

December 6, 2017

Ms. Annette Camuso-Sarsfield, Chairperson  
Central Workforce Development Board  
1000 Buffalo Road  
Lewisburg, PA 17837

Dear Ms. Camuso-Sarsfield,

The Pennsylvania Department of Labor & Industry (Department) has approved the Central Region's Workforce Innovation and Opportunity Act (WIOA) program year (PY) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plan associated with the local workforce development area that composes this region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020).

Approval of this plan does not constitute the approval of any practice that conflicts with federal and state statutes, regulations, policies and/or procedures; nor does approval preclude the commonwealth from, at its discretion, re-addressing any part of the plan if the content is found to conflict with such statutes, regulations, policies and/or procedures.

You and your staff are to be commended for your successful efforts to develop the multi-year plan in alignment with WIOA and the commonwealth's "WIOA Combined State Plan."

Please direct specific questions regarding the WIOA PY 2017-2019 Multi-Year Regional Plan and/or any future requests for plan modification to Michael White at [michwhite@pa.gov](mailto:michwhite@pa.gov) or (717) 214-7173.

Sincerely,



Eileen Cipriani  
Deputy Secretary for Workforce Development

cc: The Honorable Robert Smeltz, Clinton County Commissioner  
Ms. Erica Mulberger, Central Workforce Development Board Executive Director

Enclosure: Central Regional Plan

**CENTRAL**

***(Region 6)***

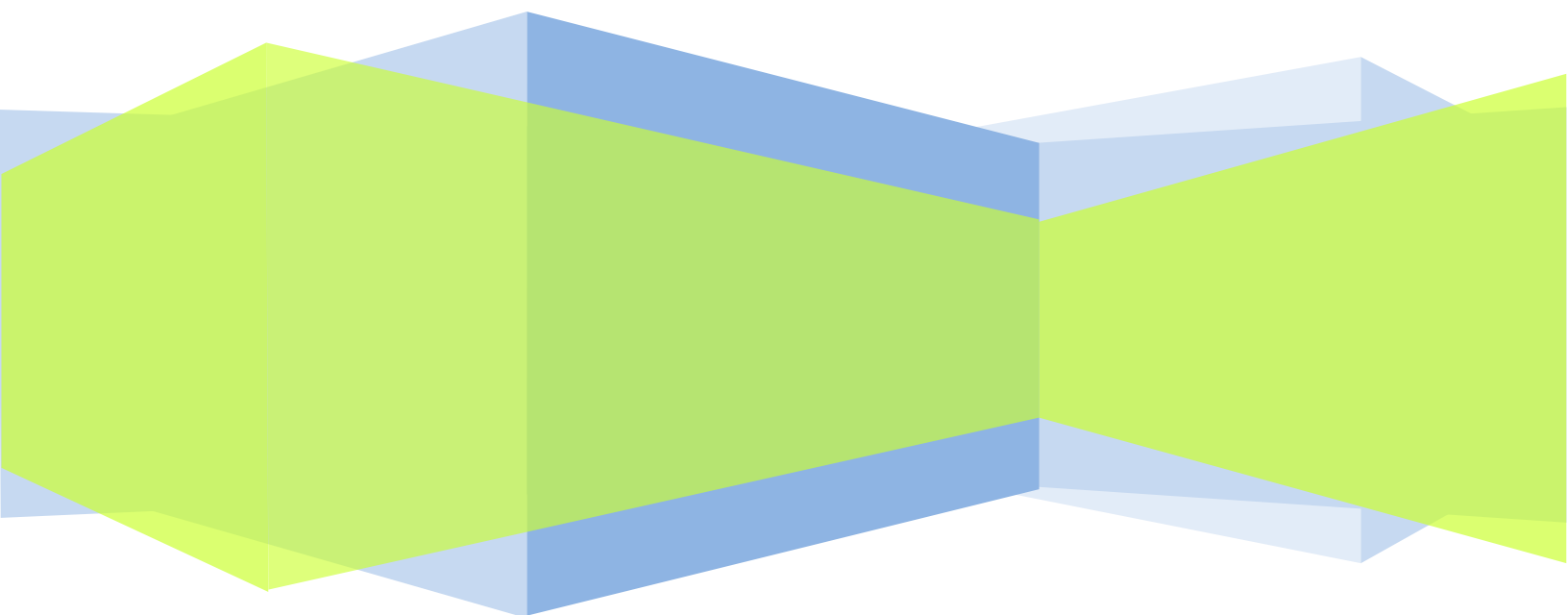
**WIOA PY 2017-2019**

**REGIONAL/LOCAL  
PLANS**



# **WIOA Multi-year Central Region Regional Plan**

**Effective Program Year 2017 through Program Year 2019**



## Table of Contents

1.1.	Identification of the region.....	3
1.2.	Describe the collection and analysis of regional labor market data (in conjunction with the commonwealth). ....	3
1.3.	Based on the analysis of the regional labor market and economic conditions, describe the region's workforce and economic development-oriented vision and goals. ....	16
1.4.	Describe the regional service strategies aimed at achieving the vision and goals established for the region. 17	
1.5.	Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region. ....	18
1.6.	Describe how the region will connect employer labor force requirements and occupational demands with the region's labor force, including individuals with barriers to employment. ....	19
1.7.	Describe the coordination of transportation and other supportive services for the region. ....	20
1.8.	(Planning Regions Only) Describe how the region established administrative cost arrangements, including pooling of funds for administrative costs, as appropriate, for the region. ....	23
1.9.	(Planning Regions Only) Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for each of the local areas within the planning region. ....	23

## PY 2017-2019 WIOA Multi-Year Regional Plan

Region Workforce Development Area name: Central Planning Region

Effective Date: \_\_\_\_\_

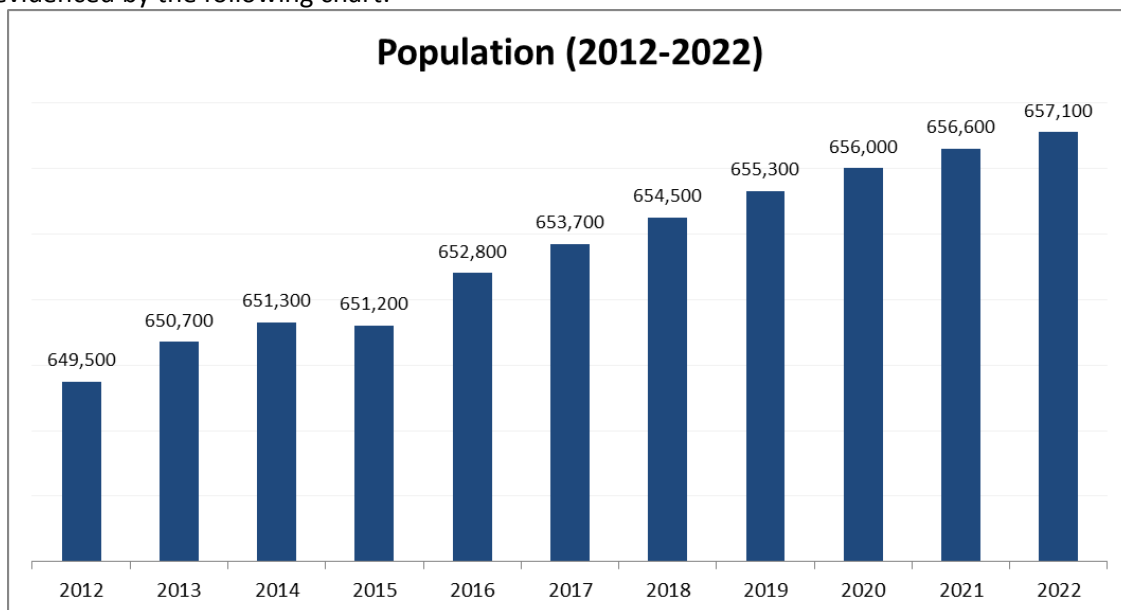
### 1.1. Identification of the region.

- Name of the Region: Central Planning Region
- Local Workforce Development Areas:  
Central Workforce Development Area a incorporated as the Central Pennsylvania Workforce Development Corporation (CPWDC) (Centre, Clinton, Columbia, Lycoming, Mifflin, Montour, Northumberland, Snyder & Union counties)  
South Central Workforce Development Area (SCPa Works) (Juniata County)
- Key Region Committee Members:  
Erica Mulberger, Central Workforce Development Area  
Jesse McCree, South Central Workforce Development Area
- Key Regional Committee Dates: 6/14/17, 7/17/17, 7/18/17, 7/28/17

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

#### Demographics

The Central Planning Region is approximately the same size as Rhode Island and Connecticut combined with a population of 653,700 spread over 5,764 square miles. Predominantly rural in nature with many small municipalities, there are concentrated population areas in State College, home of Pennsylvania State University, Williamsport, and other small towns in each of the 10 counties. The current (2017) population of the 10-County region increased by 4,300 (0.7%) since 2012 and is projected to increase by 3,400 (0.5%) by 2022. The Central Planning Region certainly demonstrates an increasing population, as evidenced by the following chart:



Source: EMSI, 2017.2

## PY 2017-2019 WIOA Multi-Year Regional Plan

The Central Planning Region has an aging population, with the median age increasing from 37.7 to 38.6 in the past 5 years (Source: American Community Survey). Projections from EMSI suggest additional aging. From 2017 to 2022, the population under the age of 29 years is projected to decrease by a combined 4,700 individuals (-1.8%), and the population ages 40-59 years is projected to decrease by 11,200 (-6.9%). Conversely, the population ages 60 years and over is projected to increase by 13,900 (8.8%). This indicates that the increasing population in the Central Planning Region is a result of older age groups.

A majority of the population in the Central Planning Region is White (92.7%), and a majority is Non-Hispanic (97.0%). The White population shows historical and projected decreases, while all other race categories have increases. The Black population increased by 2,200 (11.3%) in the past 5 years, and it is projected to increase by 1,400 (6.5%) in the next 5 years. Similarly, the Asian population shows a historical increase of 2,000 (16.1%) and a projected increase of 1,400 (9.6%). The Hispanic population increased by 3,700 (24.0%) in the past 5 years, and it is projected to increase by 2,500 (12.8%) in the next 5 years. Overall, demographics show an increasing population that is aging and becoming more diversified in the Central Planning Region.

Race and Ethnicity	2012		2017		2022	
	Count	Percent	Count	Percent	Count	Percent
White	607,521	93.5%	605,849	92.7%	605,217	92.1%
Black	19,831	3.1%	22,078	3.4%	23,523	3.6%
American Indian or Alaskan Native	1,331	0.2%	1,533	0.2%	1,692	0.3%
Asian	12,245	1.9%	14,215	2.2%	15,583	2.4%
Native Hawaiian or Pacific Islander	288	0.0%	351	0.1%	399	0.1%
Two or More Races	8,242	1.3%	9,683	1.5%	10,701	1.6%
Non-Hispanic	633,887	97.6%	634,402	97.0%	635,327	96.7%
Hispanic	15,570	2.4%	19,308	3.0%	21,788	3.3%
<b>Total</b>	<b>649,457</b>	<b>100.0%</b>	<b>653,710</b>	<b>100.0%</b>	<b>657,115</b>	<b>100.0%</b>

Source: EMSI, 2017.2

There are 248,300 households in the Central Planning Region, which increased by 0.7% from 2010 to 2015. The median household income increased by 10.7% to \$47,400. Households with an income of less than \$50,000 decreased by 8.5%, while households with an income of \$50,000 or more increased by 13.3%.

Households and Household Income				
Income	2010		2015	
Less than \$24,999	70,223	28.5%	63,653	25.6%
\$25,000 to \$49,999	72,355	29.3%	66,803	26.9%
\$50,000 to \$99,999	74,475	30.2%	78,292	31.5%
\$100,000 to \$149,999	20,493	8.3%	25,893	10.4%
\$150,000 to \$199,999	4,602	1.9%	7,350	3.0%
\$200,000 or more	4,410	1.8%	6,292	2.5%
<b>Total Households</b>	<b>246,558</b>	<b>100.0%</b>	<b>248,283</b>	<b>100.0%</b>
Median Household Income	\$42,796	--	\$47,388	--

Source: 2006-2010 ("2010") and 2011-2015 ("2015") American Community Surveys

Educational attainment is based on the highest level of education achieved by the population ages 25 years and over. Current estimates demonstrate that 12.9% of the population in the Central Planning Region has less than a

## PY 2017-2019 WIOA Multi-Year Regional Plan

high school education, 43.0% has a high school diploma, and 22.4% has a bachelor's degree or higher. Individuals with less than a 9<sup>th</sup> grade education is projected to increase by 1,200 (5.3%), and individuals with some college experience or more is projected to increase by 1,500 (0.8%).

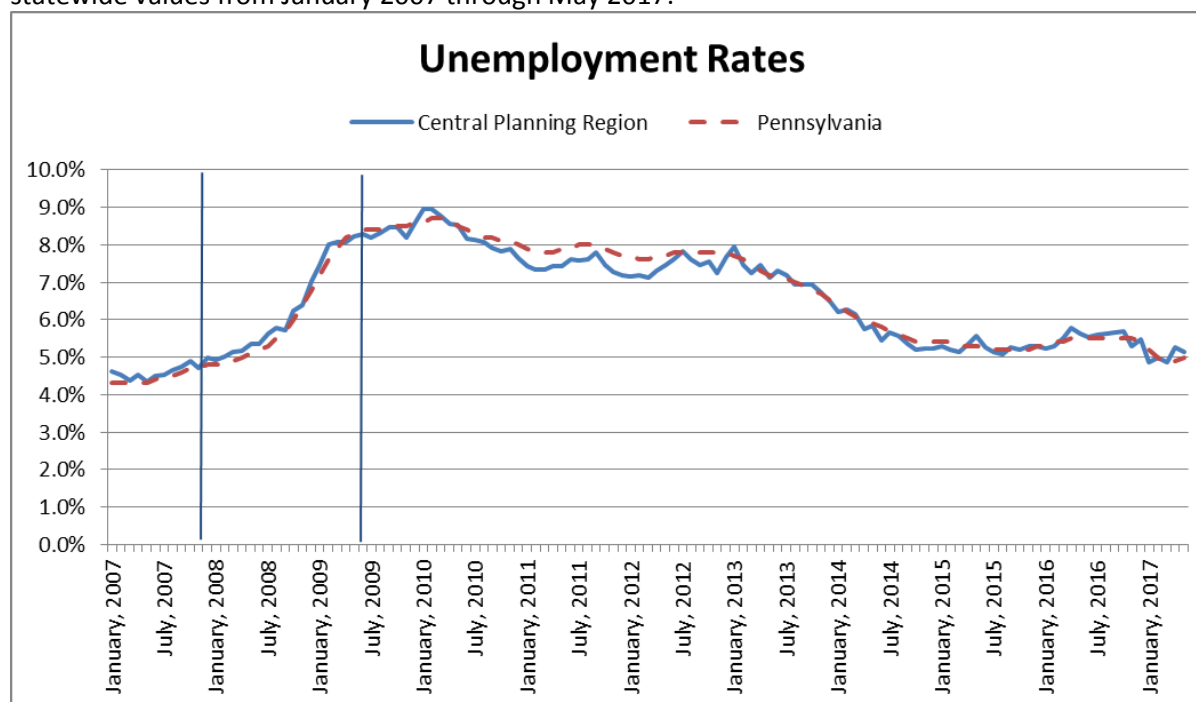
Educational Attainment						
Level	2012		2017		2022	
Less Than 9th Grade	19,725	4.6%	22,163	5.1%	23,330	5.3%
9th Grade to 12th Grade	34,270	8.1%	34,289	7.8%	33,788	7.6%
High School Diploma	185,083	43.5%	188,442	43.0%	189,339	42.9%
Some College	60,020	14.1%	61,900	14.1%	62,427	14.1%
Associate's Degree	32,653	7.7%	33,508	7.6%	33,737	7.6%
Bachelor's Degree	54,703	12.9%	57,933	13.2%	58,361	13.2%
Graduate Degree and Higher	39,134	9.2%	40,449	9.2%	40,739	9.2%
<b>Total</b>	<b>425,588</b>	<b>100.0%</b>	<b>438,683</b>	<b>100.0%</b>	<b>441,720</b>	<b>100.0%</b>

Source: EMSI, 2017.2; based on population ages 25 years and over

### Labor Market Information

As of May 2017 the Central Planning Region has a civilian labor force of 317,900 with 301,700 employed and 16,300 unemployed, resulting in an unemployment rate of 5.1%. After the recession, which began in December 2007 and ended in June 2009, the unemployment rate peaked at 9.0% in February 2010. Since then, the labor force has grown by 200, resulting from 12,400 more workers (employed) and 12,200 fewer jobseekers (unemployed), causing the unemployment rate to drop 3.8 percentage points.

The following graph tracks the local unemployment rate in the Central Planning Region compared to statewide values from January 2007 through May 2017:



Source: Center for Workforce Information and Analysis, based on the May 2017 preliminary dataset using seasonally adjusted values

## PY 2017-2019 WIOA Multi-Year Regional Plan

The labor market is in a state of flux. Depending on what time periods you look at, different trends emerge. Overall, the unemployment rate is going down as seen in the above graph. While there is a trend towards more working (employed), the unemployed population varies, sometimes increasing and sometimes decreasing. CPWDC continues to monitor monthly changes in the labor market.

Comparing annual labor market information from 2007 to 2016, the labor market in the Central Planning Region has almost returned to pre-recession levels. The labor force exceeds the pre-recession level. However, there are 2,100 fewer employed and 2,900 more unemployed individuals. As a result of this increase in the jobseeker population, the unemployment rate increased by 0.9 percentage points.

Looking at annual labor market information from 2010 to 2016 presents a different picture. This is considered the time period after the recession. Overall, the labor market contracted by 200 individuals, but there are 8,600 more employed workers and 8,800 fewer jobseekers. Furthermore, the unemployment rate decreased by 2.8 percentage points.

The following table identifies the labor market information in the Central Planning Region annually from 2007 to 2016 and monthly values from January 2017 through May 2017:

Labor Market Information				
Time Period	Labor Force	Employed	Unemployed	Unemployment Rate
2007	316,400	301,800	14,600	4.6%
2008	322,500	304,300	18,200	5.6%
2009	319,600	293,400	26,200	8.2%
2010	317,400	291,100	26,300	8.3%
2011	318,500	294,700	23,800	7.5%
2012	322,000	298,000	23,900	7.4%
2013	321,000	298,100	23,000	7.1%
2014	317,700	299,700	18,000	5.7%
2015	316,300	299,700	16,600	5.3%
2016	317,200	299,700	17,500	5.5%
January, 2017	312,900	297,800	15,200	4.9%
February, 2017	314,600	298,900	15,700	5.0%
March, 2017	316,200	300,800	15,400	4.9%
April, 2017	317,600	301,000	16,700	5.3%
May, 2017	317,900	301,700	16,300	5.1%

Source: Center for Workforce Information and Analysis, 4/28/16

The unemployment rate varies by educational attainment levels. According to the American Community Survey, the unemployment rate for individuals with less than a high school education is 10.1%. This decreases to 6.4% for a high school education, 4.7% for some college or associate's degree, and 2.7% for a Bachelor's degree or higher. Higher levels of education lead to lower levels of unemployment.



## PY 2017-2019 WIOA Multi-Year Regional Plan

### Jobs

There are 295,800 jobs in the Central Planning Region as of 2017, 18.8% of which are goods-producing industries and 81.2% are service-providing industries. Job projections indicate a growth of 9,000 (3.1%) by 2022, a majority of which will be for service-providing jobs (96.7% growth, 8,700 jobs). Nearly half (49.2%) of all jobs are found in the Government (includes public education), Health Care and Social Assistance, and Manufacturing industry sectors. (Source: EMSI, 2017.2).

A quarter (25.5%) of all jobs is held by workers ages 55 years and older in the Region, creating a need to upskill younger workers to backfill positions as individuals retire. Training and credentialing will be crucial for the sustainable of many companies as key employees retire creating a void of historical knowledge and hands on experience.

Age Group	Jobs	
Under 25	41,000	14.0%
25-34	54,877	18.8%
35-44	54,671	18.7%
45-55	67,306	23.0%
55+	74,719	25.5%
<b>Total</b>	<b>292,573</b>	<b>100.0%</b>

Source: EMSI, 2017.2

Jobs by age are based on 2016 job estimates

All jobs in the Central Planning Region have an average hourly wage of \$19.41 and a median hourly wage of \$18.52. Almost half (48.6%) of all jobs pay workers \$8.50 to \$15.00 per hour. Most other jobs (51.4%) pay workers more than \$15.00 per hour.

Wage Range	Jobs	
<\$8.50	55	0.0%
\$8.50-\$15.00	143,408	48.6%
\$15.01-\$25	87,589	29.7%
\$25.01-\$35.00	47,540	16.1%
>\$35.00	16,741	5.7%
Jobs included in Wage Range Estimates	295,331	99.9%
Occupations with Insufficient Wage Data	225	0.1%
<b>Total Jobs</b>	<b>295,773</b>	<b>--</b>

Source: EMSI, 2017.2; based on median hourly wages and 2017 job estimates

Occupational wages do not include benefits

Jobs are estimated due to lack of significant and reportable employment for various occupations

Looking at the typical entry level education of jobs, which are based on the most common level of employment required by employers for employment, 67.0% of all jobs in the Central Planning Region typically require a high school diploma or less, and 20.7% typically require a bachelor's degree or higher.

## PY 2017-2019 WIOA Multi-Year Regional Plan

Typical Entry Education Level	Jobs (estimated)	
No formal educational credential	82,636	28.0%
High school diploma or equivalent	115,280	39.0%
Postsecondary nondegree award	20,941	7.1%
Some college, no degree	7,526	2.5%
Associate's degree	6,270	2.1%
Bachelor's degree	46,572	15.8%
Master's degree	4,548	1.5%
Doctoral or professional degree	10,125	3.4%
Military Occupations	1,658	0.6%
Jobs included in Estimates	295,557	99.9%
<b>Total Jobs</b>	<b>295,773</b>	--

Source: EMSI, 2017.2; based on 2017 job estimates

Jobs are estimated due to lack of significant and reportable employment for various occupations

### Workers

By combining jobs data from EMSI with BLS data that identifies the educational attainment of workers ages 25 years and older by occupation, it is possible to estimate the education levels of workers in the Central Planning Region. It is estimated that 38.7% of workers have a high school diploma or less, and 28.1% of workers have a bachelor's degree or higher. We immediately see the existence of potential underemployment, where a higher percentage of workers have higher levels of education than what may be required for entry into jobs.

Educational Attainment	Workers (estimated)	
Less than high school diploma	30,464	10.3%
High school diploma or equivalent	83,969	28.4%
Some college, no degree	67,592	22.9%
Associate's degree	28,744	9.7%
Bachelor's degree	53,139	18.0%
Master's degree	20,988	7.1%
Doctoral or professional degree	9,029	3.1%
Military Occupations	1,658	0.6%
Jobs included in Estimate	295,585	100.0%
<b>Total Jobs</b>	<b>295,773</b>	--

Source: EMSI, 2017.2 (2017 job estimates) and BLS Table 1.11 Educational attainment for workers 25 years and older by detailed occupation, 2014-15 (Percent distribution)

Workers are estimated due to lack of significant and reportable jobs for various occupations

### Industry Clusters

The PA Department of Labor and Industry has defined 12 Industry Clusters for workforce strategies. In total, these targeted industry clusters account for 236,300 jobs (79.9%) in the Central Planning Region. The top 5 employing industry clusters in the Region account for 167,500 jobs (56.6%):

- Advanced Manufacturing: 21,786 jobs (7.4%)
- Building and Construction: 20,827 jobs (7.0%)

## PY 2017-2019 WIOA Multi-Year Regional Plan

- Education: 52,096 jobs (17.6%)
- Health Care: 44,772 jobs (15.1%)
- Hospitality, Leisure, & Entertainment: 27,975 jobs (9.5%)

The average earnings (including benefits) per job for all industry clusters is \$54,700, and it is \$42,800 for industries that are not a part of an industry cluster. Except for Hospitality, Leisure, and Entertainment, which pays an average of \$18,900 per job, each industry cluster pays an average of at least \$48,000.

From 2012 to 2017, the Region added 5,600 jobs (1.9%). The 12 industry clusters gained 5,100 jobs (2.2%) overall, with the highest job growth found in Health Care (4,600 jobs; 11.5%), Education (1,000 jobs; 1.9%), and Hospitality, Leisure, & Entertainment (800 jobs; 2.9%). The Region is projected to add 9,000 jobs (3.1%) by 2022. The 12 industry clusters are projected to add a total of 8,100 jobs (3.4%), with the highest growth projected in Health Care (4,700 jobs; 10.5%), Business Services (1,000 jobs; 5.2%), and Real Estate, Finance & Insurance (600 jobs; 6.3%).

The following industry clusters have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

- Advanced Manufacturing: 1.05
- Agriculture & Food Production: 1.39
- Building and Construction: 1.05
- Education: 1.65
- Energy: 1.01
- Wood, Wood Products, & Publishing: 2.14

In our region, we have focused on Advanced Manufacturing, Education, Energy, Health Care, and Wood, Wood Products, & Publishing in the past, but we do not exclusively rely on these clusters to target our efforts, more as an overview.

The following table summarizes the industry clusters in the Central Planning Region:

Industry Cluster	Jobs	Percent	State Location Quotient	Historical Change 2012 2017		Projected Change 2017 2022		Average Earnings per Job	Establishments
Advanced Manufacturing	21,786	7.4%	1.05	255	1.2%	474	2.2%	\$58,425	1,086
Agriculture & Food Production	12,628	4.3%	1.39	-167	-1.3%	116	0.9%	\$48,070	526
Bio-Medical	1,471	0.5%	0.40	-227	-13.4%	-37	-2.5%	\$85,857	65
Building and Construction	20,827	7.0%	1.05	-43	-0.2%	25	0.1%	\$49,988	1,635
Business Services	20,283	6.9%	0.55	-736	-3.5%	1,049	5.2%	\$58,124	1,540
Education	52,096	17.6%	1.65	971	1.9%	-1	0.0%	\$62,764	675
Energy	5,422	1.8%	1.01	-984	-15.4%	601	11.1%	\$85,390	311
Health Care	44,772	15.1%	0.94	4,630	11.5%	4,713	10.5%	\$63,329	2,279
Hospitality, Leisure, & Entertainment	27,975	9.5%	0.95	783	2.9%	381	1.4%	\$18,945	1,746
Logistics and Transportation	8,500	2.9%	0.74	205	2.5%	381	4.5%	\$55,254	476
Real Estate, Finance & Insurance	9,570	3.2%	0.64	439	4.8%	606	6.3%	\$57,766	1,192

## PY 2017-2019 WIOA Multi-Year Regional Plan

Wood, Wood Products, & Publishing	10,927	3.7%	2.14	-11	-0.1%	-187	-1.7%	\$53,506	330
Total- Industry Clusters	236,257	79.9%	1.00	5,115	2.2%	8,121	3.4%	\$54,735	11,861
Non-Targeted Industries	59,516	20.1%	0.99	435	0.7%	912	1.5%	\$42,799	3,246
<b>All Industries</b>	<b>295,773</b>	<b>100.0%</b>	<b>1.00</b>	<b>5,550</b>	<b>1.9%</b>	<b>9,033</b>	<b>3.1%</b>	<b>\$52,333</b>	<b>15,107</b>

Source: EMSI, 2017.2; based on 2017 job estimates

Industry earnings include wages, salaries, proprietor earnings, and supplements

Establishments do not include sole-proprietors; based on 2016 estimates

### Industry Sectors

The top five (5) industry sectors account for 200,000 jobs (67.6%) in the Central Planning Region.

- Accommodation and Food Services: 22,400 jobs (7.6%)
- Government (includes public education): 63,000 jobs (21.3%)
- Health Care and Social Assistance: 45,500 jobs (15.4%)
- Manufacturing: 37,000 jobs (12.5%)
- Retail Trade: 32,000 jobs (10.8%)

The following table identifies industry sectors with the highest net and percent job change during the past 5 years:

Industry Sectors with the Highest Historical Net and Percent Job Growth (2012-2017)	
Net Change	Percent Change
Administrative and Support and Waste Management and Remediation Services	Arts, Entertainment, and Recreation
Finance and Insurance	Finance and Insurance
Government (includes public education)	Health Care and Social Assistance
Health Care and Social Assistance	Real Estate and Rental and Leasing
Real Estate and Rental and Leasing	Utilities
Combined historical growth of 7,900 jobs (6.5%)	Combined historical growth of 6,500 jobs (12.1%)

Source: EMSI, 2017.2

Industry sectors with the highest projected net and percent job change are shown in the following table:

Industry Sectors with the Highest Projected Net and Percent Job Growth (2017-2022)	
Net Change	Percent Change
Administrative and Support and Waste Management and Remediation Services	Administrative and Support and Waste Management and Remediation Services
Finance and Insurance	Health Care and Social Assistance
Health Care and Social Assistance	Mining, Quarrying, and Oil and Gas Extraction
Professional, Scientific, and Technical Services	Real Estate and Rental and Leasing
Real Estate and Rental and Leasing	Utilities
Combined projected growth of 6,400 jobs (9.5%)	Combined projected growth of 4,700 jobs (8.3%)

Source: EMSI, 2017.2

The following industry sectors, which account for 185,000 jobs (62.6%) in the Region, have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

- Government (includes public education): 1.40
- Health Care and Social Assistance: 1.21

## PY 2017-2019 WIOA Multi-Year Regional Plan

- Management of Companies and Enterprises: 1.07
- Manufacturing: 1.60
- Mining, Quarrying, and Oil and Gas Extraction: 1.52
- Retail Trade: 1.05
- Utilities: 1.02

The following table summarizes the industry sectors in the Central Planning Region:

NAICS	Industry Sector	Jobs	Percent	State Location Quotient	Historical Change 2012-2017		Projected Change 2017-2022		Average Earnings per Job	Establishments
11	Crop and Animal Production	3,369	1.10%	0.93	174	5.50%	-67	-2.00%	\$32,995	204
21	Mining, Quarrying, and Oil and Gas Extraction	1,858	0.60%	1.52	-970	-34.30%	362	19.50%	\$92,234	82
22	Utilities	1,066	0.40%	1.02	418	64.50%	108	10.10%	\$122,998	37
23	Construction	13,479	4.60%	0.85	-832	-5.80%	73	0.50%	\$51,626	1,229
31	Manufacturing	37,017	12.50%	1.6	497	1.40%	-70	-0.20%	\$61,822	801
42	Wholesale Trade	6,652	2.20%	0.59	-975	-12.80%	216	3.20%	\$54,010	560
44	Retail Trade	32,041	10.80%	1.05	191	0.60%	207	0.60%	\$30,175	2,105
48	Transportation and Warehousing	9,919	3.40%	0.98	128	1.30%	348	3.50%	\$51,278	520
51	Information	2,839	1.00%	0.52	-277	-8.90%	-68	-2.40%	\$62,681	166
52	Finance and Insurance	7,073	2.40%	0.62	1,181	20.00%	590	8.30%	\$64,798	792
53	Real Estate and Rental and Leasing	3,320	1.10%	0.69	618	22.90%	403	12.10%	\$45,432	413
54	Professional, Scientific, and Technical Services	8,771	3.00%	0.46	-10	-0.10%	391	4.50%	\$63,202	1,020
55	Management of Companies and Enterprises	4,490	1.50%	1.07	-1,825	-28.90%	6	0.10%	\$76,711	111
56	Administrative and Support and Waste Management and Remediation Services	8,982	3.00%	0.48	553	6.60%	953	10.60%	\$29,158	597
61	Educational Services (private)	7,538	2.50%	0.99	171	2.30%	194	2.60%	\$38,715	117
62	Health Care and Social Assistance	45,520	15.40%	1.21	4,054	9.80%	4,426	9.70%	\$60,649	2,326
71	Arts, Entertainment, and Recreation	3,333	1.10%	0.66	233	7.50%	108	3.20%	\$22,285	209
72	Accommodation and Food Services	22,384	7.60%	0.88	504	2.30%	146	0.70%	\$18,139	1,330
81	Other Services (except Public Administration)	13,078	4.40%	0.92	270	2.10%	368	2.80%	\$25,051	1,292
90	Government (includes public education)	63,043	21.30%	1.4	1,448	2.40%	339	0.50%	\$70,496	1,198
<b>Total</b>	<b>All Industries</b>	<b>295,773</b>	<b>100.00%</b>	<b>1</b>	<b>5,550</b>	<b>1.90%</b>	<b>9,033</b>	<b>3.10%</b>	<b>\$52,333</b>	<b>15,107</b>

Source: EMSI, 2017.2; based on 2017 job estimates

Industry earnings include wages, salaries, proprietor earnings, and supplements

Establishments do not include sole-proprietors; based on 2016 estimates

## PY 2017-2019 WIOA Multi-Year Regional Plan

### Occupational Groupings

The top five (5) occupational groupings account for 145,000 jobs (49.0%) in the Central Planning Region.

- Food Preparation and Serving Related Occupations: 25,400 jobs (8.6%)
- Office and Administrative Support Occupations: 48,900 jobs (16.5%)
- Production Occupations: 24,600 jobs (8.3%)
- Sales and Related Occupations: 26,100 jobs (8.8%)
- Transportation and Material Moving Occupations: 20,000 jobs (6.8%)

The following table identifies occupational groupings with the highest net and percent job change during the past 5 years:

Occupational Groupings with the Highest Historical Net and Percent Job Growth (2012 2017)	
Net Change	Percent Change
Food Preparation and Serving Related Occupations	Community and Social Service Occupations
Healthcare Practitioners and Technical Occupations	Farming, Fishing, and Forestry Occupations
Healthcare Support Occupations	Healthcare Practitioners and Technical Occupations
Installation, Maintenance, and Repair Occupations	Healthcare Support Occupations
Personal Care and Service Occupations	Personal Care and Service Occupations
Combined historical growth of 5,000 jobs (6.7%)	Combined historical growth of 4,000 jobs (9.0%)

Source: EMSI, 2017.2

Occupational groupings with the highest projected net and percent job change are shown in the following table:

Occupational Groupings with the Highest Projected Net and Percent Job Growth (2017 2022)	
Net Change	Percent Change
Business and Financial Operations Occupations	Business and Financial Operations Occupations
Healthcare Practitioners and Technical Occupations	Community and Social Service Occupations
Healthcare Support Occupations	Computer and Mathematical Occupations
Office and Administrative Support Occupations	Healthcare Practitioners and Technical Occupations
Transportation and Material Moving Occupations	Healthcare Support Occupations
Combined projected growth of 3,300 jobs (3.2%)	Combined projected growth of 3,200 jobs (6.8%)

Source: EMSI, 2017.2

The following occupational groupings, which account for 200,200 jobs (67.7%) in the Region, have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

- Community and Social Service Occupations: 1.20
- Education, Training, and Library Occupations: 1.11
- Healthcare Practitioners and Technical Occupations: 1.17
- Healthcare Support Occupations: 1.20
- Food Preparation and Serving Related Occupations: 1.03
- Office and Administrative Support Occupations: 1.10
- Construction and Extraction Occupations: 1.07
- Installation, Maintenance, and Repair Occupations: 1.23
- Production Occupations: 1.41
- Transportation and Material Moving Occupations: 1.04

## PY 2017-2019 WIOA Multi-Year Regional Plan

The following table summarizes the occupational groupings in the Central Planning Region:

SOC	Occupational Grouping	Jobs	Percent	State Location Quotient	Historical Change 2012 2017		Projected Change 2017 2022		Projected Openings	Median Hourly Wages
11-0000	Management Occupations	11,678	3.9%	0.73	-448	-3.7%	329	2.8%	1,931	\$38.04
13-0000	Business and Financial Operations Occupations	9,485	3.2%	0.64	46	0.5%	618	6.5%	1,728	\$26.55
15-0000	Computer and Mathematical Occupations	5,731	1.9%	0.69	191	3.4%	312	5.4%	793	\$31.65
17-0000	Architecture and Engineering Occupations	3,977	1.3%	0.82	81	2.1%	175	4.4%	693	\$32.21
19-0000	Life, Physical, and Social Science Occupations	1,837	0.6%	0.77	-110	-5.7%	87	4.8%	368	\$30.50
21-0000	Community and Social Service Occupations	5,824	2.0%	1.20	331	6.0%	425	7.3%	1,111	\$18.83
23-0000	Legal Occupations	1,200	0.4%	0.50	4	0.4%	50	4.2%	175	\$27.10
25-0000	Education, Training, and Library Occupations	18,742	6.3%	1.11	-338	-1.8%	-14	-0.1%	2,376	\$24.94
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	3,654	1.2%	0.69	87	2.4%	110	3.0%	641	\$17.14
29-0000	Healthcare Practitioners and Technical Occupations	18,909	6.4%	1.17	1,560	9.0%	1,611	8.5%	3,981	\$30.81
31-0000	Healthcare Support Occupations	9,973	3.4%	1.20	1,045	11.7%	1,071	10.7%	2,271	\$12.76
33-0000	Protective Service Occupations	5,803	2.0%	0.88	212	3.8%	277	4.8%	1,087	\$23.24
35-0000	Food Preparation and Serving Related Occupations	25,398	8.6%	1.03	983	4.0%	339	1.3%	5,250	\$9.71
37-0000	Building and Grounds Cleaning and Maintenance Occupations	10,605	3.6%	0.95	502	5.0%	314	3.0%	1,469	\$11.84
39-0000	Personal Care and Service Occupations	11,841	4.0%	0.98	754	6.8%	544	4.6%	1,932	\$10.47
41-0000	Sales and Related Occupations	26,069	8.8%	0.88	-436	-1.6%	366	1.4%	4,743	\$13.69

## PY 2017-2019 WIOA Multi-Year Regional Plan

43-0000	Office and Administrative Support Occupations	48,916	16.5%	1.10	503	1.0%	766	1.6%	6,278	\$15.13
45-0000	Farming, Fishing, and Forestry Occupations	2,038	0.7%	0.90	309	17.9%	25	1.2%	355	\$13.80
47-0000	Construction and Extraction Occupations	14,068	4.8%	1.07	-927	-6.2%	273	1.9%	1,772	\$18.46
49-0000	Installation, Maintenance, and Repair Occupations	13,739	4.6%	1.23	700	5.4%	593	4.3%	2,384	\$18.19
51-0000	Production Occupations	24,593	8.3%	1.41	384	1.6%	73	0.3%	3,601	\$16.53
53-0000	Transportation and Material Moving Occupations	20,035	6.8%	1.04	174	0.9%	743	3.7%	3,260	\$16.64
55-0000	Military occupations	1,658	0.6%	0.46	-57	-3.3%	-54	-3.2%	192	\$17.65
<b>Total</b>	<b>All Occupations</b>	<b>295,773</b>	<b>100.0%</b>	<b>--</b>	<b>5,550</b>	<b>1.9%</b>	<b>9,033</b>	<b>3.1%</b>	<b>48,388</b>	<b>\$18.52</b>

Source: EMSI, 2017.2; jobs based on 2017 estimates

Openings include new and replacement openings

Occupational wages do not include benefits

In addition to industry and occupational projections, job postings analytics from EMSI identify the most in-demand requirements (skills and certifications) of employers in the Central Planning Region, which in turn represents the occupational skills of the workforce. The following table identifies the top 20 hard skills, soft skills, and certification advertised through online job postings by local employers for all occupations in the Central Planning Region:

Skills and Certifications for All Occupations		
Top Hard Skills	Top Soft Skills	Top Certifications
Cargos	Career Development	American Association Of Nurse Practitioners (AANP) Certified
Cleaning	Cleanliness	ANCC Certified
Communications	Cooperation	Board Certified
Customer Service	Coordinating	Certified Benefits Professional
Driving	Creativity	Certified Distance Learning Administrator
Health Care	Critical Thinking	Certified Nursing Assistant
Health Insurance	Depth Perception	Certified Registered Nurse Anesthetist (CRNA)
Hospitalization	Diversity Awareness	Commercial Driver's License (CDL)
Innovation	Ethics	Critical Care Registered Nurse (CCRN)
Insurance	Leadership	Family Nursing Practitioner
Life Insurance	Leading	Licensed Clinical Social Worker (LCSW)
Management	Learning	Licensed Practical Nurse
Merchandising	Listening	Licensed Vocational Nurses
Nursing	Listening Skills	Medical License
Operations	Literacy	Nurse Practitioner



## PY 2017-2019 WIOA Multi-Year Regional Plan

Recruitment	Mental Health	Patient Care Technician
Retailing	Scheduling (Project Management)	Registered Dental Assistant
Road Transport	Speech	Registered Nurse
Sales	Team Building	Series 7 General Securities Representative License (Stockbroker)
Training	Telephone Skills	Transportation Worker Identification Credential (TWIC) Card

Source: EMSI 2017.2; June 2016-June 2017

By reviewing industry projections, occupational projections, and job postings, we are able to identify the needs of local employers. Industry projections indicate what sectors of the economy may see the most growth, occupational projections identify which parts of the workforce may have the most openings, and job postings' skills and certifications suggest what employers need for those jobs.

