contract, or a combination of both. Training providers are found through the Eligible Training Provider List which establishes eligibility and provides information about training institutions and their programs.

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 that

PY 2017-2019 WIOA Multi-Year Local Area Plan

currently meets on a monthly basis. The Workforce Delivery System Committee is currently working on a referral process that will become a policy to be monitored by Workforce Solutions. The referral process will be used for all required partners as well as other partners such as Community Based and Faith Based Organizations.

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

- ✓ As a core partner and sole provider of WIOA Title IV services the Office of Vocational Rehabilitation (OVR) will provide services to individuals with disabilities to help them secure and maintain employment and independence. These services are designed to ensure individuals with disabilities become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skills workers available to help fulfill occupational demands regionally. Additionally, OVR provides multiple services and technical assistance to the business community designed to assist them with hiring and retaining skilled employees with disabilities. Workforce Solutions 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 Workforce Solutions 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 JobGateway® 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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

In response to the emphasis in WIOA on serving Out-of-School Youth, Workforce Solutions ~~the WDB~~ has procured for providers that will ensure this mandate is met. Performance, both programmatic and fiscal is monitored throughout the life of the contract to ensure OSY are being served.

Section 4.7

4.7. How will training services be provided through the use of individual training accounts (ITA) that fund programs of study, or through the use of contracts for training services that fund work-based trainings.

Training Services Overview. Historically, the Board has primarily used ITAs to fund occupational skills training activities for its customers. Based on a customer's specific needs and circumstances, he or she may choose to enroll in training activities using an ITA or a work-based learning program. Moreover, an ITA-funded training may also be completed in conjunction with work-based learning activities, such as OJT, customized training, and internships. Such coordination will be clearly identified in the customer's IEP.

Each customer will be given the option of selecting the training provider that best meets his or her particular needs from any of the entities that are included on the Local Training Provider List (LTPL) as well as any organizations that have been deemed suitable for work-based learning activities.

An overview of the Board's ITA and work-based learning policies is provided below:

ITAs. The Board may enroll individuals who are determined eligible and suitable for training services into occupational skills training programs utilizing an ITA. It has adopted the following policies for the provision of ITAs.

- Funding is limited to \$4,500 which is based on rationale. This \$4,500 cap was lowered from \$7,500 in 2009. The impetus that started the discussions by board and partner staff included: decreased WIA funding, average cost of ITA awards as well as the cost of eligible training programs. The average cost of ITA awards were found to be \$4,500 in 2009. ITAs being awarded to job seekers to enroll in Associate Degree programs were also receiving PELL and PHEAA grants and therefore were not as dependent on our funding. Certificate programs, such as those offered by Career and Technical centers in previous years had lowered their cost of their program to align with our local area's ITA cap therefore it was agreed that these programs would still be accessible to our job seekers. This rationale was taken to the board passed unanimously in 2009.
- Training must be in an occupation identified as a growth occupation or within a targeted sector.
- Training must result in an employment wage sufficient to attain self-sufficiency without the aid of public assistance.
- In general, all training programs must be within a reasonable commute of the local area and may include out-of-the-area and out-of-state training institutions. Out-of-the-area training programs that are not within commuting distance to the local area may be approved on a case-by-case basis. All approved training must be located within the contiguous United States.
- All applicants must apply for the Pell Grant, if eligible. Depending on the need and availability of WIOA funding, Pell funds may be combined with WIOA funds to cover total expenses.
- On a case-by-case basis, WIOA funding may be provided for college level and post baccalaureate instruction. The following conditions must be met:
 - The customer must be accepted into a certificate or diploma program, and the course of study must be occupation-specific. No funds shall be provided for general academic programs.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- The customer must demonstrate that he/she has the financial resources to attend long-term training.
- Continuing Education and other similar courses will be approved if the following conditions apply:
 - The customer must have a specific occupational goal
 - The customer must have a work history or educational background that relates to the occupational goal.
 - The customer must present evidence describing how the proposed training will increase his or her employment marketability.
- ITAs may be utilized for expenses related to training, including but not limited to the following: books, tuition and fees, supplies, tools, uniform pants and shoes, certification, licensing, testing fees, background checks, drug testing for entrance into training, medical requirements for training entrance, etc.
- Customers accepted on a provisional basis will receive assistance on a case-by-case basis.
- ITAs will not be used for payment of late fees caused by customer error or delay. The customer will be responsible for these fees, as well as other fines or penalties.

Work-Based Learning. The Board has historically encouraged work-based learning programs as part of the OJT (on the job training) support, such as work experience, internships, co-op programs, apprenticeships, and transitional jobs to meet any unique/specific skill needs of employers in the area. Future strategies to promote these efforts may include:

- Targeting high-growth industries for potential work-based learning opportunities.
- Educating employers, including chambers and industry associations, about how work-based training can enhance their businesses by decreasing turnover and improving productivity.
- Assisting businesses by streamlining work-based learning paperwork requirements.
- Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
- Identifying career pathways in the targeted sectors that align with work-based learning activities.
- Including work-based learning as part of its agendas and topics of discussion during business forums and summits
- Requiring the Business Services Team to actively promote work-based learning as key service for local businesses.
- Establishing time periods and caps for work-based learning activities.

Section 4.8

4.8 Provide a description and assessment of the type and availability of youth workforce investment activities in the local area.

Workforce Solutions procures for a WIOA Title I youth provider every year with the option to renew up to four 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 WORKFORCE SOLUTIONS was written in alignment with the vision and goals of the Commonwealth's combined state plan.

PY 2017-2019 WIOA Multi-Year Local Area 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.

Providers are required to utilize at least 75% of the award to serve Out of School Youth. In addition, at least 20% of the total WIOA Youth allocation must be spent to provide work experience for WIOA eligible and enrolled youth. Workforce Solutions with recommendation by the youth standing committee has chosen not to add an “additional assistance” category at this time. TANF Youth Development funding is leveraged to provide services to youth who may not be eligible for WIOA. When applicable and appropriate eligibility for youth is determined for both programs to increase the services available to them.

Workforce Solutions 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. The Connection Café model has been presented at several conferences including the PWDA Annual Conference and the Appalachian Higher Education Network (AHEN) conference since its implementation and continues to be held in each of the counties we serve. The team was formed in response to a national Customer Centered Design Challenge by the USDOL. The challenge encouraged local workforce professionals to step back from business as usual and design more creative, customer-friendly services and programs for the populations they serve. This model will continue to be shared as a promising practice.
- 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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:

Workforce Solutions 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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 high school equivalency diploma. 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.

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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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 Title I 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. **Title I 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 both In-School and Out-of-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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

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 Title II Providers and literacy volunteer groups in each county. Along with the Title staff using the T.A.B.E assessment to determine reading and math proficiencies, partnership in the PA CareerLink® as an example with Title II Providers affords the youth remedial services and high school equivalency diploma 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. Title I staff 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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/JobGateway® 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/high school equivalency diploma are significant barriers to not only employment but in many

PY 2017-2019 WIOA Multi-Year Local Area Plan

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, high school equivalency diploma preparation, or work experience opportunities.

Support services based on need may be a gas incentive card for transportation, high school equivalency 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

The Title I program 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.

