



**Advance
Central PA**
Linking People & Business

Multi-year Local Plan

Effective Program Year 2021 through Program Year 2024

July 1, 2021 through June 30, 2025

**As approved by the Advance Central PA Workforce Development Board and Local Elected Official
Board on June 16, 2021**

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

Section 1.1

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

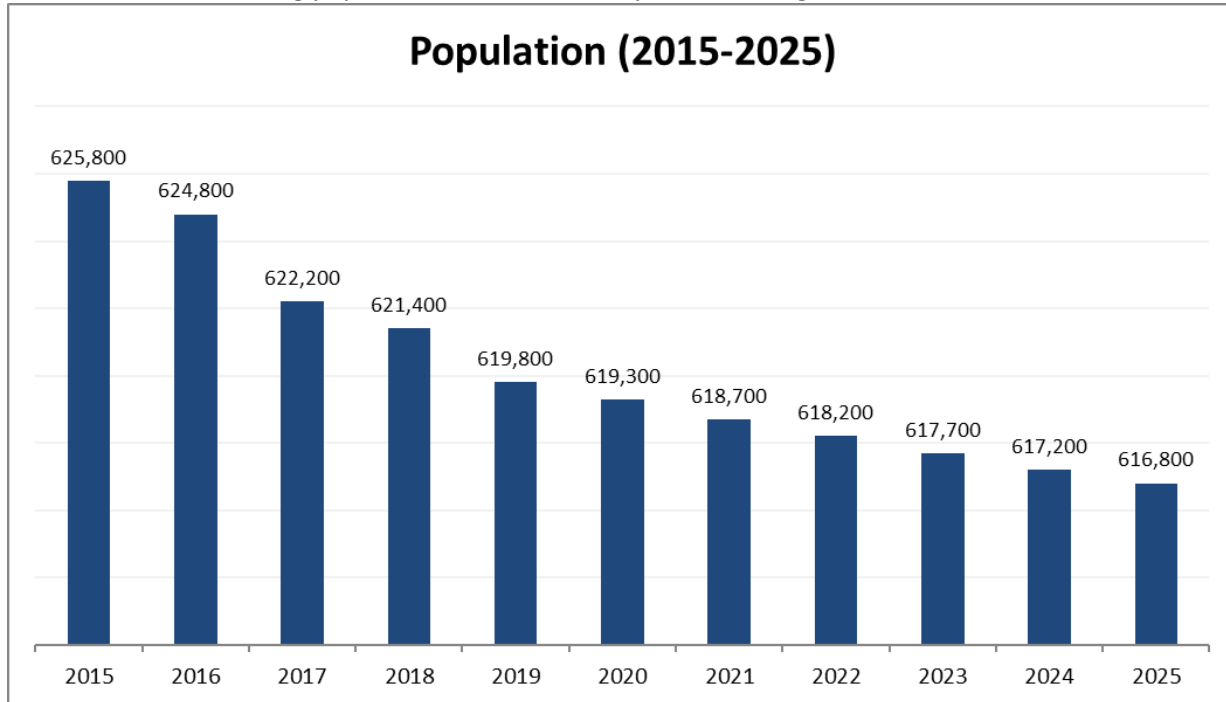
The Central Workforce Development Area (WDA) is comprised of Centre, Clinton, Columbia, Lycoming, Mifflin, Montour, Northumberland, Snyder, and Union counties. Central Pennsylvania Workforce Development Corporation (D.B.A. Advance Central PA as referenced throughout the rest of the local plan) is a 501(c)3 non-profit organization designated as the local workforce development board (WDB). The Central Pennsylvania WDB governs the workforce development system for the Central WDA.

Advance Central PA oversees programs that are designed to assure that businesses in Central Pennsylvania remain competitive and grow jobs, that workers have opportunities to obtain skills that will help them become or remain self-sufficient, and that our communities are economically resilient. We are committed to the development and unification of a demand-driven workforce system that will attract and grow businesses and the Central Pennsylvania economy. This local plan effective July 1, 2021 through June 30, 2025 outlines our current local workforce development system and workforce strategies to create a ready workforce to meet employer demand.