### Barriers

A majority of the population in the Central Planning Region speaks only English (574,800; 93.1%). Other individuals speak English very well (27,600; 4.5%). There are 14,700 (2.4%) people though who do not speak English very well. The population that does not speak English very well has increased by 10.5% from 2010 to 2015 (Source: American Community Survey). These individuals will have the most difficulty securing employment. It is not only important to assist job seekers who do not speak English very well, but also to prepare employers who may be recruiting these workers.

There are 495,000 individuals ages 16 and over for whom poverty status is determined, and 14.4% (71,500 individuals) are living below the poverty level. Of this population, 21,600 (30.2%) are employed and 6,400 (9.0%) are unemployed for an unemployment rate of 23.0%, which is 5.2 times higher than those above poverty. The remaining 43,500 (60.8%) are not in the labor force with a proportion 1.8 times higher than the above poverty population. In comparison to individuals living at or above poverty (423,500), 63.2% is employed, 2.9% is unemployed, and the unemployment rate is 4.4%. In the past 5 years, the below poverty population has increased by 5.7%, and the majority of the change was for individuals not in the labor force (Source: American Community Survey). It is vital to not only support individuals living in poverty by giving them the skills and resources needed for employment, but it is also necessary to engage individuals who are not in the labor force to find meaningful and self-sustaining employment.

There are 157,800 family households in the Central Planning Region, 60,100 of which have children under 18. Of those families, 18,200 (30.3%) have single-parents. This means there are 18,200 individuals in the region who have children and will face challenges as they try to balance their work and personal lives. Looking at trends, the total households in the Region increased in the past 5 years, but the number of family households decreased. Overall, the number of single-parent families decreased by 1.6% (Source: American Community Survey). While this population has contracted, they still represent an important population to target as they work to support their families.

There are 83,600 individuals with a disability in the Central Planning Region, 13.3% of the civilian noninstitutionalized population (630,200). This proportion reduces slightly when focusing on the working-age population between the ages of 18 and 64 (404,500), where 41,000 individuals (10.1%) have a disability. This means 41,000 people who are of working age (18 to 64) have a disability. Furthermore, working age individuals with a disability increased by 2.5% in the past 3 years (Source: American Community Survey).

Individuals with a disability earn less than those without one. According to the American Community Survey, the local average median earnings value is \$26,900. Individuals with a disability earn 31.9% less than the local value (\$18,300), and individuals without a disability earn 2.7% more (\$27,600) (Source: American Community Survey).

Individuals with a disability have higher unemployment rates in the Central Planning Region. Of the civilian noninstitutionalized population ages 18 to 64 (404,500), there are 41,000 individuals with a disability. 17,000 (40.8%) are in the labor force, 14,800 of which are employed and 2,200 unemployed, leading to an unemployment rate of 12.8%. The remaining 24,000 (58.6%) are not in the labor force. The unemployment rate for individuals with a disability is 2.2 times the unemployment rate of individuals that do not have a disability (5.7%). Furthermore, the proportion of individuals with a disability who are not in the labor force is 2.5 times the proportion for individuals without a disability (Source: American Community Survey). The population with a disability shows higher unemployment rates and less participation in the labor force. It is important to provide adequate resources to these individuals to help them gain employment.

Individuals with disabilities have higher rates of poverty (i.e., incomes below the poverty level) – 19.9% of individuals with a disability are below the poverty level, compared to 14.7% of those who do not have a disability. The poverty rate increases when considering the working age population (ages 18 to 64), rising to 26.0% for those with a disability. While the population with a disability increased in the past 3 years, those below poverty decreased (Source: American Community Survey).

Both CPWDC and SCPa Works recognize and value of a strong business community and recognize the employer as the primary customer of the public workforce system. Having a strong and vibrant business community with engaged and participating employers is essential to the success of the region's workforce development efforts. As noted in section 1.5, the region has identified key specific industry clusters to prioritize the efforts. CPWDC and SCPa Works will continue to work closely with businesses and agencies to ensure the needs of the region are addressed.

The Next Generation Sector Partnerships that are being formed in the Central Region will allow all public stakeholders to assist businesses with their vitality, legal-political conditions, and their on-going business cycles. Workforce and education partners will assist with employee training and creating a pipeline of workers to replace the aging workforce. Economic development and government partners will assist with expansion and legal-political-and social conditions to reduce barriers for companies.

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

Using the labor market and economic conditions and the goals outlined in the Pennsylvania Workforce Development Plan as the basis for establishing the Central Planning Region's vision and strategic goals, the Central Planning Region has identified two (2) areas of focus for the delivery workforce development strategies. These are in addition to and in alignment with CPWDC and SCPa Works vision and goals outlined in the individual Local Plans.

First, emphasis will be made to increase the number of individuals, particularly veterans and low income priority of service jobseekers and young adults, who receive occupational and job readiness training. Training will be focused in the targeted industries of healthcare, energy, education, business

and finance, construction and manufacturing where there are projected job openings and individuals will have the opportunity to earn family sustaining wages as they progress along their career pathway. Emphasis on training and upskilling workers will create a pipeline of talent for companies anticipating high turnover due to retirement. Training these individuals and giving them the skills necessary to retain employment will reduce reliance on government programs and increase the economic sustainability for the region.

Second, CPWDC and SCPa Works will build on our existing relationship through increased communications. Through regular meetings, we will share best practices, determine future service delivery strategies to meet the needs of our shared customers, create regional performance goals, and identify ways to share costs and reduce duplicative services, where appropriate.

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

The Central Region has several strategies to achieve the goal of providing occupational and job readiness training to more individuals that will meet the demand by employers.

CPWDC, SCPa Works and the Business Service Teams (BSTs) will meet with the DCED Partnership for Economic Performance partners in the Central Region to determine the best regional strategies to target employers to contact so efforts are aligned towards a singular goal without being duplicated. In addition to public partners meeting with companies individually to learn about each companies specific needs, Next Generation Sector Partnerships will be coordinated for the manufacturing and healthcare sectors which will allow public partners to listen to the needs of multiple companies at the same time resulting in better coordination and more efficient services to businesses from the public system.

Through these meetings with employers, we will learn the skillsets needed by employers in the Central Region so the training we fund and support with public dollars aligns with the needs of local companies. This will allow the PA CareerLink® staff to better inform the jobseeker customer on the training programs they should pursue that will result in family sustaining jobs in Central PA.

In addition, we will continue to upskill incumbent workers through Industry Partnerships and require a company cash match for training to reduce the reliance on public dollars and build a sustainable fund for incumbent worker training.

In order to meet the demands by employers, we need to provide services to more individuals. We will provide access to services to more individuals by going into their communities via The Link mobile career center. This will allow all jobseekers to access services that were previously limited due to transportation barriers and create a larger talent pool.

The Central Region will also get more engaged with the K-12 school system to help increase the awareness of local career opportunities to students to help create a pipeline of talent upon high school graduation. This will be done through participation on local and occupational advisory committees, meeting with guidance counselors, principals and superintendents, and through the creation of a web portal. CPWDC in partnership with local chambers of commerce is in the early stages of creating a web portal to act as a career resource depository and provide an online tool for teachers and school administrators to match students and teachers with career exploration experiences with local companies (e.g. job shadowing, company tours, educator in the workplace, etc).

## PY 2017-2019 WIOA Multi-Year Regional Plan

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

The Central Pennsylvania Partnership for Regional Economic Performance (PREP) network is comprised of core partners in the 10 county Central Planning Region including the region's Industrial Resource Centers, the IMC and NEIRC; the industrial development organizations; SEDA-COG; and the three Small Business Development Centers (SBDC's) located at Penn State, Lock Haven University, and Bucknell University. In addition to the core partners, the service provider network includes the Governor's Action Team, Ben Franklin Technology Partners, Chambers of Commerce, and the local workforce development board (LWDB), CPWDC.

As noted in the CPWDC Local Plan, Section 1.1, has identified the following industry clusters for the CPWDC Workforce Development Area:

- Advanced Manufacturing (7.4%)
- Education (17.6%)
- Energy (1.8%)
- Health Care (15.1%)
- Wood, Wood Products and Publishing (3.7%)

These targeted industry clusters account for 45.6% of the jobs in the region and all represent a Location Quotient above 1.0. From these industry cluster indicators, CPWDC and SCPa Works will explore Next Generation Sector Strategies to better address these clusters. This will provide another opportunity to make better connections to identify and close skill gaps. This will include both entry-level and incumbent worker training where possible.

These are the identical industry clusters identified by the SEDA—Council of Governments, the Local Development District and Regional Economic Development organization. Their economic development plans have identified these same industry clusters and will assist in efficiently aligning the workforce, economic, education and community development needs to address these five industry sectors.

At a regional stakeholder meeting, Real Estate, Insurance and Finance was noted as another key industry for the region. Although the total number of jobs is not significant compared to other industries, 993 jobs are expected to be added in these industries through 2023 in the Central Region.

To continue expanding on the collaboration of the PREP partners and the local workforce development system, the CPWDC and SCPa Works will meet as needed with the partners, regional training providers, PA CareerLink® offices, CPWDC, and the region's Title II Adult Basic Education providers and network to get a better understanding of what services each partner can offer to businesses, entrepreneurs and jobseekers and discuss how we can work cohesively to build the region instead of in separate silos of workforce and economic development. These on-going meetings are the starting point for future conversations and implementation strategies for coordinating services.

In addition, CPWDC and SCPa Works have participated in demonstrations on Executive Pulse, the customer relationship management (CRM) tool and system of record used by the PREP partners. The LWDBs are working with Executive Pulse to identify ways to share information between the economic development and workforce development partners without having to duplicate data entry in

## PY 2017-2019 WIOA Multi-Year Regional Plan

Executive Pulse and the Commonwealth Workforce Development System (CWDS), which is the system of record for the workforce partners. Sharing information through one CRM allow partners to share information more timely and get a full picture of the services being delivered to local businesses.

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

Business Service Teams (BSTs) located in each PA CareerLink® office are responsible for engaging private businesses and other employers in the regional workforce system through direct contact with employers and engagement with economic development partners. BSTs include members from WIOA Title I, Wagner-Peyser, Veterans programs, the Office of Vocational Rehabilitation and Adult Basic Education. BST members meet with companies, both large and small, to identify their current and future workforce needs.

To promote awareness of business services available in the region, a regional marketing brochure was created including contact information for all PA CareerLink® offices, statistical data of services received by businesses in program year 2014, testimonials from companies that use the workforce system, and brief details on the following services available to businesses:

- Promoting jobs through Job Gateway®
- Prescreening job applicants and performing assessments on candidate's skills and aptitudes based on employer needs
- Providing labor market information including wage data, employment statistics, and industry projections
- Access to facilities for interviews and meetings
- Funding opportunities to train new and existing employees and tax credits
- Job fairs and company specific recruitment events
- Workshops and training to upskill current employees
- Layoff aversion and assistance

The WIOA Title I Employer Service Representatives who are members of the BSTs and LWDB staff also participate on Business and Education Committees, Local Advisory Committees with Career and Tech Schools and local school district 339 planning committees to convey the needs of employers to educators. Involvement in these committees will help create a pipeline of future workers with the skills necessary to meet local employer needs based on labor market data and industry expert insight.

The Central Planning Region will target services to priority of service customers including veterans, individuals receiving public assistance, low-income individuals, individuals identified as basic skills deficient and individuals with disabilities. Jobseekers will be referred to the appropriate programs within the PA CareerLink®.

Targeted services for veterans and their spouses will be provided by Local Veterans Employment Representatives (LVER) and Disabled Veteran Outreach Program (DVOP) specialists. These employees are specially trained to understand the specific qualifications of veterans, know what programs they qualify for to assist in the transition to civilian life, and can help veterans translate their military skills to the skills need in local industry using TORQ. Veterans and their spouses also receive top priority for receiving training.

Services to low income and individuals identified as basic skills deficient will be tied to regional occupational demands through various training methods and the use of a career pathway models. Short term training programs called *FIT 4 Careers Series* is designed to help job seekers plan and prepare for work in a specific industry by focusing on the entry-level skills needed to obtain employment. The entry-level skills are validated and supported by area employers and upon successful completion, the job seeker can verify skills, both technical and employability, to employers. In addition, FIT 4 Careers Series is designed to act as the foundation on which job seekers can build their careers and further develop their skills through activities such as on-the-job-training, post-secondary education, internships, and/or progression along a career ladder. Curriculum for the FIT 4 series has been developed for the healthcare, manufacturing, building and construction, and energy sectors.

To train individuals identified as basic skills deficient, CPWDC will partner with Title II and local training providers to develop and pilot *integrated education and training* (IET) opportunities that aim to increase the ability of individuals with low basic skills to earn occupational credentials, obtain well-paying jobs, and sustain rewarding careers in targeted sectors. IET refers to a service approach that provides adult education activities *concurrently* and *contextually* with workforce training for a specific occupation. This method should reduce the time needed for training and allow individuals to start on his/her career path sooner.

Region-wide, the Office of Vocational Rehabilitation provides services to individuals with disabilities to help them secure and maintain employment (often in in-demand occupations) and independence.

In addition to serving individuals with barriers to employment, the Central Region also provides services to the general population, making the PA CareerLink® a resource for everyone. For the adult population, including both employed and un-employed individuals, the PA CareerLink® provides workshops on various topics to help individuals increase their skills (e.g. Into to Microsoft Office) and workshops to help increase a person's chance to find employment or get a promotion (e.g. Resume Writing, Mock Interviewing, etc.). Pending funding availability, customers can also receive funding assistance for training through individual training accounts and on-the-job training to increase their occupational skills.

The PA CareerLink® staff hold "match meetings" with the Business Service Teams to promote all customers who are searching for employment. Through these match meetings, the BSTs can convey the types of skills that employers are requesting and the partners in the PA CareerLink® can identify the skills of their customers that meet the employers' requirements and vice-versa; PA CareerLink® staff working with jobseekers can inform the BST members of their customer's skills to help match them with employers.

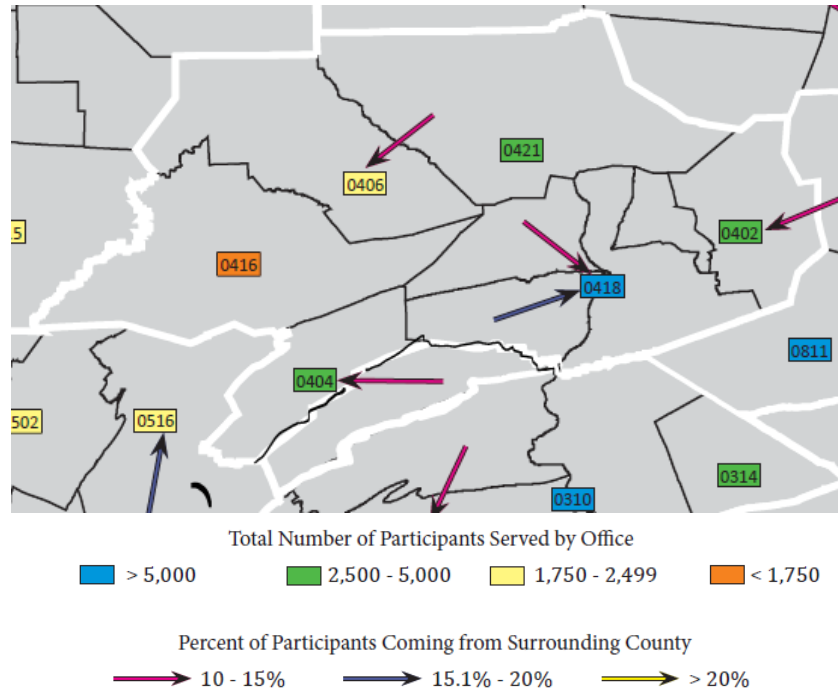
*1.7. Describe the coordination of transportation and other supportive services for the region.*

The 10-county Central Planning Region is a rural region that covers a total of 5,764 square miles, almost 13% of Pennsylvania, creating transportation issues due to a lack of reliable public transportation, especially for low-income individuals who lack personal transportation. For this reason, there are six (6) strategically placed PA CareerLink® offices located throughout the region within close proximity to major highways and along public transportation routes, where available. The

## PY 2017-2019 WIOA Multi-Year Regional Plan

PA CareerLink® sites are also located in areas with the largest population centers of low-income individuals to reduce the distance jobseekers need to travel to access workforce services.

The following graphic shows the location of the PA CareerLink® offices in the region with arrows between the counties where a significant number of jobseekers are traveling outside of their county of residence for PA CareerLink® services.



Source: PA Department of Labor & Industry, Center for Workforce Information and Analysis

On April 7, 2016, the SEDA-COG Metropolitan Planning Organization (MPO) hosted two (2) Environmental Justice Workshops to solicit input from key stakeholders who traditionally serve the hard to serve populations on the potential motorized and non-motorized transportation needs and/or concerns within the MPO region. The MPO also solicited input and recommendations regarding the most effective methods of communications with the traditionally underserved populations in conjunction with the public engagement activities associated with the draft Long Range Transportation Plan (LRTP) and Transportation Improvement Program (TIP) updates. Participants shared transportation methods that currently exist within various communities, identified where public transportation and possible ride sharing services were most crucial, and where improvements for pedestrian and bike paths could be improved for an inexpensive mode of transportation.

In addition, the same group of community stakeholders that met in 2016 continue to meet quarterly as the Central PA Transportation Coalition, which just formally adopted bylaws at the July 18, 2017 meeting. This Transportation Coalition continues to review, identify, and support transportation efforts in the Central Region to provide access to services to the traditionally hard to serve. Through a transportation study recently conducted by the Greater Susquehanna Valley United Way, the top groups needing transportation are low-income individuals, elderly, and families with young children. The top three reasons for needing transportation are healthcare (doctor's visits), access to employment, and access to food. The biggest impediments to transportation in the region noted were rural nature of the region and prohibitive cost of vehicles and transportation.

## PY 2017-2019 WIOA Multi-Year Regional Plan

Through these efforts and other means, a new 3 year demonstration bus route has been approved by PennDot in Clinton County to start in summer 2017 which will provide transportation between Lock Haven University, the Wal-Mart shopping complex, and various employers to help promote industry and education. This pilot program is being funded through public and private funding and may be a replicable model in other counties.

Another pilot project to reduce the transportation barrier is being coordinated with a grant received by the Greater Susquehanna Valley United Way. This grant will provide a small stipend for dislocated workers to lease a vehicle. Each month a lease payment is made on time, the dislocated worker will receive a \$50 gas card. At the end of 12 successful payments, the participant will receive \$500 towards the down payment for the purchase of car from the United Way. The goal is to build the person's credit, provide case management to teach the individual how to build a budget and manage money, and also provide reliable transportation so they can get to work and retain employment.

*The Link* mobile career center gives CPWDC the ability to take workforce services on the road in rural areas to reach more jobseekers. Launched in July 2017, *The Link* is mobile career center with 7 computers, a printer, presentation screen, internet access and a wheelchair lift that travels throughout the Central Region to bring PA CareerLink® services into rural communities. It can also be used as a resource for businesses who want their workers to participate in online training without them travel away from the worksite and for employee recruitment.

The following table summarizes the average number of non-commuters, in-commuters, out-commuters, and net flow for the Central Planning Region during the 2012-2014 time period:

Commuting Patterns (2012-2014)				
County/Region	Non-Commuters	In-Commuters	Out-Commuters	Net Flow
Centre County, PA	32,300	28,000	16,800	11,300
Clinton County, PA	5,800	5,500	9,000	-3,400
Columbia County, PA	10,700	12,000	12,500	-600
Juniata County, PA	3,000	2,800	7,800	-5,000
Lycoming County, PA	29,500	19,300	19,400	-10
Mifflin County, PA	8,700	5,800	11,700	-5,900
Montour County, PA	3,400	13,800	6,300	7,500
Northumberland County, PA	12,300	13,800	23,500	-9,700
Snyder County, PA	5,900	9,000	10,800	-1,800
Union County, PA	5,800	9,900	8,700	1,100
<b>Central Planning Region</b>	<b>171,800</b>	<b>65,500</b>	<b>72,000</b>	<b>-6,500</b>

**Source:** U.S. Census Bureau. 2016. *OnTheMap Application. Longitudinal-Employer Household Dynamics Program.* Based on the average number of primary jobs between 2012-2014

*Note: regional commuting patterns are based on the entire 10-county region; non-commuters may live and work in any of the counties; therefore the regional data does not equal the sum of the county-level data (except for net flow); totals may not add due to rounding. Net flow calculated as in-commuters minus out-commuters; positive values indicate more workers are coming to the area for employment*



(highlighted in **green**), and negative values indicate more workers are leaving the area for employment (highlighted in **red**).

On average, Central Planning Region's workforce is 237,300, and the resident labor force is 243,800. Approximately 72% of the workforce and 70% of the labor force are non-commuters, people who live and work somewhere in the 10-county region. Overall, more workers leave the region for work (out-commuters) than people who come to the region for work (in-commuters), as shown by the net flow of -6,500.

CPWDC will continue to review and monitor this area as appropriate to identify any changes in transportation and methods to address those needs in order to ensure job seekers can obtain reliable transportation to education, training and employment.

*1.8. (Planning Regions Only) Describe how the region established administrative cost arrangements, including pooling of funds for administrative costs, as appropriate, for the region.*

Because Juniata County is the only county outside of the Central WDA and strong relationships already exist between workforce services in Juniata and Mifflin Counties, it was determined an administrative cost sharing arrangements between the 2 LWDAs are not necessary at this time. Should any shared cost arrangements be required, these arrangements will be completed in accordance with the Uniform Circular and related financial guidance requirements.

*1.9. (Planning Regions Only) Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for each of the local areas within the planning region.*

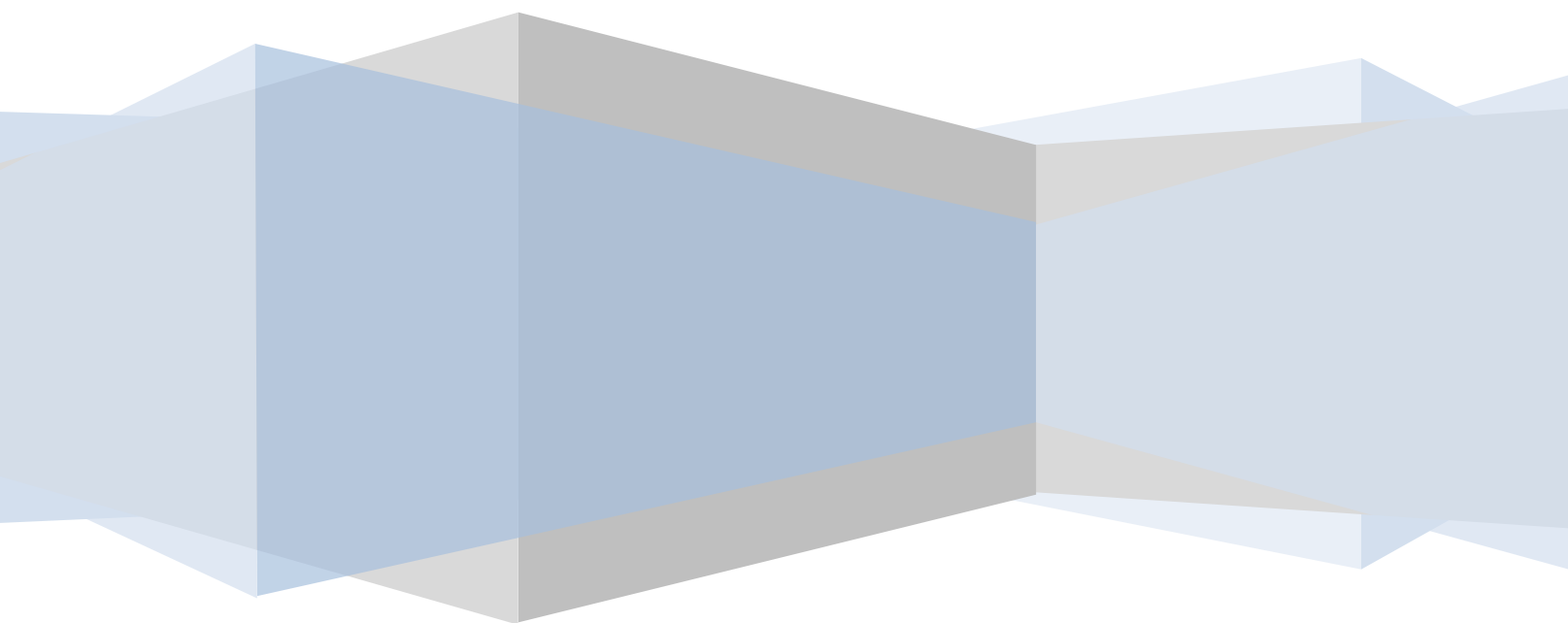
CPWDC and SCPa Works are committed to providing high quality services to meet the needs of jobseekers and businesses that will increase employment opportunities and enhance the economy in the Central Planning Region. As guidance is provided for regional performance measures, the CPWDC and SCPa Works will review and address per the Central PA Region.

**Central Pennsylvania Workforce Development Corporation**



## **Multi-year Local Plan**

**Effective Program Year 2017 through Program Year 2019**



## Table of Contents

1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis .....	3
Section 1.1.....	3
Section 1.2.....	25
Section 1.3.....	28
Section 1.4.....	29
2. STRATEGIC PLANNING QUESTIONS: Vision and Goals .....	34
Section 2.1.....	34
Section 2.2.....	40
Section 2.3.....	41
Section 2.4.....	47
3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies ..	48
Section 3.1.....	48
Section 3.2.....	54
Section 3.3.....	59
Section 3.4.....	65
Section 3.5.....	69
4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System.....	70
Section 4.1.....	70
Section 4.2.....	76
Section 4.3.....	81
Section 4.4.....	83
Section 4.5.....	84
Section 4.6.....	87
Section 4.7.....	90
Section 4.8.....	92
Section 4.9.....	99
Section 4.10.....	100
Section 4.11.....	101
Section 4.12.....	102
Section 4.13.....	102

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Section 4.14.....	104
Section 4.15.....	105
5. COMPLIANCE.....	108
Section 5.1.....	108
Section 5.2.....	109
Section 5.3.....	110
Section 5.4.....	111
Section 5.5.....	115
ATTESTATIONS .....	116
Attachment A: Performance Accountability .....	117
Attachment B: LWDA Workforce System Organizational Chart .....	118
Attachment C: PA CareerLink® Workforce Service Delivery System Program Partner/Provider List...	119

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

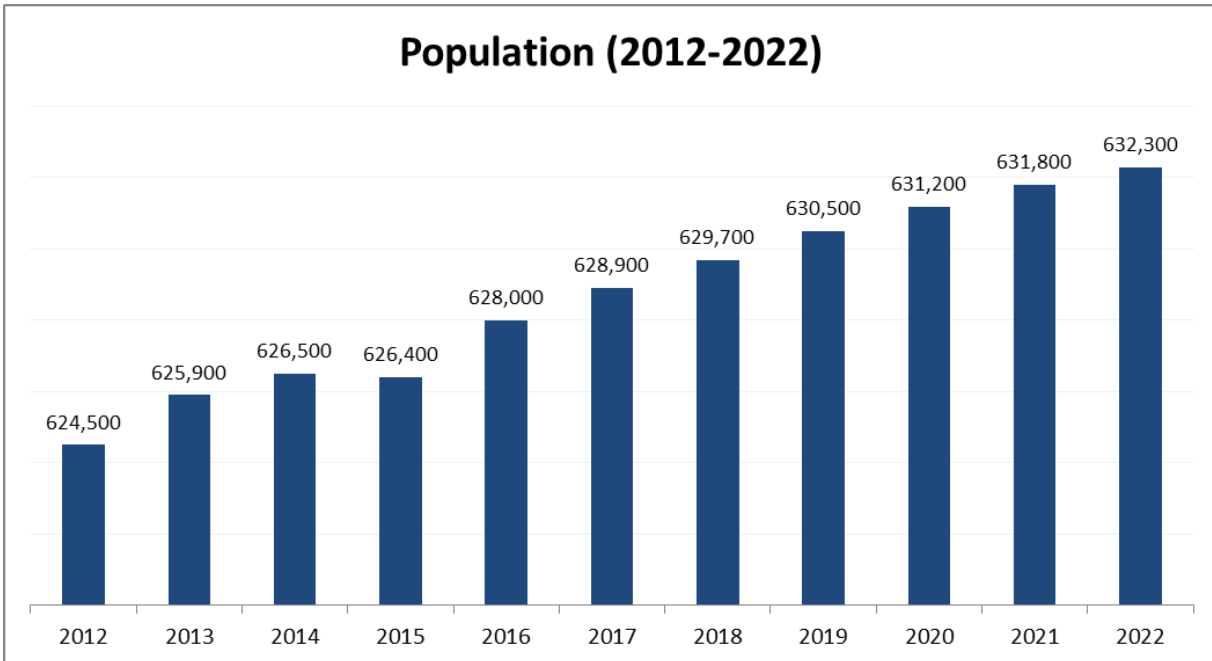
#### Section 1.1

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

##### Demographics

The Central Workforce Development Area (WDA) is approximately the same size as Rhode Island and Connecticut combined with a population of 628,900 spread over 5,370 square miles, with only about one-tenth the population of those two states. Predominantly rural in nature with many small municipalities, there are concentrated population areas in State College, home of Pennsylvania State University, Williamsport, and other small towns in each of the 9 counties. The current (2017) population of the 9-County region increased by 4,400 (0.7%) since 2012 and is projected to increase by 3,300 (0.5%) by 2022. The Central WDA certainly demonstrates an increasing population, as evidenced by the following chart:

## PY 2017-2019 WIOA Multi-Year Local Area Plan



Source: EMSI, 2017.2

The Central WDA has an aging population, with the median age increasing from 37.6 to 38.5 in the past 5 years (Source: American Community Survey). Projections from EMSI suggest additional aging. From 2017 to 2022, the population under the age of 29 years is projected to decrease by a combined 4,500 individuals (-1.8%), and the population ages 40-59 years is projected to decrease by 10,800 (-7.0%). Conversely, the population ages 60 years and over is projected to increase by 13,300 (8.8%). This indicates that the increasing population in the Central WDA is a result of older age groups.

Over half (371,800; 59.1%) of the WDA population is found in Centre, Lycoming, and Northumberland Counties. Centre County drove the population growth for the WDA, increasing by 7,300 (4.7%) in the past 5 years. Montour and Snyder Counties were the only other counties to have grown with a total increase of 1,100 (2.0%). Projections suggest that Centre County will continue to push the population growth, with a projected increase of 4,400 (2.7%).

Area	2012		2017		2022	
	Count	Percent	Count	Percent	Count	Percent
Centre	155,820	24.9%	163,116	25.9%	167,467	26.5%
Clinton	39,745	6.4%	39,486	6.3%	39,414	6.2%
Columbia	66,901	10.7%	66,704	10.6%	66,591	10.5%
Lycoming	117,313	18.8%	115,828	18.4%	115,088	18.2%
Mifflin	46,837	7.5%	46,425	7.4%	46,267	7.3%
Montour	18,489	3.0%	18,667	3.0%	18,793	3.0%
Northumberland	94,518	15.1%	92,855	14.8%	91,951	14.5%
Snyder	39,794	6.4%	40,763	6.5%	41,374	6.5%
Union	45,132	7.2%	45,066	7.2%	45,314	7.2%

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<b>Central WDA</b>	<b>624,549</b>	<b>100.0%</b>	<b>628,910</b>	<b>100.0%</b>	<b>632,259</b>	<b>100.0%</b>
Pennsylvania	12,772,744	--	12,844,016	--	12,909,699	--

Source: EMSI, 2017.2

A majority of the population in the Central WDA is White (92.5%), and a majority is Non-Hispanic (97.1%). The White population shows historical and projected decreases, while all other race categories have increases. The Black population increased by 2,200 (11.2%) in the past 5 years, and it is projected to increase by 1,400 (6.5%) in the next 5 years. Similarly, the Asian population shows a historical increase of 2,000 (16.1%) and a projected increase of 1,400 (9.6%). The Hispanic population increased by 3,500 (23.8%) in the past 5 years, and it is projected to increase by 2,400 (12.8%) in the next 5 years. Overall, demographics show an increasing population that is aging and becoming more diversified in the Central WDA.

Race and Ethnicity	2012		2017		2022	
	Count	Percent	Count	Percent	Count	Percent
White	583,169	93.4%	581,699	92.5%	581,081	91.9%
Black	19,651	3.1%	21,860	3.5%	23,278	3.7%
American Indian or Alaskan Native	1,257	0.2%	1,457	0.2%	1,610	0.3%
Asian	12,143	1.9%	14,093	2.2%	15,445	2.4%
Native Hawaiian or Pacific Islander	283	0.0%	346	0.1%	395	0.1%
Two or More Races	8,047	1.3%	9,454	1.5%	10,451	1.7%
Non-Hispanic	609,656	97.6%	610,467	97.1%	611,458	96.7%
Hispanic	14,894	2.4%	18,443	2.9%	20,801	3.3%
<b>Total</b>	<b>624,549</b>	<b>100.0%</b>	<b>628,910</b>	<b>100.0%</b>	<b>632,259</b>	<b>100.0%</b>

Source: EMSI, 2017.2

There are 238,900 households in the Central WDA, which increased by 0.6% from 2010 to 2015. The median household income increased by 10.9% to \$47,400. Households with an income of less than \$50,000 decreased by 8.7%, while households with an income of \$50,000 or more increased by 13.4%.

Households and Household Income				
Income	2010		2015	
Less than \$24,999	68,058	28.7%	61,403	25.7%
\$25,000 to \$49,999	69,452	29.2%	64,116	26.8%
\$50,000 to \$99,999	71,447	30.1%	74,929	31.4%
\$100,000 to \$149,999	19,766	8.3%	25,148	10.5%
\$150,000 to \$199,999	4,440	1.9%	7,132	3.0%
\$200,000 or more	4,358	1.8%	6,162	2.6%
<b>Total:</b>	<b>237,521</b>	<b>100.0%</b>	<b>238,890</b>	<b>100.0%</b>
Median Household Income	\$42,739	--	\$47,387	--

Source: 2006-2010 ("2010") and 2011-2015 ("2015") American Community Surveys

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Educational attainment is based on the highest level of education achieved by the population ages 25 years and over. Current estimates demonstrate that 12.6% of the population in the Central WDA has less than a high school education, 42.6% has a high school diploma, and 22.9% has a bachelor's degree or higher. Individuals with less than a 9<sup>th</sup> grade education is projected to increase by 1,200 (5.6%), and individuals with some college experience or more is projected to increase by 1,400 (0.7%).