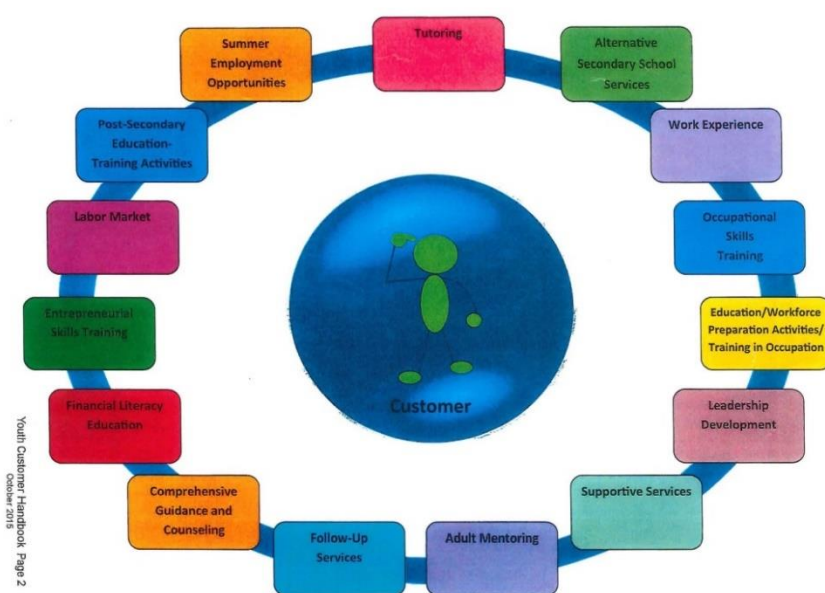
Monitoring and tracking youth performance measures begins with the Commonwealth Workforce Development System (CWDS) which is the State's database of record for any agency serving WIOA customers. Title I staff use the CWDS database for all eligibility determination, entry of services and tracking performance 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 Title I 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).

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

Workforce Solutions 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
- FAFSA 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 Cafe
- Junior Achievement Curriculum
- Training Advisors
- Probation Officers
- Independent Living
- Big Brothers Big Sisters
- Peer Support (Peer Star)

PY 2017-2019 WIOA Multi-Year Local Area Plan

- 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

- High School equivalency diploma and HiSET 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

Workforce Activities for all youth:

Workforce Solutions 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.
- Workforce Solutions partnered with an AmeriCorps VISTA team through a partnership with the Headwaters Charitable Trust. The VISTAs developed a work readiness curriculum utilizing many resources including our board developed Work Readiness Skills Standards. The curriculum concentrates on Green Careers and has been used in summer employment programs as well as a program that is offered in 3 of our county jails.
- As a core partner, OVR has the ability to collaborate with the local Workforce Development

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

Section 4.9

4.9 How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response?

Workforce Solutions 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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Workforce Solutions 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 board 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.

Section 4.10

4.10 How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of service(s).

By connecting and coordinating workforce programs with relevant secondary and postsecondary education offerings and to avoid duplication of efforts, Workforce Solutions has agreements through the One-Stop MOU with Title II providers to deliver Adult Education to increase academic and workforce preparation skills. The Board further supports local Career and Technical Centers and secondary schools through dual enrollment programs. Additionally, it utilizes Chapter 339 Career Guidance Plan Development as a coordinated effort for college and career readiness. The Board provides access to postsecondary opportunities and financial aid information through the PA CareerLink® system, and its statewide list of approved training providers.

Workforce Solutions interacts with our providers on a regular basis and in particular through the HPO Petition process to ensure that our providers are offering relevant education programs that will lead to gainful employment. In addition, through our Industry Partnerships we go through an RFQ process with our providers to solicit providers to offer industry recognized/needed training. Our hope is that once this training is provided the school will continue to offer the program on a regular basis.

We are also in the process of working with an agency to design and implement a scalable, virtual training platform aimed to increase customer engagement and provide a system access on-line which will provide basic training to all customers.

The platform will contain the following components:

Training for adults which will strengthen the competences needed in career planning.

- Based on industry best practices, the learning will contribute to improve the learners' ability to conduct successful job searches independently.
- Workshop content should incorporate gamification principles and incentives to increase learner engagement and motivation, as well as improve learning outcomes.
- The platform will consist of eight training modules, as well as a landing page customized to Workforce Solutions region (complete with calendar of events, data and information provided by the WDB and One Stop System), a course

PY 2017-2019 WIOA Multi-Year Local Area Plan

catalog, community space (forum), and LMS to house training courses and track data.

- Data to be collected will include: Attendee name, participant ID, course completion, time spent in course, as well as assessment outcomes and answers. Each course to include a course evaluation to provide user experience qualitative data pertaining to the workshop content and presentation.

Workforce Solutions has been integrally involved in the development of the Rural Regional College of Northern Pennsylvania and will continue to support its role in the region to meet the education and training needs of regional employers. *The mission* of the Rural Regional College of Northern Pennsylvania (RRC) is to provide affordable and accessible education opportunities to the underserved populace of this area by collaborating with local educational and administrative agencies, utilizing an innovative delivery model that is responsive to economic needs, and providing training which leads to family sustaining careers. After years of study and efforts to fill the regional community college void, the college is finally operational in 2017. Training programs are offered throughout the region utilizing video conferencing ensuring the programs are accessible to participants in remote areas.

Collaboration with our Community Education Centers present in our region to ensure that the post-secondary offerings they are bringing into our region align with the High Priority Occupations and the needs of our local employers.

Collaboration with our county jails who have access to video conferencing to offer PA CareerLink® workshops in the county jails. This will provide much needed basic skills training to inmates prior to their release.

Section 4.11

4.11 Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system.

Each partner commits to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the one-stop operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures,
- The design and use of common intake, assessment, referral, and case management processes,
- The use of common and/or linked data management systems and data sharing methods, as appropriate,
- Leveraging of resources, including other public agency and non-profit organization services,

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

Workforce Solutions staff continues to work with the PA CareerLink® Operator regarding integration and non-duplication of services in our centers. Staff in the centers work together to collaborate on services for cost efficiencies and better services to our customers. Through our Customer Centered Design Challenge, we identified several projects that have improved 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 we continuously improve these processes.

The Customer Centered Design (CCD) is an amazingly generative process that starts with people and ends with surprising answers tailor-made to put our customers' needs at the center of service delivery, processes and customer flow.

We can use CCD to directly learn from the communities and populations we serve, and to rapidly come up with innovative new concepts, quickly prototype them, and then make our ideas come to life with positive results for our customers.

By joining in implementing CCD, workforce professionals were challenged by USDOL to:

- Develop plans in a different way, and NOT with the regulations and law in the middle, but with the customer in the middle
- Produce better labor market outcomes and higher customer satisfaction
- Develop methods, tools, skills that can be taught and learned
- Use a step-by-step process that any organization can replicate to address challenges
- Work with your partners to address key challenge areas
- Receive coaching to support your transformation every step of the way

Workforce Solutions staff excitedly accepted the USDOL challenge to participate in the Customer – Centered Design challenge to develop innovative WIOA implementation strategies. Three teams were formed with two teams being selected for the USDOL Learning Exchange and Celebration held at the White House two years in a row. All core partners as well as other community and faith based partners were invited to join the teams. The challenges we addressed over the past three years were:

- ✓ 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?
- ✓ How might we empower previously incarcerated individuals to ensure their basic needs and skills are met.

The second challenge led to the development of the Connection Café which has been presented at several conferences including the PWDA Annual Conference and the Appalachian Higher Education

PY 2017-2019 WIOA Multi-Year Local Area Plan

Network (AHEN) conference since its implementation and continues to be held in each of the counties we serve. The team was formed in response to a national Customer Centered Design Challenge by the USDOL. The challenge encouraged local workforce professionals to step back from business as usual and design more creative, customer-friendly services and programs for the populations they serve.