Demographics

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The Central Workforce Development Area (WDA) is approximately the same size as Rhode Island and Connecticut combined with a population of 619,300 spread over 5,370 square miles, with about 13% of 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 (2020) population of the 9-County region decreased by 6,400 (-1.0%) since 2015 and is projected to decrease by 2,600 (-0.4%) by 2025. The Central WDA demonstrates a decreasing population, as evidenced by the following chart:



Source: EMSI, 2020.4

The Central WDA has an aging population, with the median age increasing from 38.3 to 39.3 in the past 5 years (Source: American Community Survey). Projections from EMSI suggest additional aging. From 2020 to 2025, the population under the age of 29 years is projected to decrease by a combined 3,100 individuals (-1.3%), and the population ages 40-59 years is projected to decrease by 7,700 (-5.3%). Conversely, the population ages 60 years and over is projected to increase by 7,900 (4.9%). Not only are the younger age groups declining, but the older age categories are expanding.

Over half (366,500; 59.2%) of the WDA population is found in Centre, Lycoming, and Northumberland Counties. Centre County was the only county to increase in population (2,900; 1.8%) over the past 5 years. Projections suggest that Centre County will continue to rise, with a projected increase of 2,100 (1.3%). Snyder and Union Counties, which are the only other counties to project an increase, are expected to grow by 300 (0.3%).

Area	2015		2020		2025	
	Count	Percent	Count	Percent	Count	Percent
Centre	160,452	25.6%	163,313	26.4%	165,409	26.8%
Clinton	39,399	6.3%	38,480	6.2%	38,093	6.2%
Columbia	66,680	10.7%	64,665	10.4%	63,695	10.3%

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Lycoming	115,599	18.5%	112,810	18.2%	111,041	18.0%
Mifflin	46,426	7.4%	46,086	7.4%	45,902	7.4%
Montour	18,299	2.9%	18,206	2.9%	18,142	2.9%
Northumberland	92,877	14.8%	90,347	14.6%	88,766	14.4%
Snyder	40,509	6.5%	40,454	6.5%	40,522	6.6%
Union	45,518	7.3%	44,981	7.3%	45,186	7.3%
Central WDA	625,759	100.0%	619,342	100.0%	616,757	100.0%
Pennsylvania	12,784,795	--	12,812,575	--	12,853,583	--

Source: EMSI, 2020.4

A majority of the population in the Central WDA is White (92.3%), and a majority is Non-Hispanic (96.9%). The White population shows historical and projected decreases, while all other race categories have increases. The Black population increased by 700 (3.2%) in the past 5 years, and it is projected to increase by 1,000 (4.5%) in the next 5 years. Similarly, the Asian population shows a historical increase of 1,200 (8.4%) and a projected increase of 900 (5.9%). The Hispanic population increased by 2,300 (14.1%) in the past 5 years, and it is projected to increase by 2,000 (10.5%) in the next 5 years. Overall, demographics show a decreasing population that is aging and becoming more diversified in the Central WDA.

Race and Ethnicity	2015		2020		2025	
	Count	Percent	Count	Percent	Count	Percent
White	580,986	92.8%	571,549	92.3%	566,086	91.8%
Black	20,519	3.3%	21,169	3.4%	22,121	3.6%
American Indian or Alaskan Native	1,375	0.2%	1,542	0.2%	1,666	0.3%
Asian	13,789	2.2%	14,947	2.4%	15,829	2.6%
Native Hawaiian or Pacific Islander	303	0.0%	350	0.1%	387	0.1%
Two or More Races	8,787	1.4%	9,785	1.6%	10,668	1.7%
Non-Hispanic	609,193	97.4%	600,437	96.9%	595,863	96.6%
Hispanic	16,566	2.6%	18,905	3.1%	20,894	3.4%
Total	625,759	100.0%	619,342	100.0%	616,757	100.0%

Source: EMSI, 2020.4

There are 239,700 households in the Central WDA, which increased by 0.1% from 2015 to 2019. The median household income increased by 17.8% to \$54,600. Households with an income of less than \$50,000 decreased by 13.6%, while households with an income of \$50,000 or more increased by 15.8%.

Households and Household Income				
Income	2014		2019	
Less than \$24,999	62,447	26.1%	53,277	22.2%
\$25,000 to \$49,999	65,785	27.5%	57,552	24.0%
\$50,000 to \$99,999	74,608	31.2%	76,648	32.0%
\$100,000 to \$149,999	24,100	10.1%	32,695	13.6%
\$150,000 to \$199,999	6,798	2.8%	10,628	4.4%
\$200,000 or more	5,757	2.4%	8,920	3.7%
Total Households	239,495	100.0%	239,720	100.0%
Median Household Income	\$46,392	--	\$54,633	--

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Source: 2010-2014 ("2014") and 2015-2019 ("2019") 5-Year American Community Surveys

Educational attainment is based on the highest level of education achieved by the population ages 25 years and over (419,930). Current estimates demonstrate that 10.9% of the population in the Central WDA has less than a high school education, 41.4% has a high school diploma, 14% have some college with no degree, 8.1% have an associate degree, and 25.6% has a bachelor's degree or higher. Individuals with less than a 9th grade education are projected to increase by 474 (3.1%), while all other educational attainment categories are projected to decrease by 2025.