Educational Attainment						
Level	2012		2017		2022	
Less Than 9th Grade	18,433	4.5%	20,918	5.0%	22,080	5.2%
9th Grade to 12th Grade	32,606	8.0%	32,232	7.7%	31,688	7.5%
High School Diploma	175,827	43.1%	179,414	42.6%	180,269	42.5%
Some College	58,052	14.2%	59,916	14.2%	60,427	14.3%
Associate's Degree	31,558	7.7%	32,387	7.7%	32,596	7.7%
Bachelor's Degree	53,428	13.1%	56,584	13.4%	57,003	13.4%
Graduate Degree and Higher	38,358	9.4%	39,687	9.4%	39,961	9.4%
<b>Total</b>	<b>408,261</b>	<b>100.0%</b>	<b>421,138</b>	<b>100.0%</b>	<b>424,024</b>	<b>100.0%</b>

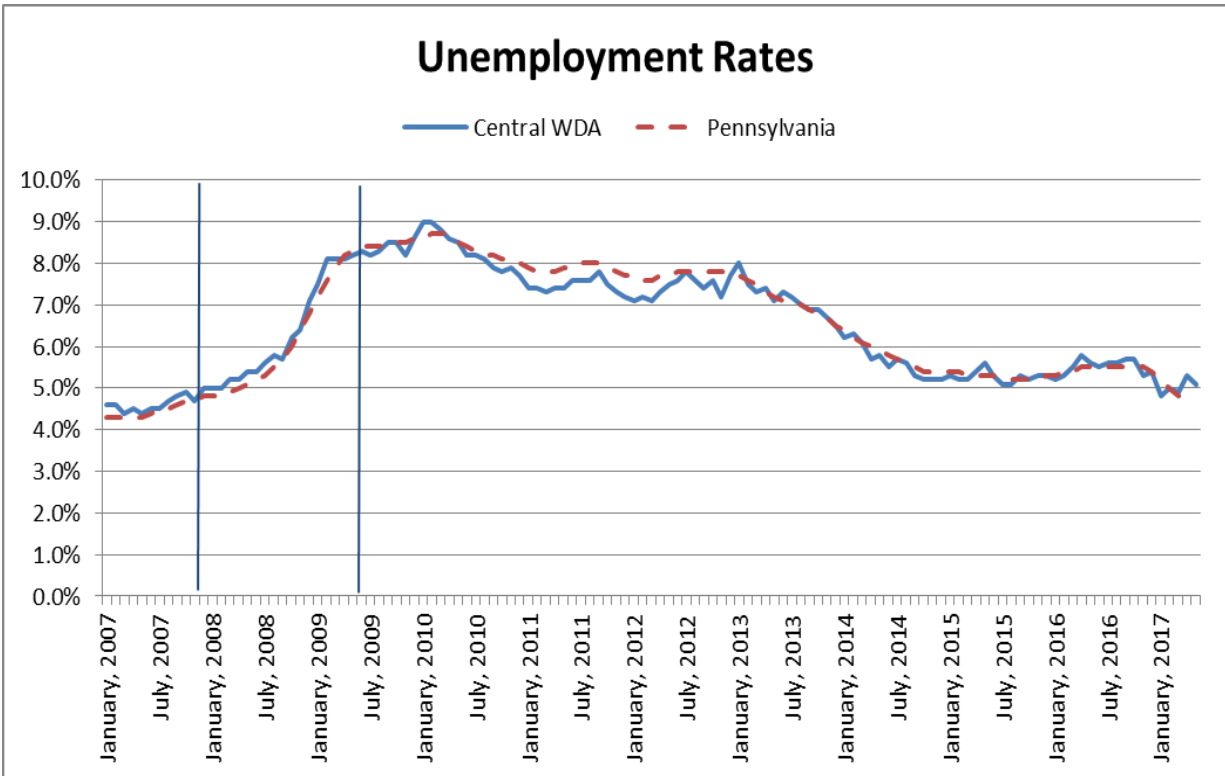
Source: EMSI, 2017.2; based on population ages 25 years and over

### Labor Market Information

As of May 2017 the Central WDA has a civilian labor force of 305,800 with 290,200 employed and 15,700 unemployed, resulting in an unemployment rate of 5.1%. After the recession began in December 2007 and ended in June 2009, the unemployment rate peaked at 9.0% in February 2010. Since then, the labor force has grown by 200, resulting from 12,000 more workers (employed) and 11,700 fewer jobseekers (unemployed), causing the unemployment rate to drop 3.9 percentage points.

The following graph tracks the local unemployment rate in the Central WDA compared to statewide values from January 2007 through May 2017:

## PY 2017-2019 WIOA Multi-Year Local Area Plan



Source: Center for Workforce Information and Analysis, based on the May 2017 preliminary dataset using seasonally adjusted values

The labor market is in a state of flux. Depending on what time periods you look at, different trends emerge. Overall, the unemployment rate is going down as seen in the above graph. While there is a trend towards more working (employed), the unemployed population varies, sometimes increasing and sometimes decreasing. CPWDC continues to monitor monthly changes in the labor market.

Comparing annual labor market information from 2007 to 2016, the labor market in the Central WDA has almost returned to pre-recession levels. The labor force exceeds the pre-recession level. However, there are 1,800 fewer employed and 2,700 more unemployed individuals. As a result of this increase in the jobseeker population, the unemployment rate increased by 0.9 percentage points.

Looking at annual labor market information from 2010 to 2016 presents a different picture. This is considered the time period after the recession. Overall, the labor market contracted by 400 individuals, but there are 8,100 more employed workers and 8,600 fewer jobseekers. Furthermore, the unemployment rate decreased by 2.8 percentage points.

The following table identifies the labor market information in the Central WDA annually from 2007 to 2016 and monthly values from January 2017 through May 2017:

Labor Market Information				
Time Period	Labor Force	Employed	Unemployed	Unemployment Rate
2007	303,900	289,900	14,100	4.6%



## PY 2017-2019 WIOA Multi-Year Local Area Plan

2008	310,000	292,500	17,600	5.7%
2009	307,400	282,200	25,200	8.2%
2010	305,400	280,000	25,400	8.3%
2011	306,400	283,600	22,900	7.5%
2012	309,900	286,900	23,100	7.4%
2013	309,000	286,900	22,100	7.2%
2014	305,800	288,500	17,300	5.7%
2015	304,300	288,300	16,000	5.3%
2016	305,000	288,100	16,800	5.5%
January, 2017	301,100	286,500	14,600	4.8%
February, 2017	302,600	287,500	15,100	5.0%
March, 2017	304,200	289,400	14,800	4.9%
April, 2017	305,400	289,400	16,100	5.3%
May, 2017	305,800	290,200	15,700	5.1%

*Source: Center for Workforce Information and Analysis, based on the May 2017 preliminary dataset using seasonally adjusted values*

The unemployment rate varies by educational attainment levels. According to the American Community Survey, the unemployment rate for individuals with less than a high school education is 10.3%. This decreases to 6.4% for a high school education, 4.7% for some college or associate's degree, and 2.7% for a Bachelor's degree or higher. Higher levels of education lead to lower levels of unemployment in the Central WDA.

As of May 2017, Clinton and Lycoming Counties have the highest unemployment rates (6.1%) in the Central WDA. Over the past year, the rates decreased by 1.1 and 0.8 percentage points, respectively. Centre (4.0%) and Montour (3.9%) continue to have some of the lowest unemployment rates across the State.

Lycoming County is home to 22.3% of the unemployed population (15,700) in the WDA. Centre County is home to another 20.4% of jobseekers, highlighting how unemployment rates are not always indicative of low unemployed numbers.

Unemployment Rates			
Area	May 2017	April 2017	May 2016
Centre County	4.0%	3.8%	4.2%
Clinton County	6.1%	6.2%	7.2%
Columbia County	5.4%	5.5%	5.6%
Lycoming County	6.1%	5.9%	6.9%
Mifflin County	5.4%	5.4%	5.7%
Montour County	3.9%	4.2%	4.2%
Northumberland County	5.8%	6.3%	6.4%
Snyder County	4.7%	4.8%	4.7%
Union County	4.5%	5.3%	4.8%

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Central WDA	5.1%	5.3%	5.6%
Pennsylvania	5.0%	4.9%	5.5%
United States	4.3%	4.4%	4.7%

Unemployed Population			
Area	May 2017	April 2017	May 2016
Centre County	3,200	3,100	3,300
Clinton County	1,100	1,200	1,300
Columbia County	1,800	1,900	1,900
Lycoming County	3,500	3,400	4,100
Mifflin County	1,100	1,100	1,200
Montour County	400	400	400
Northumberland County	2,500	2,800	2,800
Snyder County	1,000	1,000	1,000
Union County	900	1,100	1,000
<b>Central WDA</b>	<b>15,700</b>	<b>16,100</b>	<b>17,000</b>
Pennsylvania	6,152,000	6,150,000	6,086,000
United States	152,923,000	153,156,000	151,058,000

Source: Center for Workforce Information and Analysis, based on the May 2017 preliminary dataset using seasonally adjusted values

### Jobs

There are 287,900 jobs in the Central WDA as of 2017, 18.2% of which are goods-producing industries and 81.8% are service-providing industries. Job projections indicate a growth of 8,700 (3.0%) by 2022, a majority of which will be for service-providing jobs (98.3% of the projected growth, or 8,600 jobs). Nearly half (49.2%) of all jobs are found in the Government (includes public education), Health Care and Social Assistance, and Manufacturing industry sectors (Source: EMSI, 2017.2).

A quarter (25.5%) of all jobs is held by workers ages 55 years and older in the Central WDA, creating a need to upskill younger workers to backfill positions as individuals retire. Training and credentialing will be crucial for the sustainability of many companies as key employees retire creating a void of historical knowledge and hands on experience.

Age Group	Jobs	
Under 25	40,078	14.1%
25-34	53,514	18.8%
35-44	53,147	18.7%
45-55	65,449	23.0%
55+	72,648	25.5%
<b>Total</b>	<b>284,836</b>	<b>100.0%</b>

Source: EMSI, 2017.2

Jobs by age are based on 2016 job estimates

## PY 2017-2019 WIOA Multi-Year Local Area Plan

All jobs in the Central WDA have an average hourly wage of \$19.47 and a median hourly wage of \$18.57. Almost half (48.0%) of all jobs pay workers \$8.50 to \$15.00 per hour. Most other jobs (52.0%) pay workers more than \$15.00 per hour.

Wage Range	Jobs	
<\$8.50	52	0.0%
\$8.50-\$15.00	137,887	48.0%
\$15.01-\$25	86,570	30.1%
\$25.01-\$35.00	46,462	16.2%
>\$35.00	16,511	5.7%
Jobs included in Wage Range Estimates	287,482	99.8%
Occupations with Insufficient Wage Data	228	0.1%
<b>Total Jobs</b>	<b>287,930</b>	--

Source: EMSI, 2017.2; based on median hourly wages and 2017 job estimates

Occupational wages do not include benefits

Jobs are estimated due to lack of significant and reportable employment for various occupations

Looking at the typical entry level education of jobs, which are based on the most common level of education required by employers for employment, 66.7% of all jobs in the Central WDA typically require a high school diploma or less, and 21.0% typically require a bachelor's degree or higher.

Typical Entry Education Level	Jobs (estimated)	
No formal educational credential	80,206	27.9%
High school diploma or equivalent	111,698	38.8%
Postsecondary non-degree award	20,268	7.0%
Some college, no degree	7,393	2.6%
Associate's degree	6,200	2.2%
Bachelor's degree	45,786	15.9%
Master's degree	4,491	1.6%
Doctoral or professional degree	10,074	3.5%
Military Occupations	1,594	0.6%
Jobs included in Estimates	287,710	99.9%
<b>Total Jobs</b>	<b>287,930</b>	--

Source: EMSI, 2017.2; based on 2017 job estimates

Jobs are estimated due to lack of significant and reportable employment for various occupations

### Workers

By combining jobs data from EMSI with BLS data that identifies the educational attainment of workers ages 25 years and older by occupation, it is possible to estimate the education levels of workers in the Central WDA. It is estimated that 38.4% of workers have a high school diploma or less, and 28.4% of workers have a bachelor's degree or higher. We immediately see the existence of potential

## PY 2017-2019 WIOA Multi-Year Local Area Plan

underemployment, where a higher percentage of workers have higher levels of education than what may be required for entry into jobs.

Educational Attainment	Workers (estimated)	
Less than high school diploma	29,259	10.2%
High school diploma or equivalent	81,277	28.2%
Some college, no degree	65,852	22.9%
Associate's degree	28,111	9.8%
Bachelor's degree	52,083	18.1%
Master's degree	20,630	7.2%
Doctoral or professional degree	8,932	3.1%
Military Occupations	1,594	0.6%
Jobs included in estimate	287,738	100.0%
<b>Total Jobs</b>	<b>287,930</b>	--

Source: EMSI, 2017.2 (2017 job estimates) and BLS Table 1.11 Educational attainment for workers 25 years and older by detailed occupation, 2014-15 (Percent distribution)

Workers are estimated due to lack of significant and reportable jobs for various occupations

### Industry Clusters

The PA Department of Labor and Industry has defined 12 Industry Clusters for workforce strategies. In total, these targeted industry clusters account for 229,800 jobs (79.8%) in the Central WDA. The top 5 employing industry clusters in the Central WDA account for 164,800 jobs (57.2%):

- Advanced Manufacturing: 21,415 jobs (7.4%)
- Building and Construction: 20,146 jobs (7.0%)
- Education: 51,647 jobs (17.9%)
- Health Care: 44,213 jobs (15.4%)
- Hospitality, Leisure, & Entertainment: 27,384 jobs (9.5%)

The average earnings (including benefits) per job for all industry clusters is \$55,100, and it is \$43,000 for industries that are not a part of an industry cluster. Except for Hospitality, Leisure, and Entertainment, which pays an average of \$19,100 per job, each industry cluster pays an average of at least \$48,900.

From 2012 to 2017, the Central WDA added 5,200 jobs (1.8%). The 12 industry clusters gained 4,800 jobs (2.1%), with the highest job growth found in Health Care (4,700 jobs; 11.7%), Education (1,000 jobs; 2.0%), and Hospitality, Leisure, & Entertainment (800 jobs; 2.8%). The WDA is projected to add 8,700 jobs (3.0%) by 2022. The 12 industry clusters are projected to add a total of 7,800 jobs (3.4%), with the highest growth projected in Health Care (4,700 jobs; 10.5%), Business Services (1,000 jobs; 5.0%), and Real Estate, Finance & Insurance (600 jobs; 6.5%).

The following industry clusters have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Advanced Manufacturing: 1.06
- Agriculture & Food Production: 1.28
- Building and Construction: 1.05
- Education: 1.68
- Energy: 1.00 (1.00 typically means the concentrations are equal, but this is rounded from 1.004)
- Wood, Wood Products, & Publishing: 1.90

As a Workforce Development Board, we have focused on Advanced Manufacturing, Education, Energy, Health Care, and Wood, Wood Products, & Publishing in the past, but we do not exclusively rely on these clusters to target our efforts, more as an overview.

The following table summarizes the industry clusters in the Central WDA:

Industry Cluster	Jobs	Percent	State Location Quotient	Historical Change 2012 2017		Projected Change 2017 2022		Average Earnings per Job	Establishments
Advanced Manufacturing	21,415	7.4%	1.06	198	0.9%	443	2.1%	\$58,694	1,045
Agriculture & Food Production	11,364	3.9%	1.28	-244	-2.1%	105	0.9%	\$48,894	489
Bio-Medical	1,467	0.5%	0.41	-227	-13.4%	-38	-2.6%	\$85,941	64
Building and Construction	20,146	7.0%	1.05	105	0.5%	71	0.4%	\$50,294	1,560
Business Services	19,955	6.9%	0.55	-781	-3.8%	1,006	5.0%	\$58,496	1,511
Education	51,647	17.9%	1.68	1,008	2.0%	13	0.0%	\$62,817	651
Energy	5,269	1.8%	1.00	-1,014	-16.1%	572	10.9%	\$86,629	304
Health Care	44,213	15.4%	0.96	4,632	11.7%	4,661	10.5%	\$63,570	2,227
Hospitality, Leisure, & Entertainment	27,384	9.5%	0.95	753	2.8%	369	1.3%	\$19,050	1,711
Logistics and Transportation	8,152	2.8%	0.73	214	2.7%	347	4.3%	\$54,998	459
Real Estate, Finance & Insurance	9,329	3.2%	0.64	442	5.0%	606	6.5%	\$57,974	1,161
Wood, Wood Products, & Publishing	9,452	3.3%	1.90	-336	-3.4%	-338	-3.6%	\$54,218	280
Total-Targeted Industry Clusters	229,793	79.8%	1.00	4,750	2.1%	7,817	3.4%	\$55,066	11,462
Non-Targeted Industries	58,137	20.2%	1.00	405	0.7%	896	1.5%	\$42,984	3,120
<b>All Industries</b>	<b>287,930</b>	<b>100.0%</b>	<b>1.00</b>	<b>5,155</b>	<b>1.8%</b>	<b>8,713</b>	<b>3.0%</b>	<b>\$52,627</b>	<b>14,582</b>

Source: EMSI, 2017.2; based on 2017 job estimates

Industry earnings include wages, salaries, proprietor earnings, and supplements

Establishments do not include sole-proprietors; based on 2016 estimates

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### Industry Sectors

The top five (5) industry sectors account for 163,000 jobs (56.6%) in the Central WDA.

- Accommodation and Food Services: 21,900 jobs (7.6%)
- Construction: 13,000 jobs (4.5%)
- Government (includes public education): 62,200 jobs (21.6%)
- Manufacturing: 34,600 jobs (12.0%)
- Retail Trade: 31,300 jobs (10.9%)

The following table identifies industry sectors with the highest net and percent job change during the past 5 years:

Industry Sectors with the Highest Historical Net and Percent Job Growth (2012-2017)	
Net Change	Percent Change
Administrative and Support and Waste Management and Remediation Services	Arts, Entertainment, and Recreation
Finance and Insurance	Finance and Insurance
Government (includes public education)	Health Care and Social Assistance
Health Care and Social Assistance	Real Estate and Rental and Leasing
Real Estate and Rental and Leasing	Utilities
Combined historical growth of 7,900 jobs (6.7%)	Combined historical growth of 6,500 jobs (12.3%)

Source: EMSI, 2017.2

Industry sectors with the highest projected net and percent job change are shown in the following table:

Industry Sectors with the Highest Projected Net and Percent Job Growth (2017-2022)	
Net Change	Percent Change
Administrative and Support and Waste Management and Remediation Services	Administrative and Support and Waste Management and Remediation Services
Finance and Insurance	Health Care and Social Assistance
Health Care and Social Assistance	Mining, Quarrying, and Oil and Gas Extraction
Professional, Scientific, and Technical Services	Real Estate and Rental and Leasing
Real Estate and Rental and Leasing	Utilities
Combined projected growth of 6,400 jobs (9.7%)	Combined projected growth of 4,700 jobs (8.4%)

Source: EMSI, 2017.2

The following industry sectors, which account for 187,900 jobs (65.4%) in the WDA, have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

- Educational Services (private only): 1.01
- Government (includes public education): 1.42
- Health Care and Social Assistance: 1.23
- Management of Companies and Enterprises: 1.09
- Manufacturing: 1.53
- Mining, Quarrying, and Oil and Gas Extraction: 1.54
- Retail Trade: 1.05

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Utilities: 1.05

The following table summarizes the industry sectors in the Central WDA:

NAICS	Industry Sector	Jobs	Percent	State Location Quotient	Historical Change 2012 2017		Projected Change 2017 2022		Average Earnings per Job	Establishments
11	Crop and Animal Production	2,948	1.0%	0.84	124	4.4%	-77	-2.6%	\$32,507	180
21	Mining, Quarrying, and Oil and Gas Extraction	1,837	0.6%	1.54	-978	-34.7%	355	19.3%	\$92,829	81
22	Utilities	1,066	0.4%	1.05	418	64.5%	108	10.1%	\$122,998	37
23	Construction	12,984	4.5%	0.84	-796	-5.8%	83	0.6%	\$52,140	1,167
31	Manufacturing	34,552	12.0%	1.53	202	0.6%	-211	-0.6%	\$62,788	739
42	Wholesale Trade	6,448	2.2%	0.59	-999	-13.4%	196	3.0%	\$54,230	540
44	Retail Trade	31,313	10.9%	1.05	154	0.5%	196	0.6%	\$30,216	2,042
48	Transportation and Warehousing	9,517	3.3%	0.96	134	1.4%	315	3.3%	\$51,123	495
51	Information	2,802	1.0%	0.53	-288	-9.3%	-70	-2.5%	\$62,919	159
52	Finance and Insurance	6,865	2.4%	0.62	1,174	20.6%	584	8.5%	\$64,912	771
53	Real Estate and Rental and Leasing	3,276	1.1%	0.70	614	23.1%	403	12.3%	\$45,646	402
54	Professional, Scientific, and Technical Services	8,694	3.0%	0.47	2	0.0%	385	4.4%	\$63,419	1,002
55	Management of Companies and Enterprises	4,442	1.5%	1.09	-1,852	-29.4%	-3	-0.1%	\$77,090	110
56	Administrative and Support and Waste Management and Remediation Services	8,736	3.0%	0.48	518	6.3%	914	10.5%	\$29,222	586
61	Educational Services (private only)	7,485	2.6%	1.01	175	2.4%	191	2.6%	\$38,811	117
62	Health Care and Social Assistance	44,958	15.6%	1.23	4,087	10.0%	4,393	9.8%	\$60,906	2,273
71	Arts, Entertainment, and Recreation	3,227	1.1%	0.66	219	7.3%	94	2.9%	\$22,693	202
72	Accommodation and Food Services	21,928	7.6%	0.89	495	2.3%	150	0.7%	\$18,213	1,305
81	Other Services (except Public Administration)	12,611	4.4%	0.91	276	2.2%	351	2.8%	\$24,979	1,250
90	Government (includes public education)	62,242	21.6%	1.42	1,476	2.4%	357	0.6%	\$70,633	1,126
<b>Total</b>	<b>All Industries</b>	<b>287,930</b>	<b>100.0%</b>	<b>1.00</b>	<b>5,155</b>	<b>1.8%</b>	<b>8,713</b>	<b>3.0%</b>	<b>\$52,627</b>	<b>14,582</b>

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Source: EMSI, 2017.2; based on 2017 job estimates

Industry earnings include wages, salaries, proprietor earnings, and supplements

Establishments do not include sole-proprietors; based on 2016 estimates

### Occupational Groupings

The top five (5) occupational groupings account for 140,500 jobs (48.8%) in the WDA.

- Food Preparation and Serving Related Occupations: 24,800 jobs (8.6%)
- Office and Administrative Support Occupations: 48,100 jobs (16.7%)
- Production Occupations: 22,900 jobs (7.9%)
- Sales and Related Occupations: 25,500 jobs (8.9%)
- Transportation and Material Moving Occupations: 19,200 jobs (6.7%)

The following table identifies occupational groupings with the highest net and percent job change during the past 5 years:

Occupational Groupings with the Highest Historical Net and Percent Job Growth (2012 2017)	
Net Change	Percent Change
Food Preparation and Serving Related Occupations	Community and Social Service Occupations
Healthcare Practitioners and Technical Occupations	Farming, Fishing, and Forestry Occupations
Healthcare Support Occupations	Healthcare Practitioners and Technical Occupations
Installation, Maintenance, and Repair Occupations	Healthcare Support Occupations
Personal Care and Service Occupations	Personal Care and Service Occupations
Combined historical growth of 5,000 jobs (6.9%)	Combined historical growth of 4,000 jobs (9.1%)

Source: EMSI, 2017.2

Occupational groupings with the highest projected net and percent job change are shown in the following table:

Occupational Groupings with the Highest Projected Net and Percent Job Growth (2017 2022)	
Net Change	Percent Change
Business and Financial Operations Occupations	Business and Financial Operations Occupations
Healthcare Practitioners and Technical Occupations	Community and Social Service Occupations
Healthcare Support Occupations	Computer and Mathematical Occupations
Office and Administrative Support Occupations	Healthcare Practitioners and Technical Occupations
Transportation and Material Moving Occupations	Healthcare Support Occupations
Combined projected growth of 3,300 jobs (3.2%)	Combined projected growth of 3,200 jobs (6.9%)

Source: EMSI, 2017.2

The following occupational groupings, which account for 194,600 jobs (67.6%) in the Central WDA, have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

- Community and Social Service Occupations: 1.21
- Construction and Extraction Occupations: 1.06



## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Education, Training, and Library Occupations: 1.13
- Food Preparation and Serving Related Occupations: 1.03
- Healthcare Practitioners and Technical Occupations: 1.19
- Healthcare Support Occupations: 1.21
- Installation, Maintenance, and Repair Occupations: 1.22
- Office and Administrative Support Occupations: 1.12
- Production Occupations: 1.35
- Transportation and Material Moving Occupations: 1.02

The following table summarizes the occupational groupings in the Central WDA:

SOC	Occupational Grouping	Jobs	Percent	State Location Quotient	Historical Change 2012 2017		Projected Change 2017 2022		Projected Openings	Median Hourly Wages
11-0000	Management Occupations	11,258	3.9%	0.72	-434	-3.7%	331	2.9%	1,871	\$38.46
13-0000	Business and Financial Operations Occupations	9,333	3.2%	0.65	39	0.4%	609	6.5%	1,700	\$26.56
15-0000	Computer and Mathematical Occupations	5,702	2.0%	0.71	187	3.4%	309	5.4%	787	\$31.67
17-0000	Architecture and Engineering Occupations	3,938	1.4%	0.83	77	2.0%	172	4.4%	686	\$32.27
19-0000	Life, Physical, and Social Science Occupations	1,820	0.6%	0.79	-110	-5.7%	87	4.8%	364	\$30.54
21-0000	Community and Social Service Occupations	5,705	2.0%	1.21	318	5.9%	414	7.3%	1,087	\$18.77
23-0000	Legal Occupations	1,184	0.4%	0.50	6	0.5%	50	4.2%	173	\$27.12
25-0000	Education, Training, and Library Occupations	18,462	6.4%	1.13	-329	-1.7%	-15	-0.1%	2,338	\$24.98
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	3,576	1.2%	0.69	83	2.4%	105	2.9%	625	\$17.16
29-0000	Healthcare Practitioners and Technical Occupations	18,704	6.5%	1.19	1,574	9.2%	1,598	8.5%	3,940	\$30.88
31-0000	Healthcare Support Occupations	9,790	3.4%	1.21	1,054	12.1%	1,060	10.8%	2,238	\$12.76
33-0000	Protective Service Occupations	5,686	2.0%	0.89	211	3.9%	275	4.8%	1,069	\$23.25
35-0000	Food Preparation and	24,848	8.6%	1.03	953	4.0%	341	1.4%	5,143	\$9.72

## PY 2017-2019 WIOA Multi-Year Local Area Plan

	Serving Related Occupations									
37-0000	Building and Grounds Cleaning and Maintenance Occupations	10,307	3.6%	0.95	490	5.0%	283	2.7%	1,407	\$11.84
39-0000	Personal Care and Service Occupations	11,626	4.0%	0.99	774	7.1%	545	4.7%	1,897	\$10.48
41-0000	Sales and Related Occupations	25,505	8.9%	0.88	-465	-1.8%	346	1.4%	4,635	\$13.69
43-0000	Office and Administrative Support Occupations	48,071	16.7%	1.12	481	1.0%	742	1.5%	6,158	\$15.13
45-0000	Farming, Fishing, and Forestry Occupations	1,836	0.6%	0.83	254	16.1%	10	0.5%	313	\$13.78
47-0000	Construction and Extraction Occupations	13,534	4.7%	1.06	-925	-6.4%	268	2.0%	1,708	\$18.51
49-0000	Installation, Maintenance, and Repair Occupations	13,360	4.6%	1.22	678	5.3%	581	4.3%	2,320	\$18.23
51-0000	Production Occupations	22,865	7.9%	1.35	160	0.7%	-37	-0.2%	3,321	\$16.53
53-0000	Transportation and Material Moving Occupations	19,225	6.7%	1.02	133	0.7%	690	3.6%	3,105	\$16.60
55-0000	Military occupations	1,594	0.6%	0.45	-55	-3.4%	-52	-3.3%	184	\$17.67
<b>Total</b>	<b>All Occupations</b>	<b>287,930</b>	<b>100.0%</b>	<b>--</b>	<b>5,155</b>	<b>1.8%</b>	<b>8,713</b>	<b>3.0%</b>	<b>47,069</b>	<b>\$18.57</b>

Source: EMSI, 2017.2; jobs based on 2017 estimates

Openings include new and replacement openings

Occupational wages do not include benefits

In addition to industry and occupational projections, job postings analytics from EMSI identify the most in-demand requirements (skills and certifications) of employers in the Central WDA, which in turn represents the occupational skills of the workforce. The following table identifies the top 20 hard skills, soft skills, and certification advertised through online job postings by local employers for all occupations in the Central WDA:

Skills and Certifications for All Occupations		
Top Hard Skills	Top Soft Skills	Top Certifications
Cargos	Career Development	American Association Of Nurse Practitioners (AANP) Certified
Cleaning	Cleanliness	ANCC Certified
Communications	Cooperation	Board Certified
Customer Service	Coordinating	Certified Benefits Professional
Driving	Creativity	Certified Distance Learning Administrator

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Health Care	Critical Thinking	Certified Nursing Assistant
Health Insurance	Depth Perception	Certified Registered Nurse Anesthetist (CRNA)
Hospitalization	Diversity Awareness	Commercial Driver's License (CDL)
Innovation	Ethics	Critical Care Registered Nurse (CCRN)
Insurance	Leadership	Family Nursing Practitioner
Life Insurance	Leading	Licensed Clinical Social Worker (LCSW)
Management	Learning	Licensed Practical Nurse
Merchandising	Listening	Licensed Vocational Nurses
Nursing	Listening Skills	Medical License
Operations	Literacy	Nurse Practitioner
Recruitment	Mental Health	Patient Care Technician
Retailing	Scheduling (Project Management)	Registered Dental Assistant
Road Transport	Speech	Registered Nurse
Sales	Team Building	Series 7 General Securities Representative License (Stockbroker)
Training	Telephone Skills	Transportation Worker Identification Credential (TWIC) Card

Source: EMSI 2017.2; June 2016-June 2017

By reviewing industry projections, occupational projections, and job postings, we are able to identify the needs of local employers. Industry projections indicate what sectors of the economy may see the most growth, occupational projections identify which parts of the workforce may have the most openings, and job postings' skills and certifications suggest what employers need for those jobs.

### Population with Barriers

A majority of the population (ages 5 and over) in the Central WDA speaks only English (553,500; 93.2%). Other individuals speak English very well (26,400; 4.4%). There are 13,800 (2.3%) people though who do not speak English very well. The population that does not speak English very well increased by 8.4% from 2010 to 2015 (Source: American Community Survey). These individuals will have the most difficulty securing employment. It is not only important to assist job seekers who do not speak English very well, but also to prepare employers who may be recruiting these workers.

English Speaking Ability in the Central WDA				
Demographic	2010		2015	
Speak only English	548,063	93.8%	553,491	93.2%
Speak English "very well"	23,477	4.0%	26,397	4.4%
Speak English less than "very well"	12,723	2.2%	13,786	2.3%
<b>Total</b>	<b>584,263</b>	<b>100.0%</b>	<b>593,674</b>	<b>100.0%</b>

Source: 2006-2010 ("2010") and 2011-2015 ("2015") American Community Surveys  
Based on population ages 5 and over

Over half (7,100; 51.6%) of the population that does not speak English very well is found in Centre and Mifflin Counties.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

English Speaking Ability			
Area	Total	Speak English less than "very well"	Percentage of Individuals Speaking English less than "very well"
Centre	151,324	5,279	3.5%
Clinton	37,431	717	1.9%
Columbia	63,835	717	1.1%
Lycoming	110,132	855	0.8%
Mifflin	43,844	1,830	4.2%
Montour	17,445	311	1.8%
Northumberland	89,054	1,205	1.4%
Snyder	37,900	1,385	3.7%
Union	42,709	1,487	3.5%
<b>Central WDA</b>	<b>593,674</b>	<b>13,786</b>	<b>2.3%</b>
<b>Pennsylvania</b>	<b>12,061,898</b>	<b>492,286</b>	<b>4.1%</b>

Source: 2011-2015 ("2015") American Community Survey

There are 475,400 individuals ages 16 and over for whom poverty status is determined, and 14.6% (69,200 individuals) are living below the poverty level. Of this population, 21,000 (30.3%) are employed and 6,300 (9.1%) are unemployed for an unemployment rate of 23.0%, which is 5.2 times higher than those above poverty. The remaining 41,900 (60.6%) are not in the labor force with a proportion 1.8 times higher than the above poverty population. In comparison to individuals living at or above poverty (406,200), 63.3% is employed, 2.9% is unemployed, and the unemployment rate is 4.4%. In the past 5 years, the below poverty population has increased by 4.5%, and the majority of the change was for individuals not in the labor force (Source: American Community Survey). It is vital to not only support individuals living in poverty by giving them the skills and resources needed for employment, but it is also necessary to engage individuals who are not in the labor force to find meaningful and self-sustaining employment.

Poverty and Labor Force Status in the Central WDA				
Demographic	2010		2015	
<b>Income in the past 12 months below poverty level</b>	<b>66,181</b>	<b>14.2%</b>	<b>69,192</b>	<b>14.6%</b>
In labor force	27,836	42.1%	27,267	39.4%
Employed	21,808	33.0%	20,992	30.3%
Unemployed	6,028	9.1%	6,275	9.1%
Unemployment Rate	21.7%	--	23.0%	--
Not in labor force	38,345	57.9%	41,925	60.6%
<b>Income in the past 12 months at or above poverty level</b>	<b>398,718</b>	<b>85.8%</b>	<b>406,194</b>	<b>85.4%</b>
In labor force	266,454	66.8%	268,929	66.2%
Employed	252,824	63.4%	257,127	63.3%
Unemployed	13,630	3.4%	11,802	2.9%
Unemployment Rate	5.1%	--	4.4%	--
Not in labor force	132,264	33.2%	137,265	33.8%

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<b>Total</b>	<b>464,899</b>	<b>--</b>	<b>475,386</b>	<b>--</b>
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Source: 2006-2010 ("2010") and 2011-2015 ("2015") American Community Surveys

Based on population 16 years and over for whom poverty status is determined

Centre and Lycoming Counties are home to over half (35,700; 51.6%) of the population that is below the poverty level in the Central WDA. Over half (14,500; 53.2%) of the labor force and nearly half (2,900; 46.9%) of the unemployed population that is below poverty live in these counties as well. Montour County demonstrates an unemployment rate of 42.7%, but this is based on a labor force of 500 and 200 jobseekers who are living in poverty, so it is important to look beyond the unemployment rates

Poverty and Labor Force Status (Ages 16 and older)								
Area	Total Population Age 16 and Older	Individuals Below the Poverty Level Age 16 and Older						
		Total Individuals	Poverty Rate	Employed	Unemployed	Unemployment Rate	Not in Labor Force	Labor Force Participation Rate
Centre	119,763	24,385	20.4%	7,895	1,477	15.8%	15,013	38.4%
Clinton	30,151	4,248	14.1%	1,514	299	16.5%	2,435	42.7%
Columbia	52,243	8,220	15.7%	2,212	514	18.9%	5,494	33.2%
Lycoming	90,002	11,338	12.6%	3,672	1,464	28.5%	6,202	45.3%
Mifflin	36,752	4,806	13.1%	1,165	468	28.7%	3,173	34.0%
Montour	14,560	1,293	8.9%	310	231	42.7%	752	41.8%
Northumberland	73,337	8,886	12.1%	2,224	1,276	36.5%	5,386	39.4%
Snyder	30,154	2,736	9.1%	1,027	208	16.8%	1,501	45.1%
Union	28,424	3,280	11.5%	973	338	25.8%	1,969	40.0%
<b>Central WDA</b>	<b>475,386</b>	<b>69,192</b>	<b>14.6%</b>	<b>20,992</b>	<b>6,275</b>	<b>23.0%</b>	<b>41,925</b>	<b>39.4%</b>
<b>Pennsylvania</b>	<b>10,004,890</b>	<b>1,203,027</b>	<b>12.0%</b>	<b>335,967</b>	<b>153,653</b>	<b>31.4%</b>	<b>713,407</b>	<b>40.7%</b>

Source: 2011-2015 ("2015") American Community Survey

Based on population 16 years and over for whom poverty status is determined

There are 151,400 family households in the Central WDA, 60,100 of which have children under 18. Of those families, 17,700 (30.7%) have single-parents. This means there are 17,700 individuals in the region who have children and will face challenges as they try to balance their work and personal lives. Looking at trends, the total households in the WDA increased in the past 5 years, but the number of family households decreased. Overall, the number of single-parent families decreased by 1.5% (Source: American Community Survey). While this population has contracted, they still represent an important population to target as they work to support their families.

Single Parent Households in the Central WDA				
Demographic	2010		2015	
Family households (families)	153,661	--	151,407	--
Families with own children under 18 years	62,019	--	57,765	--
Married Couple / With own children under 18 years	44,037	71.0%	40,050	69.3%
Single-parent family / With own children under 18 years	17,982	29.0%	17,715	30.7%
Nonfamily households	83,860	--	87,483	--

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<b>Total Households</b>	<b>237,521</b>	<b>--</b>	<b>238,890</b>	<b>--</b>
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Source: 2006-2010 ("2010") and 2011-2015 ("2015") American Community Surveys

Over half (9,800; 55.2%) of the single-parent population resides in Centre, Lycoming, and Northumberland Counties.

Single Parent Households			
Area	Total Family Households with Child/Children	Married-Couple Family with Child/Children	Single Parent with Child/Children
Centre	12,867	9,930	2,937
Clinton	3,779	2,449	1,330
Columbia	6,223	4,226	1,997
Lycoming	11,395	7,644	3,751
Mifflin	4,722	3,115	1,607
Montour	1,750	1,238	512
Northumberland	9,027	5,936	3,091
Snyder	4,098	2,846	1,252
Union	3,904	2,666	1,238
<b>Central WDA</b>	<b>57,765</b>	<b>40,050</b>	<b>17,715</b>
<b>Pennsylvania</b>	<b>1,287,103</b>	<b>869,569</b>	<b>417,534</b>

Source: 2011-2015 ("2015") American Community Survey

There are 80,100 individuals with a disability in the Central WDA, 13.2% of the civilian noninstitutionalized population (605,700). Over half (46,200; 57.8%) of the population with a disability resides in Centre, Lycoming, and Northumberland Counties. Disability rates range from 9.9% in Centre County to 17.2% in Mifflin County.

Disability Status (Total Population)				
Area	Population	With a Disability		No Disability
Centre	154,387	15,356	9.9%	139,031
Clinton	39,007	5,696	14.6%	33,311
Columbia	66,142	8,224	12.4%	57,918
Lycoming	113,522	16,883	14.9%	96,639
Mifflin	46,117	7,923	17.2%	38,194
Montour	17,899	2,537	14.2%	15,362
Northumberland	89,465	14,010	15.7%	75,455
Snyder	39,724	4,642	11.7%	35,082
Union	39,395	4,802	12.2%	34,593
<b>Central WDA</b>	<b>605,658</b>	<b>80,073</b>	<b>13.2%</b>	<b>525,585</b>
<b>Pennsylvania</b>	<b>12,575,088</b>	<b>1,696,250</b>	<b>13.5%</b>	<b>10,878,838</b>

Source: American Community Survey, 2011-2015 5-Year Estimates

Based on total population

## PY 2017-2019 WIOA Multi-Year Local Area Plan

The percentage of the population with a disability reduces slightly when focusing on the working-age population between the ages of 18 and 64 (390,200), where 10.1% (39,600 individuals) have a disability. This means 39,600 people who are of working age (18 to 64) have a disability. Working age individuals with a disability decreased by 1.2% in the past 3 years. Over half (23,200; 58.5%) of the population ages 18 to 64 years with a disability lives in Centre, Lycoming, and Northumberland Counties. These counties are home to 10,100 (61.7%) individuals in the labor force and 1,100 unemployed (53.3%) with disabilities. Columbia County exhibits an unemployment rate of 18.5%, but this is based on a labor force of 1,400 and 300 unemployed with disabilities.