After interviewing young people with barriers to employment and agencies that serve youth with barriers to employment, the team learned that a more positive support network could produce better outcomes and higher satisfaction from young people coming to the PA CareerLink® centers for assistance. From that feedback, the team developed a Connection Café, a cozy space in which young people can feel more at ease and willing to share information with counselors that will help them build careers and address barriers to employment.

Going forward, the team is addressing the challenges of transportation in a rural area, strengthening their peer support network, increasing hands-on learning activities, fostering connections with employers and mentors and community involvement and ultimately would like to implement a WIOA on Wheels program.

An Intake Specialist position was created to be responsible for handling face-to-face intake and assessment of all new participants and those that haven't visited the PA CareerLink® in some time. The position of Intake Specialist is a rotating position held by current partnering staff and scheduled by the PA CareerLink® Administrator on a weekly basis.

The Intake Specialist conducts a PA CareerLink® Orientation with the new/existing participant to ensure they have a complete understanding of all services available to them. The participant is registered in the JobGateway® system and a complete resume is developed. An assessment is done with the participant to determine their needs and eligibility for services available through all partners in the PA CareerLink®. The Intake Specialist then makes appropriate referrals to partnering programs and participant is scheduled for workshops if needed.

The Intake Specialist enters the appropriate services and case notes into the CWDS system and maintains a log of participants that they worked with on that given day in order follow up on those referrals made to partnering programs or workshop.

Section 4.12

4.12 How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA title II?

It is our understanding that the Pennsylvania Department of Education (PDE) will establish procedures, and accompanying rubrics and documentation, for Title II applications to be provided to local boards to review for alignment with their local plan. After reviewing the applications, the local boards will be responsible for submitting to PDE comments regarding alignment of the applications to the local plan. Representation of Title II Adult Education exists within the system. Regular communication and active participation is necessary on both Title II and the Board's part for smooth and integrated PY 2017-2019 WIOA Multi-Year Local Area Plan. Workforce Solutions ~~The WDB~~ collaborated over the past year with our Title II providers on the Sector Partnership grant with Central and Southern Alleghenies. One of the goals of the grant was to develop opportunities to utilize the IET (Integrated Education and Training) model for Title II in our Region. We were successful in this effort

PY 2017-2019 WIOA Multi-Year Local Area Plan

and offered a Fit for Manufacturing training program in collaboration with a Title II provider, the Community Education Center for Elk and Cameron Counties, PA CareerLink® Elk County, St. Marys Area School District and Workforce Solutions ~~the WDB~~.

The MOU will be implemented in such a way that coordination of services will be enhanced through seamless referrals and co-enrollments between Title I and Title II, specifically through integration of services.

Both WIOA Title I and WIOA Title II partners have committed to cross-training of staff, as appropriate, and to providing other professional learning opportunities that promote continuous quality improvement.

Partners will further promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the one-stop operator,
- Joint planning, policy development, and system design processes,
- Commitment to the joint mission, vision, goals, strategies, and performance measures,
- The design and use of common intake, assessment, referral, and case management processes,
- The use of common and/or linked data management systems and data sharing methods, as appropriate,
- Leveraging of resources, including other public agency and non-profit organization services,
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction, and
- Participation in regularly scheduled Partner meetings to exchange information in support of the above and encourage program and staff integration.

Section 4.13

4.13 What services, activities, and program resources will be provided to participants, including those outlined at WIOA Sec. 3(24), Individuals with a Barrier to Employment, in the local area?

Through our Customer Centered Design Challenge we implemented several processes that have improved the customer experience at the PA CareerLink® centers including: triage, common intake, and a stronger referral process. These efforts have also improved coordination of services among the various staff. Within our PA CareerLink® 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. Bureau of Workforce Partnership and Operations (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 work together to 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 Workforce Solutions.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Title II Adult Education is provided throughout the North Central region by various agencies. Adult Education 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.

Individuals with barriers to employment are referred to education and support services based on needs and eligibility. The Office of Vocational Rehabilitation (OVR) provides services to Individuals with disabilities to help them secure and maintain employment and independence. These services are designed to prepare OVR customers to become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skilled workers available to business in the region.

Community outreach efforts have been implemented to better serve those with transportation barriers. Efforts include:

- monthly meetings at the Port Allegany borough in Port Allegany PA and at the Kane Community Center in Kane PA. Staff serves walk-ins. Following the regional events, the Business Service Representative visit employers in the Port Allegany area.
- **Clearfield County:** PA CareerLink® staff continue to travel to the District Magistrates office in Houtzdale, PA to meet with hard to serve customers who are currently serving a probation sentence. Staff are also traveling to the Mahaffey Fire Hall to provide services to the community of Mahaffey. The Fire Hall post announcements to the community on their roadside display sign a week prior to the event and local flyers are distributed to community know destinations to make the public aware of the PA CareerLink® and the services available.
- **Potter County –** PA CareerLink® staff present and provide handouts to the formal Specialty Court at the Potter County Courthouse in Coudersport PA. PA CareerLink® Open Houses are held periodically for Specialty Court members and others (those on probation, domestic relations, or participants with other barriers). Staff provide an orientation to services and assessments during these outreach events.

With transportation as one of our largest barriers to employment, we will continue to review and assess opportunities to improve this throughout our region. The LMC is planning to release an RFP to help address the transportation barrier soon.

Collaboration between our Title I provider and OVR determines what services will be provided to individuals with disabilities eligible for services under WIOA title IV. Staff from both entities discuss each individual case to determine the services each will provide.

Section 4.14

4.14 What services, activities, and program resources will be provided to businesses and employers, in the local area?

Our Business Service Team Core members are the PA CareerLink® Partners as well as additional partners in the region that also serve employers. WORKFORCE SOLUTIONS expects each Business Service Team to include local Chambers of Commerce, County Economic Development Staff, Northwest Industrial Resource Center staff and the Clarion University Small Business Development Centers (SBDC) and others as identified by each Business Service Team.

PY 2017-2019 WIOA Multi-Year Local Area Plan

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

Team members are expected to make minimal employer visits to obtain employer needs and explain available PA CareerLink® services. Teams are expected to meet at least monthly with an agenda. Meetings are to be documented by brief meeting notes and should be sent to Susie Snelick or Pam Streich following each meeting. The Business Service Team is not an official board therefore there is no official business to be voted on.

Agenda items shall include but not limited to; Industry Partnerships, High Priority Occupations, New Employers, Lay Offs, etc. Teams should review Job Order processes, i.e. listing/writing Job Orders, reviewing team member responsibilities, etc. Discussion of local/regional labor market and/or other employer data/analysis.

Employer Visits: Employers should be profiled prior to visit to determine basic information. Employer information should be obtained to include but not limited to; hiring needs, training needs, expansion, downsizing, etc. The PA CareerLink® services explained and use of the CWDS system should be explained and assistance and / or training on CWDS should be provided.

Teams are expected to develop Goals and Objectives such as expansion of current active employer base and providing quality referrals for placement. Update the current sections of the One Stop Plan which relate to Business Services.