Educational Attainment						
Level	2015		2020		2025	
Less Than 9th Grade	14,406	3.4%	15,514	3.7%	15,988	3.8%
9th Grade to 12th Grade	31,256	7.5%	30,232	7.2%	30,008	7.2%
High School Diploma	173,034	41.4%	173,702	41.4%	172,147	41.4%
Some College	59,720	14.3%	58,799	14.0%	57,610	13.9%
Associate Degree	34,145	8.2%	34,171	8.1%	33,600	8.1%
Bachelor's Degree	62,251	14.9%	62,721	14.9%	62,121	14.9%
Graduate Degree and Higher	43,514	10.4%	44,791	10.7%	44,384	10.7%
Total	418,326	100.0%	419,930	100.0%	415,858	100.0%

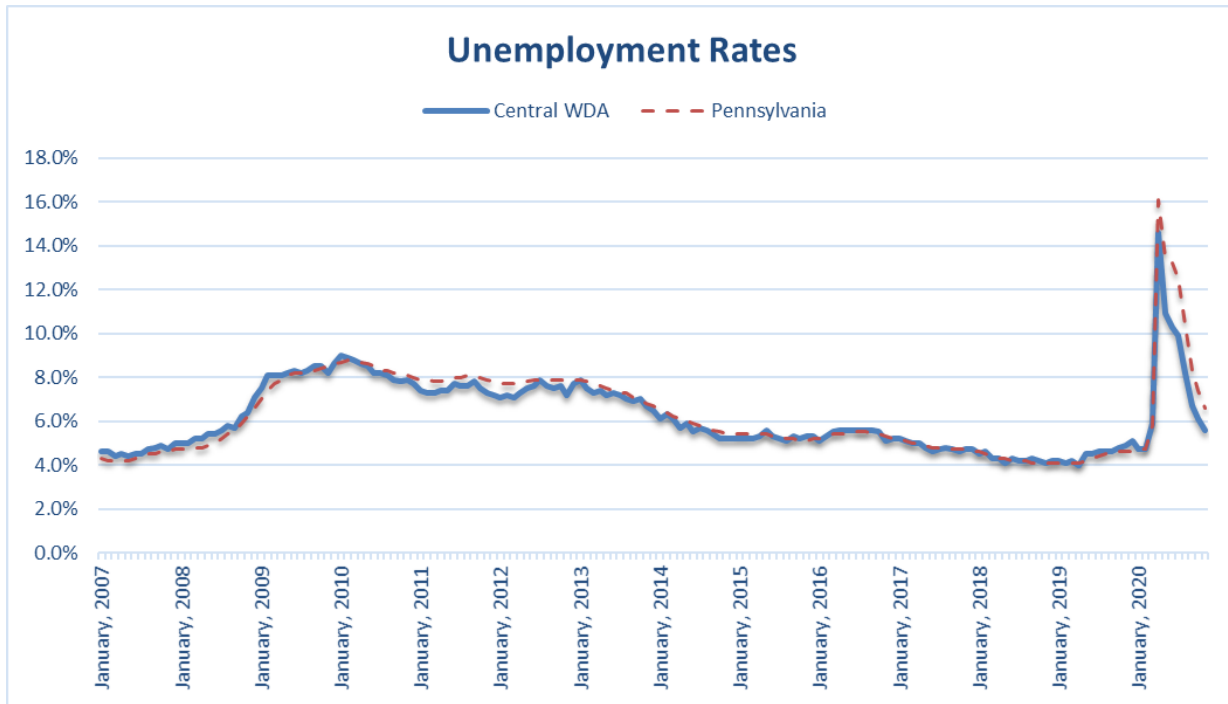
Source: EMSI, 2020.4; based on population ages 25 years and over

Labor Market Information

As of November 2020, the Central WDA has a civilian labor force of 289,800 with 273,700 employed and 16,200 unemployed, resulting in an unemployment rate of 5.6%. The unemployment rate peaked in April 2020 amidst the COVID-19 pandemic at 14.6%. Since then, the labor force has dropped by 8,600 due to 19,000 more workers (employed) and 27,500 fewer jobseekers (unemployed), causing the unemployment rate to drop by 9.0 percentage points.