Disability and Labor Force Status (Population Ages 18 64 Years)								
Area	Total	With a Disability	In the Labor Force	Employed	Unemployed	Unemployment Rate	Not in Labor Force	No Disability
Centre	111,358	8,147	3,907	3,494	413	10.6%	4,240	103,211
Clinton	24,405	2,722	1,040	881	159	15.3%	1,682	21,683
Columbia	43,303	4,226	1,429	1,165	264	18.5%	2,797	39,077
Lycoming	70,370	8,313	3,832	3,347	485	12.7%	4,481	62,057
Mifflin	26,715	3,957	1,510	1,262	248	16.4%	2,447	22,758
Montour	10,813	1,219	503	425	78	15.5%	716	9,594
Northumberland	54,100	6,720	2,396	2,161	235	9.8%	4,324	47,380
Snyder	24,629	2,113	1,026	897	129	12.6%	1,087	22,516
Union	24,471	2,176	783	668	115	14.7%	1,393	22,295
<b>Central WDA</b>	<b>390,164</b>	<b>39,593</b>	<b>16,426</b>	<b>14,300</b>	<b>2,126</b>	<b>12.9%</b>	<b>23,167</b>	<b>350,571</b>
<b>Pennsylvania</b>	<b>7,855,199</b>	<b>862,720</b>	<b>355,174</b>	<b>294,564</b>	<b>60,610</b>	<b>17.1%</b>	<b>507,546</b>	<b>6,992,479</b>

Source: American Community Survey, 2011-2015 5-Year Estimates

Based on population 18 to 64 years

Individuals with a disability have higher unemployment rates in the Central WDA. Of the civilian noninstitutionalized population ages 18 to 64 (390,200), there are 39,600 (10.1%) individuals with a disability. 16,400 (41.5%) are in the labor force, 14,300 of which are employed and 2,100 unemployed, leading to an unemployment rate of 12.9%. The remaining 23,200 (58.5%) are not in the labor force. The unemployment rate for individuals with a disability (12.9%) is 2.3 times the unemployment rate of individuals that do not have a disability (5.7%). Furthermore, the labor force participation rate for individuals with a disability is 45.7% lower than those without a disability. The population with a disability shows higher unemployment rates and less participation in the labor force. It is important to provide adequate resources to these individuals to help them gain employment.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Disability and Labor Force Status (Population Ages 18-64 Years)							
County	Total Population	Number of Individuals with a Disability	Percentage of Population with a Disability	Unemployment Rate		Labor Force Participation Rate	
				No Disability	Disability	No Disability	Disability
Centre	111,358	8,147	7.30%	4.80%	10.60%	69.20%	48.00%
Clinton	24,405	2,722	11.20%	5.70%	15.30%	78.10%	38.20%
Columbia	43,303	4,226	9.80%	4.90%	18.50%	73.30%	33.80%
Lycoming	70,370	8,313	11.80%	7.10%	12.70%	82.10%	46.10%
Mifflin	26,715	3,957	14.80%	5.40%	16.40%	80.30%	38.20%
Montour	10,813	1,219	11.30%	6.30%	15.50%	82.80%	41.30%
Northumberland	54,100	6,720	12.40%	7.00%	9.80%	81.60%	35.70%
Snyder	24,629	2,113	8.60%	4.00%	12.60%	80.60%	48.60%
Union	24,471	2,176	8.90%	6.00%	14.70%	74.50%	36.00%
<b>Central WDA</b>	<b>390,164</b>	<b>39,593</b>	<b>10.10%</b>	<b>5.70%</b>	<b>12.90%</b>	<b>76.30%</b>	<b>41.50%</b>
<b>PA Total</b>	<b>7,855,199</b>	<b>862,720</b>	<b>11.00%</b>	<b>7.20%</b>	<b>17.10%</b>	<b>81.70%</b>	<b>41.20%</b>

Source: American Community Survey, 2011-2015 5-Year Estimates

Based on population 18 to 64 years

Individuals with a disability earn less than those without one. According to the American Community Survey, the local average median earnings value is \$26,700. Individuals with a disability earn 32.9% less than the local value (\$17,900), and individuals without a disability earn 2.8% more (\$27,500). Median earnings for individuals with disabilities range from a high of \$21,300 in Snyder County to a low of \$12,700 in Union County.

Median Earnings by Disability Status			
Area	Total	With a Disability	No Disability
Centre	\$23,098	\$21,035	\$23,291
Clinton	\$24,355	\$17,428	\$24,905
Columbia	\$27,887	\$16,792	\$28,809
Lycoming	\$27,722	\$15,730	\$29,075
Mifflin	\$26,034	\$20,098	\$26,672
Montour	\$32,398	\$16,528	\$33,906
Northumberland	\$29,634	\$19,641	\$30,265
Snyder	\$25,534	\$21,325	\$25,882
Union	\$23,712	\$12,713	\$24,246
<b>Central WDA</b>	<b>\$26,708</b>	<b>\$17,921</b>	<b>\$27,450</b>
Pennsylvania	\$31,672	\$20,672	\$32,255

Source: American Community Survey, 2011-2015 5-Year Estimates

Based on noninstitutionalized population 16 years and over with earnings in the past 12 months



## PY 2017-2019 WIOA Multi-Year Local Area Plan

Individuals with disabilities have higher rates of poverty (i.e., incomes below the poverty level) – 19.9% of individuals with a disability are below the poverty level, compared to 14.8% of those who do not have a disability. Centre, Lycoming, and Northumberland Counties are home to 8,400 individuals (53.2%) who have a disability and are living below the poverty level. The poverty rate increases when considering the working age population (ages 18 to 64), rising to 26.1% for those with a disability.

Disability and Poverty Status				
Area	Total Population	With a Disability	Below Poverty Level Rates	
			No Disability	Disability
Centre	140,895	14,933	19.7%	15.7%
Clinton	37,156	5,644	15.5%	21.5%
Columbia	62,611	8,153	14.9%	23.7%
Lycoming	110,989	16,724	13.8%	19.0%
Mifflin	45,805	7,902	14.4%	22.0%
Montour	17,710	2,505	7.9%	22.1%
Northumberland	89,046	13,997	12.6%	20.2%
Snyder	37,697	4,588	9.9%	17.7%
Union	35,539	4,688	11.1%	23.8%
<b>Central WDA</b>	<b>577,448</b>	<b>79,134</b>	<b>14.8%</b>	<b>19.9%</b>
Pennsylvania	12,361,099	1,685,632	12.1%	22.0%

Source: American Community Survey, 2011-2015 5-Year Estimates

Based on population for whom poverty status is determined

In 2015, the Central WDA had a substantial number of ex-offenders returning to local communities, seeking employment.

2015 Statistics						
County Class	County Name	Avg. In-House Daily Pop. For 2015	Avg. Housed Elsewhere Daily Pop.	Admissions	Discharge	Avg. Cost Day/Inmate 2015
4th	Centre	289	37	1,562	1,663	\$78.60
6th	Clinton	226	1	2,210	2,197	\$66.19
6th	Columbia	223	0	1,633	1,371	\$75.17
5th	Lycoming	383	106	2,651	2,614	\$79.10
6th	Mifflin	151	1	1,432	1,424	\$65.15
8th	Montour	31	6	320	333	\$90.88
5th	Northumberland	127	16	825	888	\$118.45
7th	Snyder	104	0	1,340	1,354	\$83.70
7th	Union	34	25	421	393	\$126.99
<b>Total</b>		<b>1,568</b>	<b>191</b>	<b>12,394</b>	<b>12,237</b>	<b>\$87.14</b>

Source: PA Department of Corrections

The average cost per inmate per day calculation is limited by factors including accounting for the cost of inmates

## PY 2017-2019 WIOA Multi-Year Local Area Plan

*housed in other jurisdictions under per diem contract.*

*Note that Northumberland County inmates are disbursed at SCI Coal Township (males), SCI Muncy (females), and other contracted county facilities as applicable; Northumberland County staff are working on the grounds of SCI Coal Township following fire that closed the Northumberland County Prison in January 2015.*

### 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?*

Skill gaps are defined as any knowledge, skills or abilities that employers identify as needed in their workforce that they have difficulty finding and/or recruiting within the labor force. The most valuable information regarding skill gaps in the region comes from employers directly. We receive information from employers directly through a number of different methods on an ongoing basis as well as through more formal methods during our strategic planning process.

Central's business services team members who work with employers directly on their job postings and recruitment efforts use consultative interviewing techniques and frequently hear about skill gaps. Recent needs identified include: CNC machinists, Certified Nurse Assistants and welders. The region also needs more individuals with commercial drivers' licenses, even though we are putting a lot of people through that training. Employers in the Advanced Manufacturing Industry Partnership noted there are not enough trained workers for middle-skilled occupations. These shortages are also noted in job postings. It is difficult to match individuals to jobs where specific certifications are also required. It can be a challenge to fill the higher leadership roles for our local employers, as the skills of our PA CareerLink® jobseeker customers don't often align with the skills needed for these roles. CPWDC will be working with more and varied employers as we develop our Next Generation Sector Partnerships. The CEOs who are already involved with our Industry Partnerships will be inviting their peers to participate in identifying additional needs as well.

CPWDC also periodically conducts surveys of our Industry Partnership participants to identify skill gaps and needs for incumbent worker training. The private sector members of our board will also identify skill gaps that they and their peers in various industries experience.

We frequently hear from employers that they can train the people if they show up. Soft skills are the most important, including the following.

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

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Another skill gap that employers often describe is the lack of supervisory and leadership skills. Some people have been promoted into positions because they had good technical skills, but lack the interpersonal and leadership skills to manage people. We have frequent requests for incumbent worker training addressing this need. Another skill gap is Emotional Intelligence, related to the need to control one's behavior in different situations. Other recent request for incumbent worker training include:

- Supervisory Fundamentals
- Responding to Conflict in the Workplace
- Mid-Level Manager Program
- Sales / Customer Service
- Project Management Essentials
- Introduction to Financial Management
- Root Cause Analysis/A3 Thinking
- Value Stream Mapping & Standard Work
- ISO 9001:2015 ISO Internal Auditor Training
- Innovation Engineering
- Certified Nurse Aide
- Licensed Practical Nurse
- Registered Nurse
- Medical Billing & Coding Specialist

Another way to look at skill gaps is to look at the difference in expected level of education for various positions. Central PA is projected to add 11,850 jobs (2.9%) from 2014 to 2024, The following table identifies the projected growth and openings by typical entry level education:

### Employment Growth Rates by Educational Attainment Level for Central WDA

Area	Educational Grouping	Employment (2014)	Projected Employment (2024)	Percent Change (2014-24)
Central	On-the-job training	143,480	147,620	2.9%
Central	Long-term training	15,200	16,260	7.0%
Central	PS education or experience	44,310	46,870	5.8%
Central	Associate degree	5,220	5,580	6.9%
Central	Bachelor's degree	38,230	40,800	6.7%
Central	Advanced degree	12,070	13,230	9.6%
	Region TOTAL	258,510	270,360	4.6%

Source: Long-Term Occupational Employment Projections (2014-24), Center for Workforce Information and Analysis

The following table identifies the top 20 knowledge areas and work activities and annual projected openings:

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### Top Knowledge Areas and Work Activities and Projected Annual Openings

Knowledge Area	Total Annual Openings Needing this Skill	Work Activity	Total Annual Openings Needing this Skill
English Language	7,909	Getting Information	4,759
Customer and Personal Service	7,426	Communicating with Supervisors, Peers, or Subordinates	4,059
Administration and Management	6,091	Performing for or Working Directly with the Public	2,696
Mathematics	6,024	Making Decisions and Solving Problems	2,438
Public Safety and Security	4,977	Interacting With Computers	2,423
Education and Training	4,738	Documenting/Recording Information	2,028
Computers and Electronics	4,165	Identifying Objects, Actions, and Events	1,907
Clerical	4,137	Organizing, Planning, and Prioritizing Work	1,799
Psychology	3,137	Establishing and Maintaining Interpersonal Relationships	1,755
Sales and Marketing	3,026	Updating and Using Relevant Knowledge	1,709
Production and Processing	2,947	Assisting and Caring for Others	1,532
Law and Government	2,645	Evaluating Information to Determine Compliance with Standards	1,352
Personnel and Human Resources	2,498	Performing General Physical Activities	1,150
Mechanical	2,018	Inspecting Equipment, Structures, or Material	1,116
Communications and Media	1,972	Monitor Processes, Materials, or Surroundings	1,052
Transportation	1,607	Processing Information	1,040
Sociology and Anthropology	1,502	Thinking Creatively	895
Therapy and Counseling	1,429	Analyzing Data or Information	832
Engineering and Technology	1,343	Communicating with Persons Outside Organization	826
Medicine and Dentistry	1,335	Handling and Moving Objects	801

Source: Center for Workforce Information and Analysis

### 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 Central PA 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.

Educating parents on the career opportunities that are available locally is another challenge we face in aligning the educational and training activities with the needs of local employers. A lot of community members are not aware of what types of products are made in this area. Students will go to college and pick a major that interests them without any thought to the jobs that are available within the region or through the career pathways that exist in local industry. We have a lot of students going to training for things that aren't necessarily needed in this region.

Matching what a resume says to the job is also a challenge. The CWDS matching service often misses key terms on jobseekers resumes that should match with job postings. We frequently see people who are qualified for positions on their resume that don't pop up on the system as a match. It becomes really important for the local staff to understand what is actually on jobseekers' resumes so they can augment the system's matching process.

Another challenge in this matching process is employer participation. Although employers will frequently state that they have skill gap needs, the number of employees they send to training is often lower than the number of people that they identify need the training. For some employers this is because they cannot have multiple employees out on the same day when training is offered; however training providers also can't run the same training on various dates without a full classroom. Another challenge is some employers don't see it as their responsibility to upskill their workforce.

Another challenge is that the grant and training cycle(s) don't always match the job cycle. For example, some employers may not be able to take advantage of training when the grant dollars are available to fund training. Additionally, positions may be open at different times of the year and not when training programs have graduates available.

The size of the region and the rural nature of it is also a challenge. The needs of one county are frequently different than others. With limited funding available, it's hard to customize training for individual companies or sectors in specific regions. To the extent possible CPWDC selects training providers that offer consortium based training to address the needs of each county and can provide training in multiple locations or virtually.

Strategies to address these gaps that we are either pursuing or exploring over the next few years

## PY 2017-2019 WIOA Multi-Year Local Area Plan

include:

- CPWDC procured a regional business service provider so we can share information across the region.
- Through CPWDC's Business and Education Partnership grant, we are working with career and technical education (CTE) directors, school administrators, and labor representatives on an outreach campaign to get more students interested in the trades programs. This is the first time where all the Career & Technical Education directors are meeting together with the WDB, which provides us an opportunity to improve our coordination. Many of the schools have really engaged employers on their advisory committees and this gives us the opportunity to connect with them as well.
- Investigating whether the school evaluation metrics can be changed or modified to include career and technical education goals. Schools in PA today get rated on college placement; this needs to be changed. It would be easier to address some of the local skill gaps if the K-12 education system promoted more technical training and had the necessary funding to send all students interested in technical training to the programs.
- Utilizing the Next Generation Sector Partnerships is another opportunity for us to make better connections to identify and close skill gaps. Like the industry partnerships, the employers are leading it. CPWDC wants to hear from them what their greatest needs are and engage them in finding solutions. If we help companies develop their own solutions, they will have buy in.

### Section 1.4

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

Workforce service delivery in the Central PA 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 and training providers that provide support to the workforce system. 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

**Customer-Focused Services.** In each PA CareerLink®, customers are welcomed in a triage process designed to quickly and efficiently understand an individual's needs, provide information about all of the services available from the broad spectrum of WIOA programs, and connect the individual with a program staff person for further assistance if desired or schedule workshops or other basic career services.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Every jobseeker in Central PA may access basic career services as outlined in WIOA and provided by Title I and Wagner-Peyser staff. Jobseekers who desire individualized career services or training services meet one-on-one with program staff to learn more and register with appropriate documentation showing eligibility as required. There is no sequence of service required, but Title I staff ensure there is an Individualized Employment Plan for all customers registered as adult and dislocated worker and assist each customer in defining employment goals using the local intelligence and labor market data as well as assessments designed to help customers learn more about themselves in relation to careers of interest. Jobseekers have access to on-the-job training, occupational training, and workshops in the PA CareerLink® to brush up on skills as appropriate.

**Understanding of the Local Labor Market Information.** CPWDC maintains that a key element to staying industry relevant involves expertise in understanding customer demographics and labor market information. Monthly economic and labor market reports are published on CPWDC's website and shared with the LWDB and service providers. Annual demographic profiles are broken down by county and examine population, age, educational attainment, race, ethnicity, commuting patterns and household income. CPWDC analyzes data from a number of sources, including the Pennsylvania Department of Labor & Industry Center for Workforce Information and Analysis, the U.S. Census Bureau, the Bureau of Labor Statistics, and Economic Modeling Specialists, International (EMSI), an organization that gathers data from over 90 federal and state data sources to update their quarterly database. This data along with local intelligence gathered by the business service teams (BST), the Central Partnerships for Regional Economic Performance (PREP) partners and LWDB and committee members along with information regarding customer demand help drive workforce development activities and strategies in the Central region.

**Proactive Leveraging of Resources to Support Innovation.** CPWDC and the PA CareerLink® sites it manages must continuously evolve to improve service delivery to jobseekers and employers. In the context of WIOA, two of the most prominent areas for focus are: 1) increasing services to those with barriers to employment, and 2) improving collaboration both internally within the workforce system, and externally with community partners with shared interests and goals. CPWDC continuously seeks out funding resources that support the development of new programs that improve and expand workforce services for jobseekers, particularly those with barriers to employment. Cross-agency collaboration is increasingly important in these endeavors.

One example is CPWDC's effort to better serve ex-offenders. Although this population is currently able to access innovative PA CareerLink® workshops focused on finding a job with a criminal record, new efforts are now being made to collaborate with local prison officials and other community organizations that serve this demographic so services are streamlined and redundancy is reduced. Additionally, new opportunities to reach this population are continuing to emerge, such as CPWDC's investment in *The Link*, a new mobile career center, that will be able to better reach ex-offenders via their probation offices. Funded through a Community Partnerships Grant, *The Link* will allow us to deepen our relationships with many community organizations that serve those in need.

**Priority Sector Initiatives.** We currently have two active industry partnerships in healthcare and manufacturing that give us the opportunity to promote career ladders within those industries and support incumbent worker training. Our Business Education Partnership promotes career exploration activities within the K-12 education system and promotes career ladders within our priority sectors.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

We provide a great deal of training and job matching support for the Logistics and Transportation industry as a priority sector, even though we do not have a formal industry partnership. Although the current employment numbers does not make this a priority sector, through our labor market analysis and local planning process, we identified Real Estate, Finance and Insurance as an area where there is a large number of net new positions between 2014 and 2024 (over 1,000 jobs). This is an area we will be exploring for further emphasis over the next few years.

**Variety of Education and Training Providers.** The Central Workforce Development Area has a robust eligible training provider list (ETPL) giving customers a large selection for occupational skills training. There are seven distinguished academic institutions including:

- Bloomsburg University,
- Bucknell University,
- Lock Haven University,
- Lycoming College,
- Pennsylvania College of Technology,
- Pennsylvania State University
- Susquehanna University

The Region is also home to seven Career and Technical Centers and 31 public school districts and a variety of private and parochial schools allowing jobseekers to attend training close to home or online.

**Integrated Education and Training.** CPWDC's Sector Partnership grant funds the development and delivery of integrated education and training (IET) curricula that aim to increase the ability of dislocated workers with low basic skills to earn valued occupational credentials, obtain well-paying jobs, and sustain rewarding careers in targeted sectors. The term "integrated education and training" (IET) refers to a service approach that provides Title II adult education and literacy activities concurrently and contextually with workforce training for a specific occupation. Added to the definition of "adult education and literacy activities" in Section 203(2) of WIOA, IET provides an opportunity to create career pathways for in-demand occupations accessible to people who otherwise would first have to complete an adult education program and earn a GED.

**Cross-System Collaboration.** Finally, CPWDC received a Strategic Innovation Grant that aims to increase cross-systems collaboration among organizations in the Central PA region that serve people with barriers to employment, in order to de-silo, reduce duplication of effort, increase operational efficiency, and improve quality and timely access of services to jobseekers. The primary goal for this collaboration is to create a strategy for providing career pathway services, which will help build a foundation of support for future career pathway initiatives in the region. The result will be a stronger more integrated workforce support ecosystem that can be more responsive to changing workforce needs, new opportunities and innovative service approaches that better serve jobseekers.

**Demand-Driven Activities.** Our local WDA is very responsive to the needs of local employers. The needs identified by our local industry partnerships and regional employers become the focus of our local efforts.



## PY 2017-2019 WIOA Multi-Year Local Area Plan

**Integrated Team Approach.** CPWDC fosters strategic alignment to maximize human and capital resources and evaluates service delivery to continuously improve quality and innovation while ensuring the workforce system is industry relevant by anticipating and responding to the needs of jobseekers and businesses alike. The workforce system in Central PA works together as a united PA CareerLink® team. Functional supervision led by three PA CareerLink® Administrators each overseeing a large comprehensive and smaller affiliate site leads to stronger integration, inclusion of all partner programs in decision making and goal setting, streamlined service delivery, accountability and increased quality of programming.

**Inter-Regional Collaboration.** CPWDC, in partnership with the North Central Workforce Development Board (NCWDB) and the Southern Alleghenies Workforce Development Board (SAWDB), has also been awarded a grant from the Commonwealth of Pennsylvania to enhance job training services available to dislocated workers who have low basic skills. Through the new Pathways to Employment initiative, the three WDBs are enhancing job training services available to dislocated workers in our regions, with a particular focus on those workers who lack basic skills in communication, reading and math that inhibit them from successfully completing occupational classroom training and moving forward on a career path.

### Weaknesses

**System Fragmentation.** Although our partners work together very well and we have made great progress over the past few years in collaboration and focusing attention on local needs, we are still a bit “siloe” in our approach. We don’t always share information across the system in a timely manner. We also recognize that there are large number of underserved people, we have difficulty actually “finding” them. For example, while students with disabilities can be identified in the K-12 system by those who have an IEP, it is difficult to identify and engage out of school youth and adults with disabilities, and they are frequently not seeking us.

**Lack of consistent career pathways across all employers and providers.** While we have done a great job promoting career pathways among youth, there is much more to do to facilitate a common understanding and use of career pathways across all providers and between employers and providers. Some of our employers are not interested in understanding and promoting career pathways; they just want their current positions filled. One of our goals is to impact the “Credential Rate” and “Skill Gains.” This gives us the opportunity to identify and discuss the opportunities of “stackable” 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 resources to address adults with intellectual and learning disabilities.** Our local labor market information identifying the number of people with barriers and the fact that many of our job seeker customers have multiple barriers gave us the ability to hypothesize that some of our hardest to serve individuals may have hidden intellectual and/or learning disabilities. We recognize that our Title I staff is not equipped to deal with intellectual and mental health disabilities and if the job seeker does not admit they have an issue or barrier, we can’t do anything to help them. Additionally, in our local area, there are significant wait times for OVR services; their case loads are very high. Although our staff makes immediate referrals, it can take months before a customer is served and services are very spread out. Our experience is that they are well served once they are in the system, but it is a

challenge. There are a lot of people who are time consuming and it is challenging to manage.

**Lack of referral and outcomes tracking.** While our provider network works well together and makes referrals for job seekers, we don't have a formal tracking mechanism to follow up to find out what happens to the individual who was referred. For example, we recently identified at our Title II Coalition meeting that we don't know how many and what percentage of those referred to classes actually follow through and get their GED. We have the same challenge with the re-entry population. We are currently working on better structuring the referral process with follow up and outcomes measurement to address this issue.

**Lack of awareness of the resources available in the workforce system and in the region.** While we have excellent outreach and relationships with many organizations, there are still many customers (both job seekers and employers) 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 promote our services throughout the region.

**Limited Work-Based Learning Opportunities.** Many careers in the 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. We are expanding these efforts through our Business Education Partnership and OJT efforts, but still have a long way to go.

**Lack of Public and other modes of transportation.** The current public 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. In some areas, there is even limited childcare available during regular business hours.

**Gaps in Youth Services.** There are currently no standardized mechanisms for job shadowing and/or internship opportunities for youth, and no comprehensive business education model to teach youth about the world of work, including soft skills training, filling out job applications, preparing resumes and cover letters, interviewing for a career, using a time card, etc. We have been making good progress to address this through the PA CareerLink® Academy courses offered to all school districts but there is more to do.

**Limited Resources.** Many of the area's unemployed workers possess multiple barriers to employment. Typically, the workforce system utilizes additional staffing and/or funding to provide case management and help overcome or eliminate these obstacles. However, the Board may not have the depth of resources required to fully serve all those in need, including development of specific programs/services for ex-offenders, those with limited English proficiency and adults with disabilities that are not currently in the workforce.

## 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?

Through the 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.

CPWDC's mission centers on the philosophy that workforce development matters to individuals, communities and regions. The effectiveness of workforce development strategies contributes toward the economic stability and growth of a region. CPWDC recognizes that workforce solutions cannot be devised, delivered and evaluated in a vacuum, but must reflect and respond to the realities of the economy. Sharing Governor Wolf's view, CPWDC recognizes the workforce system serves two customers, businesses and individuals. It is only through the understanding of immediate and future business needs that the workforce system can appropriately educate and prepare individuals entering or participating in the labor force with in-demand, business-relevant skills, experience, credentials and attitudes.

#### CPWDC's Mission

*To be the leading vehicle for the regional unification, coordination, integration and alignment of workforce activities, resources and initiatives to support economic sustainability, improve education systems and develop and retain a quality labor force in Central Pennsylvania.*

#### CPWDC's Vision

*To be recognized as the premiere agency for workforce development strategies and activities and to build the capacity of the workforce system through systematic change, integration of resources and continuous improvement in the Central Region.*

To achieve its vision, CPWDC's strives to:

- Act as a visible leader cultivating regional understanding of workforce issues;
- Partner with business, education and economic development to deliver strategic, yet practical, workforce solutions;
- Apply business principles to the operation of the region's PA CareerLink® infrastructure;
- Rethink service delivery to enhance efficiency, continuous improvement, customer satisfaction and results; and

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Demonstrate measurable outcomes while holding service providers accountable for results.

While the current strategic plan for CPWDC includes the following six goals, it is important to note that this strategic plan was developed several years ago, and many of the elements of the “desired state” have already been achieved. CPWDC will be developing a new strategic plan over the next six months that is better aligned with the current needs and system expectations, as well as the system performance metrics. In the meantime, below is a snapshot of our current goals, what we have accomplished and how we expect the plan to evolve over the next few years.

Current Goal	Accomplishments to Date	How we expect goals and objectives to change as we update our plan:
<p>Strategic Goal 1: <b><i>CPWDC will update its organizational identity and realign its organizational infrastructure to support the strategic direction.</i></b></p> <p>Desired State:</p> <ul style="list-style-type: none"> <li>• CPWDC has a mission and vision that succinctly explains what the organization is and aspires to be.</li> <li>• WDB members feel connected to the mission and vision of CPWDC through active participation in strategy-driven committee work.</li> <li>• CPWDC is a learning organization with staff capacity and expertise to effectively implement the strategic plan.</li> </ul>	<p>We created the Employer Strategies Committee and added a business engagement coordinator to the CPWDC staff to identify the skills gap identified by businesses and focus on employers as customers.</p> <p>We developed a succinct mission and vision for our Employer Strategies Committee.</p>	<p>We don’t expect to have a goal to address infrastructure in this same way.</p> <p>We will review our mission and vision as part of our upcoming planning process for succinctness and continued relevance.</p> <p>We expect a continued focus on employer strategy development to be reflected in future goals.</p> <p>We will continue to focus on growing as a learning organization and developing staff capacity.</p> <p>We will review our committee and WDB meeting structure to promote active participation from all members.</p>
<p>Strategic Goal 2 <b><i>CPWDC will responsibly manage and purposefully enhance available public and private resources to support and grow workforce solutions.</i></b></p>	<p>Our budget and financial reporting is shared quarterly with all board members and any budget modifications are reviewed by the Audit/Finance Committee and approved by the WDB.</p>	<p>We will continue our efforts at financial reporting and transparency.</p> <p>We will continue our goal for 25% of budget to be non-workforce or EARN.</p>

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<p>Desired State:</p> <ul style="list-style-type: none"> <li>• CPWDC's budget and financial reporting are transparent and understood by WIB members.</li> <li>• CPWDC has a three-year track record of no audit findings and no major concerns during state or federal monitoring.</li> <li>• At least 25 percent of CPWDC's budget is generated from non-allocated Workforce Investment Act or EARN funds.</li> <li>• CPWDC has successfully executed three (3) initiatives with private funding.</li> <li>• CPWDC has implemented at least one (1) new fee-for service strategy.</li> </ul>	<p>We have accomplished the three-year track record of no audit findings</p> <p>Over the past few years, we have met the 25% non-Workforce Act or EARN funding goal. So far this year, we are at 18% of budget, expecting to hit the goal before the end of the fiscal year. Last year, we ended at 31%.</p> <p>Although we have applied for several private grants, we have not met the private funding goal of three initiatives funded.</p> <p>We have successfully implemented a wage analysis fee for service product.</p>	<p>We will continue to pursue private funding sources to support regional activities.</p> <p>We will continue to offer our wage analysis product and continue to look for other fee for service strategies.</p> <p>We will continue to diversify our funding streams and leverage local funding to attract outside and private funding sources.</p> <p>As partner financial resources continue to be challenged, to continue to meet the training requirements in the state plan, we will be evaluating the PA CareerLink® center infrastructure to partner with outside agencies to host services to lower costs and increase access to services.</p>
<p>Strategic Goal 3 <b><i>CPWDC will administer a high-performing workforce development system through investment in high quality technologies, programs, providers and infrastructure to enhance the system's ability to develop job seeker skills, match talent with employment opportunities and improve the customer experience.</i></b></p> <p>Desired State:</p> <ul style="list-style-type: none"> <li>• A robust RFP and performance-based contracting process for services and PA CareerLink® operations</li> </ul>	<p>We have completed competitive procurement/RFP processes for all WIOA Title I and EARN programs, including the PA CareerLink® operator.</p> <p>CPWDC has met or exceeded performance expectations.</p> <p>Outreach activities have expanded community access points and have included the launch of <i>The Link</i>, a mobile career center.</p> <p>We have developed several on line tutorials to support job seekers including <i>How to Apply for Jobs Online</i> and <i>How to</i></p>	<p>We will include the system benchmarks and performance benchmarks in future goals as we focus on continuous improvement.</p> <p>We will continue to focus on outreach and accessibility.</p> <p>We will continue to incrementally increase the percentage of our funding devoted to training in line with the state plan.</p> <p>We will continue to bolster the region's physical PA CareerLink® sites by a network of community-based access</p>

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<p>is in place.</p> <ul style="list-style-type: none"> <li>• The region exceeds mandated performance across partners, not just those funded through the CPWDC, because services are integrated and seamless.</li> <li>• A system of performance benchmarks, including customer satisfaction, exists to support continuous improvement assessment.</li> <li>• CPWDC incrementally increases the percentage of its annual budget earmarked for skill development training for job seekers and incumbent workers.</li> <li>• The region's physical PA CareerLink® sites are bolstered by a network of community-based access points and supplemented with virtual tools and resources.</li> <li>• The PA CareerLink® system is consistently recognized as the place to go when seeking employment or career changes and the source of qualified workers for businesses.</li> </ul>	<p><i>Register on PA JobGateway®.</i></p>	<p>points and supplement with virtual tools and resources.</p> <p>We will continue to ensure that the PA CareerLink® system is consistently recognized as the place to go when seeking employment or career changes and the source of qualified workers for businesses in our region.</p>
<p>Strategic Goal 4 <b><i>CPWDC will enhance college and career readiness outcomes for youth through education, training</i></b></p>	<p>We have increased collaboration among our youth serving agencies and expanded relationships with school</p>	<p>At this time, we don't expect future efforts to be directed necessarily toward expanding Youth Council membership</p>

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<p><b><i>and employment programs.</i></b></p> <p>Desired State:</p> <ul style="list-style-type: none"> <li>Expanded Youth Council membership leads to increased collaboration across youth-serving agencies.</li> <li>The Youth Council routinely advises the WIB about youth-related policy and legislation.</li> <li>Competitively procured youth service providers exceed mandated performance through evidence-based models for serving in school and out of school youth.</li> <li>The region's youth have greater opportunities to participate in career awareness activities and gain work experience through summer work and internships, regardless of their income eligibility.</li> </ul>	<p>districts through our Business Education Partnership grant although we have not expanded our Youth Council membership.</p> <p>We were able to expand career exploration and awareness opportunities for youth regardless of eligibility through the Business and Education Partnership Funding.</p> <p>We have met performance metrics and have competitively procured youth providers.</p>	<p>although we will continue to focus our efforts on increased collaboration between and among youth providers and school districts and expanding our Business Education Partnership efforts.</p> <p>We will continue to evaluate youth service providers to ensure that we are exceeding mandated performance.</p> <p>We are doing a targeted outreach campaign to make students, parents and community members aware of family sustaining wage jobs available in the local region that don't always require a college degree.</p>
<p>Strategic Goal 5 <b><i>CPWDC will be responsive to and forward thinking about workforce challenges facing the region's key industries.</i></b></p> <p>Desired State:</p> <ul style="list-style-type: none"> <li>CPWDC regularly engages business leaders about workforce challenges.</li> <li>CPWDC supports,</li> </ul>	<p>We are engaging employers in health care and advanced manufacturing sectors through industry partnerships.</p> <p>We have completed several company-specific career pathway/maps to assist with the recruitment process for companies in our targeted sectors.</p> <p>Starting July 1, 2017, we hired</p>	<p>We will be starting Next Generation Sector Partnerships. We will also be exploring ways to support the Real Estate, Finance and Insurance sector as that sector is forecasted for job growth (over 1,000 jobs) between 2014 and 2024, even though that sector represents a small percentage of our overall workforce today.</p>

## PY 2017-2019 WIOA Multi-Year Local Area Plan

<p>directly or through partnership, sector-strategies to provide a ready supply of qualified talent for the region's key industries and small business community.</p> <ul style="list-style-type: none"> <li>• CPWDC uses labor market data to develop career pathways with industry, educational partners and apprenticeship programs.</li> <li>• Services provided to employers through the PA CareerLink® system are relevant, valuable and of the highest quality.</li> </ul>	<p>a provider specifically for business services to ensure consistency of employer outreach and service across the region.</p>	<p>We will continue to support building the pipeline and career pathways to support targeted industry sectors.</p> <p>We will be strategic about implementing a career pathways plan for the region, working with school districts and businesses.</p> <p>CPWDC will continue to increase collaboration with our economic development partners to share information and align services without duplication.</p>
<p>Strategic Goal 6 <b><i>CPWDC will be the regional catalyst for workforce innovation through a robust call to action and impact-based communication strategy.</i></b></p> <p>Desired State:</p> <ul style="list-style-type: none"> <li>• CPWDC is recognized as the visible leader cultivating regional conversations about workforce issues.</li> <li>• CPWDC has proven methods for communicating for awareness and action across stakeholder groups about data, initiatives, policy, outcomes and impacts.</li> <li>• CPWDC is a key contributor to critical workforce discussions</li> </ul>	<p>CPWDC was awarded a multi-region Sector Partnership grant to implement an integrated education and training program with the Penn State Institute for the Study of Adult Literacy across three workforce development areas (with Southern Alleghenies and North Central).</p> <p>CPWDC also received the US Department of Labor "Make it in America" grant covering 53 counties in PA in collaboration with the economic development agencies and 11 other workforce development boards. This provided middle and high skilled training for manufacturers.</p>	<p>We will continue to focus on enhancing our communications in a creative, professional and consistent format to get regional attention around key workforce issues and accomplishments. This will include but not be limited to implementing ongoing newsletter(s) for key stakeholders and coordinating consistent messaging.</p> <p>We will continue to pursue multi-regional sector initiatives and programs that support our local region.</p> <p>We will continue to be key contributors to critical workforce discussions and policy analysis at the state and national levels.</p> <p>We will continue to pursue</p>



## PY 2017-2019 WIOA Multi-Year Local Area Plan

<p>and policy analysis at the state and national levels.</p> <ul style="list-style-type: none"><li>• CPWDC is in continual communication with key elected officials about workforce policy at the local, state and national levels.</li><li>• CPWDC successfully collaborates with other organizations on the execution of at least two (2) new ideas based on a shared vision created through open lines of communication.</li></ul>		<p>innovative approaches to accomplishing our mission independently and with other partners.</p>
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### 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?*

The Board's strategy to achieve its vision and goals includes working with contracted entities to deliver basic workforce programs. It also goes beyond the basic programs to engage regional leaders in workforce development activities that meet the needs of local employers.

The climate in which CPWDC must respond has changed significantly since the 2008 recession with an unemployment rate at prerecession levels, and a large population living below poverty. The workforce system must focus on engaging and training the "hard to serve" population while continuing to focus on the "skill mismatch" where businesses continue to struggle to find reliable and qualified talent to fill positions. We recognize through our analysis of the local labor market information that many of our hardest to serve job seekers are likely to have multiple barriers to employment, including potential disabilities that are hard to identify and address in the adult population that doesn't self-disclose. As more jobseekers require assistance in supporting a successful search for employment, financial resources have become more limited and PA CareerLink® sites have been consolidated to avoid duplication and address rising infrastructure costs.

CPWDC considers opportunities for investing in workforce preparation, skill development, education and training and other initiatives according to a set of ten (10) overarching strategies by qualifying whether the opportunity:

1. Provides relevant services grounded in real business intelligence and labor market research;
2. Maximizes the number of individuals who can benefit from workforce services;
3. Integrates technology or builds on alternatives to traditional PA CareerLink® infrastructure;

## PY 2017-2019 WIOA Multi-Year Local Area Plan

4. Leads to industry-recognized credentials that demonstrate technical competencies and soft skills along career pathways;
5. Focuses training on areas of skill mismatch while emphasizing pre-employment and on-the-job training in addition to classroom training;
6. Incorporates value-added services to target populations while providing businesses with applicants defined by qualifications, not only by program or eligibility;
7. Promotes the PA CareerLink® as the place to go when seeking employment or career changes and the source of qualified workers for businesses;
8. Balances the need to serve businesses with the demands of providing services to jobseekers;
9. Leverages resources from partners, community stakeholders or other funding opportunities to supplement declining workforce budgets;
10. Helps youth prepare for college and career success.

CPWDC will take several steps in order to achieve and exceed the primary performance indicators in WIOA and the negotiated levels found in **Attachment A** including the following:

- Include minimum performance standards in all program year contracts with Title I service providers
- Set performance goals for each PA CareerLink® office with input from the PA CareerLink® partners and PA CareerLink® Operator
- Provide training and technical assistance and encourage our contractors to provide training to frontline staff so they have the necessary skills to serve individuals with barriers to employment and meet the needs of employers
- Monitor performance of contracted providers of adult and dislocated worker jobseeker services and business services
- Monitor performance of contracted youth service providers

### 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?*

The mission of CPWDC is ***To be the leading vehicle for the regional unification, coordination, integration and alignment of workforce activities, resources and initiatives to support economic sustainability, improve education systems and develop and retain a quality labor force in Central Pennsylvania.*** 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. Additionally, these goals collectively promote the economic growth and self-sufficiency of the Central PA 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 as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.**

Building on the work that has been done by the region's Title II Adult Basic and Literacy Education

## PY 2017-2019 WIOA Multi-Year Local Area Plan

providers around career pathways and CPWDC's industry-specific training programs, CPWDC will examine the opportunities to integrate industry specific experiences within the delivery system so that at least some components of that experience would be contextualized based on the jobseeker's employment goal.