WORKFORCE SOLUTIONS expects teams to recruit at least 10 employers to enroll into CWDS per quarter. Employers should be from one the 11 PA Industry Clusters with emphasis on the High Priority Occupations for the North Central Workforce Development Area and the Top Industry Cluster (Manufacturing, Healthcare) Emphasis should be on building positive relationships with the employers in our region in order to encourage the use of the services available at the PA CareerLink®. We will also encourage and facilitate if necessary the UC services available to employers by updating our policy to include PA CareerLink centers to coordinate at least one UC workshop per quarter that is available to all centers utilizing video conferencing.

Business Service Team responsibilities include but not limited to:

- Employer outreach,
- Labor Market information,
- Explanation of PA CareerLink® services and partner services
- Maintain and build employer consortia.
- Determine employer needs and referral to other agencies.
- Implement and assist with Job Fairs, mass recruitments/layoffs and coordinate use of PA CareerLink® facilities for interviewing, testing etc.

PY 2017-2019 WIOA Multi-Year Local Area Plan

- Develop relationships with local business and agencies to promote the PA CareerLink® and host various events that will be of interest to businesses and employers.
- Assist Workforce Solutions with data entry for Industry Partnerships and other WORKFORCE SOLUTIONS sector strategies as implemented by the board

OVR program resources for employers as part of the BST are: OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. Supports for qualified new hires can include: reasonable accommodation consultation, On-the-Job Training, referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disabilities Act (ADA), accessibility standards and helping a business to retain current employees with disabilities.

Workforce Solutions staff participate on the North Central PREP partnership and are looking forward to the collaboration between Executive Pulse and CWDS. Staffs participated in training on the Executive Pulse system and have reported our activities with employers in the System. We collaborate with the PREP partners on a regular basis when meeting with employers. When an employer calls Workforce Solutions to inquire about services we also discuss the services available through the North Central PREP partners. When we meet with employers we invite the North Central PREP partners to the meetings as appropriate so that employers can learn about all of the services (Economic and Workforce and Education) at one time. This practice is based on the interests and needs of the employer. In turn, when local economic development staff meet with employers they will invite us to the meetings as well.

Section 4.15

4.15 How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

The Board recognizes that supportive services are critical to the success of a jobseeker successfully completing training, education and employment in the public workforce system. It understands the value of supportive services and includes the following as anticipated supportive services needs such as transportation, child and elder care, work clothes, shoes and other special attire essential and required for successful work, and other items as necessary.

WIOA supportive services are provided on the basis of need as determined by the Title I Program Operator or other partners as approved by the Workforce Development Board. Eligible adults include individuals who are defined as hard to serve according to Workforce Solutions Priority of Service Policy. Eligible dislocated workers are individuals determined eligible for WIOA enrollment under the dislocated worker provisions. Eligible youth are individuals who are either out-of-school or in-school and meet the definitions of WIOA eligibility.

Upon determination of need by the Title I staff or partner staff a request form is filled out and submitted to the appropriate supervisor for review and approval. This request must take into consideration previous supportive services received. In situations where immediate approval and provision of the supportive services is necessary consultation with that staffs' supervisor via telephone call is accepted. The phone call can then be followed up with the required documentation.

PY 2017-2019 WIOA Multi-Year Local Area Plan

The maximum award identified below is per life of participant enrollment in WIOA.

Supportive services may only be allotted to an eligible participant after all other options are exhausted. When an Individual Service Strategy (ISS) or an Individual Employment Plan (IEP) is developed for a customer, barriers are identified. The counselor and the customer then discuss other community resources that may be available to the participants and makes a referral. This begins with the core partners but reaches out into the community. Use of the county resource guides as well as contacting agencies through which relationships are established assists with this process. Evidence of these referrals to other resources as well as the outcomes are documented in CWDS Case Notes.

Said allocations will be awarded fairly and reasonably without prejudice.

TYPES OF SUPPORTIVE SERVICES

The North Central Workforce Development Board has determined that support services may be provided for the following and cannot total more than **\$620** per participant:

- a. Transportation (see below for more detail)
- b. Clothing (as required and necessary for job)
- c. Physical (as required for job)
- d. License Fee (i.e. CDL)
- e. Child Care
- f. Dependent Care
- g. Housing

Workforce Solutions and our partners 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.

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.

PY 2017-2019 WIOA Multi-Year Local Area 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 however ATA recently purchased DuFAST which 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. With the purchase of DuFast by ATA we anticipate some changes to public transportation.

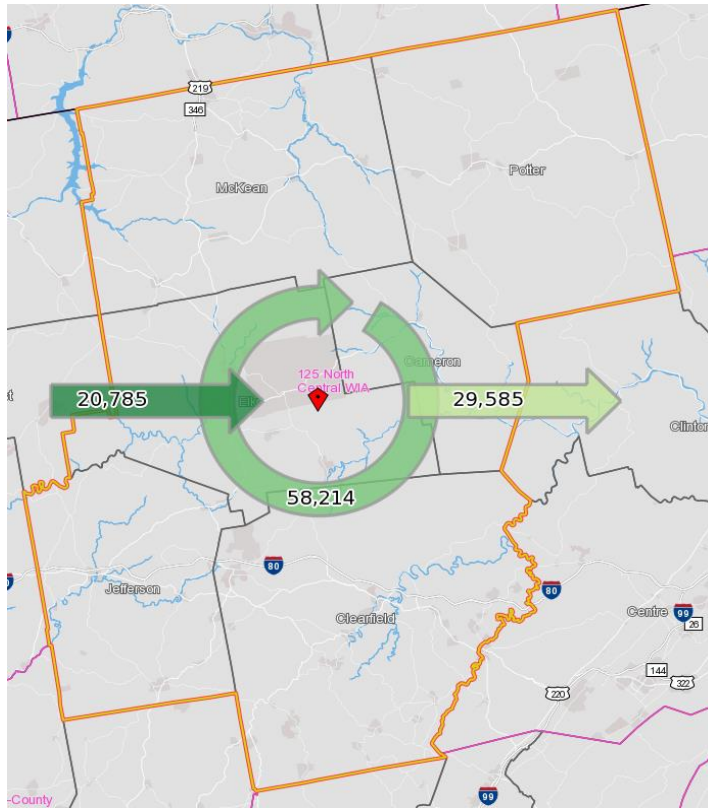
The following charts depict in great detail the commuting patterns in and out of our region. This data comes from the Center for Workforce Information and Analysis (CWIA) as well as commuting data in and out of each of our counties from JOBSeq (Chmura Analytics). The data has been utilized by staff when 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, 2014

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

Net Commuting In/Out*	-8,800
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*A positive number indicates the number of individuals working in the WDA but living outside is higher than the number of individuals living in the WDA but employed outside. A negative number indicates the opposite.



5. COMPLIANCE

Section 5.1

- 5.1. *Describe the cooperative agreements that define how all local area service providers will carry out the requirements for integration of and access to the entire set of services available in the local area one-stop delivery system.*

The new Memoranda of Understanding that are currently under development between the Board and the PA CareerLink® partners will define the expectations, service levels, and resource contributions of each organization.

Additionally, with respect to the provision of services to individuals with disabilities, the Board will utilize Office of Vocational Rehabilitation's (OVR) expertise regarding assessment, career pathways development, education training and placement services. OVR has a very effective professional development program that will assist in assuring proper cross training of staff, technical assistance and sharing information. The Board will encourage the sharing of CWDS information that can assist in serving mutual clients.

Workforce Solutions, 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

PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

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.

Section 5.2

5.2. What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, as a result of audits?

North Central WDBs Audit Resolution Policies and Procedures outlines the local debt collection system and how the WDB will ensure the collection of debts established as a result of audits.

Procedures in Collecting Outstanding Debts Resulting from Audit Disallowance of Subrecipient Expenditures include the following:

The issuance of a final determination by the North Central Workforce Development Board Chief Elected Official (CEO) signifies the completion of the audit resolution process. At this time, a debt is established when the final determination disallows any costs questioned in the audit. The final determination contains the first official demand for repayment of the debt and, therefore, initiates the following procedure:

1. Following receipt of the final determination, the audited entity will have ten (10) calendar days to submit an appeal (refer to Section B.6, which outlines this appeal process). The request is an appeal for a formal review of the determination, whether or not an appeal has been filed. Interest on the delinquent debt will begin to accrue at this time and will accrue during the entire time of the appeal process.

PY 2017-2019 WIOA Multi-Year Local Area Plan

The debt collection process will be stayed, pending a decision regarding the appeal. However, the debt does become delinquent on the 31st day following the receipt of the final determination, whether or not an appeal has been filed. Interest on the delinquent debt will begin to accrue at this time and will accrue during the entire time of the appeal process; and

2. If no appeal of the final determination is filed, repayment of the debt is due within thirty (30) days after receipt of that final determination. Upon repayment of the outstanding debt, a final letter will be issued to the audited entity by the Grant Recipient. This letter will:

- Acknowledge the receipt of payment; and
- End the debt collection process and audit process.

3. Should repayment not be received in the thirty (30) day period, a second notice will be transmitted by Certified Mail and regular mail, as documented by Certificate of Mailing, P.S. Form 3817. This notice will state the following:

- Repayment must be submitted within twenty (20) calendar days of receipt of the letter; and
- State that interest on the outstanding debt begins to accrue on the 31st day following receipt of the final determination by the audited entity.

4. Should repayment of the outstanding debt not be received within twenty (20) calendar days of receipt of the second notice, a final notice will be sent by Certificate of Mailing, P.S. Form 3817. The final notice will state that:

- Repayment must be received by the Grant Recipient within ten (10) days of receipt;
- List the amount of accrued interest due to date; and
- State that should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions will be initiated.

5. Additional Methods of Debt Repayment – The North Central Workforce Development Board has also established the following additional acceptable methods of debt repayment. While the North Central Workforce Development Board prefers cash repayment as described above, the North Central Workforce Development Board may accept stand-in costs and the provision of future program services. Acceptance of these methods is solely at the discretion of the North Central Workforce Development Board, with prior approval by the Pennsylvania Department of Labor and Industry and/or the United States Department of Labor.

a. Stand-in Costs (underclaimed costs) – the North Central Workforce Development Board may withhold, if possible, from current and future requests for cash by the SUBGRANTEE, sufficient amounts of money until the debt is collected.

b. Services and/or Training – Repayment, in the form of program services and/or training, may be requested to the North Central Workforce Development Board. When the North Central Workforce Development Board accepts then a repayment plan must be developed as if this were an actual financial contract. These services must then be acceptable, provide for audit, and meet North Central Workforce Development Board goals and objectives for WIOA Title I programming.

Section 5.3

What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board?

The Board is currently functioning as a high-performing Board in that it consistently achieves the following:

- Attains the Governor's goals as described in the PA Combined Plan;
- Meets the local area negotiated federal performance goals;
- Sustains fiscal integrity;
- Receives successful monitoring reports and other evaluations by federal and Commonwealth oversight staff;
- Researches new and/or improved methods to assist individuals with barriers to employment;
- Achieves training expenditure targets; and
- Develops sector initiatives

Recently, the board participated in training provided by the PA Association of Nonprofit Organizations on the ***Standards for Excellence: ® An Ethics and Accountability Code for the Nonprofit Sector***. As Workforce Solutions (the newly created entity) establishes its policies and procedures, it will implement the actions necessary to remain a high-performing Board in accordance with any guidance that may be issued by the Commonwealth. In the meantime, it is continuing to explore the following types of activities for action:

- Expanding its collaboration with the Northwest and West Central PA Boards and other local workforce boards that are contiguous to the northwest region to implement broader-based regional workforce initiatives;
- Increasing the use of shared staff to evaluate outcomes and develop a scorecard/dashboard to assist the Board in easily tracking outcomes and holding contractors accountable for results.

The board is also interested in expanding its oversight of system performance measures, over and above the required performance indicators. For example, as we work on developing and expanding our local "dashboard" of performance indicators, at the request of the board during one of their input sessions to this planning process, we will be exploring adding the following list of indicators to our regular reports to the board:

- How many new employers have been visited by PA CareerLink® staff.
- Have the Career Link administrator provide CWDS numbers for each PA CareerLink®, (traffic flow, placement, employer visits etc.)
- What are average wages and benefits?
- Local hiring trends, if a PA CareerLink® notices a consistent pattern within a local work area, consistent growth of job openings and employer requests for recruitment assistance.
- Local Labor Market Statistics is where (what) are the openings
- Have CL Site administrator present when appropriate and based on time availability at WDB meetings
- Job orders opened, job orders filled monthly/ quarterly
- If possible, please include the specific companies and businesses that are in need of how

PY 2017-2019 WIOA Multi-Year Local Area Plan

many employees they need to fill open positions. I know there are job descriptions and openings posted, but if there was a brief note on the number of openings. Ex. C.E.C. has 3 openings to fill.

The WDB also believes that high performing board is one that is looking at creative solutions and opportunities. Workforce Solutions is proud of the many ventures and grant opportunities pursued in order to remain high performing. Some of these include:

- Incorporating a new non-profit entity
- Development of Die Setter Training with PSU DuBois based on company demand
- Obtaining several grants including the Community-Based and two Sector Strategies
- Board training with PANO
- Assisting schools with Chapter 339 implementation
- Dream It Do It Video Contest
- Business and Education Connect Initiative
- Collaboration with the judicial system

Our board will implement the actions necessary to become or remain a high-performing board once such guidance has been issued by the Department of Labor and Industry.

Section 5.4

5.4. What is the process the local board uses to provide an opportunity to have input into the development of the local plan, particularly for representatives of business, education, labor organizations, program partners, public agencies, and community stakeholders?

UPDATE Meetings:

Throughout the spring and early summer of 2017, the board held several meetings with local partners and stakeholders to gather their input and discuss methods to continue to enhance the local and regional workforce system. Meetings included:

Partner meeting – May 31, 2017
Manufacturing and Healthcare Industry Partnership Request for input sent on June 25, 2017
Future's Committee – June 30, 2017
Workforce Delivery System Committee – July 25, 2017
Workforce Board meeting – July 12, 2017

In June of 2017, a regional stakeholder/employer survey was conducted in order to gather information around specific strategic questions related to this plan as well.

Section 5.5

5.5. What is the process the local board uses to provide a 30-day public comment period prior to submission of the plan?

To ensure an open opportunity for public comment, the Board published the North Central Local WIOA Plan as well as the North Central Regional WIOA Plan on its website for the 30-day period beginning July 28, 2017 and ending August 26, 2017. Additionally, notification of the availability of both the Local and Regional WIOA Plans for public comment was also directly distributed via email to representatives

PY 2017-2019 WIOA Multi-Year Local Area Plan

of local businesses, labor organizations, and educational institutions. These comments as well as comments of that board are included as **Attachment D**.