During program year 2015, CPWDC staff and the staff at all 6 PA CareerLink® offices received training on career pathways and how to develop career pathways for individuals. Building on this training, PA CareerLink® staff have begun building career pathways for specific companies and industries within Central PA, providing jobseekers and business owners a clear path on what skills are necessary to enter an occupation and to move forward in that career providing increased income and stability. Over the past two years, we have done a lot with in-school youth related to career pathways, especially related to career awareness, skills and abilities. We do job shadows and experience and reevaluate. Our goal is to help all students identify a career goal by the time they graduate. At this point our efforts are more spider than ladder because we are focusing on the skills that can be developed that can be transferred to a variety of jobs. We have also done a lot with work based training. We want everyone to have some type of a plan (whether it is called an ISS or IEP), we want them to have their next steps planned out before graduation. Over the next few years, we will take a very strategic approach to developing career pathways working directly with employers and school districts to ensure that the pathways reflect employer needs and that students, parents and faculty are aware of employment opportunities that exist in the region that pay family sustaining wages without a college degree.

This is especially important for individuals with barriers to employment or who cannot be a full-time student that may need to take small steps in training and gradually work up the career ladder. By outlining incremental steps and skills necessary from the entry level positions to high level positions, it gives individuals a career and training plan that can meet their needs while keeping them engaged in the workforce. CPWDC and the PA CareerLink® partners will continue to expand career pathways throughout the upcoming years and will use this as a primary model for getting individuals on the path to family sustaining employment.

**Commonwealth Goal 2: Expand public-private investment in the state's pipeline of workers and in incumbent workers for targeted industry sectors from entry-level skills to middle skills through Industry Partnerships, WEDnetPA, and other innovative strategies.**

In alignment with the Governor's goals, Goal 2 of CPWDC's current strategic plan is *"CPWDC will responsibly manage and purposefully enhance available public and private resources to support and grow workforce solutions."*

### **CPWDC Desired State:**

- At least 25 percent of CPWDC's budget is generated from non-allocated Workforce Investment Act/ Workforce Innovation and Opportunity Act or EARN funds.
- CPWDC has successfully executed three (3) initiatives with private funding.
- CPWDC has implemented at least one (1) new fee-for service strategy.

CPWDC continuously reviews federal, state, and local foundation webpages in search of private and public funds to support the local workforce system for operations, but more importantly to provide

## PY 2017-2019 WIOA Multi-Year Local Area Plan

training funds for high priority sectors within Central PA. Most recently, CPWDC received two USDOL grants for an H-1B STEM Career Advancement Project training both dislocated and incumbent workers in occupations related to science, technology, engineering and math; and a Jobs Accelerator Make It In America grant to train dislocated and incumbent workers in middle to high skilled manufacturing occupations. We will continue to focus on developing and implementing these types of initiatives over the next few years.

In addition to these federal funds, CPWDC also received several PA Department of Labor and Industry competitive grants to expand funding for youth, adults and dislocated workers. These funds have allowed CPWDC to take innovative approaches to pique the interest of young adults in targeted sectors and also to train incumbent workers through Industry Partnership grants. We have also received a Community Based Partnership grant from the state. We recently acquired *The Link*, a mobile career center, which allows us to bring the PA CareerLink® services to outlying areas. Our outreach efforts will continue to be expanded over the next few years. We also received a Strategic Innovation grant to support local apprenticeships. Our Business and Education Partnership grant allows us to focus on youth job exploration and work readiness activities.

CPWDC is also part of the Heartland Partnership group which annually reviews WEDnetPA funding awarded through the Pennsylvania College of Technology, Lock Haven University, and Bloomsburg to ensure the requests align with high priority occupations for the Central Region. Along with WEDnetPA funding for incumbent workers, CPWDC will continue to apply for Industry Partnership funding through the PA Department of Labor & Industry for the healthcare and advanced manufacturing sectors.

Utilizing these competitive funds and WIOA Title I and EARN funds, CPWDC will increase the budget available for training each year to invest in the pipeline of workers, including individuals with barriers to employment. Training investments will include industry recognized credentials and the practical soft skills that are needed by young adults just entering the workforce.

To accomplish the goal of spending at least 50% of training on individuals with barriers to employment, at least 51% of individuals registered in adult programming will be priority of service. To ensure 51% of registered adults are priority of service, partners will be required to work together in an even more focused way and make referrals where co-enrollment will be beneficial to the individual. In addition to the statutory groups outlined by the Pennsylvania Department of Labor & Industry, CPWDC examined specific targeted groups who have barriers to employment and may be in need of adult services. Through analysis of labor market information, discussions with WDB members, PA CareerLink® staff, and demographic study, five targeted groups were added to CPWDC's discretionary priority of service policy for adults who access individualized career services and training services as listed here.

1. Parents of children who receive free or reduced priced lunch
2. Ex-offenders
3. Older individuals who are not self-sufficient
4. Individuals with a disability who are not self-sufficient
5. Other individuals who are not self-sufficient (as a last resort with 1-4 being of higher priority)

CPWDC will continue to apply for federal, state, and local funding to expand private/public sector

## PY 2017-2019 WIOA Multi-Year Local Area Plan

support of the workforce system through both cash grants and leveraged resources to increase funding available for training workers in targeted sectors.

**Commonwealth Goal 3: Increase opportunities for all youth to participate in work based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.**

Following is another goal in CPWDC's current strategic plan that aligns with the Governor's goal. *"CPWDC will enhance college and career readiness outcomes for youth through education, training and employment programs."*

### **CPWDC Desired State:**

- Expanded Youth Council membership leads to increased collaboration across youth-serving agencies.
- The Youth Council advises the LWDB about youth-related policy and legislation.
- Competitively procured youth service providers exceed mandated performance through evidence-based models for serving in school and out of school youth.
- The region's youth have greater opportunities to participate in career awareness activities and gain work experience through summer work and internships.

All youth enrolled in the In-School Youth Bridges to the Future program are eligible for a paid work experience during the summer between their junior and senior years. Starting in summer 2017, CPWDC increased the hourly wage paid to all youth participating in a summer work experience to \$10.00/hour from the prior rate of \$8/ hour. For many of the youth participating in these work experiences, this is their first opportunity to work and gain crucial soft skills including being able to work on teams, gain critical thinking skills, learning to communicate with co-workers, learning to dress appropriately for work, and attendance requirements. These skills are taught through the In-School Youth Bridges to The Future program and Out-of-School Youth GET2WORK and YES to the Future programs prior to a participant's placement in employment; it's often when put into practice at their first job that the importance of these skills is recognized by the young adults.

A minimum of 20% of the WIOA Out-of-School Youth contractor's budget must be spent on work based learning activities in accordance with WIOA. This will be accomplished through internships, on-the-job training contracts resulting in employment, pre-apprenticeship and apprenticeship training.

**Commonwealth Goal 4: Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.**

Another current CPWDC strategic plan goal in alignment with the Governor's goals is *"CPWDC will be responsive to and forward thinking about workforce challenges facing the region's key industries."*

### **CPWDC Desired State:**

- CPWDC regularly engages business leaders about workforce challenges.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- CPWDC supports, directly or through partnership, sector-strategies to provide a ready supply of qualified talent for the region's key industries and small business community.
- CPWDC uses labor market data to develop career pathways with industry, educational partners and apprenticeship programs.
- Services provided to employers through the PA CareerLink® system are relevant, valuable and of the highest quality.

In 2014, CPWDC formed an Employer Strategies Committee consisting of private sector business members and economic development representatives specifically focused on putting the business/ employer customer as its top priority. CPWDC will continue working towards the desired state with guidance provided by the Employer Strategies Committee, through healthcare and manufacturing Industry Partnership groups and/or Next Generation Sector Partnerships, and CPWDC's participation in Chamber of Commerce and PREP meetings.

The PA CareerLink® Business Service Teams also hold meetings and participate in employer groups where best practices are disseminated between multiple employers. Through these meetings, BST members learn to target companies with high quality jobs and good business practices for on-the-job training and other work based learning contracts.

One form of employer engagement with the PA CareerLink® that benefits both the business and the jobseekers is through business led workshops and industry specific events. Business led workshops and meetings allow local employers to discuss their business, the skills they are looking for in employees, and career pathways in their organizations with interested jobseekers. At the conclusion of these events, jobseekers have an opportunity to apply directly with companies that are a good match. This has been particularly successful with "Transportation Tuesdays" where various employers hiring individuals with a commercial driver's license and training providers meet with jobseekers that are searching for employment driving a commercial vehicle.

**Commonwealth Goal 5: Strengthen data sharing across workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.**

CPWDC uses an iterative approach in identifying the best use of labor market data and reports and continues to adjust reports presented to the LWDB, LEO Board, and key partners so they can effectively make informed decisions on local workforce strategies and policies.

A number of reports are prepared monthly by the PA CareerLink® or CPWDC staff using data collected from the Commonwealth Workforce Development System (CWDS), real-time data collected locally, and through the Center for Workforce Information and Analysis (CWIA), and Economic Modeling Specialists International (EMSI). These reports are shared electronically with key workforce partners, the appropriate LWDB committees, and at the quarterly LWDB and LEO board meetings. Utilizing the following reports, the LWDB and partners have changed policies and service delivery methods including how often workshops are provided, PA CareerLink® hours, training reimbursement amounts and support service policies, etc.

- Monthly labor market reports for the Central Region, Pennsylvania, and United States reports including unemployment rates, labor force data, and the economic outlook

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Quarterly training outcome reports which identify:
  - If individuals receiving training funds successfully completed training and found training related employment
  - Which training providers have the highest placement rate and the cost per training by provider for individual training accounts (ITAs)
  - Average wages upon training completion.
  - Success of on-the-job training (OJT) contracts indicated by employees being retained at the end of the OJT
  - OJT wages earned
  - Employers that have entered multiple OJT contracts with the PA CareerLink®
- Quarterly Title I Exit Reports showing the number of Title I Adult and Dislocated Worker participants exiting with employment, exited due to loss of contact, exited with services complete or incomplete, and exited for other reasons (e.g. health, imprisonment, etc.)
- Monthly Jobseeker and Market Intelligences reports with the following information:
  - Total number of PA CareerLink® visits and reason for visit (staff assisted services vs. self-directed use of Career Resource Area)
  - Total number of workshops offered and number of attendees
  - Number of individuals receiving veteran services
  - Number attending PREP
  - Total new customers going through triage/ welcome process
  - Total number of job orders placed including staff assisted vs. unassisted
  - Rapid response activities
  - Additional information on job fairs, employer recruitment events, and special event activities hosted by each PA CareerLink® office
- EARN Performance Reports
- WIA/WIOA Common Measure Performance Reports
- Quarterly Financial Status Reports

Additionally, CPWDC staff regularly updates commuter pattern reports, county and regional demographic reports, and industry sector fact sheets for the Central WDA which are posted on CPWDC's website and analyzed to inform workforce strategies.

CPWDC also provides workforce analytics to many partners including economic development agencies, the K-12 education system, career and technical schools, businesses and higher education. Education providers often seek information to aid their curriculum development and identifying high priority occupations. Economic development partners often want information on the available workforce when meeting with prospective businesses. Local businesses often seek wage analysis information which can help them identify if the wages and benefits they offer are in alignment with similar organizations in the region and state.

While CPWDC collects a plethora of data currently, we will continue to improve data sharing with the Department of Education Title II providers and Office of Vocational Rehabilitation to improve service delivery among these core partners and find ways to create efficiencies in dual-enrolling customers and reducing enrollment paperwork for customers, to the extent data can be shared without legislative restrictions. We have begun sharing labor market information as part of our ongoing

meetings. Through this process, we recognized that we did not have adequate outcome information regarding referrals and the outcomes of the referrals. To address this concern, we will put together a structured referral system document referrals and follow up to determine outcomes and have partner commitment from Title II.

## 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. It is also important to note that the current strategic goals for CPWDC were developed several years ago and were not necessarily designed to align with or drive performance measures. CPWDC will be undertaking a strategic planning process over the next six months. As we develop the new strategic plan, we will be intentionally developing goals that align with and drive our expected performance metrics.

In the meantime, our current goals do support our current system performance in some meaningful ways as follows:

Strategic Goal 1 ***CPWDC will update its organizational identity and realign its organizational infrastructure to support the strategic direction.***

- The intent of Goal number 1 is to be sure to keep our customers in the center of all of our activities. If we continue to design programs around our customer then we will meet their needs 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 employer as well as job seeker satisfaction.
- We have one business service team that serves the entire region. This helps promote consistency and improve the quality and depth of the service to employers. We expect this to result in the ability to serve more employers (market penetration) and better engaging with PREP partners and sharing PREP survey information among our partners.

Note: CPWDC's Strategic Goal 2 is unrelated to negotiated levels of performance and is intentionally not included in this section.

Strategic Goal 3 ***CPWDC will administer a high-performing workforce development system through investment in high quality technologies, programs, providers and infrastructure to enhance the system's ability to develop jobseeker skills, match talent with employment opportunities and improve the customer experience.***

- This goal will have an impact on several of the WIOA Performance Indicators – Title I. More specifically, if the workforce system has more resources available for training, 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 better "Retention" for them as well. This goal will also affect the "Employer Penetration Rate" as we reach out to



## PY 2017-2019 WIOA Multi-Year Local Area Plan

more businesses as well as the “Repeat Business Customer Rate” as we provide them more of what they need.

Strategic Goal 4 ***CPWDC will enhance college and career readiness outcomes for youth through education, training and employment programs.***

- 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 (placement), retention, earnings, credential rate and skill gains.

Strategic Goal 5 ***CPWDC will be responsive to and forward thinking about workforce challenges facing the region's key industries.***

- 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 the company/industry.

Strategic Goal 6 ***CPWDC will be the regional catalyst for workforce innovation through a robust call to action and impact-based communication strategy.***

- This goal helps us to impact our employer penetration rate. It should also help us increase the number of job seekers that we serve in the region.

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

#### Section 3.1

- 3.1. *Provide a descriptive overview 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 Central PA Local Workforce Development Area is included as **Attachment B**.

The local workforce development system is an extensive network of organizations and relationships working together to support workforce development efforts across the 5,300+ square miles that make up the Central Pennsylvania Workforce Development Area. Under the authority of the federal Workforce Innovation and Opportunity Act of 2014, the Commonwealth of Pennsylvania established the Central Region Local Workforce Area to include **Centre, Clinton, Columbia, Lycoming, Montour, Mifflin, Northumberland, Snyder and Union counties**. As part of this regional planning effort, we are adding **Juniata** County to our region. The Central Pennsylvania Workforce Development Board,

## PY 2017-2019 WIOA Multi-Year Local Area Plan

incorporated as the 501(c)(3) non-profit Central Pennsylvania Workforce Development Corporation (CPWDC) operates the workforce development system in this region.

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 are described below.

### **Chief Local Elected Official (LEO)**

The twenty-seven (27) County Commissioners serve as “members” of the 501c3 non-profit (CPWDC). Each of the nine counties has three commissioners. Because it was not practical to assume that all twenty-seven commissioners could be engaged routinely through the course of a fiscal year, each county designates one member to serve on the Local Elected Official (LEO) Board.

The LEO Board elects a Chief Elected Official (CEO) from among the members who is authorized to sign agreements and contracts on behalf of the LEO Board, delegate tasks and authority and work closely with the Chair of the LWDB on routine business. The CEO is a member of the LWDB’s Executive Committee. The LEO Board- elected Vice Chair serves in the absence of the CEO.

All 27 County Commissioners, as “members,” hold an annual meeting to conduct both the corporate business as required by “members,” per the CPWDC Articles of Incorporation and Bylaws, to fill a vacancy or re-appoint one-third of the LWDB and ratify the selection of the auditor.

The LEO Board meets at least four (4) times a year and, with the exception of its annual meeting, holds its meetings jointly with the LWDB to ensure a collaborative partnership. It is at these joint meetings the LEO Board approves budgets and budget modifications, operational and strategic plans, and fills any vacancies that occur on the LWDB.

In addition to the regular responsibilities above, the LEO Board reserves the right to review LWDB decisions that do not require LEO approval and with a majority vote, can send those decisions back to CPWDC for additional review. While these provisions do not provide the LEO with a veto, they do provide a balance of authority. In matters where the LWDB and the LEO Board cannot reach agreement, there are formal resolution processes in place. Since the inception of CPWDC, the resolution process has never been put into use due to the CPWDC efforts to routinely seek input and council of the LEO Board.

### **Members of the LEO with contact information follow:**

Clinton County (LEO Chair): Pete Smeltz [rsmeltz@clintoncountypa.com](mailto:rsmeltz@clintoncountypa.com)

Centre County: Michael Pipe [mike@centrecountypa.gov](mailto:mike@centrecountypa.gov)

Columbia County: David Kovach [dkovach@columbiapa.org](mailto:dkovach@columbiapa.org)

Lycoming County: Rick Mirabito [rmirabito@lyco.org](mailto:rmirabito@lyco.org)

Mifflin County: Stephen Dunkle [sdunkle@co.mifflin.pa.us](mailto:sdunkle@co.mifflin.pa.us)

Montour County: Kenneth Holdren [kholdren@montourco.org](mailto:kholdren@montourco.org)

Northumberland County: Richard Shoch [richard.shoch@norrycopa.net](mailto:richard.shoch@norrycopa.net)

Snyder County: Malcolm Derk [mderk@snydercounty.org](mailto:mderk@snydercounty.org)

Union County: John Mathias [jmathias@unionco.org](mailto:jmathias@unionco.org)

### Fiscal Agent and Administrative Entity.

The County Commissioners designated CPWDC as the Fiscal Agent for Title I funds and CPWDC became the employer of record for staff to support the LWDB or Board of Directors appointed by the County Commissioners. The Workforce Innovation and Opportunity Act of 2014 (WIOA) establishes CPWDC as the Local Workforce Development Board (LWDB). CPWDC is the grant recipient and administrator of WIOA Title I funds and other employment and training funds received for programs operated throughout the Central Local Workforce Development Area (WDA).

Five documents assure CPWDC functions in a compliant and effective way with adequate oversight:

- **LEO Agreement:** This Agreement documents the selection process of one Commissioner from each of the nine counties to serve on the LEO Board and the manner in which the LEOs from the nine (9) counties will work collaboratively to address the needs of the region.
- **LEO Bylaws** The members of the LEO Board approved bylaws to guide their decision-making process, including LEO Board leadership, voting and meeting protocols.
- **CPWDC Articles of Incorporation:** The Articles of Incorporation outline CPWDC's function as a non-profit corporation.
- **CPWDC Bylaws:** The directors of the LWDB approved bylaws guide the decision-making process, including board leadership, voting, committee structure and meeting protocols.
- **WDB-LEO Agreement:** This Agreement ensures that the LEO Board serves, along with the WDB, as the oversight body and ensures accountability in complying with the requirements of WIOA. CPWDC is the primary policy-making body of the LWDA and the LEO Board is liable for WIOA funds received and therefore approves the budgets. While it is the role of CPWDC to establish budgets and plans and initially approve these items, the LEO Board must concur with all mandated items prior to implementation. The WDB-LEO Agreement outlines the roles and responsibilities assigned separately and jointly to the boards.

### Central PA Workforce Development Board

Currently, the LWDB's 23 seats comply with the Pennsylvania Department of Labor and Industry Local Governance Policy. This includes at least four (20%) workforce representatives consisting of organized labor and community based organizations, education, economic development and required one-stop partners. A minimum of 51% of seats are designated for private sector business leaders. To ensure that each county in the workforce development area is represented, each county has one county-specific private sector seat to fill and the remaining seats are filled by regional private sector representatives.

In 2012, the LWDB created a Governance Committee to provide support to the LEO Board in areas of recruitment, screening and orienting new members. The Governance Committee approved a standard membership application, which is used to collect data on all prospective LWDB members, regardless of the source of referral. The Governance Committee reviews the application and provides information to the LEO Board on the qualifications, membership category, geographic and industry representation, etc. for consideration in making appointments. Members are nominated by authorized agencies as described in WIOA. The LEO considers each recommendation and once an affirmative decision is made, an appointment letter is sent to the prospect confirming the

## PY 2017-2019 WIOA Multi-Year Local Area Plan

appointment and the applicable term from the CEO. For reappointments, the LEO agrees and then signs a reappointment letter. These documents are kept on file at the CPWDC corporate office.

CPWDC has a communication strategy that uses a range of methods, including its website ([www.cpwdc.org](http://www.cpwdc.org)) to effectually and routinely communicate with multiple audiences about its role, functions and successes. CPWDC has identified the need to develop strategies to communicate with WDB/Committee members; elected officials; state and federal legislators and policymakers; key stakeholders (economic development, education, businesses, Chambers of Commerce) and the general public in order to advance the workforce agenda.

CPWDC ensures representatives from state and federal agencies, other LWDBs and stakeholders in the local workforce development system have a primary point of contact within CPWDC who facilitates open and timely communication of information. CPWDC staff is actively involved with Pennsylvania Workforce Development Association and its various committees as well as the National Association of Workforce Boards in an effort to share best practices for improving workforce development operations.

In addition to its responsibilities as outlined in WIOA, the LWDB, as the Board of Directors for CPWDC, assumes other oversight responsibilities as necessary to manage the day-to-day operations. CPWDC's Executive Director employs a staff to carry out the directives of the LWDB, provide LWDB support, operations management and fiscal management for the broad workforce system and provide staff support to the LEO Board.

There are currently ten board staff including the following: The mailing address for all of the following staff as well as telephone and fax numbers are the same:

1. Erica Mulberger, Executive Director
2. Brooke Gessner, Finance Manager
3. Korrie Lucas, Senior Operations Manager
4. William Berry, Research Analyst
5. Alexa DeBaro, Senior Workforce Coordinator
6. Sandie Fairman, Senior Compliance Monitor
7. Workforce Coordinator (currently vacant)
8. John Paul, Business Engagement Coordinator
9. Cheryl Reish Senior Accounting Coordinator
10. Lisa Loveless, Administrative Assistant

Address:

130 Kelly Square, Suite 1

Lewisburg, PA 17837

(P) 570.568.6868

(F) 570.568.6867

### **Standing Committees of the WDB:**

There are six committees of the Central Pennsylvania Workforce Development Board as described

## PY 2017-2019 WIOA Multi-Year Local Area Plan

below.

Meetings are often conducted with the use of technology such as email and conference calls being sensitive to time and travel demands on Board members. Members are asked to volunteer for the committee to which they can bring their expertise and experience. Committees are also open to interested parties who are not WDB members. The additional members are voting members who have expressed an interest in assisting the CPWDC in meeting our goals and objectives.

The committees are as follows:

### **Governance Committee**

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

Membership: Committee consists of members from the LWDB and LEO Board.

Responsibility and Activities:

- Reviews the application and provides information to the LEO Board on the qualifications of prospective members, membership category, geographic and industry representation, etc. for consideration in making appointments.
- Oversees membership development strategies, including recruitment and orientation and governance and membership compliance issues.
- Reviews and recommends updates to the CPWDC and LEO by-laws and agreements as necessary

### **Executive Committee**

Frequency of Meetings: Monthly except when the full board meets.

Membership: The Executive Committee consists of WDB leadership, Committee Chairs, the CEO and at large members approved by the WDB Chair.

Responsibilities and Activities: Acts on behalf of the WDB on all matters that need approval prior to the next full WDB meeting. Reviews all motions approved by other Committees if they meet prior to a WDB meeting.

### **Policy and Performance Committee**

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

Membership: WDB 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:

- Guides and directs PA CareerLink® operations and ensures quality of service
- Develops policies and procedures, establishes goals and performance measures for the PA CareerLink® plus the WIOA Adult and Dislocated Worker programs
- Provide guidance regarding provision of training funds

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### Employer Strategies Committee

Frequency of Meetings: Quarterly in accordance with the WDB 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:

- Focuses on meeting the talent needs of the region's key sectors
- Educates the WDB about key sectors using research, data, and relationships
- Establishes performance expectations for the services provided to employers through the WIOA-mandated system.

### Audit/Finance Committee

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

Membership: WDB members and two LEO

Responsibilities and Activities:

- Ensures that internal controls established and put into practice for CPWDC and all sub-recipients are compliant with federal administrative requirements for all contracted funds passed through CPWDC.
- Develops an annual budget
- Oversight and monitoring of activities to comply with administrative requirements
- Review and approval of CPWDC's Single Audit
- Procurement and awarding of contracts for goods and services;
- Payment of CPWDC's operational costs and preparing monthly/quarterly budgeted and actual expenditures
- Acting as the liaison between the PA CareerLink® and the Pennsylvania Department of Labor and Industry regarding operating costs of a PA CareerLink®
- Invoicing and collection of costs in accordance with Agreements

### Youth Council

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

Membership: WDB members and other members requesting to serve on the committee and as approved by the WDB Chair.

Responsibilities and Activities:

- Identifies initiatives focused on preparing students and young adults for education and employment
- Provides direction and develops policy regarding WIOA Youth programming
- Recommends the selection of WIOA Youth providers
- Develops benchmarks to measure the success of WIOA Youth programs and other youth initiatives.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### Local Management Committee (LMC)

Frequency of Meetings Quarterly, or as needed.

Membership: The LMC Committee consists of the County Assistance Office Executive Directors of the nine Central Region counties, BWPO supervisors, and Fiscal Agent.

Responsibilities and Activities: This is a mandated committee that oversees the Department of Human Services EARN program design and performance measures in the nine-county region.

### Personnel Committee

Frequency of meetings: As needed.

Membership: The immediate past chair, the current chair, and other board members who have HR background that wish to participate.

Responsibilities and Activities: Oversees policy and procedures affecting staff employed by the 501(c)3.

### Equal Opportunity (EO) Officer

In compliance with WIOA and for any other federal or state contracts passed through CPWDC, CPWDC produced *Program Complaint Policy and Procedures* and *Discrimination Complaint Procedure* documents. Both documents provide contact information for CPWDC's Equal Opportunity Officer and outline the processes to file a complaint.

EO Contact:

Sandie Fairman, CPWDC Senior Compliance Monitor/EO Officer

130 Kelly Square, Suite 1

Lewisburg, PA 17837

(P) 570.568.6868

(F) 570.568.6867

## 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?***

CPWDC is clear that committing to any submissions for new grant funds or agreeing to participate in any new functions or activities, the opportunities must be aligned with CPWDC's mission and vision. CPWDC will consider ways to link additional resources to PA CareerLink® where appropriate and desirable but reserves the right to link with other delivery mechanisms to achieve successful outcomes.

### PA CareerLink® Operator Consortium

CPWDC competitively procured a one-stop operator (PA CareerLink® Operator) effective July 1, 2017. The PA CareerLink® Operator is a consortium of three entities in the Central Workforce Development Area. The PA CareerLink® Operator Consortium is held responsible to oversee the PA CareerLink one-

## PY 2017-2019 WIOA Multi-Year Local Area Plan

stop service delivery system as required by WIOA. The PA CareerLink® Consortium in collaboration with the CPWDC staff are also responsible for selecting a PA CareerLink® Administrator for each site. The Administrator can be of any partner agency and has functional supervision over all staff in the PA CareerLink® sites.

Currently, the PA CareerLink Consortium consists of three mandated One-Stop Partners:

Organization	Address	Phone / Fax Number
Tuscarora Intermediate Unit #11 (lead)	MCIDC Plaza Building 58 6395 SR. 103 N. Lewistown, PA 17044	Phone: 717.248.4942 Fax: 717.248.8610
Central Susquehanna Opportunities, Inc.	2 East Arch Street, Suite 313 Shamokin, PA 17872	Phone: 570.644.6570 Fax: 570.644.6580
Penn State Institute for the Study of Adult Literacy	228 Chambers Building University Park, PA 16802	Phone: 814.867.1405

The PA CareerLink® Consortium and future operator will further agree to manage, integrate, coordinate and conduct oversight of all services and resources in the LWDA in cooperation with the CPWDC, LEO Board and in accordance with this Local Plan. Each PA CareerLink® Consortium member and future Operator will act as a liaison and ensure that partners are informed of all policies and procedures, address service delivery issues, resolve conflict, secure and organize outcome and performance measures, provide financial and budgetary information for the CPWDC and make certain that systems comply with all agreements.

CPWDC will meet routinely with the PA CareerLink® Consortium to discuss CPWDC strategic plans, performance outcomes, policies and procedures, fiscal and other matters critical to the operations of the LWDA's public workforce system. PA CareerLink® Consortium representatives are expected to attend the LWDB's committee meetings as requested and quarterly Workforce Development Board meetings.

Similarly, while the CPWDC staff, LEO Board, and LWDB are the primary drivers of workforce development activity in Central Pennsylvania, WIOA limits the role they can play in actually delivering services. Therefore, the actual delivery of services is the responsibility of CPWDC's Title I subcontractors, including: Central Susquehanna Intermediate Unit, Central Susquehanna Opportunities, Inc., ResCare Workforce Services, and Tuscarora Intermediate Unit #11, as well as the other partners of the workforce system who are integrated into the PA CareerLink® delivery model. Together, all partners provide a variety of services to employers and jobseekers in a manner that carries out the strategic vision as established by the WDB/LEO Board and directed by CPWDC.

**Attachment C** outlines the One Stop Location and Program Services.

The agencies shown below are the Title I providers with authority to provide programming as indicated and are responsible for meeting performance requirements, making daily program decisions, recommending innovative new practices, and adhering to federal and state regulations.



## PY 2017-2019 WIOA Multi-Year Local Area Plan

Organization	Address	Phone Number	Title I Responsibilities
Central Susquehanna Intermediate Unit	90 Lawton Lane Milton, PA 17847	570-523-1155	Out-of-School Youth
Central Susquehanna Opportunities, Inc.	2 East Arch Street, Suite 313 Shamokin, PA 17872	570-644-6570	Adult, Dislocated Worker, In-School Youth and EARN
ResCare Workforce Services	9901 Linn Station Road Louisville, KY 40223	502-420-2532	Out-of-School Youth
Tuscarora Intermediate Unit #11	MCIDC Plaza Building 58 6395 SR. 103 N. Lewistown, PA 17044	717-248-4942	Adult, Dislocated Worker, Business Services

Outside these direct relationships mandated by law, there are other critical partners that help expand the focus on workforce development across Central's large region. Economic development partners provide direction on job creation and expansion so the workforce system can respond to rising employment opportunities. Educational providers from K-12 provide opportunities for the emerging workforce to learn about and explore career expectations. Post-secondary providers deliver industry relevant short-term and traditional classroom training opportunities.

Following is contact information for the local PA CareerLink® centers:

PA CareerLink® Site	Address	Hours of Operation
PA CareerLink® Centre County	240 Match Factory Place Bellefonte, PA 16823	M, T, W, F 8:30 a.m. – 4:30 p.m. Th 9:30 a.m. – 4:30 p.m.
PA CareerLink® Clinton County	8 N. Grove Street, Suite F Lock Haven, PA 17745	M, Th 8:30 a.m. – 4:30 p.m. T, W, F 8:30 a.m. – 12:30 p.m. Afternoon hours by appointment.
PA CareerLink® Columbia/Montour Counties	415 Central Road, Suite 2 Bloomsburg, PA 17815	M, Th 8:30 a.m. – 4:30 p.m. T, W, F 8:30 a.m. – 12:30 p.m. Afternoon hours by appointment.
PA CareerLink® Lycoming County	329 Pine Street Williamsport, PA 17701	M-Th 8:30 a.m. – 4:30 p.m. F 9:00 a.m. – 4:30 p.m.
PA CareerLink® Mifflin County	MCIDC Plaza, Building 58 6395 SR 103 North Lewistown, PA 17044	M, T, Th, F 8:00 a.m. – 4:30 p.m. W 9:00 a.m. – 4:30 p.m.
PA CareerLink® Northumberland/Snyder/Union Counties	225 Market Street Third Floor Sunbury, PA 17801	M, T, Th, F 8:30 a.m. – 4:30 p.m. W 9:00 a.m. – 4:30 p.m.

The Board is working with organizations throughout the Central Pennsylvania region to expand access to employment, training, education and supportive services, particularly to those individuals who

## PY 2017-2019 WIOA Multi-Year Local Area Plan

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 locally. Below is a list of the required partners and any other partners present in the Central PA CareerLink® centers and how these programs aligned with the strategic vision.

Programs authorized under WIOA:

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

### Other Programs authorized by WIOA:

- Job Corps program: Currently, there is not a Job Corps program location in our region, however we do make referrals to Job Corps and they refer to the PA CareerLink®. Job Corps come on site to Lycoming County twice per month and conduct presentations for staff and youth.
- YouthBuild program: There currently is not a YouthBuild program in the region.
- Native American Programs: There are no Native American programs in the region however staff at the PA CareerLink® centers provide referrals as appropriate.
- Migrant and seasonal farmworker programs: There are no programs in the region however staff at the PA CareerLink® centers provide referrals as appropriate using the State contact.

CPWDC endeavors to have a workforce system where the six (6) core WIOA programs work together with each other and with the Department of Human Services EARN program, school districts including career and technical education centers, post-secondary training providers, economic development, and community and faith-based organizations. The result of this collaboration is comprehensive, high quality services to job-seekers, including those of high priority due to dislocation status or other barriers, and local businesses.

By working together in an integrated fashion, the core WIOA programs and DHS EARN program are

## PY 2017-2019 WIOA Multi-Year Local Area Plan

able to ensure jobseekers receive all of the services needed to: remediate and overcome barriers, define a career pathway, obtain soft skill training and supports necessary to get and keep a job, access secondary and post-secondary training and transition assistance, career services, and placement assistance and opportunities. Co-enrollment is strongly encouraged when beneficial opportunities exist for individuals within more than one program. Communication across programs happens daily as staff draw on expertise from partners. It is also essential that all parties involved have a basic understanding of partner services, making the referral process more efficient.

Likewise, by working together the programs are able to present as one cohesive system under the PA CareerLink® and therefore most effectively serve local employers. The business service team (BST) in each site include staff from multiple core programs. Duties are shared and not duplicated. Businesses have a main point of contact and information is readily shared with the entire BST with the best interests of the business and jobseeker participants at the forefront.

Strategies and expectations for alignment of services begin with expertise and insight from CPWDC Board and committee members, including members from the private sector. The Local Workforce Development Board includes members from all core programs who are active participants on board committees that align with their respective areas of expertise. Through these committees and the PA CareerLink® centers, CPWDC collects and analyzes quantitative and qualitative data revealing where the gaps are in various programs and which core and community partners can fill in those gaps.

Continuous improvement to integration efforts within the entire PA CareerLink® system in the Central region is critically important. Each program offers specialized services, and it is through ease of access that jobseekers and businesses benefit the most. CPWDC envisions a system where every entry point an individual or employer might access results in seamless access to all services available, regardless of which core partner is their first point of contact.

To support integration and avoid duplication of services, the Central Region PA CareerLink® sites are managed in a functional way rather than programmatically.

Shared functions include the welcome process and triage of new jobseeker customers, basic career services, and business services as detailed above. Initiatives such as developing career pathways of benefit to local businesses and jobseekers and strategizing to ensure a pipeline of talented workers are available and ready to meet the demands of local employers are also undertaken through integration.

CPWDC's strategic vision is enhanced by the WIOA services provided in the 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. CPWDC 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 CPWDC's vision and ensure customers are provided seamless services from the intake process and throughout their involvement with the workforce system.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

All of the partners and their programs 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 realized.

### Section 3.3

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

- *Expand access to employment, training, education and supportive services for eligible individuals, particularly individuals with barriers to employment.*

The Central Pennsylvania Workforce Development Board requires / expects the workforce system to be a seamless system that results in employment of its customers with priority on the hard to serve. This begins with outreach to the hard to serve categories as required in WIOA and the populations identified in CPWDC's Priority of Service Policy.

Adult priority is determined for the targeted groups during eligibility and registration determination and must be clearly documented in CWDS and the case file. Title I staff are expected to engage in outreach to serve as many individuals as possible from the broad spectrum of possible targeted groups. All PA CareerLink® staff are expected to understand priority of service for the purposes of referral and co-enrollment in Title I for individuals who will benefit from such services.

### Targeted Groups

#### 1. Recipients of public assistance

This includes individuals who receive, or in the past 6 months have received, or are a member of a family that is receiving, or in the past 6 months has received, assistance through one or more of the following:

- Supplemental Nutrition Assistance Program (SNAP)
- Temporary Assistance for Needy Families (TANF)
- Supplemental Security Income (SSI)
- State or local income-based public assistance

Validating documentation includes:

- TANF public assistance records
- Copy of authorization to receive cash public assistance
- Copy of public assistance check
- Medical card showing cash grant status
- Refugee assistance records
- Cross match with public assistance database

#### 2. Low-income

This includes individuals who meet one or more of the following definitions of low income:

- Recipients of public assistance (defined above in #1)

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Individuals in a family with total income below the poverty line or 70% of the lower living standard income level
- Homeless
- Foster youth
- Individuals with disabilities with individual income below the poverty line or 70% of the lower living standard income level.

Validating documentation includes:

- Written confirmation from social services agency
- Written statement from an individual providing residence, shelter or social service agency,
- Statement of Family Size/Family Income (use only if source documentation not available)
- Alimony agreement
- Bank statements showing direct deposit
- Compensation award letter
- Court award letter
- Pension statement
- Employer statement/contact
- Family or business financial records
- Housing Authority verification
- Pay stubs
- Social Security Benefit Statement
- Public Assistance Records
- Quarterly Estimated Tax for Self-Employed Persons
- Duly signed WIOA Application indicating homelessness (which serves as last resort: self-certification)

Note that a participant who was determined low-income for the WIOA Title I Youth program within six months of enrolling in the WIOA Title I Adult program may be co-enrolled as a WIOA Title I Adult. Priority of service eligibility would not have to be re-determined,

### 3. Basic skills deficient (BSD)

WSP 05-2015 defines BSD adults as those who are unable to compute or solve problems or unable to read, write, or speak English at a level necessary to function on the job, or in the participant's family, or in society.

Assessment of basic skills may be accomplished in one of five ways:

- School Records validating a BSD
- Referral or records from a Title II Adult Basic Education program
- Referral or records from an English Language Learner program
- Observation/Case Management as documented in case notes

Observation that the Adult participant is unable to read or fill out an application form, or observation the Adult participant does not have basic computer literacy.