The following legal notice was also placed in three regional newspapers that fully represent our region:

Workforce Solutions is soliciting public input on the North Central Workforce Development Area Regional and Local Multi-Year Plans according to the requirements of the Workforce Innovation and Opportunity Act (WIOA) (Public Law 113-128) throughout Cameron, Clearfield, Elk, Jefferson, McKean, and Potter counties. This plan supports Workforce Solutions' vision of the Workforce Development System for our region.

WIOA amends the Workforce Investment Act of 1998 to strengthen the US workforce development system through innovation in, and alignment and improvement of, employment, training and education programs in the US. WIOA brings together the following programs: employment and training services for adults, dislocated workers and youth; Wagner-Peyser employment services; adult education and literacy programs; and Vocational Rehabilitation state grant programs that assist individuals with disabilities in obtaining employment.

The plans will be posted at www.workforcesolutionspa.com on July 28, 2017. Comments on the plan will be accepted starting on July 28, 2017 through August 26, 2017. Please e-mail comments to Pam Streich at pstreich@ncwdb.org or mail comments to 425 Old Kersey Road, Kersey, PA 15846. Those wishing to review the plan in person may do so by contacting Pam at (814) 245-1835 or pstreich@ncwdb.org.

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are (or will be) in place and effective prior to December 31, 2017.

Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local area plans.

- ✓ ☐ Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.
- ✓ ☐ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- ✓ ☐ Agreement between the local area elected official(s) and the local workforce development board.
- ✓ ☐ 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 area procurement policy – Must describe formal procurement procedures.
- ✓ ☐ Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation/certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; incumbent worker training.
- ✓ ☐ 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.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment A Performance Measures Table North Central Workforce Development Area

Effective Date: July 1, 2017 – The Local Area PY16 Attained Performance Measures have not been received.

WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	%
Dislocated Worker	74%	%
Youth	65%	%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	65%	%
Dislocated Worker	75%	%
Youth	57%	%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,000	
Dislocated Worker	\$7,000	%
Youth	Baseline	%
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	55%	%
Dislocated Worker	57%	%
Youth	70%	%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	Baseline	Baseline
Dislocated Worker	Baseline	Baseline
Youth	Baseline	Baseline
Effectiveness in Serving Employers	Negotiated Goals	Attained Performance
Adult	Baseline	Baseline
Dislocated Worker	Baseline	Baseline
Youth	Baseline	Baseline

PY 2017-2019 WIOA Multi-Year Local Area Plan



THE FOLLOWING ORGANIZATIONAL CHART WILL BE REMOVED FROM THIS PLAN AND REPLACED WITH THE REVISED ORGANIZATIONAL CHART THAT CAN BE FOUND ON THE NEXT PAGE OF THIS DOCUMENT

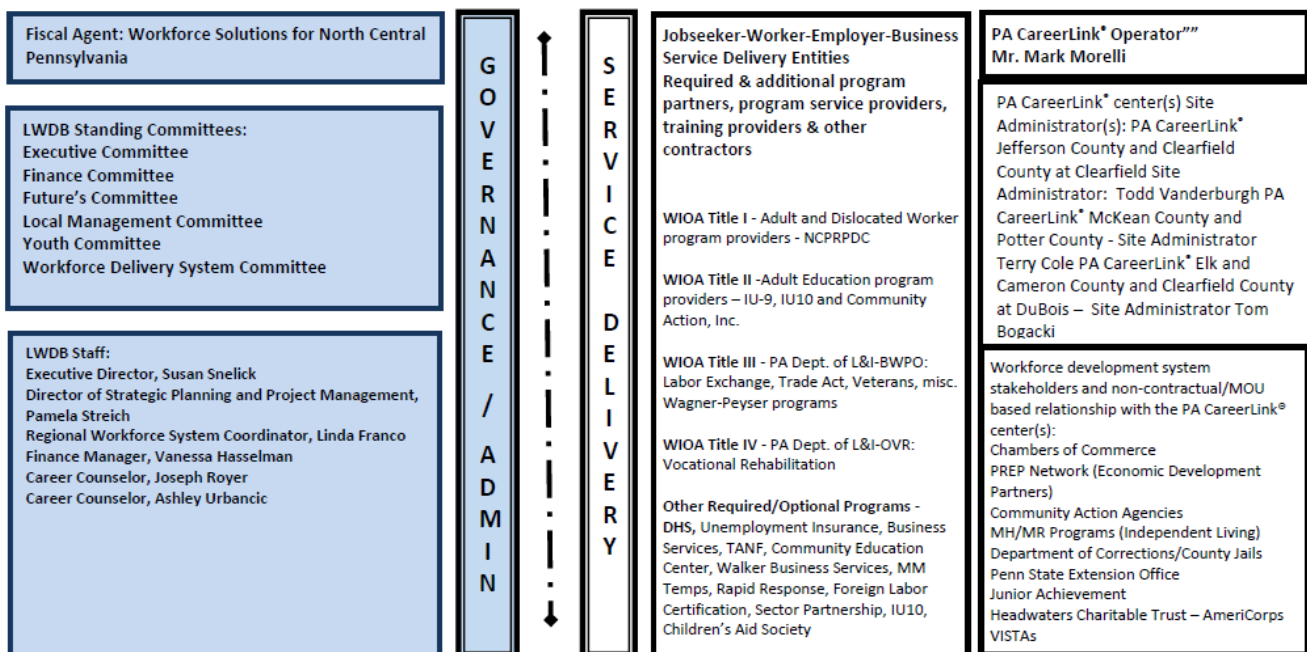
PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan: Appendix E (Fillable) Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: _____ North Central _____

Effective Date: _____ February 1, 2017 _____

Chief/Lead Elected Official(s) – WIOA Grant Recipient – Workforce Solutions for North Central PA / North Central Workforce Development Board

Local Workforce Development Board (LWDB): Workforce Solutions for North Central PA / North Central Workforce Development Board



Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.

PY 2017-2019 WIOA Multi-Year Local Area Plan

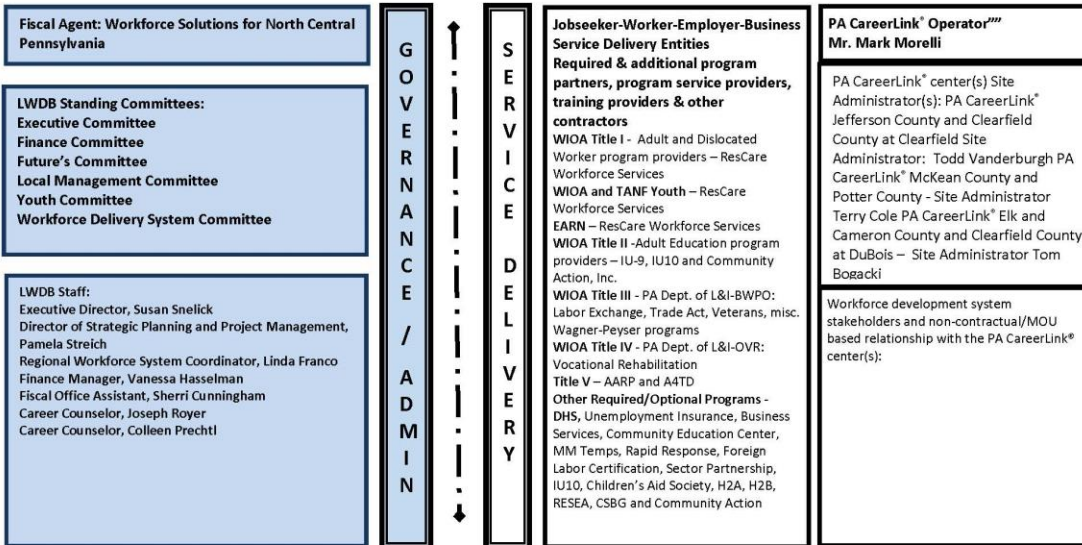
PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan: Appendix E (Fillable) Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: _____ North Central _____

Effective Date: _____ July 1, 2018 _____

Chief/Lead Elected Official(s) – WIOA Grant Recipient – Workforce Solutions for North Central PA / North Central Workforce Development Board

Local Workforce Development Board (LWDB): Workforce Solutions for North Central PA / North Central Workforce Development Board



Local Workforce Development Boards (LWDB) are requested to publically post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.