- Administration of a Standardized Assessment

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

If none of the above options are available to validate a BSD, the participant will be administered a TABE test. It must be administered according to published guidelines and locators must be used to determine appropriate level and use of such assessment. Reasonable accommodations include:

- An auditable trail back to the source of the verified information via case notes. For example, if a referral from Title II Adult Education/Literacy program is the means of documenting a BSD, the case notes must include the name of the program, name of instructor, and date of enrollment which would allow a monitor to later retrieve the necessary information.
- A hard copy of the information used to validate a BSD should be included in the participant file when possible, but an auditable trail in the case notes is required (as detailed in bullet above).

It is noted that TABE assessment may not be appropriate for all individuals and other assessments will be considered as a measure to determine basic skills.

Note that lacking soft skills or specific skills needed for a particular job may NOT be used to determine an otherwise high functioning Adult as BSD.

A participant who was determined BSD for the WIOA Title I Youth program within six months of enrolling in the WIOA Title I Adult program may be co-enrolled as a WIOA Title I Adult. Priority of service eligibility would not have to be re-determined.

### **4. Underemployed**

These are individuals who are employed full-time or part-time and also meet the definition of low income (defined in #1 and #2 above).

### **Locally Defined Discretionary Priority of Service Requirement**

Per Workforce System Policy 05-2015, CPWDC defines priority of service in addition to the statutory requirements. Individuals in the below targeted groups are given priority over other individuals who are not from the statutory priority of service targeted groups for receipt of individualized career services and training services funded by the WIOA Title I Adult program. Veterans within these groups always receive priority over non-veterans.

Adult priority is determined for the discretionary targeted groups during eligibility; registration determination must be clearly documented in CWDS and the case file.

### **Targeted Groups**

Our local area has additionally identified the following targeted groups and the criteria for selection.

#### **1. Parent of a child who is eligible or receives a free or reduced price school lunch**

This includes individuals who have a child or dependent in elementary or secondary school who receive or are eligible to receive a free or reduced price lunch.

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

Validation must include:

- Documentation proving status as a parent, and
- Documentation providing child's eligibility for free or reduced school lunch

### **2. Ex-Offender**

This includes individuals who (A) have been subject to any stage of the criminal justice process, and for whom WIOA Adult services may be beneficial or (B) require additional assistance in over-coming barriers to employment resulting from a record of arrest or conviction. (Definition per WIOA)

Validation must include:

- Documentation from juvenile or adult criminal justice system, or
- Documented phone call with court or probation representatives using the Telephone Verification/Document Inspection Form

### **3. Older Individual who is not self-sufficient\***

These are individuals who are age 55 and older (definition per WIOA) and who are not self-sufficient.

Validation must include:

- Documentation proving age at the time of registration
- Documentation showing current wages using the validation sources listed under "Low Income" above, and
- Documentation showing current family composition, and
- A printed copy of the relevant page of the Self-Sufficiency Standard which shows a wage higher than that currently earned, and
- Duly signed WIOA Application with a response of "no" for self-sufficient

### **4. Individual with a disability who is not self-sufficient\***

Individuals with a disability as defined in section 3 of the Americans with Disabilities Act of 1990 and who are not self-sufficient.

Validation must include:

- Documentation providing disability
- Documentation showing current wages using the validation sources listed under "Low Income" above, and
- Documentation showing current family composition, and
- A printed copy of the relevant page of the Self-Sufficiency Standard which shows a wage higher than that currently earned, and
- Duly signed WIOA Application with a response of "no" for self-sufficient

### **5. Other individuals who are not self-sufficient\***

The last tier of Discretionary Priority of Service, used after all other priority options have been ruled out. Individuals who do not meet the definition of low-income as required in the Statutory Priority of Service, but are not self-sufficient.

Validation must include:

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Documentation showing current wages using the validation sources listed under “Low Income” above, and
- Documentation showing current family composition, and
- A printed copy of the relevant page of the Self-Sufficiency Standard which shows a wage higher than that currently earned, and
- Duly signed WIOA Application with a response of “no” for self-sufficient

Once case management has begun with a customer the board expects that all staff look at job history, work experience and skills to ensure that all job seekers 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 Workforce Innovation and Opportunity Act (WIOA) requires priority be given to public assistance recipients, other low-income individuals and individuals who are basic skills deficient, when providing individualized career services and training services using WIOA title I Adult program funds. In addition, Training and Employment Guidance Letter (TEGL) No. 3-15 specifies that priority should also be applied to individuals that are both underemployed and low-income. WIOA provides a focus on serving individuals with barriers to employment, and the intent of this priority in the law is to ensure access to these populations on a priority basis. Under WIOA, priority of service is required regardless of the funding levels and also is expanded to include individuals who are basic skills deficient.

CPWDC 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.

In addition to these statutory requirements, CPWDC also provides priority of service to ex-offenders and individuals who are not self-sufficient, including individuals who are 55 and older and those who have disabilities. In order to expand access to employment, training, education, and supportive services for these individuals, in summer 2017 CPWDC launched *The Link*, a mobile career center in the Central workforce development area in partnership with local community-based organizations. Funded by the 2015 Community-Based Partnerships for Workforce Services grant through December 31, 2017, *The Link* consists of a modified Champion Challenger bus equipped with seven workstations, a printer, a presentation screen, and internet access among other features. *The Link* is equipped with a wheelchair lift and accessible computer station to expand access of services to the disabled population. The Link’s accessible workstation is equipped with Zoom Text 10, a software program that allows someone to see and hear everything on the computer screen as well as providing access to applications, documents, email and the Internet, JAWS14, a computer screen reader program for Microsoft Windows that allows blind and visually impaired users to read the screen either with a text-to-speech output or by a refreshable Braille display, a trackball mouse, and a large print keyboard.

*The Link* mobile career center expands access to employment, training, and support services to all eligible individuals, particularly individuals with barriers to employment by giving CPWDC the ability to take workforce services to the locations where these customers are already going for services. This pilot project includes a wide variety of community organizations already serving those with barriers to employment that have agreed to be a location where the mobile workforce center can park and



## PY 2017-2019 WIOA Multi-Year Local Area Plan

provide services. These partners include:

**Probation Offices:** Central PA CareerLink® partners and CPWDC already work with correctional facilities throughout the region, regularly holding workshops and mock interviews to inmates who are preparing to rejoin the workforce. County Probation Offices provide an ideal partner for us to continue and strengthen our relationship with ex-offenders.

**County Assistance Offices:** Partnering with County Assistance Offices provides increased access to jobseekers with barriers to employment including low-income individuals, homeless individuals, TANF recipients, and the long-term unemployed. There are offices located in the county seat of Montour, Union and Snyder counties where CPWDC does not currently have a CareerLink® presence which are potential sites for *The Link* stops.

**Community Action Agencies:** Like County Assistance Offices, Community Action Agencies serve unemployed jobseekers who face barriers to employment. One of CPWDC's current Title I providers is a Community Action Agency headquartered in Shamokin, PA where there formally was a PA CareerLink® which closed due to funding constraints. *The Link* presents the opportunity to once again provide career services to the city.

**Charitable Organizations:** Community organizations that provide emergency services to low-income or unemployed individuals - such as food pantries or soup kitchens - will be targeted locations for *The Link* to engage with jobseekers. Likewise, organizations that cater to low-income customers, like Goodwill Industries and Salvation Army, provide access to potential clients in well-known and frequented public locations.

Another way *The Link*® is being used to expand access for individuals with barriers to employment is that all PA CareerLink® partners are invited to travel with *The Link* to various stops throughout the region and use it to hold workshops, meet with participants, and do program outreach. For example, Vocational Rehabilitation staff, Veterans staff, EARN staff, etc., are invited to travel with and use *The Link* so their customers don't have to travel to the local PA CareerLink to receive services. *The Link* Operator will also be familiar with all PA CareerLink® partner programs, so they can refer customers to the appropriate partner programs.

- *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 Central Pennsylvania 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.

Within our PA CareerLink® centers, Title I 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. BWPO staff provide basic skills assessment and services including intake, job screening and referrals, employer outreach services, job

search workshops, rapid response activities and case management for job seekers. Career Pathways and high priority occupation information is used with job seekers to help them set goals and assist them in their job search, help job seekers connect to adult education, community action agencies and other resources to eliminate barriers to employment. 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. For those job seekers who have been referred to training as part of their entry into a career pathway, staff will help connect those job seekers to employers' career pathways once they have completed their education and/or developed the skills that will match employers' needs.

Starting in 2017, Title II Adult Basic Education providers will also administer the TABE assessment for all PA CareerLink® partner programs as requested by the WDB. This will create congruency in the delivery and assessment of TABE and create an additional on-ramp for the adult education programs as they will know first-hand which participants are basic skills deficient upon assessment. If appropriate, an assessment other than TABE may be used to determine basic skills.

### **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;*

CPWDC views the employer as the primary customer of the workforce system because without the information, skills verification and employment opportunities they provide, jobseekers will not receive relevant services through the PA CareerLink® system. Business Service Teams (BSTs) in the Central region provide a point of contact for businesses to address their most important activities: recruiting, training and retaining a skilled and productive workforce.

#### **Business Services.**

Business development is not limited to a specific job title or partner agency, but refers to any staff involved in contacting employers for the purposes of providing information on available services and/or obtaining information about the employing entities. At a minimum, the BSTs include both Title I and BWPO staff. In many Central region PA CareerLink® sites, membership has expanded to include representatives from EARN, Youth, OVR, VETS, ABLE, local economic development organizations and other workforce development stakeholders.

CPWDC envisions BSTs as the premier resource for cost effective and efficient services for employers of any size to attract, develop and retain a talented workforce. Through a consultative process that assesses employer needs, the BSTs tailor the array of PA CareerLink® services to meet individual employer workforce needs, including small employers and larger businesses with in-demand occupations. The emphasis of employer contacts is on the establishment of a relationship which goes beyond the placement of job orders to learning about what the business needs and tailoring services accordingly.

Available business services include: posting job openings, reviewing applicants' resumes, pre-

## PY 2017-2019 WIOA Multi-Year Local Area Plan

screening applicants, organizing job fairs and special recruitment events and making labor market information (LMI) and other data accessible. Deeper collaborations are also occurring around providing youth with summer work experiences, and the development of company-specific career pathways. These types of partnerships will increase as CPWDC continues to move from transactional to transformational relationships with our employer customers.

In order to ensure we achieve our mission of meeting the needs of businesses, CPWDC has developed new Employer Service Indicators that will complement any additional business metrics established by the State. Chief among these is a Market Intelligence Report that provides details on higher level engagements with employers and community partners, as well as “intelligence” gained through employer and other contacts with community and economic development organizations. This data will provide both our Business Service Teams and CPWDC with an indicator of who our core customers are, allowing us to target our outreach, identify opportunities for partnership, and potentially tailor new activities to specific sector needs.

Other metrics that will be tracked include the total number of successful staff-assisted job placements each month and the business penetration rate. Employer satisfaction surveys will provide regular feedback regarding the services offered and the degree to which they meet employer needs.

### **Human-Centered Design**

Human-centered design is a research and design methodology that develops solutions to problems by involving the human perspective in all steps of the problem-solving process. Essentially a customer-focused rapid prototyping process, the core idea is the customer’s needs are central to whatever solutions are iteratively developed. The process has been supported by the US Department of Labor who has encouraged WDBs across the nation to use the approach to help put the ‘Innovation’ in WIOA.

CPWDC engaged a team that included business service representatives, a site administrator and a private sector board member to tackle the question, “How might we put employers at the center of our business services?” More than six dozen employers were engaged and provided feedback on the quality of services they have received from PA CareerLink® offices. While overwhelmingly positive, the feedback indicated a need to improve the quantity and quality of candidate referrals.

The HCD process has highlighted the opportunities for greater regional integration to address this challenge, including a comprehensive regional marketing strategy and partnership strategy that builds on best practices already occurring in our region. Likewise, best practices for identifying and meeting the needs of both employers and jobseekers will also begin to be captured and systematized within the six PA CareerLink® offices in the Central region (for example, solutions for helping jobseekers better follow directions or approaches to better understanding the specific candidate needs of employers).

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

### **Industry Partnerships**

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

The region currently has two industry partnerships: healthcare and manufacturing. These partnerships provide a vehicle for employers to share their workforce, recruitment and retention needs and to identify workforce development and training strategies to support their industry. Over the past year, the industry partnerships have offered the following trainings:

- IP Trainings Supervisory Fundamentals, Responding to Conflict in the Workplace, Mid-Level Manager Program, Sales / Customer Service, Project Management Essentials, Introduction to Financial Management, Root Cause Analysis/A3 Thinking/Value Stream Mapping & Standard Work, ISO 9001:2015 ISO Internal Auditor Training, Innovation Engineering, Nurse Aide, Billing & Coding Specialist, CNA to LPN, CNA to RN

CPWDC will also continue to build on the successes achieved in its current industry partnership as it implements the Commonwealth's new Next Generation Sector Partnerships to solve industry sector needs beyond workforce training. Our goal is to launch a Next Generation Sector Partnership for manufacturing and healthcare with both private CEOs, education, workforce, and economic development all coming to the table simultaneously to address industry needs.

Analysis of the labor market information and discussions with the board members and local stakeholders revealed that there is an opportunity to better support the Real Estate, Finance and Insurance sector in the region. Although the percentage of regional employment in this sector is relatively small today, it is expected to grow by over 1,000 jobs by 2024. This is a sector where we will explore how we can provide support to the growing occupations.

### **Small Businesses and New and Emerging Industries**

The Central PA region is made up of mainly small employers. Small businesses need the services available at the PA CareerLink® centers to provide comprehensive services from helping customers identify resources for entrepreneurship, self-employment and small business development to acting as their human resources department when they are ready to make their first and subsequent hires. Most often small business are referred to agencies such as the three Small Business Development Centers (SBDCs) that support this area (Lock Haven, Bucknell & Penn State) or the Innovative Manufacturing Center (the PA Industrial Resource Center local affiliate) 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. One of the SBDC directors is also a WDB member who can offer valuable in-put into the policy and programmatic decisions that will affect

## PY 2017-2019 WIOA Multi-Year Local Area Plan

small businesses.

In addition, all businesses including small business and new and emerging industries benefit from the On-the-Job Training Program (OJT). On-the-Job Training (OJT) is training provided by the employer to a Workforce Innovation and Opportunity Act (WIOA) eligible trainee who has completed the required individualized career services available via the PA CareerLink® centers, has been unsuccessful in obtaining employment through such services, and has been approved for OJT participation by the Title I staff.

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

CPWDC has a long history of collaboration with regional economic development partners. CPWDC is an active participant in the activities of Central Region Partners for Regional Economic Performance (PREP). In order to continue to better coordinate regional workforce and economic development strategy, messaging, engagement and programs, CPWDC is investigating the potential adoption of Executive Pulse as a customer relationship management (CRM) tool for our Business Service Teams. This will enable our Business Service Teams to more easily share information in a more timely manner with economic development partners and support local employers.

Executive Pulse is already supported by PA's Department for Community and Economic Development (DCED) and is currently being used by the PREP partners. Executive Pulse can be adapted to be compatible with CWDS and with customizations that will provide additional tools that track business engagement activities and employer needs. Executive Pulse will help bolster CPWDC's efforts to build deeper relationships with area employers.

A unifying technology platform will also help us better coordinate workforce development programs with our economic development partners. By capturing relevant company information in one place, economic development and workforce professionals will be able to refer companies to one another, so the organization best placed to fulfill an employer need is made aware of it and can respond accordingly. In this way, the Central region's economic development network will become stronger and more responsive to the needs of businesses.

Implementation of the Next Generation Sector Partnerships will also lead to increased coordination between the economic development and workforce systems. The concept of the Next Generation Sector model is that economic development partners, workforce, and education all sit at the same table to listen to employers' challenges and needs, instead of each group meeting with companies individually to push their own agenda. This approach will reduce the number of referrals necessary between workforce and economic development while building a stronger relationship between partners, because everyone will get the information from businesses first hand.

- *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

## PY 2017-2019 WIOA Multi-Year Local Area Plan

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.

In addition, the Office of UC Service Centers Customer Services Sections provides seminars throughout the region for businesses to inform them of their rights and responsibilities under the law which can save employers time and money on UC litigation.

### 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?*

CPWDC has a history of partnerships with regional economic development organizations, including multiple Chambers of Commerce, Small Business Development Centers, and SEDA-Council of Governments, a public organization with over 50 years of experience on issues related to economic development.

CPWDC is an active participant in the activities of Central Region Partners for Regional Economic Performance (PREP). These efforts have most recently included partnership on the JOBS1st grant which engaged the PREP partners and their networks to help assess the training needs of more than 300 employers and distribute more than \$250,000 in incumbent worker training funds. In addition, CPWDC is a source of labor market information for organizations like Focus Central PA, a regional economic development marketing alliance committed to promoting new corporate investment in Central Pennsylvania resulting in the growth and creation of family sustaining jobs.

In addition, various LEO and WDB members and CPWDC's Executive Director are members of various economic development partner boards of directors. Holding these various board seats keeps all parties informed of new initiatives and allows for the coordination, not duplication of services.

Going forward, CPWDC is investigating the potential adoption of Executive Pulse as a customer relationship management (CRM) tool for our Business Service Teams. Executive Pulse is already supported by PA's Department for Community and Economic Development (DCED) and is currently

being used by the PREP partners. Executive Pulse can be adapted to be compatible with CWDS and with customizations that will provide additional tools that track business engagement activities and employer needs.

CPWDC supports entrepreneurial skills training and microenterprise services in a number of ways. Individuals who are interested self-employment are referred to community partners, such as one of the region's University Small Business Development Centers, or our Industrial Resource Center affiliate. We also refer to other regional economic development partners for interested individuals 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.

#### 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 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 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 requires that each local workforce 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 Central Workforce Development Area has six comprehensive PA CareerLink® centers. The key stakeholders and their roles in the local workforce delivery system are outlined in detail in Section 3.2. In addition, employers large and small are key stakeholders in the system. Through a competitive procurement process (with annual contract extensions for up to three years without procurement based on successful performance), CPWDC contracts with a vendor to provide services as the system operator tasked with ensuring the workforce system works for key stakeholders and that they are engaged.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

In compliance with OMB circular A110 of the Federal Regulations governing operation of federal funds, it is the CPWDC's goal that procurement standards as set forth herein will promote fiscal accountability and prevent waste, fraud and abuse. The following policies have been adopted by the CPWDC to ensure compliance with the BWDA's minimum Procurement Standards for procurement of service providers. CPWDC has competitively procured all Title I service providers.

- CPWDC will require competitive procurement wherever practical, and its procurement requirements will not be unduly restrictive;
- CPWDC will ensure its qualification requirements will not be unreasonable, such as unreasonable experience or bonding;
- CPWDC will competitively procure contracts for consulting projects, subject to the CPWDC's specific policies governing their procurement;
- CPWDC discourages noncompetitive pricing practices between firms, including affiliated firms;
- CPWDC will require affirmation that no conflict of interest exists and include affirmation at time of procurement for programs and services;
- CPWDC and its subrecipients will not procure with regard to brand names. However, CPWDC does reserve the right to procure consistently in regard to items which must interface with existing equipment; including, but not limited to computer hardware and software, particularly within a network environment, so as to limit the variations within each system including maintenance to operate the system efficiently;
- CPWDC will endeavor to develop specifications that encourage free and open competition;
- CPWDC's procurement process does not encourage or allow actions that are arbitrary or appear to be arbitrary;
- CPWDC will not contract for activities which allow excessive program income or excess profit. Furthermore, CPWDC approved methods for contracting will be Cost Reimbursement, agreed upon charges for services rendered, and Fixed Unit Price;
- CPWDC will adopt consistent documentation requirements for its vendor files and sub-recipient contract dealings.

Specific roles and responsibilities within the system include:

**1. Title I WIOA Adult, Dislocated Worker and Youth** – The agencies shown below are the Title I providers with authority to provide programming as indicated and are responsible for meeting performance requirements, making daily program decisions, recommending innovative new practices, and adhering to federal and state regulations.

Organization	Address	Phone Number	Title I Responsibilities	Counties Served
Central Susquehanna Intermediate Unit	90 Lawton Lane Milton, PA 17847	570-523-1155	Out-of-School Youth	Northumberland, Snyder, Union, Columbia & Montour
Central Susquehanna Opportunities, Inc.	2 East Arch Street, Suite 313 Shamokin, PA	570-644-6570	In-School Youth  Adult, Dislocated	All  Clinton,



## PY 2017-2019 WIOA Multi-Year Local Area Plan

	17872		Worker	Lycoming, Columbia, Montour, Northumberland, Snyder, Union
ResCare Workforce Services	9901 Linn Station Road Louisville, KY 40223	502-420-2532	Out-of-School Youth	Clinton, Lycoming, Centre, Mifflin,
Tuscarora Intermediate Unit #11	MCIDC Plaza Building 58 6395 SR. 103 N. Lewistown, PA 17044	717-248-4942	Adult, Dislocated Worker  Business Services	Centre, Mifflin  All Counties

Title I staff provide individualized career services, job seeker services, business services, training services, connection to training services and follow up as well as intake, assessment, job search workshops, rapid response services, IEP and ISS development and case management for all WIOA eligible customers. WIOA services align with and implement the strategies and vision of the CPWDC 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 an educated and skilled workforce.

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

BWPO staff are present in all of the PA CareerLink® centers in the Central Pennsylvania Workforce Development Area and have representation on the WDB. Bureau of Workforce Development Partnership & Operations (BWPO) is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

Wagner-Peyser staff provide employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance, career counseling, needs and interest assessments, proficiency testing, workshops, development of an individual employment plan, and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.

The H2A (Temporary Agricultural Program) and H2B (Temporary Non- Agricultural Program) help U.S employers fill jobs while protecting U.S. and foreign workers. Access to H2A Foreign Labor Certification services will be provided within the local workforce development system through the Bureau of Workforce Partnership & Operations (BWPO). BWPO is the State Workforce Agency (SWA) responsible for helping Pennsylvania employers hire foreign workers in accordance with federal regulations.

BWPO staff also provide Rapid Response services, an early intervention business service that assists workers and employers during the entire business cycle. Rapid Response coordinates layoff aversion

## PY 2017-2019 WIOA Multi-Year Local Area Plan

and outplacement services for employers and workers affected by layoffs, plant closures, or natural disasters. It is not always event-driven; it is a pro-active approach to planning for and managing economic transitions. At its best, Rapid Response assist employers with their layoffs by coordinating outplacement services prior to layoff, while supporting the business by working with other state and local stakeholders who can then assist in job expansion. Rapid Response provides an introduction to the Workforce and Economic Development Systems and helps workers and employers navigate the Commonwealth's system of user-friendly resources and information to help transition workers into reemployment, and assist businesses.

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

Adult Education and Literacy Education (ABLE) staff are present in three of the six PA CareerLink® sites and have representation on the WDB and PA CareerLink® Operator Consortium. ABLE is provided by the Local Intermediate Units and Penn State Institute for the Study of Adult Literacy. ABLE programs provide services to out of school youth and adult learners seeking to improve their literacy and numeracy skills so as to obtain a Commonwealth Secondary School Diploma (GED® or HiSET®), obtain or retain employment, and/or transition to post-secondary. In addition to academic and workforce skills, the ABLE programs incorporate personal management, digital literacy, and financial literacy skills in its instruction. Learners have the support of a Case Manager who assists them in addressing barriers to attendance and success as well as their eventual transition to employment or post-secondary education. In addition, ABLE providers in the Central Region have partnered with Pennsylvania College of Technology, CPWDC, and WIOA Title I in the development of sector based integrated education and training curricula in healthcare and manufacturing and will continue to develop additional curricula to meet the needs of jobseekers with basic skills deficiencies.

### **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 Central Pennsylvania Workforce Development Area and have representation on the WDB. 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.

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.)**

## PY 2017-2019 WIOA Multi-Year Local Area Plan

The Senior Community Service Employment Program (SCSEP) is a United States Department of Labor program funded through the Older American Act with a dual-purpose mission of jobs training and community service. The SCSEP delivers occupational skills training to unemployed, income-eligible people age 55 and over through paid internships at local nonprofit organizations. It is a transitional program that helps people get back on their feet and move into unsubsidized jobs to reach economic independence. The program is administered by Title V of the Older Americans Act of 1965 providers: Central PA by Associates for Training and Development (A4TD), a private 501c3 nonprofit corporation; the Lycoming/Clinton Area Agency on Aging (STEP Inc.), a nonprofit Community Action Agency, and AARP Foundation, a 501c3 nonprofit corporation. Central PA CareerLink® centers collaborate with providers of SCSEP, who utilize space in the regional PA CareerLink® centers when needed. Older individuals are able to participate in the full range of services available in Central's PA CareerLink® centers.

### **6. Postsecondary vocational education activities under the Carl D. Perkins Vocational and Applied Technology Education Act (20 U.S.C. 2301 et seq)**

Post-secondary training providers utilize the CWDS system and PA 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 and at post-secondary site assist job seekers in accessing this list. In addition, CPWDC staff work with post-secondary providers (including Vocational – Technical Schools) to ensure that their career programs and services meet the criteria for approval. In addition, job seekers have access to all of the training programs in the Central PA Region available to them in addition to those managed by the post-secondary site.

### **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.**

Trade Act programs are focused on getting participants reemployed and ensuring those individuals maintain employment. 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; (ATAA)). 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 WIOA and the Wagner-Peyser Act (reference TEGL No. 3-15).

### **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 Central Pennsylvania Workforce Development Area and have representation on the WDB 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.

JVSG is a BWPO administered program which assures the commonwealth will be able to provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify veterans and establish an appropriate plan to meet the individuals' employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.

**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 in all counties provide support services to customers that are beyond the scope of service for WIOA Title I programs. 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, community stakeholder collaboration, literacy activities, obtaining adequate housing, grassroots activities that provide intervention to the causes of poverty and increased engagement in community planning and improvement. Initiatives include: Community Needs Assessment, neighborhood linkages, leverage of community resources, conduction of the Volunteer Income Tax Assistance program and sites, housing, family self-sufficiency, and support services which includes: utilities, phones, hygiene products, food, gas cards, financial literacy, obtainment of vital records and intensive case management. Community Action Agencies also conduct workshops for customers at the PA CareerLink® centers in areas such as budgeting, dress for success, managing household expenses, personal finance, etc. One of the regional Community Action directors serves on the WDB.

In Lycoming & Clinton, the Community Action agency is STEP, Inc who coordinates job fairs the PA CareerLink® and donates space for workforce events. In Union and Snyder, the Community Action Agency is Union-Snyder Community Action Agency (CAA) and in Union County at the Resource Center. employment and training services focus on strength based case management, goal setting, and individualized and group skill training for the low income including the homeless/near homeless, the undereducated, unemployed and underemployed, veterans, and those leaving the criminal justice system.

Services include skills workshops, parent and work/family management classes, budgeting, adult education, homeless/near homeless programs, emergency support for basic needs, and transportation for work problem solving. Union-Snyder CAA also manages the Work Ready Program, supporting TANF individuals with education, skills training, work activities and job placement services designed to enable them to become self-sufficient. Referrals for this program are made through the local county assistance offices.

**10. Employment and training activities carried out by the Department of Housing and Urban**

## Development

In Clinton County, job search services are currently offered at the HUD housing locations. These services will be expanded across the region over the next year with the implementation of *The Link* mobile outreach services.

**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.

**12. Program authorized under section 212 of the Second Chance Act of 2007** – While our region has no active Second Chance Act funded programs at this time, our PA CareerLink® center staff are very active in all counties supporting the ex-offender population with a range of support activities, depending on the strength of the re-entry coalition(s) within each county. For example, in several counties, pre-release workshops are conducted which explain the services and resources available through the workforce development system. In other counties, we receive direct referrals from the county prison and/or probation staff.

**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 PA Department of Human Services is represented in the workforce system through the county assistance office chair who serves on the WDB. CPWDC also receives EARN and TANF Youth Development funding. The TANF youth funding goes to the procured Title I In-School Youth provider to provide year-round services to TANF eligible youth. The EARN funding is subcontracted in a separate procurement to provide these services in the PA CareerLink® centers. The EARN and TANF funding are integrated with the Title I approach. This “one-stop” process assists in assuring that job seekers are provided with the most efficient and effective services available to them.

## 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**.

### 1. Title I (Adults, Dislocated Workers and Youth)

CPWDC’s Title I funding currently provides 42% of the financial resources required to operate the PA CareerLink® centers in the Central Pennsylvania region, exclusive of program personnel costs. In addition to the financial support for PA CareerLink® infrastructure and other shared costs, the Title I providers also fund staff to support basic career services, including the career resource area specialist, triage specialist, and workshop instructors. Title I staff provide individualized career services, job

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

seeker services, business services, training services, connection to training services and follow up as well as intake, assessment, job search workshops, rapid response services, IEP and ISS development and case management for all WIOA eligible customers.

### **2. Wagner-Peyser Act employment services administered by DOL**

Bureau of Workforce Partnership and Operations (BWPO) staff are also present in all of the PA CareerLink® centers in the Central Pennsylvania Workforce Development Area and have representation on the CPWDB. Access to Wagner-Peyser Act Services will be provided within the local workforce development system through physical and programmatic resources described below. Bureau of Workforce Development Partnership & Operations (BWPO) is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

Wagner-Peyser service focuses on providing a variety of employment related labor-exchange services including, but not limited to: job-search assistance, job referral, and placement help for job seekers, re-employment services to unemployment insurance claimants and recruitment services to employers with job openings. Depending on the needs of the labor market, other services – such as assessment of job-seekers’ skills, abilities and aptitudes, career guidance when appropriate; job-search workshops and referral to training may be necessary. The services offered to employers, in addition to referring job seekers to available job openings, include: help developing job-order requirements, matching job seekers’ experience with job requirements, skills and other attributes, helping employers with special recruitment needs, arranging for job fairs, helping employers analyze hard-to-fill job orders, helping restructure jobs and helping employers deal with layoffs.

### **3. Title II Adult Education and Literacy Act Program administered by the Department of Education**

Adult Education and Literacy Education (ABLE) staff are present in three of the PA CareerLink® sites and have representation on the WDB and Local Operator Consortium. ABLE is provide by the Local Intermediate Units and the Penn State Institute for the Study of Adult Literacy. ABLE staff provide basic skills remediation services and help to prep for general equivalency exams; services to job seekers referred to them by other agencies and PA CareerLink® partners and help to ensure the creation of a skilled workforce.

All Title II providers in the Central PA Region provide financial support to operate the PA CareerLink® centers in Central PA. The amount of funding from each Title II provider varies based on if they have a physical presence in a PA CareerLink® or if they provide services at another location in the community and connect to the workforce system through referrals and other means. In addition to the financial support, Title II provides TABE assessments for all PA CareerLink® programs upon request as an in-kind contribution.

### **4. Rehabilitation Act Title I programs administered by DoED.**

OVR staff are also present in all of the PA CareerLink® centers in the Central Pennsylvania Workforce Development Area and have representation on the WDB. The Office of Vocational Rehabilitation (OVR) provides services to Individuals with disabilities to help them secure and maintain employment

## PY 2017-2019 WIOA Multi-Year Local Area Plan

and independence. Additionally, OVR business services staff can identify resources to assist any employer to diversify their workforce to include individuals with barriers to employment.

OVR provides for at least a half time staff person (0.5 FTE) on the RSAB (Resource Sharing Agreement Budget) in each PA CareerLink® center.

### 5. Title V of the Older Americans Act of 1965

The **Senior Community Service Employment Program (SCSEP)** the SCSEP is a United States Department of Labor program funded through the Older American Act with a dual-purpose mission of jobs training and community service. The program is administered in Central by Title V of the Older Americans Act of 1965 providers: Associates for Training and Development (A4TD), the Lycoming/Clinton Area Agency on Aging (STEP Inc.), and AARP Foundation. Applicants receive a comprehensive assessment to determine their program eligibility and identify their career goals. Once enrolled, participants receive individualized services including case management, the development of an Individual Employment Plan, and in some cases additional training such as computer skills classes, and assistance achieving industry-recognized credentials and certifications. The program partners with 501c3 nonprofits and public agencies that serve as “Host Agencies” including the PA CareerLink® centers. By partnering with SCSEP providers, agencies are able to increase and improve program offerings while benefiting from the talents and time of older workers assigned to them.

### 6. Career and Technical education programs at the postsecondary level authorized under the Carl D Perkins Act of 2006.

These partners utilize the CWDS system and PA 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, CPWDC 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 Central PA Region available to them. Resources provided by technical education programs in support of the workforce development system will be negotiated annually and may include in-kind and/or financial assistance.

### 7. Activities authorized under chapter 2 of Title 2 of the Trade Act of 1974

Many partners within the PA CareerLink® centers in 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. As the fiscal agent, CPWDC manages OJT contracts for Trade Act participants.

Access to Trade Act Services will be provided within the local workforce development system through physical and programmatic resources outlined below. The commonwealth will emphasize and reinforce case management services as a means to maintain performance levels for Trade Act participants. Re-employment services will also be enhanced as a component of case management

## PY 2017-2019 WIOA Multi-Year Local Area Plan

services for participants who have completed Trade Act training prior to exiting the program. This will ensure that participants are receiving the necessary assistance to enter the workforce with suitable employment in place. These services are provided by the Bureau of Workforce Development & Operations Trade staff located in Central office and PA CareerLink® staff located throughout the state. The commonwealth implemented an online application for TAA training, job-search and relocation allowances, the Alternative Trade Adjustment Assistance (ATAA) and Reemployment Trade Adjustment Assistance (RTAA) programs. BWPO staff help trade-affected workers complete their applications, and assess workers' skills and experiences.

The commonwealth uses Wagner-Peyser resources to provide career services for all job seekers. Pennsylvania co-enrolls all TAA-eligible workers in the WIOA program to ensure that all Trade participants receive the full range of assistance available to dislocated workers. These services are provided by our partner network, which includes Title I Contractors and local Workforce Development Boards.

Trade Act provides financial support for the PA CareerLink® based on the Trade Act staff/full-time equivalent at each PA CareerLink® center.

### **8. Activities authorized under chapter 41 of title 38, United States Code**

Veteran's Representatives are available in all of the PA CareerLink® centers in the Central Pennsylvania Workforce Development Area and have representation on the WDB through BWPO. JVSG is a BWPO administered program which assures the commonwealth will be able provide special individualized services to disabled veterans.

Veterans are advised of their priority of service status when they connect with the PA CareerLink® system by staff and through signs and documentation posted throughout PA CareerLink® centers. Veterans qualifying for priority of service designation who require services and/or training are ensured the next available spot as a result of their priority of service status. Local Veterans Employment Representatives (LVERS) and Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify veterans and establish an appropriate plan to meet the individuals' needs.

LVERS will conduct face-to-face contact with employers, plan and participate in job and career fairs and conduct job development with employers. LVERS will facilitate employment, training, and placement services furnished to veterans, promote the benefits of employing veterans, and facilitate employer training. LVER's will work with other partners and workforce development provided to communicate employer outreach and job openings Veterans with significant barriers to employment such as, but not limited to, long-term unemployment, previous incarceration, and low-income status are able to see the DVOP. A DVOP will be able to provide one-on-one assistance and develop an Individual Employment Plan that will address the specific barriers for the eligible veteran.

DVOP specialists will coordinate supportive services with applicable providers, deliver technical assistance to community-based organizations for employment and training services to veterans, and assist PA CareerLink® partners in providing services to veterans on a priority basis.



## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

Veterans, ages 18-24 and transitional service members are eligible to meet with the DVOP to receive one-on-one case management services.

BWPO is the State Workforce Agency (SWA) responsible for administering and staffing the JVSG grant positions in accordance with federal regulations and provides financial support to the local PA CareerLink® system based on the number of staff/full-time equivalents in each site.

### **9. Employment and training services carried out under the Community Services Block Grant**

Community Action agency partners provide a full range of in-kind services and activities having a measurable impact on the causes of poverty in the community that are outside of the scope of services that the PA CareerLink® centers can provide. In Union and Snyder counties, the Community Action Agency is Union-Snyder Community Action Agency and in Union County at the Resource Center. Space is available at both sites for workforce events. In-kind and program resources include service coordination, skill training, strengths based case management, goal setting, and basic needs support. CAA provides information on local resources, through compiling service directories including the Union-Snyder Human Services, Substance Abuse, and Housing Services Directories, and posting them on their website and offering them at the CareerLink. Volunteers provide free income tax preparation. Staff provide direct service worker skill training and support through the annual Family Services Conference, and community workshops such as motivational interviewing, understanding addiction, understanding issues of poverty, and the strengths based helper approach. Information about issue and concerns of the low income are provided through community needs assessments, forums, and specialized task forces.

### **10. Employment and Training activities carried out by the Department of Housing and Urban Development**

In Clinton County, we currently offer job search services at the HUD housing locations. These services will be expanded to across the region over the next year with expansion of the LINK mobile outreach services. Regional housing providers offer space to conduct these activities as an in-kind contribution.

### **11. Programs authorized under State unemployment compensation laws**

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. UC provides a small financial contribution to cover the cost of their phone and equipment that is available in the PA CareerLink® centers.

### **12. Programs authorized under section 212 of the Second Chance Act of 2007**

There are currently no programs operating in the region that offer financial or in-kind resources/support to the workforce system.

### **13. Programs authorized under part A of Title IV of the social Security Act**

The PA Department of Human Services is represented in the workforce system through the county assistance office chair who serves on the WDB. The WDB also receives EARN and TANF Youth

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Development funding. The TANF youth funding goes to the procured in-school Title I youth provider. The EARN funding is subcontracted in separate procurement to provide these services in the PA CareerLink® centers. The EARN and TANF funding are integrated with the Title I approach. This “one-stop” process assists in assuring that job seekers are provided with the most efficient and effective services available to them.

### Section 4.3

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

The Board will continue to facilitate access to services provided through the PA CareerLink® system as follows:

**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>.
- PA CareerLink® staff provides periodic outreach to outlying areas through the use of *The Link*, mobile career center, in addition to partnering with Community Action agencies and other partners to expand access and offer transportation. This includes the following specific outreach activities:
- Offer outreach services and workshops at regional libraries which includes recruitment of adults and out-of-school youth.
- Outreach to different human services agencies to provide education on the resources available through the workforce system
- Attend job fairs at universities to promote all PA CareerLink® services and promote our youth services to youth and PA CareerLink® services to connect with parents
- Late night events (beyond regular business hours)

**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 information into the systems within 24 hours of customer interaction. CPWDC supports an approach to workforce investment activities that is holistic in assessing the needs of jobseekers in an effort to truly help them be prepared for success in the workforce. CPWDC requires providers of Title I programming to build a strong rapport with community partners and faith-based organizations in order to ensure a solid network of supports are available to all PA CareerLink® customers through a referral.

**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, the WDB will work with its Adult Education partners to identify strategies that improve access. For example, it will explore the creation of a cross-referral process as well as the development of

coordinated outreach efforts.

**Meeting the Needs of Individuals with Barriers to Employment.** Aligned with efforts to serve a majority of individuals who have barriers to employment, CPWDC has a support services policy for individuals who access individual training account (ITA) training services. All PA CareerLink® customers registered as adult, dislocated worker or out-of-school youth are eligible and are notified of available program support services designed to ensure access to the training and retention in the training program. Program support services are also available to in-school youth, out-of-school youth, and Department of Human Services EARN participants, with a goal of ensuring access to programming, job related activities and training, and work. In addition, CPWDC seeks National Emergency Grant funding to support training needs of the long-term unemployed and consistent with requirements, ensures access to support services.

Among the basic career services available to all jobseekers regardless of eligibility is readily available information relating to community resources and the availability of support services and assistance for a variety of needs such as child care, child support, dependent care, housing, Medicaid, CHIP, SNAP, TANF and transportation. Having relationships with agencies who can provide supports such as these enables jobseekers to move forward with their workforce goals.

**Improving Access to Services for English Language Learners and Individuals with Barriers to Hearing.** As part of its service strategy, the WDB 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. 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.

**Access to Services for Recipients of Unemployment Compensation.** In each PA CareerLink® facility, a workstation and courtesy phone are provided by the Office of Unemployment Compensation (UC) as a benefit to customers. The UC courtesy phone allows customers to get added to the call center phone queue directly matching them with a UC representative. Providing this benefit in the PA CareerLink® may reduce the wait time for customers to speak to a UC representative about their benefits.

**Access to Services for Individuals with Disabilities.** As a core partner the Office of Vocational Rehabilitation provides Vocational Rehabilitation services for eligible individuals with most significant disabilities. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR also 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. Our statewide business services staff can identify resources

## PY 2017-2019 WIOA Multi-Year Local Area Plan

to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

**Continuing to develop career pathways.** Our Business Education partnership and youth programming have been actively developing and promoting pathways within the K-12 education system. Our efforts over the next few years will include developing and implementing a comprehensive career pathways strategy linking recognized credentials among our various education providers and connecting this to local employer needs.

**Improving access to remote locations.** Williamsport is implementing video conferencing equipment that will make it possible for job seekers and others to participate in workshops in community based organizations that have videoconferencing equipment. We will also explore working with the state correctional facilities to make workshops available through this technology. In addition, *The Link* mobile career center equipped with seven computers, a printer, presentation screen, and internet allows us to take PA CareerLink® services into any community within the region.

### 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 programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities?*

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.

Each PA CareerLink® site was originally certified by the Office of Equal Opportunity as being ADA Compliant. New PA CareerLink® sites are examined by CPWDC's Equal Opportunity Officer and the local OVR Administrator to ensure accessibility. Staff are trained to operate Zoom text and JAWS software found on the ADA compliant computer in each career resource area. Sites have accessible restrooms, entrances and exits. OVR personnel conduct periodic training for PA CareerLink® staff regarding serving individuals with disabilities. CPWDC's Equal Opportunity policy and complaint procedure is explained and distributed to all new WIOA participants.

Limited English Proficiency (LEP) Plans are updated by the site administrators and approved annually by the Office of Equal Opportunity. This annual review provides an excellent opportunity for site administrators to assess the changing language needs of individual counties each year. Phone calls and voice mails by LEP individuals are aided through Propio Language telephone interpreting services. Evidence of the LEP Plan implementation are investigated during CPWDC's PA CareerLink® monitoring.

PA CareerLink® staff host external job fairs in ADA compliant spaces only. All flyers and email notices about these events contain the message: "Auxiliary aids are available upon notice to individuals with

disabilities. Equal Opportunity Employer.”

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, including the use of bi- and multi-lingual personnel in the Center as well as providing access to language interpretation services.
- Provide assistive technology items for persons with disabilities, such as adaptive keyboards and/or adjustable work stations.
- Conduct a physical inspection of all assistive technology/equipment to ensure functionality on a regular basis.
- 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.*

CPWDC is committed to ensuring continuous improvement of eligible providers of services, including contracted service providers and providers on the eligible training provider list (ETPL). Efforts to ensure contracted service providers are meeting and exceeding the demands of jobseekers and businesses are comprehensive and start with procurement processes.

Our local board uses labor market information and input from employers to understand needs, set goals and drive the training process. When serving job seekers, we will look for occupations on the HPO list and compare that to skills and interests. Employer will submit requests to us for new and emerging occupations to be placed on the HPO list as needed. If our staff identifies a need through interactions with employers, we would work with the providers to get it added to the list. We also work with our training providers to ensure that training is available in the region for occupations that are on our high priority list.

CPWDC strives to write requests for proposals (RFP) in such a way as to invite providers with and without prior experience contracting in the Central region to respond and views competition as

## PY 2017-2019 WIOA Multi-Year Local Area Plan

healthy. Recent efforts have been successful since CPWDC has had an increased interest from more and varied proposers in the past few years. Most recently, CPWDC released RFPs for Title I Adult and Dislocated Worker job seeker and business services. A contract for business services across all nine counties in the Central region was awarded to a current provider who submitted a strong proposal with new, fresh ideas consistent with the spirit of WIOA; the provider previously offered services in two counties.

The board continually evaluates the performance of the system to make sure that career services and business services align with WIOA expectations and services in the area. CPWDC recently implemented a new approach to ensure providers of business services and shared functions in the PA CareerLink® including the welcome process and workshop facilitation, are continuously improving. Among the actions already taken was development of a mission and vision for business services and participation in a human centered design challenge to explore how we might better serve businesses.

Vision: For every business to have access to the right talent at the right time.

Mission: To connect businesses with the talent, resources and services they need.

Matching industry with talented workers is among the highest priorities of the PA CareerLink® and serves as the foundation of both regional economic growth and individual prosperity. To achieve the mission, the CPWDC will and its subcontractors will implement sector-driven strategies to cultivate employer engagement in workforce development, assess employment needs through business intelligence, and influence/invest in the education system and other pipeline resources. The key to success is rooted in strategies based on meeting job-driven needs and real-time business intelligence. Of significant importance is cultivating effective partnership strategies with local economic development agencies and all PA CareerLink® partners and other public/private resources in the region that can effect change.

In addition, CPWDC provides technical assistance and oversight to all Title I and EARN services providers. Staff dedicated to continuous improvement spend time with service provider staff and supervisors to understand challenges and successes and see first-hand the quality of services being provided. In the event local policies are a barrier, CPWDC shares information with WDB committees who provide expert advice and take action to modify policy where possible and in the confines of state and federal regulations. As part of the technical assistance, case notes are reviewed frequently and give CPWDC insight into the quality of services being provided, any concerns are immediately shared with providers and followed up on to ensure appropriate actions are taken.

CPWDC thoroughly monitors all Title I and EARN programming and overall PA CareerLink® operations in addition to training providers and on-the-job training (OJT) employers. Each Title I and EARN program is comprehensively monitored at least once each program year. Training providers and OJT employers are selected for monitoring with a priority to monitor those who are new or those who contract frequently. Findings are outlined along with corrective actions that are required, recommendations for improvements, and best practices. A formal response is required regarding any corrective actions CPWDC requires. CPWDC then approves the corrective action plans or requires additional steps be taken and then closely monitors to ensure plans are actually implemented and that processes do improve as a result.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Quality outcomes and common measure attainment is expected for participants in individualized career services and training services, therefore all service providers are expected to continuously improve. Through the PA CareerLink® system, classroom training in occupations that are directly connected to High Priority Occupations (HPO) are posted on CWDS. The types of training made available include occupational skills training, skill upgrading and retraining. Individual training accounts (ITA) must lead to a certificate, license, credential, degree, a competency or skill recognized by employers, or a training regimen that provides individuals with additional skills or competencies generally recognized and in demand by employers.

CPWDC works closely with training providers through the ETPL application process, providing technical assistance and guidance in navigating the CWDS system. Each program is reviewed to ensure all information has been entered correctly, that the intended occupation is tied to a HPO, and is delivered by a provider in good standing. The course descriptions and outcomes must match the CIP and SOC codes that are promoted on the application. The HPO list is very specific in the occupation and degree level trainings must provide and CPWDC ensures this is adhered to. CPWDC also advises training providers how to collect student information to be used when entering performance data. In the event a course must be rejected, CPWDC helps the provider understand the reason for rejection so that improvements can be made; depending on the circumstance the provider will be equipped to resubmit the course at a later time. Maintaining good communication and relationships with training providers ensures that Central region participants receive high quality training.

In addition to the training provider performance data provided through wage records on CWDS, CPWDC prepares a training outcomes report, which compares the success rate per provider of Central region participants within the same program of study. PA CareerLink® staff use this information as a tool to help participants make informed training decisions. CPWDC's real-time data examines not just who finishes training and obtains employment, but who obtains training related employment. The results often show that the most expensive training does not always produce the highest percentage of participants who obtain employment in their field of study.

CPWDC also analyzes outcomes of on-the-job (OJT) contracts to help determine viability of entering into repeated agreements with employers who do not have a high retention rate with past OJT participants. This data will be expanded to all other training contracts outside the ETPL and OJT system as well.

CPWDC closely monitors performance overall, including outcomes and repeat business customers and information is regularly shared with WDB committees for expert guidance and ideas for policies to promote continuous improvement above and beyond common measures.

As part of our customer satisfaction performance monitoring, we routinely conduct satisfaction surveys of workshops that we conduct. We also conduct satisfaction surveys of job fairs. We use this information to continually improve our processes. We have done periodic employer and job seeker satisfaction surveys but don't collect this type of formal customer feedback on an ongoing basis. Over the past year, we have been exploring the development of a more routine customer satisfaction survey process and have drafted a possible survey. Implementing this survey will be explored over the next year.

## 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 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.

The WDB 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



## PY 2017-2019 WIOA Multi-Year Local Area Plan

achievement

- Career counseling and planning
- Short-term prevocational services
- 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, on-the-job 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. CPWDC and the PA CareerLink® Operator continuously review the activities available to adult and dislocated workers and adjust programs and services based on that assessment.

As the needs of the adult and dislocated worker customers change, CPWDC in coordination with the

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Operator and Title I Adult and Dislocated Worker providers adjust service delivery methods and the services available. For example, several workshops are being recorded as on-demand workshops which will be loaded onto all computers in the PA CareerLink® Career Resource Area. This allows customers to participate in an active, self-directed workshop at the jobseeker's convenience and not based on a preset schedule at the PA CareerLink®.

Adults and dislocated workers have access to the following career service activities within the local area:

- Initial assessment of skill levels, aptitudes, abilities and supportive services needs
- Career Resource Area usage including enrollment at [www.pacareerlink.state.pa.us](http://www.pacareerlink.state.pa.us)
- Internet browsing for a job, career information and training searches
- Training information
- Labor market information, including industry cluster information
- Consumer reports information and delivery system performance information
- Information on PA CareerLink® partner services and supportive services
- Assistance in establishing eligibility for appropriate programs
- Career counseling
- Workshops as directed by CPWDC

Before providing training services, a staff member must determine that an individual is unable to obtain employment through basic career services, among other criteria to ensure limited training funds are spent on customers most in need. PA CareerLink® staff initially meet with a participant, assess his or her skills, consider labor market conditions and determine that basic career services will not be sufficient to result in employment for the participant. The provision of training or other needed services can then be provided sequentially, concurrently, or in the order that makes the most sense for the individual.

Participation in the Adult and Dislocated Worker program requires the participant be committed to specific steps toward obtaining full-time employment. Workforce Specialists write an Employment Development Plan (EDP) with each participant that analyzes and identifies the full-time employment objectives. The EDP specifies the occupational goals of the participant, based on assessment, testing and conversations. The participant is guided through a series of activities and interactions customized to their goal, which may be employment, training or more comprehensive assessments such as WorkKeys. The EDP drives the services that each customer will access to succeed in gaining employment and is a living document that adjusts to customers' changing needs.

The following are a variety of training and employment activities that exist within the local area. Funding may not be available to directly support participation in all training activities, but PA CareerLink® staff provides guidance on career planning that may involve one or more training activities and available funding resources.

- Occupational skills training, including training for non-traditional employment, through traditional classroom or non-traditional delivery systems
- On-the-job training
- Programs that combine workplace training with technical skills instruction, including apprenticeships

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Training programs operated by the private sector
- Skill upgrading and retraining
- Entrepreneurial training
- Job readiness training
- Adult education and literacy activities
- Incumbent worker training
- Transitional jobs
- Training services that are developed and implemented by a partner agency's governing legislation

In addition to the above, PA CareerLink® staff will assist adult and dislocated workers with identifying and planning their career path. Career pathways may be traditional using the common example of starting in the medical field as a certified nursing assistant (CNA), doing additional training to become a licensed practical nurse (LPN), to a registered nurse (RN) and then getting a bachelor's in nursing. However, a career pathway may also be more customized for the jobseeker that already has prior work experience. For example, someone may have auto-mechanic skills that are transferrable to a machine maintenance in the manufacturing industry. PA CareerLink® staff will assist the customer in identifying how their skills are transferrable and provide career pathway options and outline additional training which may be necessary to start working in and advancing in other sectors like manufacturing, building and construction, etc.

CPWDC also provides support services to WIOA Title I Adult or Dislocated Workers that are receiving individual training accounts for occupational skills training to reduce barriers to complete the training. CPWDC does not provide support service payments to WIA Title I Adult or Dislocated Workers as part of the mix of general services. However, referral systems are in place at each PA CareerLink® site for housing, transportation and childcare assistance.

There are several community action agencies who have served PA CareerLink® customers through referrals for years: Union/Snyder Community Action Agency, Inc. serves customers in Snyder and Union Counties; Central Susquehanna Opportunities, Inc., along with being a contracted workforce services provider with CPWDC, is also a community action agency covering Columbia, Montour and Northumberland. STEP, Inc. serves customers in Lycoming and Clinton Counties. Centre and Mifflin Counties maintain a list of referrals of local services including The Shelter (housing issues), CCIS for childcare assistance, and county transportation services.

### 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.*

CPWDC's individual training account (ITA) policy is designed to help participants make informed choices when selecting a training program and provider. Training must be directly connected to a high priority occupation and all programs and providers must be approved according to the Eligible Training Provider List status on CWDS. The contract process begins at the PA CareerLink® where Title I program providers ensure interested individuals are eligible, assess priority of service status, help

## PY 2017-2019 WIOA Multi-Year Local Area Plan

individuals develop an Individualized Employment Plan, provide labor market information, assess interests and skills, and assess probability of success in training and the defined career goal.

The ITA funding levels are based on the length of the training program as outlined in the table below. CPWDC will fund a maximum of two years of training which includes the last two years of a three or four year training program.

Program Type	Maximum Funding
Short Term	\$3,500
1 Year	\$4,500
2 Year	\$7,000
3 or 4 Year (only the last 2 years are eligible for an ITA)	\$7,000

Proposed ITA contracts are submitted to CPWDC and go through a program and fiscal approval process at CPWDC before they are funded. As part of the program approval process, a participant's intended occupation is reviewed to ensure it matches a Central Region High Priority Occupation (HPO). Since the number of projected job openings for an occupation can vary among different areas of the state or country, participants intending to relocate outside the Central Region after training are given labor market information relative to their intended geographical area's job market.

In addition, CPWDC compiles training outcome reports that reveal the success rate of participants entering training related employment within different occupational sectors. The reports sometimes reveal that although an occupation may be on the HPO list, participants still may have difficulty finding employment. For example, Licensed Practical Nursing is a high priority occupation, however, the rate of Central Region trainees who have found training related employment in the last two years is substandard. Tracking information such as this gives CPWDC valuable insight, and in the case of LPN training, provided an opportunity to have an informed discussion with LWDB committee members regarding the hiring trends of health care providers in the Central Region. Service providers have been instructed to make their participants aware that many large health care providers in the Central region may not be hiring LPNs at this time and are instead requiring jobseekers to have Registered Nurse credentials. With real time labor market information and analysis from CPWDC, participants are given valuable information beyond whether or not an occupation has been labeled as "in-demand".

**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 but not be limited to:

- Targeting high-growth industries for potential work-based learning opportunities.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- 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.

Work-based learning is a preferred training program for individuals who already possess some job-related skills and are making career changes or are re-entering the labor force; require hands-on learning to complement work experience; need to earn a wage while learning an occupational skill; and/or need supervision as they learn specific skills for an occupation. PA CareerLink® staff will assist customers in determining the appropriate training method to meet the individual's career goals.

### Section 4.8

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

CPWDC requires youth subcontractors to ensure a collaborative process for identifying, prioritizing and selecting eligible youth who are most in need of services through partnerships including, but not limited to, local school districts, career and technical centers, colleges and universities, PA CareerLink® employer services, Offices of Vocational Rehabilitation, economic development entities, Chambers of Commerce, labor unions, County Assistance Offices, juvenile justice and local law enforcement agencies, local housing authorities, rehabilitation agencies and community/faith based organizations.

CPWDC's focus is on programs that ensure youth are prepared for post-secondary and/or career success. Services for both in-school youth (ISY) and out-of-school youth (OSY) are designed to:

- improve educational achievement
- provide supports to help keep participants on track to meeting goals
- provide intentional structured services to prepare participants to meet employer demands and succeed in employment
- provide opportunities intended to develop participants as citizens and leaders
- incorporate financial literacy
- help develop and attain meaningful goals of skill attainment, educational attainment, advanced training, and job placement outcomes.

In-school youth services are specifically driven in part by the Pennsylvania Career Guide; youth are constantly engaged in career exploration, reflection exercises and work experience that help them define who they are related to career decisions, how to get a job and how to keep a job and move forward on a career pathway.

## **PY 2017-2019 WIOA Multi-Year Local Area Plan**

Out-of-school services assist young adults who have dropped out of school, or who have graduated, but are in need of special assistance to become successful in the labor market, or in post-secondary pursuits by engaging them in career awareness activities, helping them realize their potential and hone their skills, teach employability skills and help problem solve to overcome barriers in order to get a job, keep a job, and move forward on a career pathway.

Services for youth are designed to focus on helping high school students or young adults define an employment goal and provide relevant activities and interventions based on the individual's previous education, employment, interests, and basic skills aptitudes. Program providers are required to collaborate with partners to ensure youth receive access to a wide range of relevant activities. Youth programs are designed to impart the soft-skills and technical skills that employers and educational institutions demand and help young people improve work readiness skills including: work awareness, labor market knowledge, occupational information, values clarification and personal understanding, career pathways and decision making and job search techniques. Youth participate in activities and work experiences that allow them to research many industries of interest, including STEM and other high priority occupations.

The composition of the Youth Council itself promotes collaboration across the workforce, education and human services systems. WIOA offers flexibility in defining the composition of a youth standing committee and CPWDC is currently assessing needs to ensure current members are those who are well poised to provide relevant information and assist with planning, operational, oversight and other issues related to provision of services to youth and includes members from community based organizations with demonstrated success in serving youth. In moving forward, CPWDC will maintain the presence of a WDB member as chairperson for the Youth Council and will ensure appointed members continue to bring expertise to address employment, training, education, human and supportive service needs of youth. In alignment with the Final Rule, members may represent agencies such as secondary and postsecondary education, training, health, disability, mental health, housing, public assistance, and justice, or be representatives of philanthropic or economic and community development organizations, and employers. The current composition of the Youth Council includes members representing: employers, justice, housing, secondary education, post-secondary education, economic development, parents, and youth. CPWDC plans to consider all of the above in addition to other agencies which frequently serve youth who have the barriers outlined in the eligibility requirements.

In addition to having a Youth Council, the CPWDC staff participates in conversations about youth related issues and serves on advisory committees with local school districts, career and technology centers and business/education partnerships. Providers are required to be in the schools and communities engaging partners and educating them on available services.

The ISY program, Bridges to the Future, is embedded in 18 high schools and career & technical centers in the Central region and also provides outreach to all districts and is involved in advisory council meetings and transitions meetings. At a high level, the ISY program director meets with the OVR Regional Director to share program updates and discuss ways to better serve students with disabilities. In the embedded schools, front-line Bridges to the Future staff work closely with on-site OVR staff to serve students. Registration for ISY programming occurs in the spring of sophomore year and OVR counselors are a main referral source for the program. In addition, ISY with a need are

## PY 2017-2019 WIOA Multi-Year Local Area Plan

referred to OVR and often ISY and OVR are working with transitions teachers so that students receive a very comprehensive level of service. In Williamsport Area High School, OVR and ISY share an office which we believe may be a best practice to replicate in other embedded schools.

The OSY program also works with OVR and community partners who serve young people with barriers to employment. Young people with disabilities receive the full array of program services available to those without disabilities. A strength-based approach to the entire program design helps participants recognize their skills and abilities and focus on employment goals. Accommodations are readily provided as needed.

CPWDC advocates a system of services that will develop a pipeline of talented, well prepared young people ready to successfully enter and remain in the workforce. Programs for in-school youth (ISY) and out-of-school youth (OSY) offer a menu of varied services that incorporate the core elements and may be provided in combination or alone, at different times during a youth's development. Consistent with WIOA, CPWDC requires the overall service strategy be linked to one or more of the indicators of performance in WIOA Sec.116(b)(2)(A)(ii). All youth including those with or without disabilities or difficult barriers to overcome are ensured access to the full program design and 14 WIOA program elements.

The ISY program *Bridges to the Future* supports youth beginning in the summer following sophomore year and through graduation and transition to life after high school. Bridges to the Future is embedded in 18 high schools and career & technical centers with designated office space and function as part of the school faculty allowing them to be readily available to registered ISY and be a resource to teachers and administration. Embedding the program into the schools has also helped ISY staff identify and register students with disabilities and has led to an increased overall partnership with school transitions teams.

Through a model of prescribed minimum interactions ISY explore careers, set realistic goals with defined career paths, and are guided based on their placement goal. Those youth interested in post-secondary education are assisted with completing post-secondary school applications, preparing for entrance exams, arranging financial aid and developing time management skills. Those youth interested in entering the workforce develop resumes, write cover letters, practice completing applications and participate in mock interviews.

Specific activities include Camp STEAM, a summer camp where upcoming juniors learn how science, technology, engineering, arts, and math skills they learn in high school are directly related to local jobs and skills employers demand. Through a summer work experience prior to senior year, youth are encouraged to make connections between academics and occupational learning and they identify the facets of the employment experience that they did and did not enjoy. Upon graduation or in the interim if the youth requires part-time employment, youth are connected to job search services available through the PA CareerLink® sites.

CPWDC has two OSY providers who offer slightly different program designs, *YES to the Future*, (YES being an acronym for Your Employment Services) and *GET2WORK*. Both programs support young adults who are unemployed and have a significant barrier to employment as defined in WIOA eligibility. Following assessment and engaging activities designed to help them learn employability or

## PY 2017-2019 WIOA Multi-Year Local Area Plan

soft skills, young adults are initially given a plan that leads to one of four objectives: unsubsidized employment, paid work experience, OJT or post-secondary education.

Youth will be exposed to various postsecondary opportunities through workshops, tours and college fairs. Youth with basic skill deficiencies are connected to a Title II provider for GED preparation or basic skills instruction that is contextualized around a career pathway; in addition, *GET2WORK* offers in-program remediation through the provider's proprietary software. Youth are prepared for unsubsidized employment through a variety of supports. Workshops and activities that address job readiness and career preparation are available to groups of youth or via general participation in PA CareerLink® activities.

The following elements are critical to the service delivery for both ISY and OSY.

- **Objective assessment of academic levels, skill levels, and service needs**  
For the purpose of identifying appropriate services and career pathways for participants, assessment includes a review of basic skills, occupational skills, prior work experience, employability, interests, aptitudes, supportive service needs, and developmental needs. The need for accommodations are assessed and readily provided as needed for youth with disabilities.
- **Individual Service Strategy (ISS)**  
The Individual Service Strategy (ISS), is key to the overall case management strategy and on-going development and re-assessment of goals. The ISS is used to develop a written plan of long and short-term goals addressing educational, employment and leadership development priorities, appropriate achievement objectives, and appropriate services for the participant taking into account the assessment conducted. The ISS is a living document that will be updated throughout a youth's enrollment and is directly linked to performance.
- **Case Management, Rapport Building**  
Intensive and on-going case management both during the program and follow-up phase of the program is engaging and based on the needs of individual youth according to the ISS and immediate needs. The approach to case management is one that guides participants to recognize possible discrepancies in their thinking and lead them to determine on their own what the best course of action and next steps will be. OSY who falter off the path to goals are encouraged to get back on track, or if needed, rethink and plan goals again.  
Providers are responsible for ensuring a majority of each day involves staff spending time with enrolled youth facilitating quality activities including WIOA Required Elements, career exploration, career pathways planning and counseling; providing case management; helping youth develop and revise plans; and providing all other aspects of the program. The program is an inviting one where all OSY are accepted and guided rather than judged. Providers must be trusted partners in career planning and goal setting in order for young adults to fully benefit from the program. A strength based approach is implemented.
- **Career Exploration, Development, and Work Readiness Services**  
Individualized services including activities to help participants learn about who they are and how their interests, skills and experiences relate to career goals are paramount. Career exploration is valued as extremely important so that participants learn about opportunities they may not have considered or previously been aware of.
- **Employer Connections**  
Connections to employers are essential to effectively assist ISY and OSY to become highly



## PY 2017-2019 WIOA Multi-Year Local Area Plan

skilled and employable. These connections should lead to placements in employment as well as meaningful exposure to the world of work with resulting measurable skill increases. Connections will help ensure youth can experience relevant and realistic career exploration, job shadowing, internships, mentoring, paid work experience, volunteer opportunities, and ultimately, sustainable employment.

- **Guide OSY to success in transitioning to employment, post-secondary education or military**  
Placement and transition services, including but not limited to job placement assistance and post-secondary readiness based on individual youth goals will ensure successful placement outcomes. The full resources of the PA CareerLink® help accomplish this goal.

- **WIOA Program Elements**

Access to the WIOA defined program elements are paramount in providing quality, outcome based service delivery. Each ISY and OSY is assessed in order to determine the barriers that must be addressed and a plan is developed to include any or all of the WIOA program element services and activities to support the youth's progress toward educational attainment and employability. Youth staff provides direct service as appropriate and uses leveraged resources and services when possible to provide eligible youth with access to the core elements. WIOA defined program elements are readily available to any ISY or OSY who may benefit from them. Please refer to the following chart.

Workforce Innovation and Opportunity Act Core Required Program Elements Accessible Throughout the ISY and OSY Program Models			
Required Element	Provided by WIOA Youth Subcontractors	Leveraged through partners/ community resources	Incorporation into the Program Design
Tutoring, study skills training, instruction and evidence-based dropout prevention/recovery strategies	X	X	ISY: Ongoing throughout high-school. OSY: Youth with a Basic Skills deficiency are referred or provided with tutoring and study skills as appropriate.
Alternative secondary school services or dropout services		X	ISY: On-going coordination with schools for youth at risk of dropping out of traditional school settings. OSY: Coordination with ISY program to serve youth who dropped out.

**PY 2017-2019 WIOA Multi-Year Local Area Plan**

Paid and unpaid work experiences that have academic and occupational education as a component; includes job shadowing, internships, and on-the job trainings	X		<p>ISY: Summer leading into the senior year; experience is directly linked to academic and occupational learning and the goals outlined and developed in the ISS. Also available as appropriate, experiences should be designed to provide youth with career exploration and skill development. Funds for summer paid work are leveraged from TANF Youth Development awards.</p> <p>OSY: As appropriate, experiences should be designed to provide youth with career exploration and skill development and to help youth develop goals for either post-secondary or employment.</p>
Occupational skills training as appropriate (and results in a recognized credential)		X	ISY and OSY: Vocational, technical training tied to in-demand list and industry cluster initiative, as appropriate.
Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster		X	ISY and OSY: Integrated education and training programs are being developed in the Central region in part thanks to a Sector Partnership Dislocated Worker grant from Commonwealth of Pennsylvania. Currently, CPWDC has a partnership with Central Susquehanna Intermediate Unit who operates an IET for individuals who want to be healthcare workers.
Leadership development opportunities	X	X	ISY and OSY: On-going exposure to community service projects, service learning activities, peer mentoring, peer tutoring, team work training, civic engagement and activities that place youth in a leadership role.
Supportive services	X	X	ISY and OSY: On-going services that are necessary to enable the youth to participate in activities and employment, assessed regularly and at a minimum, each time the ISS is updated.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Adult mentoring		X	ISY and OSY: For the period of youth participation & subsequent period of follow-up. May be accomplished through recognized online mentoring or one-on-one with local mentors.
Comprehensive guidance and counseling		X	ISY and OSY: For the period of youth participation & subsequent follow-up conducted by a licensed professional.
Financial Literacy Education	X	X	ISY and OSY: For the period of participation & subsequent follow-up; incorporated into work experiences, support services, planning for training and transportation, and woven into overall program.
Entrepreneurial skills training		X	ISY and OSY: Presentations from small business development centers and small business owners will share information and experiences.
Labor market information (LMI) services	X		ISY and OSY: Incorporated into career exploration and preparation activities as well as job search services.
Activities that help prepare youth for transition to postsecondary education and training	X	X	ISY and OSY: Financial planning, career pathway planning, immediate needs and overall goals are thoroughly explored. Visits to training sites are facilitated. Referrals to Title II services for help transitioning and being prepared.
Follow-up services	X		ISY and OSY: Provided for a period of 12 months following exit, services and contacts are individualized and relevant with minimum contacts outlined in CPWDC policy.

Criteria for youth that have barriers to employment include:

Youth eligibility is strictly adhered to.

OSY eligibility according to WIOA allows for local areas to define “Requires Additional Assistance” which combined with meeting low income will meet the barrier criteria for enrollment. CPWDC defined “Requires Additional Assistance” under WIA and has carried the definition forward in WIOA with plans to thoroughly assess effectiveness and work with the Youth Council to make any needed

adjustments. CPWDC will consider the definitions being used by other areas as collected by the Pennsylvania Department of Labor & Industry when moving forward. The current definition was designed to allow young adults who need the program to have access and is as follows.

- Received or part of a family who received medical assistance, LIHEAP, or public housing/rent subsidy within the past 6 months; or
- Lacks a significant work history, as defined by one of the following:
  - Never worked or has no unsubsidized work history
  - Has been unable to maintain unsubsidized employment with the same employer for 6 months or more
  - Has been fired from one or more jobs within the last 6 months
  - Has a history of sporadic employment
  - Has been actively seeking employment for at least 2 months but remains unemployed

Similarly, WIOA allows for local areas to define the “Requires Additional Assistance” barrier for ISY and while CPWDC is working to ensure the current definition enacted under WIA meets the needs of youth, the definition according to current policy is as follows.

- Youth at risk of dropping out of school (as certified by school counselor); or
- Is part of a family who has received medical assistance, LIHEAP assistance or public housing/rent subsidy within the past 6 months; or
- Youth who lacks a significant work history, defined as meeting one of the following:
  - Has no unsubsidized work history
  - Has been unemployed for more than 15 weeks of the last 6 months
  - Lacks meaningful work experience and/or general job search, basic entry level or employment readiness skills

In accordance with WIOA, only 5% of ISY enrolled may be those made eligible according to the Requires Additional Assistance barrier. CPWDC utilizes reports from CWDS and has a report which procured provider staff maintain and review prior to registering any ISY using the barrier in order to ensure compliance and not exceed the allowable 5%.

## 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?*

CPWDC’s PA CareerLink® Policy establishes a Regional Rapid Response Team comprised of the Rapid Response Coordination Services Regional Representative, representatives from the PA CareerLink® Consortium (Operator), a representative from CPWDC and a UC Liaison. The Regional Representative calls meetings of the Team as needed. This group oversees the Local Rapid Response Team and monitors its activity.

The Local Rapid Response Team, made up of the region’s PA CareerLink® Administrators, is chaired by the Regional Representative. This Local Team designates who will be deployed for every Rapid Response activity in the Central Region. Often, a Local Team representative is accompanied by several other staff from the closest PA CareerLink® facility. The Local Rapid Response Team then gathers all

the information from available resources to present to the affected workers. With the addition of *The Link* mobile career center, CPWDC is able to take a computer lab onsite for all Rapid Response events and enroll dislocated workers in JobGateway.

CPWDC maintains a Rapid Response database, available as an Excel spreadsheet on SharePoint. Traditionally, Rapid Response has been attributable only to companies that are downsizing the workforce; CPWDC sees the need to also quickly respond to business expansion and creation. Therefore, CPWDC asks sites to track closings/downsizings, employer expansions and new employers to provide information regarding the number of individuals affected during a specified time period. CPWDC often receives requests for this type of information from economic development organizations and other regional partners.

#### 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 engaging relevant stakeholders from the secondary and postsecondary education programs as Board and committees' members, CPWDC has ensured strategies are well informed, coordinated, and enhance existing services rather than duplicate services. Administrators from local schools and organizations and representatives from Title II provide valuable information regarding needs and gaps in service as well as successes and initiatives being planned or underway. Reciprocally, CPWDC maintains an active role with secondary and post-secondary providers as members of local advisory committees whereby CPWDC is actively involved in decision-making processes by providing local up-to-date labor market information and other relevant workforce data and knowledge.

CPWDC has a vision for all 32 school districts in the Central region, including guidance counselors, administration, and teachers to regard CPWDC and the PA CareerLink® as a vital resource in career planning, workforce preparation activities, and drop-out prevention services.

CPWDC has enhanced services provided to secondary education programs in the Central region by implementing an in-school-youth (ISY) program design that is embedded into eighteen (18) high schools and career and technology centers considered to be of highest need. The fourteen (14) WIOA program elements are provided, including an emphasis on paid work experience. Career development, career exploration, and self-exploration are also provided in efforts to create career pathways plans for youth in the region.

Within CPWDC's embedded ISY program, the service provider works in partnership with other school staff and OVR counselors which maximizes resources and opportunities for co-enrolled students while avoiding duplication of services. In addition, ISY staff maintain active roles on the Transition Councils. Because the Transition Councils are comprised of many partners and stakeholders, resources and information that is shared can be utilized by all who are working together within the school district, including the ISY service provider.

In addition to embedded programs and registration of the highest risk students as ISY participants, CPWDC has a vision for all high school seniors to be aware of the services available at the PA

## PY 2017-2019 WIOA Multi-Year Local Area Plan

CareerLink® whether they plan to transition directly into employment or access post-secondary training. Service providers are tasked with outreach to all districts and to date, nearly all have welcomed the job-preparedness workshops, employer panels, and mock-interview sessions CPWDC makes available to them throughout the academic year. Additionally, as part of the effort to be the workforce resource for all districts, service providers are tasked with assisting guidance departments to develop and revise their Chapter 339 plans by providing labor market information and expertise in planning meetings.

CPWDC has strong relationships with the numerous postsecondary institutions in the region. Many of these institutions view CPWDC as an important resource for their students and often provide their students with information about WIOA programs and activities. Institutions who wish to post their programs on the ETPL receive guidance from CPWDC through the approval process. A symbiotic relationship exists when the PA CareerLink® participant is the training provider's student, and the training provider is CPWDC's vendor. In addition, postsecondary institutions rely on CPWDC to guide their decisions when deciding to add new training programs based on labor market data provided by CPWDC.

CPWDC also helps to serve as a bridge between local businesses and these institutions, by bringing together employees of many different businesses who are able to attend customized trainings as a group.

All stakeholders are brought together through service providers and PA CareerLink® partners in their efforts to host career fairs, employer panels, campus tours, and work experiences – truly developing an interconnected workforce development system.

### 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.*

CPWDC recognizes that to best serve jobseekers and businesses, all partners need to work together in way that maximizes coordination of services and areas of expertise, continuously improve services, and avoid duplication. Title I service providers and Wagner-Peyser merit staff have a history of working well together in the Central region, and CPWDC recognizes WIOA requires us to focus on coordination even more.

CPWDC's goal for the PA CareerLink® is that every jobseeker who walks in is warmly welcomed and quickly connected to desired services. CPWDC implemented a triage process designed to accomplish this goal and the process itself was developed with input from both Title I service providers and merit staff. Triage in each site may vary slightly, but the goal is the same: welcome new jobseekers, ask brief questions to help assess the services they may need, provide an overview of services, and connect them to the appropriate PA CareerLink® staff or schedule services. Triage is staffed by Title I, but in the event a line forms, other staff are called in so that jobseekers can flow through the process quickly; merit staff contribute to the process by lending a hand when needed.

As a result of triage, individuals are shown to the career resource area (CRA) if their immediate needs

## PY 2017-2019 WIOA Multi-Year Local Area Plan

may be met with access to basic career services. CRA coverage is primarily a Title I responsibility, however, merit staff pitches in as needed to ensure adequate coverage and assist customers with basic career service needs. Basic career services are considered a shared responsibility in Central region sites.

In other cases, individuals may express interest in individualized or training services and the person staffing triage connects them to Title I program staff or merit staff, or both as appropriate. For example, if an individual identifies themselves as a Veteran, a connection to the appropriate merit staff will be made along with connection to the adult program staff if beneficial to the individual. Some jobseekers enter the workforce system for the first time when they become unemployed and are called to PREP sessions managed by merit staff. In the sessions, merit staff discuss all of the services available and connections are made to Title I programming as desired by an individual. Further, merit staff works with Title I program staff when participants registered as Trade are ready for job placement assistance.

CPWDC specifically advocates for a business services team (BST) comprised of Title I funded staff and Wagner-Peyser staff. BST members work together and communicate informally each day and formally in scheduled meetings in order to make sure all are up-to-date on news regarding local businesses and the economy. Duties are shared, not duplicated, as CPWDC feels strongly the PA CareerLink® must present to businesses as one entity working together to meet their needs. Further, program providers coordinate with all members of the BST in an effort to match program participants with employers the BST is working with; it is ideal if a business has a need that can be met with a program participant in the system and the BST staff must work together with program providers for that to effectively happen.

### 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?*

CPWDC and all WIOA Title II providers are currently part of a Title II Coalition that meet on a quarterly basis at CPWDC's offices to discuss alignment of service delivery between WIOA Title I and Title II programs, challenges and best practices across the region. These Coalition meetings provide a platform for CPWDC to share the goals of the local plan and the Central Workforce Development Board that also align with WIOA and the Governor's goals for integration.

CPWDC will establish a review committee with no perceived or actual conflict of interest to review Title II applications. Evaluation criteria will be outlined for each reviewer to ensure the proposal aligns with the Central local plan and are reviewed consistently prior to providing feedback to the Commonwealth of Pennsylvania.

### 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?*

CPWDC and local service providers will make a concerted effort to find and serve priority of service

## PY 2017-2019 WIOA Multi-Year Local Area Plan

customers including veterans, individuals receiving public assistance, low-income individuals and individuals identified as basic skills deficient to achieve Governor Wolf's goals of serving the hardest to serve populations. Additionally, the WDB will target efforts to serve the re-entry and ex-offender population in an effort to reduce the recidivism rate, to help this population find gainful employment to become positive contributors to the local economy, and be role models for future generations.