Page 1 of 1

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: North Central – Pa CareerLink-Elk County

Effective Date: July 1, 2017 2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.ncentral.com; lhornning@ncentral.com www.rescare.com; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
199 Beaver Drive DuBois, PA 15801	814-371-7340	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; chpalmer@pa.gov
Unemployment Compensation Board of Review	Section 502 of the Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Board of Review
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Randall Brandes, Appeals System Administrator rbrandes@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: Office of UC Service Centers
651 Boas Street Room 625 Harrisburg PA 17121	717-787-5122	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
The Adult Education and Family Literacy Act Program	WIOA Title II	Seneca Highlands Intermediate Unit 9
119 Mechanic Street Smethport, PA 16749	814-887-5512	kdavis@iu9.org ; www.iu9.org

PY 2017-2019 WIOA Multi-Year Local Area Plan

Jobs for Veterans State Grant (JVSG)	Chapter 41 of Title 38, United States Code	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov ; pcopeland@pa.gov ;
Rapid Response	WIOA Title I, Subtitle B – Dislocated Worker Rapid Response Funds	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: North Central – Pa CareerLink-Cameron County

Effective Date: July 1, 2017 2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.ncentral.com; lhorning@ncentral.com www.rescare.com ; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
199 Beaver Drive DuBois, PA 15801	814-371-7340	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; chpalmer@pa.gov
Unemployment Compensation Board of Review	Section 502 of the Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Board of Review
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Randal Brandes, Appeals System Administrator rbrandes@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Service Centers
651 Boas Street Room 625 Harrisburg PA 17121	717-787-4127	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

The Adult Education and Family Literacy Act Program	WIOA Title II	Seneca Highlands Intermediate Unit 9
119 Mechanic Street Smethport, PA 16749	814-887-5512	kdavis@iu9.org ; www.iu9.org
Jobs for Veterans State Grant (JVSG)	Chapter 41 of Title 38, United States Code	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov ; pcopeland@pa.gov ;
Rapid Response	WIOA Title I, Subtitle B – Dislocated Worker Rapid Response Funds	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: North Central – Pa CareerLink® McKean County
Effective Date: July 1, 2017 2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.ncentral.com; lhorning@ncentral.com www.rescare.com ; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
199 Beaver Drive DuBois, PA 15801	814-371-7340	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; chpalmer@pa.gov
Unemployment Compensation Board of Review	Section 502 of the Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Board of Review
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Randall Brandes, Appeals System Administrator rbrandes@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Service Centers
651 Boas Street Room 625 Harrisburg PA 17121	717-787-5122	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
The Adult Education and Family Literacy Act Program	WIOA Title II	Seneca Highlands Intermediate Unit 9
119 Mechanic Street Smethport, PA 16749	814-887-5512	kdavis@iu9.org ; www.iu9.org

PY 2017-2019 WIOA Multi-Year Local Area Plan

Jobs for Veterans State Grant (JVSG)	Chapter 41 of Title 38, United States Code	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov ; pcopeland@pa.gov ;
Rapid Response	WIOA Title I, Subtitle B – Dislocated Worker Rapid Response Funds	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: North Central – Pa CareerLink® Potter County

Effective Date: July 1, 2017 2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.ncentral.com ; lhorning@ncentral.com www.rescare.com ; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
208 W. 3 rd Street Williamsport, PA 17701	570-327-3600	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; sswartz@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Service Centers
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
The Adult Education and Family Literacy Act Program	WIOA Title II	Seneca Highlands Intermediate Unit 9
119 Mechanic Street Smethport, PA 16749	814-887-5512	kdavis@iu9.org ; www.iu9.org
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Williamsport, PA 17701		
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov ; pcopeland@pa.gov;
Rapid Response	WIOA Title I, Subtitle B – Dislocated Worker Rapid Response Funds	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.su

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: North Central – Pa CareerLink® Clearfield County at DuBois

Effective Date: July 1, 2017 2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.ncentral.com; lhorning@ncentral.com www.rescare.com; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
199 Beaver Drive DuBois, PA 15801	814-371-7340	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; chpalmer@pa.gov
Unemployment Compensation Board of Review	Section 502 of the Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Board of Review
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Randall Brandes, Appeals System Administrator rbrandes@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Service Centers
651 Boas Street Room 625 Harrisburg PA 17121	717-787-5122	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Jobs for Veterans State Grant (JVSG)	Chapter 41 of Title 38, United States Code	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruji@pa.gov ; www.dli.state.pa.us
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov ; pcopeland@pa.gov ;
Rapid Response	WIOA Title I, Subtitle B – Dislocated Worker Rapid Response Funds	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruji@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: North Central–Pa CareerLink® Clearfield County – Clearfield

Effective Date: July 1, 2017 2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.nccentral.com; lhorning@nccentral.com www.rescare.com; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
199 Beaver Drive DuBois, PA 15801	814-371-7340	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; chpalmer@pa.gov
Community Service Block Grants	Community Services Block Grant Act – Employment and Training Activities	Central PA Community Action, Inc.
270 East Cherry Street Clearfield, PA 16830	814-765-1551	www.cpcaa.net ; shawthorne@cpcaa.net
Unemployment Compensation Board of Review	Section 502 of the Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Board of Review
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Randall Brandes, Appeals System Administrator rbrandes@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Service Centers
651 Boas Street Room 625 Harrisburg PA 17121	717-787-5122	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
The Adult Education and Family Literacy Act Program	WIOA Title II	Central Intermediate Unit 10
1125 Linden Street Clearfield, PA 16830	814-765-8118 x303	www.ciu10.org ; jwitherite@ciu10.org ;
Foreign Labor Certification	Immigration and Nationality Act (INA)	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Williamsport, PA 17701		
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov; www.dli.state.pa.us
Jobs for Veterans State Grant (JVSG)	Chapter 41 of Title 38, United States Code	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov; www.dli.state.pa.us
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov; www.dli.state.pa.us
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov; pcopeland@pa.gov;
Rapid Response	WIOA Title I, Subtitle B – Dislocated Worker Rapid Response Funds	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov; www.dli.state.pa.us

PY 2017-2019 WIOA Multi-Year Local Area Plan

Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: North Central–Pa CareerLink® Jefferson County