In the Central Workforce Development Area, 69,200 individuals age 16 and over are living in poverty. Within this population, the unemployment rate is 23.0% indicating a need for additional outreach and support from the workforce system to help these individuals get the training necessary to find and retain quality employment. CPWDC will strive to meet the Governor's goal of 70% of the PA CareerLink® customers served being part of these targeted populations.

Four strategies to specifically help identify and serve these targeted populations are the implementation of the Collective Impact model, the pilot of *The Link* mobile career center, continued participation in the county specific Reentry Coalitions, and integration of the EARN and Adult Basic Education programs in the PA CareerLink® offices.

Through the collective impact model, CPWDC will collaborate with community organizations that play a role in keeping jobseekers on a career pathway and will accept referrals from these community organizations for enrollment in WIOA programs. CPWDC will also create an online asset map of community based organizations and government agencies that can provide support services and assistance to individuals with barriers to employment. This approach is beneficial to all parties through the use of leveraged resources to help customers find employment with the end goal of the customer becoming financially self-sufficient eliminating the need for any form of public assistance.

*The Link* helps us serve targeted populations by eliminating or significantly reducing the transportation barrier to get to the local PA CareerLink® for workforce services. *The Link* will travel throughout the Central Workforce Development Area bringing workforce and online training services to where jobseekers are already going including food banks, local libraries, thrift stores, probation offices, county assistance offices, and other community based organization locations.

Currently, PA CareerLink® Title I Adult staff and/or the PA CareerLink® Site Administrators are active members on Reentry Coalitions in several counties in Central PA. CPWDC and PA CareerLink® staff will continue to actively participate in these Coalitions and become members within the counties we are not currently involved with. These Coalitions work to identify what services can be provided prior to release and what services are available upon release to the offender population that will keep them from returning to the prison system. Finding employment and having a strong support network upon release can significantly reduce a person's chance of returning to jail. While the PA CareerLink® cannot and will not be the only resource for these individuals, the public workforce system can help this population learn how to promote themselves to employers even with a criminal record, help identify employers that will hire individuals with a record, and help them identify occupations that will be a good fit for their skills and abilities using assessments and labor market information.

The EARN program and Title II Adult Basic Education programs are integral partners in the Central PA CareerLink® system. Within each of the three hub sites in Lewistown, Williamsport, and Sunbury, Title II and EARN are both located within the PA CareerLink® making the dual-enrollment and transition



## PY 2017-2019 WIOA Multi-Year Local Area Plan

between programs easier for the both jobseekers and partners. The EARN program serves individuals currently receiving TANF cash assistance from the county assistance office. These customers will be dual-enrolled as WIOA Adults when appropriate so they can get the training necessary to find employment. Customers that are basic skills deficient will also be dual-enrolled in Title II programs and Title I Adult, Dislocated Worker or Youth programs as appropriate.

WIOA Title IV OVR Vocational Rehabilitation Counselors provide their customers with multiple, individualized services such as diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. OVR also provides both OVR eligible and potentially eligible 14 to 21-year-old in-school youth with disabilities pre-employment transition services designed to prepare them to enter competitive, integrated employment. Pre-employment transition services include paid work-based learning experiences, job shadowing as well as vocational counseling and guidance. Also offered is group training on workplace readiness, independent living skills, and self-advocacy skills.

### Section 4.14

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

CPWDC views the employer as the primary customer of the workforce system because without the information, skills verification and employment opportunities they provide, jobseekers will not receive relevant services through the PA CareerLink® system. Business Service Teams (BSTs) in the Central region provide a point of contact for businesses to address their most important activities: recruiting, training and retaining a skilled and productive workforce.

Business development is not limited to a specific job title or partner agency, but refers to any staff involved in contacting employers for the purposes of providing information on available services and/or obtaining information about the employing entities. At a minimum, the BSTs include both Title I and merit staff. In many Central region PA CareerLink® sites, membership has expanded to include representatives from EARN, Youth, OVR, VETS, local economic development organizations and other workforce development stakeholders.

CPWDC envisions BSTs as the premier resource for cost effective and efficient services for employers of any size to attract, develop and retain a talented workforce. Through a consultative process that assesses employer needs, the BSTs tailor the array of PA CareerLink® services to meet individual employer workforce needs, including small employers and larger businesses with in-demand occupations. The emphasis of employer contacts is on the establishment of a relationship which goes beyond the placement of job orders to learning about what the business needs and tailoring services accordingly.

Available business services include: posting job openings, reviewing applicants' resumes, pre-screening applicants, organizing job fairs and special recruitment events and making labor market information (LMI) and other data accessible. Deeper collaborations are also occurring around providing youth with summer work experiences, and the development of company-specific career pathways. In addition, the Office of UC Service Centers Customer Services regularly provides seminars

## PY 2017-2019 WIOA Multi-Year Local Area Plan

in the PA CareerLink® facilities to businesses so businesses understand their rights and responsibilities under the law. These types of partnerships will increase as CPWDC continues to move from transactional to transformational relationships with our employer customers.

Over the past few years, CPWDC has begun to put in place a stronger foundation for improved business services with the goal of ensuring the workforce system is increasingly meeting the needs of area employers. Activities have included the creation of new Performance Metrics for our business service teams, as well as engagement in a human-centered design (HCD) process that is resulting in increased coordination and sharing of best practices between our regional offices. Taken together, these activities will deepen our relationship with employers, and make Central PA's workforce system more responsive to their dynamic and changing needs.

In order to ensure we achieve our mission of meeting the needs of businesses, CPWDC has developed new Employer Service Indicators that will complement any additional business metrics established by the State. Chief among these is a Market Intelligence Report that will provide details on higher level engagements with employers and community partners, as well as "intelligence" gained through employer and other contacts with community and economic development organizations. This data will provide both our Business Service Teams and CPWDC with an indicator of who our core customers are, allowing us to target our outreach, identify opportunities for partnership, and potentially tailor new activities to specific sector needs.

Other metrics that will be tracked include the total number of successful staff-assisted job placements each month and the business penetration rate. Employer satisfaction surveys will provide regular feedback regarding the services offered and the degree to which they meet employer needs.

### 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?*

CPWDC supports an approach to workforce investment activities that is holistic in assessing the needs of jobseekers in an effort to truly help them be prepared for success in the workforce. CPWDC requires providers of Title I programming to build a strong rapport with community partners and faith-based organizations in order to ensure a solid network of supports are available to all PA CareerLink® customers through a referral.

Among the basic career services available to all jobseekers regardless of eligibility is readily available information relating to community resources and the availability of support services and assistance for a variety of needs such as child care, child support, dependent care, housing, Medicaid, CHIP, SNAP, TANF and transportation. Having relationships with agencies who can provide supports such as these enables jobseekers to move forward with their workforce goals.

Aligned with efforts to serve a majority of individuals who have barriers to employment, CPWDC has a support services policy for individuals who access individual training account (ITA) training services. All PA CareerLink® customers registered as adult, dislocated worker or out-of-school youth are eligible and are notified of available program support services designed to ensure access to the training and retention in the training program. Program support services are also available to in-school youth, out-

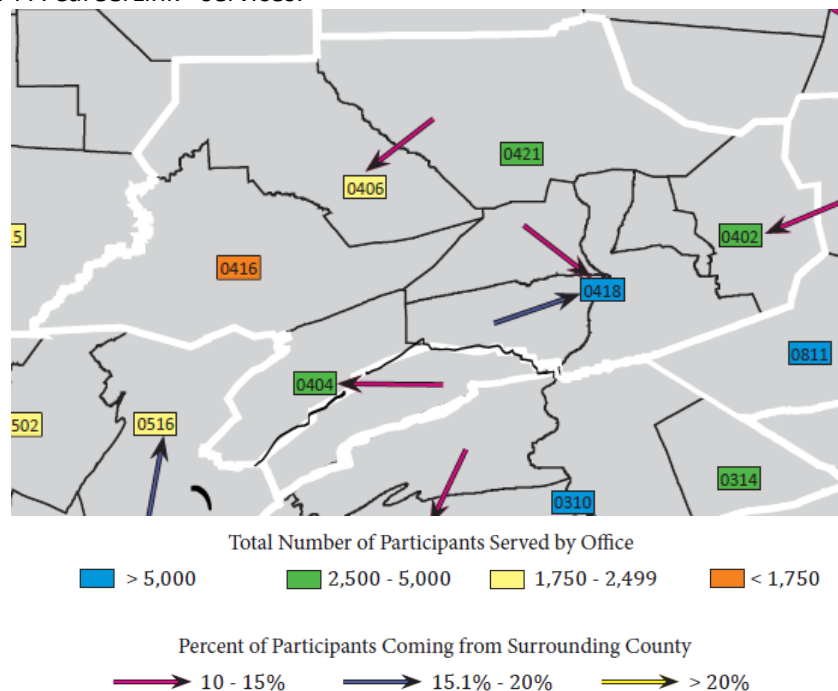
## PY 2017-2019 WIOA Multi-Year Local Area Plan

of-school youth, and Department of Human Services EARN participants, with a goal of ensuring access to programming, job related activities and training, and work. In addition, CPWDC seeks National Emergency Grant funding to support training needs of the long-term unemployed and consistent with requirements, ensures access to support services.

Though PA CareerLink® sites are strategically located throughout the Central region in an effort to reduce the impact of transportation needs on a majority of individuals who have barriers to employment, transportation remains a challenging barrier for some jobseekers. Specific policies mentioned above all have support services to help overcome transportation needs, ranging from assistance paying the fee to obtain a driver's license to paying mileage to access training. In addition, the PA CareerLink® has vehicles available for program use, some specific to EARN and others available to all programs, which are used by staff to assist program registrants in accessing programming, job fairs, and recruitment events. Where available, staff helps customers access and navigate public transportation.

The 10-county Central Planning Region is a rural region that covers a total of 5,764 square miles, almost 13% of Pennsylvania, creating transportation issues due to a lack of reliable public transportation, especially for low-income individuals who lack personal transportation. For this reason, there are six (6) strategically placed PA CareerLink® offices located throughout the region within close proximity to major highways and along public transportation routes, where available. The PA CareerLink® sites are also located in areas with the largest population centers of low-income individuals to reduce the distance jobseekers need to travel to access workforce services.

The following graphic shows the location of the PA CareerLink® offices in the region with arrows between the counties where a significant number of jobseekers are traveling outside of their county of residence for PA CareerLink® services.



## PY 2017-2019 WIOA Multi-Year Local Area Plan

Source: PA Department of Labor & Industry, Center for Workforce Information and Analysis

On April 7, 2016, the SEDA-COG Metropolitan Planning Organization (MPO) hosted two (2) Environmental Justice Workshops to solicit input from key stakeholders who traditionally serve the hard to serve populations on the potential motorized and non-motorized transportation needs and/or concerns within the MPO region. The MPO also solicited input and recommendations regarding the most effective methods of communications with the traditionally underserved populations in conjunction with the public engagement activities associated with the draft Long Range Transportation Plan (LRTP) and Transportation Improvement Program (TIP) updates. Participants shared transportation methods that currently exist within various communities, identified where public transportation and possible ride sharing services were most crucial, and where improvements for pedestrian and bike paths could be improved for an inexpensive mode of transportation.

Through these efforts and other means, a new 3 year demonstration bus route has been approved by PennDot in Clinton County to start in summer 2017 which will provide transportation between Lock Haven University, the Wal-Mart shopping complex, and various employers to help promote industry and education. This pilot program is being funded through public and private funding and may be a replicable model in other counties.

Another pilot project to reduce the transportation barrier is being coordinated with a grant received by the Greater Susquehanna Valley United Way. This grant will provide a small stipend for Title I dislocated workers to lease a vehicle. Each month a lease payment is made on time, the dislocated worker will receive a \$50 gas card. At the end of 12 successful payments, the participant will receive \$500 towards the down payment for the purchase of car from the United Way. The goal is to build the person's credit, provide case management to teach the individual how to build a budget and manage money, and also provide reliable transportation so they can get to work and retain employment.

*The Link* mobile career center gives CPWDC the ability to take workforce services on the road in rural areas to reach more jobseekers. It can also be used as a resource for businesses who want their workers to participate in online training without them travel away from the worksite and for employee recruitment.

The following table summarizes the average number of non-commuters, in-commuters, out-commuters, and net flow for the Central Planning Region during the 2012-2014 time period:

Commuting Patterns (2012 2014)				
County/Region	Non-Commuters	In-Commuters	Out-Commuters	Net Flow
Centre County, PA	32,300	28,000	16,800	11,300
Clinton County, PA	5,800	5,500	9,000	-3,400
Columbia County, PA	10,700	12,000	12,500	-600
Juniata County, PA	3,000	2,800	7,800	-5,000
Lycoming County, PA	29,500	19,300	19,400	-10
Mifflin County, PA	8,700	5,800	11,700	-5,900
Montour County, PA	3,400	13,800	6,300	7,500

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Northumberland County, PA	12,300	13,800	23,500	-9,700
Snyder County, PA	5,900	9,000	10,800	-1,800
Union County, PA	5,800	9,900	8,700	1,100
<b>Central Planning Region</b>	<b>171,800</b>	<b>65,500</b>	<b>72,000</b>	<b>-6,500</b>

**Source:** U.S. Census Bureau. 2016. OnTheMap Application. Longitudinal-Employer Household Dynamics Program. Based on the average number of primary jobs between 2012-2014

**Note:** regional commuting patterns are based on the entire 10-county region; non-commuters may live and work in any of the counties; therefore the regional data does not equal the sum of the county-level data (except for net flow); totals may not add due to rounding. Net flow calculated as in-commuters minus out-commuters; positive values indicate more workers are coming to the area for employment, and negative values indicate more workers are leaving the area for employment.

On average, Central Planning Region's workforce is 237,300, and the resident labor force is 243,800. Approximately 72% of the workforce and 70% of the labor force are non-commuters, people who live and work somewhere in the 10-county region. Overall, more workers leave the region for work (non-commuters) than people who come to the region for work (in-commuters), as shown by the net flow of -6,500.

## 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.

The Central PA Workforce Development Board (CPWDB), and our PA CareerLink® partners ensure continued compliance with WIOA Section 188, applicable provisions of the Americans with Disabilities Act of 1990, and "The ADA Standard For Accessible Design." We are committed to following and adhering to all provisions of the U.S. Department of Labor Rule: "Implementation of the Nondiscrimination and Equal Opportunity provisions of the WIOA" and, the "State Nondiscrimination Plan." Dissemination of information related to those topics previously listed as well as compliance accordingly is under the charge of the LWDA's designated Equal Opportunity Officer. Our EEO officer works with individuals appointed in each PA CareerLink® center, referred to Equal Opportunity Liaisons to ensure that customers are aware of their rights and to report any incidents related to potential discrimination or accessibility.

Through mutual efforts those identified above utilize the PA Department of Labor and Industry, Office Equal Opportunity (OEO) "State Employment Security Agency (SESA) Technical Assistance (TA) Training Manual, which requires the use of the nondiscrimination and EO Self-Evaluation Guide." Training to support the liaisons and EEO Officer as well as technical assistance is provided by the Office of Equal Opportunity.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

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

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

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.

CPWDC and the Office of Vocational Rehabilitation (OVR) work together in various capacities and at different levels within the workforce system to enhance the provision of services to individuals with disabilities. The Regional Assistant Director is on the LWDB and the Audit/Finance Committee. CPWDC and OVR also have several agreements in place, including PA CareerLink® Partner agreements and a PA CareerLink® Operator Consortium agreement.

OVR is a strong partner in all six PA CareerLink® offices in the Central Workforce Development Area and has formalized their partnership through the PA CareerLink® Partner Agreement and Resource Sharing Agreement. Beyond being a partner in the PA CareerLink®, OVR staff provide training to other PA CareerLink® staff on how to operate software found on the ADA compliant computers located within the PA CareerLink® and conduct periodic training for serving individuals with disabilities. OVR staff also participate in “match” meetings and Business Service Team meetings at the PA CareerLink®. Match meetings are a way to match jobseekers from all partners with open job orders and connect jobseekers with companies that the BST is meeting with as appropriate. Additionally, Title I In-School Youth staff are members of the Transitions Teams in the local high schools with OVR staff to help youth with disabilities transition to higher education or employment after graduation.

### 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?*

CPWDC’s 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. The debt collection policy includes:

Issuance of a Final Determination signifies the completion of the audit resolution process. A debt is established when that Final Determination disallows any costs questioned in the audit. The collection of that debt is a separate process, with specified time frames and procedures. The Final Determination contains the first official demand for repayment of the debt.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Following receipt of the Final Determination, the audited entity will have twenty (20) days to submit an appeal. That appeal will be a request for a formal review of the Final Determination before an impartial hearing officer. The debt collection process will be stayed pending a decision regarding the appeal. The hearing officer's decision rendered will be final.

If no appeal of the Final Determination is filed, a lump-sum cash repayment from non-Federal funds is due within 30 days after receipt of the Final Determination. The CPWDC, at its discretion, may negotiate short-term installment agreements in lieu of lump-sum payment. Repayment of the debt is mandatory and funds must be returned to the CPWDC under the following conditions:

- Willful disregard of the requirements of DHS and/or WIOA, gross negligence, or failure to observe accepted standards of administration;
- Results from incidents of fraud, malfeasance, or misfeasance; and
- Results from illegal or irregularities that must be reported under OMB A-133.

Upon repayment of the outstanding debt, the CPWDC will issue a satisfactory resolution letter acknowledging receipt of repayment and closing the audit process. However, the CPWDC reserves the right to reopen the audit in the event the USDOL or the BWI disagrees with the final resolution. Should repayment not be received within the thirty (30) day period, a second notice will be transmitted by certified mail. This notice will state that repayment must be submitted within twenty (20) days of receipt of the letter. It will also state that interest on the outstanding debt began to accrue on the 31st day following receipt of the Final Determination by the audited entity.

Should repayment of the outstanding debt not be received within twenty (20) days after receipt of the second notice, a Final Notice will be sent by certified mail. The Final Notice will state that the CPWDC must receive repayment within ten (10) days of receipt. It will also list the amount of accrued interest due on the debt. The notice will also state that, should repayment of the debt and interest not be received, appropriate legal and/or programmatic sanctions may be instituted. These sanctions may include the following:

- Withholding a percentage of payments until the audit is resolved satisfactorily;
- Withholding or disallowing overhead costs;
- Suspending the Federal Funds until the audit is resolved.
- Determination of ineligibility, suspension or debarment through the Contractor Responsibility Program;
- Referral to the Office of the Attorney General for collection

### Section 5.3

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:

## PY 2017-2019 WIOA Multi-Year Local Area Plan

- Utilizes labor market information to drive needs assessment, goal setting and planning discussions with partners in the workforce system as well as the broader region
- Attains the Governor's goals as described in the PA Combined Plan;
- Meets or exceeds the local area negotiated federal performance goals;
- Sustains fiscal integrity; including extensive and ongoing program evaluation
- Collaborates with other regional partners to leverage workforce funds and increase investment into the workforce development and training system
- 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

Our local board is continually evaluating its own and the system's performance on an ongoing basis. Evidence of these evaluation efforts include the annual report of activities, technical assistance provided to Title I programs to ensure they are meeting board expectations. We monitor the entire system and frequently make suggestions to streamline and improve performance. We specifically budget activities to meet training targets. We also do staff exit interviews to gather feedback on improving performance of the board and the system. We also periodically survey board members to get their feedback on performance.

Over the next year, the board will explore more a formal self-evaluation process as part of its performance monitoring activities.

### 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?*

Throughout the spring and early summer of 2017, the board held several meetings (5/31/17, 6/14/17, 6/19/17, and 7/17/17) with local partners and stakeholders to gather their input and discuss methods to continue to enhance the local and regional workforce system.

In July of 2017, a regional stakeholder/employer survey was conducted in order to gather information around specific strategic questions related to this plan. A total of 72 individuals provided input into the survey, representing a balanced mix of Private Sector, K-12 Education, Post-Secondary Education, Government, Economic Development, PA CareerLink® Partners and Not-for-profit organizations. The input was also very balanced among the various counties in the region.

Affiliation	Responses	
Private Sector	11.11%	8
K-12 Education	9.72%	7
Post-Secondary Education	8.33%	6
Government	15.28%	11
Economic Development	13.89%	10



## PY 2017-2019 WIOA Multi-Year Local Area Plan

PA CareerLink Partner	25.00%	18
Not For Profit	8.33%	6
Other (please specify)	8.33%	6
	<b>Answered</b>	<b>72</b>

Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

County	Responses	
Centre	25.00%	18
Clinton	19.44%	14
Columbia	18.06%	13
Juniata	11.11%	8
Lycoming	25.00%	18
Mifflin	22.22%	16
Montour	19.44%	14
Northumberland	22.22%	16
Snyder	19.44%	14
Union	22.22%	16
Central Region	18.06%	13
Other (overall region)	11.11%	8
	<b>Answered</b>	<b>72</b>

Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

A board/stakeholder input session was held on July 17, 2017 to review the input from the regional input survey and determine if new and different strategies should be included in this plan. Input received from the survey and board included:

Top Strategies to better connect labor force requirements and occupational demands	Average
Continue to work with career and technical schools and other local educational providers to align curriculum/certifications to business needs.	6.26
Encourage job shadowing and internships.	5.98
Support existing Business-Education Partnerships in the local area.	5.94
Support work-based training. This option gives workers the opportunity to gain skills and competencies while earning a wage.	5.92
Work on soft-skills; embedding it in school systems (consistently) and hold students accountable like they would in an employment setting.	5.92
Promote career pathways. Main elements include stackable credentials, easy entrance and exit points. Career pathway requires collaboration between employers and education.	5.89

Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

Top strategies to support existing and emerging sectors	Average
Listen to the things employers are asking for.	6.45

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Address immediate skill shortages and develop a talent pipeline for future needs.	6.02
Implement apprenticeship programs.	6.02
Strengthen links among career/tech education, universities, and continuing education.	5.86
Link students to technical training and employers who will support their continued education and skill training.	5.86
The Workforce Development Board (WDB) will continue to engage local sector leadership to participate and lead industry partnerships that organize (public and private) to deliver training that is focused on industry related workforce needs.	5.81
Show examples of career pathways in the schools.	5.78

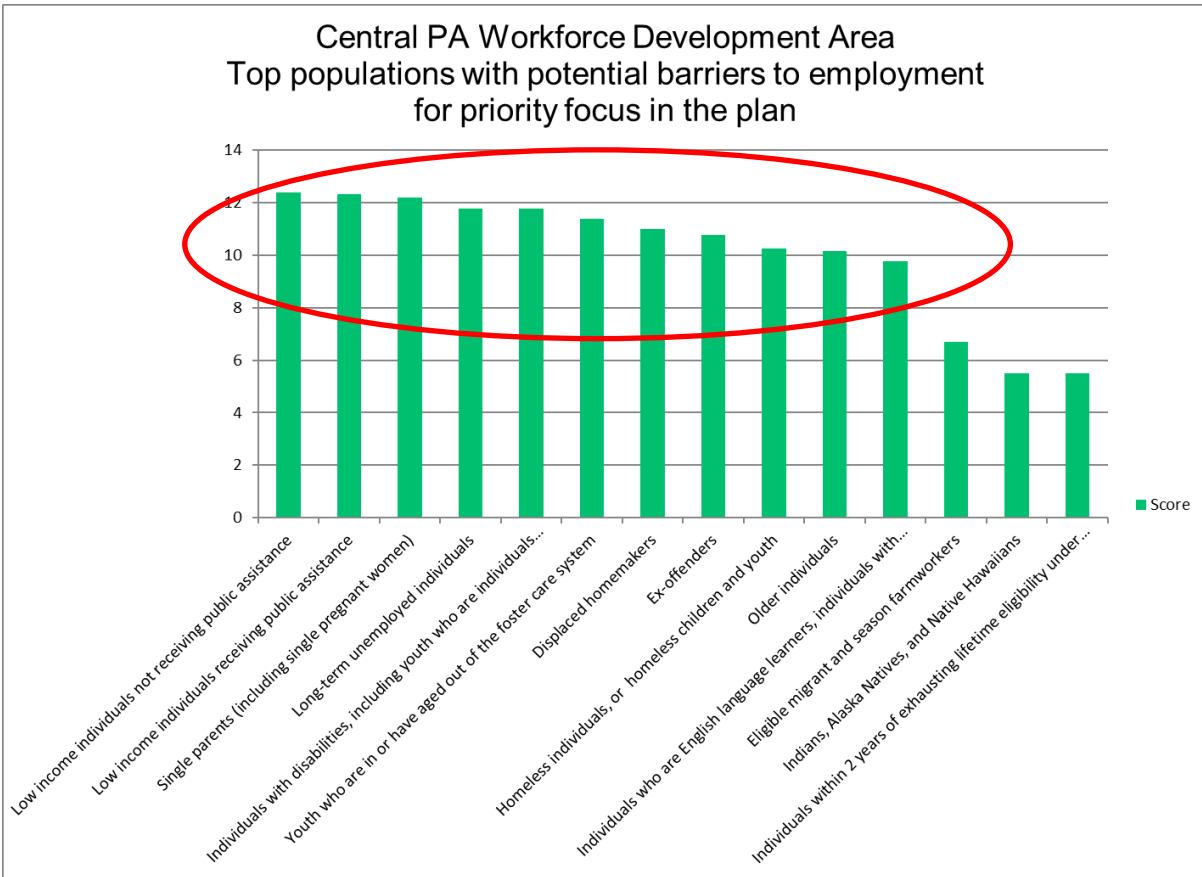
Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

Sector	Average
Technology	6.23
Manufacturing	6.21
Health Care and Social Assistance	6.05
Logistics and Transportation	5.72
Energy	5.58
Accommodation and Food Service	4.88
Financial	4.84

Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

- Note: At the stakeholder input session, after reviewing the labor market information, the group determined that the financial services sector (Insurance, Finance and Banking) although currently employing a relatively low number of people today actually is expected to grow by 2024 by more than 1,000 jobs. They indicated that this sector should be a higher priority for future growth.

## PY 2017-2019 WIOA Multi-Year Local Area Plan



Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

- Note: At the stakeholder input session, after reviewing the labor market information, the group determined that it was impossible to identify and target only the top three or four of the populations with barriers as many individuals have multiple barriers. The stakeholders determined that all of the populations with barriers that exist in the Central PA region were important to understand and support as part of the priority focus moving forward.

Top Strategies to Support Individuals with Barriers to Employment	Weighted Average
Pool programs to eliminate duplication and better utilize funding.	6.18
Educate individuals with barriers how to acknowledge and effectively reduce limitations from their barriers.	5.76
Share best practices between agencies working with individuals with barriers.	5.69
Educate employers on how to make accommodations for individuals with barriers.	5.4

Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### 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 Central Local WIOA Plan as well as the Central Regional WIOA Plan on its website for the 30-day period beginning August 1, 2017 and ending August 30, 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 of local businesses, labor organizations, and educational institutions.

Note: No public comments were received during the 30 day public comment period.

## PY 2017-2019 WIOA Multi-Year Local Area Plan

### 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.*

*X Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.*

*X Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.*

*X Agreement between the local area elected official(s) and the local workforce development board.*

*X 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.*

*X 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.*

*X Local area procurement policy – Must describe formal procurement procedures.*

*X 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.*

*X Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.*

*X 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.*

*NA 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 Accountability

Local Workforce Development Area name: Central Workforce Development Area

Effective Date:

### WIOA Title I Programs

WIOA Performance Measures	Local Area PY17 Negotiated Performance Goals	Local Area PY16 Attained Performance Measures
<b>Employment (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	65%	%
Dislocated Worker	74%	%
Youth	65%	%
<b>Employment (Fourth Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	65%	%
Dislocated Worker	75%	%
Youth	57%	%
<b>Median Earnings (Second Quarter after Exit)</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	\$5,000	%
Dislocated Worker	\$7,000	%
Youth	Baseline	%
<b>Credential Attainment Rate</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	55%	%
Dislocated Worker	57%	%
Youth	60%	%
<b>Measurable Skill Gains</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	Baseline	%
Dislocated Worker	Baseline	%
Youth	Baseline	%
<b>Effectiveness in Serving Employers</b>	<b>Negotiated Goals</b>	<b>Attained Performance</b>
Adult	Baseline	%
Dislocated Worker	Baseline	%
Youth	Baseline	%

Local workforce development boards (LWDB) are required to include their WIOA core programs negotiated goals and attained performance as part of their four-year local plans, as well as any modifications to such plans.

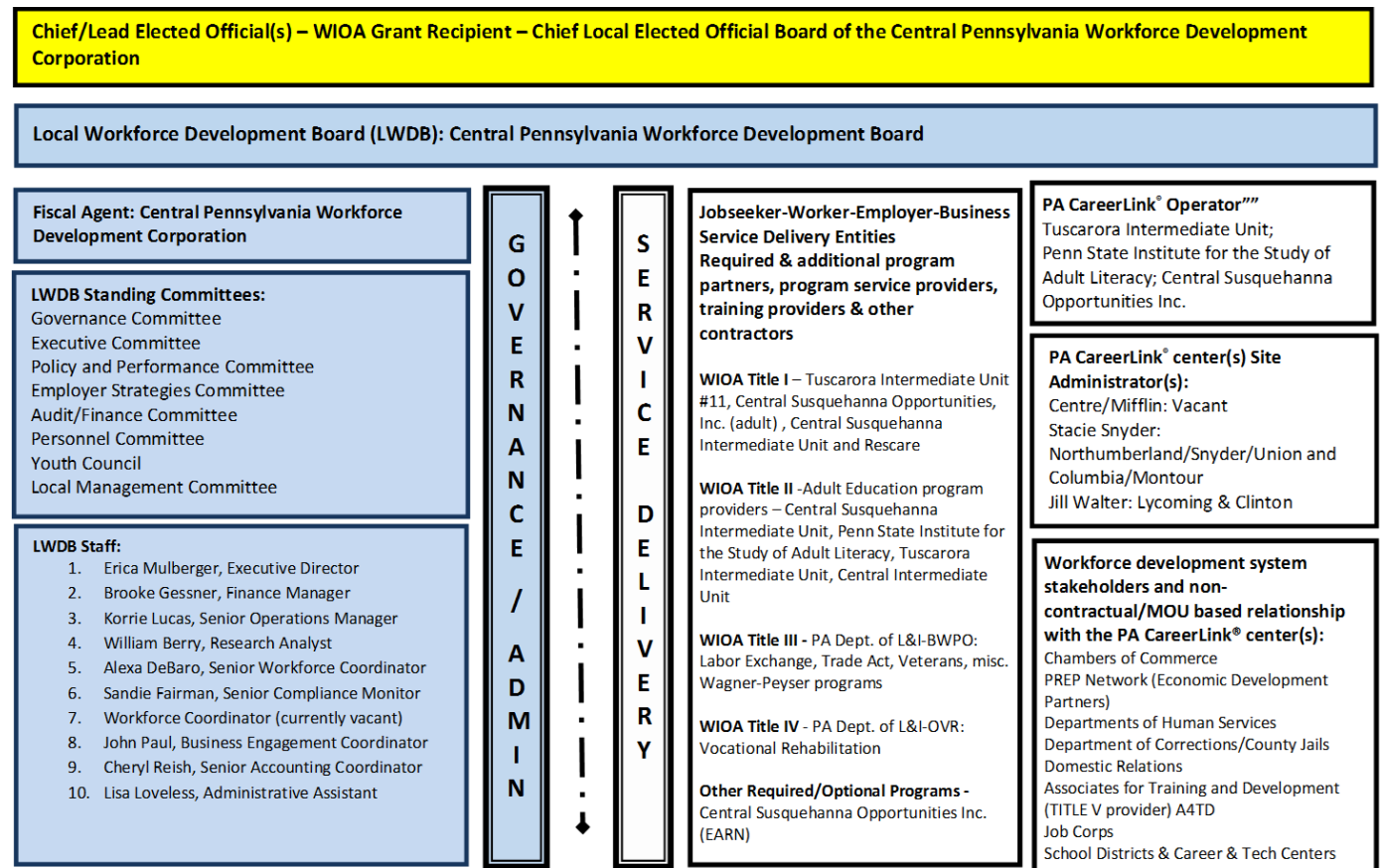
## PY 2017-2019 WIOA Multi-Year Local Area Plan

### Attachment B: PY 2017-2019 WIOA Multi-Year Regional/Local Area Plan

#### Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Central Workforce Development Area

Effective Date: 7-1-17



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.

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

Local Workforce Development Area name: Central Workforce Development Area

Effective Date: 7/1/17

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult Employment and Training Activities	WIOA, Title I, Sec 131	Tuscarora Intermediate Unit #11
Adele Craig, Community Edu. & Workforce Services PA CareerLink® Mifflin Co 6395 SR 103 North Lewistown, PA 17044	717-248-4942, ext. 106	<a href="mailto:acraig@tiu11.org">acraig@tiu11.org</a>
Adult Employment and Training Activities	WIOA, Title I, Sec 131	Central Susquehanna Opportunities, Inc.
Gale Zalar, Chief Executive Officer 2 East Arch Street, Suite 313 Shamokin, PA 17872	570-644-6575	<a href="mailto:gzalar@censop.com">gzalar@censop.com</a>
Youth Workforce Activities	WIOA, Title I, Sec. 126	ResCare, Inc.
Mark Douglass, VP of Operations 9901 Linn Station Road Louisville, KY 40223	646-647-9747	<a href="mailto:Mark.Douglass@ResCare.com">Mark.Douglass@ResCare.com</a>
Youth Workforce Activities	WIOA, Title I, Sec. 126	Central Susquehanna Intermediate Unit
Katherine Vastine, Program Manager 90 Lawton Lane, Milton, PA 17847	570-523-1155	<a href="mailto:Kvastine@csiu.org">Kvastine@csiu.org</a>
Youth Workforce Activities	WIOA, Title I, Sec. 126	Central Susquehanna Opportunities, Inc.
Gale Zalar, Chief Executive Officer 2 East Arch Street, Suite 313 Shamokin, PA 17872	570-644-6575	<a href="mailto:gzalar@censop.com">gzalar@censop.com</a>
Adult Education and Literacy	WIOA, Title II, Sec. 201-243	Tuscarora Intermediate Unit #11
Dyan Schauer 6395 SR 103 North Lewistown, PA 17044	717-248-4942, ext. 113	<a href="mailto:dschauer@tiu11.org">dschauer@tiu11.org</a>
Adult Education and Literacy	WIOA, Title II, Sec. 201-243	Central Susquehanna Intermediate Unit
Julie Shumaker, Adult Education Program Manager 90 Lawton Lane	570-523-1155	<a href="mailto:jshumaker@cisu.org">jshumaker@cisu.org</a>



## PY 2017-2019 WIOA Multi-Year Local Area Plan

Milton, PA 17847		
Adult Education and Literacy	WIOA, Title II, Sec. 201-243	Central Intermediate Unit
Jenna Witherite 1125 Linden Street Clearfield, PA 16830	814-765-8118, ext 303	<a href="mailto:jwitherite@ciu10.org">jwitherite@ciu10.org</a>
Adult Education and Literacy	WIOA, Title II, Sec. 201-243	Penn State Institute for the Study of Adult Literacy
Mike Vail, Director Career Pathways 405 Keller Building, University Park, PA 16802--1304	814-867-1405	<a href="mailto:Mjv15@psu.edu">Mjv15@psu.edu</a>
Wagner Peyser	WIOA, Title III, Sec. 301 - 308	L & I Bureau of Workforce Partnership & Operations
Bruce Jones, Assistant RD 329 Pine Street Williamsport, PA 17701	570-327-3501	<a href="mailto:brujones@pa.gov">brujones@pa.gov</a>
Vocational Rehabilitation Services	WIOA Title IV, Sec. 414	L&I Office of Vocational Rehabilitation
Susan Swartz The Grit Building, Suite 102 208 W. 3 <sup>rd</sup> Street Williamsport, PA 17701	570-505-7234	<a href="mailto:sswartz@pa.gov">sswartz@pa.gov</a>
SCSEP	Title V of the Older Americans Act of 1965	STPCORP Lycoming/Clinton Counties Commission for Community Action
Traci Lowe, Chief Financial Officer STEP	N/A	<a href="mailto:talowe@stepcorp.org">talowe@stepcorp.org</a>
SCSEP	Title V of the Older Americans Act of 1965	Associates for Training Development (4ATD)
Mary Branagan, Director of Program Affairs	N/A	<a href="mailto:mbragagan@4td.org">mbragagan@4td.org</a>
Trade Adjustment Assistance	Chapter 2 of title II of the Trade Act of 1974 (19 U.S.C. 2271 et seq.)	L & I Bureau of Workforce Partnership & Operations
Bruce Jones, Assistant RD 329 Pine Street Williamsport, PA 17701	570-327-3501	<a href="mailto:brujones@pa.gov">brujones@pa.gov</a>
Community Service Block Grant Act	(42 U.S.C. 9901 et seq.)	Central PA Community Action, Inc.
Susan Hawthorne, Executive	814- 765-1551	<a href="mailto:shawthorne@cpcaa.net">shawthorne@cpcaa.net</a>

## PY 2017-2019 WIOA Multi-Year Local Area Plan

Director 270 East Cherry Street Clearfield, PA 16830		
Community Service Block Grant Act	(42 U.S.C. 9901 et seq.)	Central Susquehanna Opportunities, Inc.
Gale Zalar, CEO 2 East Arch Street, Suite 313 Shamokin, PA 17872	570- 644-6575	<a href="mailto:gzalar@censop.com">gzalar@censop.com</a>
Community Service Block Grant Act	(42 U.S.C. 9901 et seq.)	Union-Snyder Community Action Agency
Susan Auman, Executive Director 713 Bridge Street, Suite 10 Selinsgrove, PA	570- 374-8938	<a href="mailto:sauman@union-snydercaa.org">sauman@union-snydercaa.org</a>
Temporary Assistance for Needy Families	Part A of Title IV Temporary Assistance for Needy Families	Dept. of Human Services (Snyder, Union, Centre, Mifflin Counties)
Barbara Shaw, Area Manager for Operations #3	724-953-4435	<a href="mailto:bshaw@pa.gov">bshaw@pa.gov</a>
Temporary Assistance for Needy Families	Part A of Title IV	Dept. of Human Services (Clinton County)
Paula Copeland, Area Manager for Operations	717-783-5818	<a href="mailto:pcopeland@pa.gov">pcopeland@pa.gov</a>
Temporary Assistance for Needy Families	Part A of Title IV	Dept. of Human Services (Columbia, Lycoming, Montour, Northumberland Counties)
Kathleen Mordan, Area Manager for Operations I.M. Administrator 4	570-275-7030	<a href="mailto:kmordan@pa.gov">kmordan@pa.gov</a>
Unemployment Compensation		L&I Office of Unemployment Compensation
Barbara A Mourer, Director Office of UC Service Centers 651 Boas St., Rm. 625 Harrisburg, PA 17121	717-787-4127	<a href="mailto:bmourer@pa.gov">bmourer@pa.gov</a>