Effective Date: July 1, 2017-2018

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult, Dislocated Worker, and Youth Employment and Training Activities	WIOA Title I, Subtitle B – Youth, Adult, and Dislocated Worker Employment and Training Activities	North Central PA Regional Planning and Development Commission ResCare Workforce Services
49 Ridgmont Drive, Ridgway, PA 15853 245 Depot Street St Marys PA 15857	814-773-3162 814-834-2857	www.ncentral.com; lhorning@ncentral.com www.rescare.com ; bbrunner@pa-cl.com
Vocational Rehabilitation (VR) Program	WIOA Title IV – Vocational Rehabilitation State Grant Programs	PA Department of Labor & Industry: Office of Vocational Rehabilitation – DuBois District Office
199 Beaver Drive DuBois, PA 15801	814-371-7340	http://www.dli.pa.gov/Individuals/Disability-Services/ovr/ ; chpalmer@pa.gov
Unemployment Compensation Board of Review	Section 502 of the Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Board of Review
651 Boas Street Room 1116 Harrisburg PA 17121	717-787-5122	Randall Brandes, Appeals System Administrator rbrandes@pa.gov
Unemployment Compensation	Pennsylvania Unemployment Compensation Law	PA Department of Labor & Industry: UC Service Center
651 Boas Street Room 625 Harrisburg PA 17121	717-787-5122	Barbara A. Mourer, Director bmourer@pa.gov www.uc.pa.gov
WIOA Program Provision to Local Workforce Development Areas	WIOA Title III – Programs Authorized Under the Wagner Peyser Act – Employment Services	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	brujaones@pa.gov ; www.dli.state.pa.us
The Adult Education and Family Literacy Act Program	WIOA Title II	Community Action Inc.
105 Grace Way Punxsutawney, PA 15767	814-226-4785 x209	tmauk@jccap.org; www.jccap.org

PY 2017-2019 WIOA Multi-Year Local Area Plan

Jobs for Veterans State Grant (JVSG)	Chapter 41 of Title 38, United States Code	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Trade Adjustment Assistance	Chapter 2 of Title II of the Trade Act of 1974	PA Department of Labor & Industry: Bureau of Workforce Partnership and Operations (BWPO)
329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov ; www.dli.state.pa.us
Temporary Assistance for Needy Families (TANF)	Part A of Title IV of the Social Security Act	Department of Human Services
625 Forster St., Harrisburg, PA 17120	717-783-5818	www.dhs.pa.gov ; pcopeland@pa.gov ;



PY 2017-2019 WIOA Multi-Year Local Area Plan

Local Workforce Development Area name: North Central

Effective Date: January 1, 2018

Attachment D: Comments Received on Plan

The following comments were submitted by the North Central Title II Coalition on August 22, 2017. Workforce Solutions agreed with most of the changes and they were made to both the local and regional plans. The only change that was not made was addressed below – see yellow highlighted comment and our response.

General comments:

- 1) All adult education agency names should be removed (IU9, IU10, Community Action) should be removed and replaced with a reference to Title II provider. We have tried to address all of them in the specific sections, but may have missed a few.
- 2) All references to “GED” should be removed and replaced with either “high school equivalency diploma” or “GED/HiSET”, depending on what makes sense in that context. The GED is just a means to an end. In other words, customers do not earn a GED. They earn a Commonwealth Secondary School diploma in Pennsylvania, or, more generally, a high school equivalency diploma, by passing the GED or HiSET exams.

Specific comments by section/page:

Page 29 (This section also appears on page 97. The same changes should be made there.)

Adult education should not be included under TRAINING, but an EDUCATION heading should be added with the following listed as services:

Instruction at all six adult basic education (ABE) and adult secondary education (ASE) educational functioning levels (EFL), plus English language acquisition (ELA) activities where there is a need.

One-on-one or small group tutoring where there is a need

Integration of digital literacy, employability skills and workforce preparation activities into services.

Basic skills instruction will incorporate activities that includes the use of technology, promote critical thinking, and build self-management skills, such as utilizing resources and information, understanding systems, and working with others.

Activities that help the individual assess potential barriers to successful participation in instruction.

PY 2017-2019 WIOA Multi-Year Local Area Plan

Integration of career awareness and career planning activities into services

Case management to address barriers to participation and to plan and prepare for transition to postsecondary education and/or training, including introducing students to and helping them use the resources available through L&I and the PA CareerLink®

Assisting students in identifying employment and career pathways that align with their skills and interests and also lead to jobs that pay

Supporting students through the application process for employment or training.

Page 30 PA CareerLink® Operator section:

Please remove “Seneca Highlands IU9” as a member of the operator and replace with “Title II Provider”.

Page 36 #3

Please change all references to ABLE to “Adult Education”, “Title II” or “Title II Adult Education”

Page 42

Since co-enrollments are supposed to take place with Title II as well, does Title II have a role here? Title II staff is involved in the assessment process. This plan states that Title I is doing assessment but the MOU states that Title II will be involved in the assessment process as well. These plans should match. In order to align expectations with services the role of Title II needs to be clearly defined.

Page 43

In some CareerLink® centers, Title II staff serve on the BST.

Page 48

Please change this section to read:

WIOA Title II – Organizations carrying out Title II activities in our region provide adult education and literacy to customers throughout our area. Representatives from these organizations serve in various capacities on the board and board committees and attend meetings throughout the year. Agency representatives and board staff meet as a coalition to discuss alignment of services and their role as partners in the workforce development system.

Page 54 under McKean County

Please remove “and/or GED” and replace with high school equivalency

Section 4.3 started in page 53

PY 2017-2019 WIOA Multi-Year Local Area Plan

Why is there not a description of services for each of the comprehensive sites?

There is not a description of services in Section 4.3 as the list is found in section 3.2.

Page 55

ESL services are provided by Title II where necessary. ESL should not be listed in the same category as services for customers with disabilities.

Page 66 last paragraph

Remove “or GED” and replace with “high school equivalency”

Page 69 Tutoring, study skills....

Change “intermediate units” and “IU9” to Title II providers. Change “GED preparation” to preparation for high school equivalency exams (GED® or HiSET®)

Page 73

FAFSA

Page 74

Add “HiSET test fees”

Page 77 Section 4.10

Starts with “o connect” ??

Change line 2 to, “...the WDB has agreements through the One-Stop MOU with Title II providers to deliver Adult Education to increase academic and workforce preparation skills.”

Page 79 Section 4.11

“We no longer can afford the staff that we once could with less and less funding every year.” We recommend this line be removed.

Section 4.12 beginning on page 79

We have revised this section to meet our current understand of the law, even though we do not believe this answers the question.

The Pennsylvania Department of Education (PDE) will establish procedures, and accompanying rubrics and documentation, for Title II applications to be provided to local boards to review for alignment with their local plan. After reviewing the applications, the local boards will be responsible for submitting to PDE comments regarding alignment of the applications to the local plan. Representation of Title II Adult Education exists within the system. Regular communication and active participation is necessary on both

PY 2017-2019 WIOA Multi-Year Local Area Plan

Title II and the Board's part for smooth and integrated PY 2017-2019 WIOA Multi-Year Local Area Plan. The WDB collaborated over the past year with our Title II providers on the Sector Partnership grant with Central and Southern Alleghenies. One of the goals of the grant was to develop opportunities to utilize the IET (Integrated Education and Training) model for Title II in our Region. We were successful in this effort and offered a Fit for Manufacturing training program in collaboration with a Title II provider, the Community Education Center for Elk and Cameron Counties, PA CareerLink® Elk County, St. Marys Area School District and the WDB.

We believe that this answers the question:

The MOU will be implemented in such a way that coordination of services will be enhanced through seamless referrals and co-enrollments between Title I and Title II, specifically through integration of services.

Section 4.13 beginning on page 80

Please change second paragraph to:

Title II Adult Education is provided throughout the North Central region by various agencies. Adult Education 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.