The following graph tracks the local unemployment rate in the Central WDA compared to statewide values from January 2007 through November 2020:

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Source: Center for Workforce Information and Analysis, based on the November 2020 preliminary dataset using seasonally adjusted values

Advance Central PA continues to monitor monthly changes in the labor market, even more so given the COVID-19 pandemic and all the changes it has brought. As the local economy stabilizes and local employers return to capacity, the unemployment rate shows a decreasing trend in recent months, but uncertainty still remains.

After peaking at 310,000 in 2012, the labor force dropped to 301,300 in 2018. The labor force contracted by 8,700 individuals as a result of 1,600 more workers (employed) and 10,300 fewer jobseekers (unemployed), causing the unemployment rate to drop to 4.3%. Over the past 2 full years (2018-2019), the labor force expanded by 1,100 with 300 more employed and 800 more jobseekers, and the unemployment rate rose to 4.5%.

The following table identifies the labor market information in the Central WDA annually from 2007 to 2020* and monthly values from January 2020 through November 2020:

Labor Market Information				
Time Period	Labor Force	Employed	Unemployed	Unemployment Rate
2007	303,900	289,900	14,100	4.6%
2008	310,000	292,500	17,600	5.7%
2009	307,400	282,200	25,200	8.2%
2010	305,300	280,000	25,400	8.3%
2011	306,500	283,600	22,900	7.5%
2012	310,000	286,900	23,100	7.4%

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2013	309,100	286,900	22,200	7.2%
2014	305,500	288,200	17,300	5.7%
2015	303,800	287,800	16,000	5.3%
2016	304,200	287,700	16,600	5.4%
2017	302,800	288,200	14,600	4.8%
2018	301,300	288,500	12,800	4.3%
2019	302,400	288,800	13,600	4.5%
2020*	295,100	271,700	23,500	8.0%
January, 2020	306,200	291,900	14,400	4.7%
February, 2020	305,600	291,100	14,400	4.7%
March, 2020	303,700	285,700	18,000	5.9%
April, 2020	298,400	254,700	43,700	14.6%
May, 2020	298,000	265,400	32,600	10.9%
June, 2020	287,900	258,300	29,600	10.3%
July, 2020	288,300	259,800	28,500	9.9%
August, 2020	286,200	262,700	23,500	8.2%
September, 2020	292,300	272,800	19,500	6.7%
October, 2020	290,200	272,500	17,600	6.1%
November, 2020	289,800	273,700	16,200	5.6%

Source: Center for Workforce Information and Analysis, based on the November 2020 preliminary dataset using seasonally adjusted values; 2020: based on January 2020 through November 2020 only

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 7.0%. This decreases to 4.5% for a high school education, 3.1% for some college or associate degree, and 1.7% for a bachelor's degree or higher indicating higher levels of education lead to lower levels of unemployment in the Central WDA.

As of November 2020, Lycoming (6.9%) and Mifflin (6.7%) Counties have the highest unemployment rates in the Central WDA. Over the past year, these rates increased by 1.5 and 1.6 percentage points, respectively. Centre (4.5%) and Montour (4.4%) Counties continue to have some of the lowest unemployment rates across the Commonwealth.

Lycoming County is home to 22.2% (3,600) of the unemployed population (16,200) in the WDA. Centre County is home to another 20.4% (3,300) of jobseekers, highlighting how low unemployment rates are not always indicative of low unemployed numbers.

Unemployment Rates			
Area	November 2020	October 2020	November 2019
Centre County	4.5%	4.6%	3.7%
Clinton County	6.6%	7.0%	6.0%
Columbia County	5.7%	6.2%	5.1%
Lycoming County	6.9%	7.8%	5.4%
Mifflin County	6.7%	6.5%	5.1%
Montour County	4.4%	4.8%	3.8%
Northumberland County	6.5%	7.5%	6.1%

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Snyder County	4.8%	5.1%	5.3%
Union County	4.6%	5.0%	4.2%
Central WDA	5.6%	6.1%	4.9%
Pennsylvania	6.6%	7.4%	4.6%
United States	6.4%	6.6%	3.3%

Unemployed Population			
Area	November 2020	October 2020	November 2019
Centre County	3,300	3,400	3,000
Clinton County	1,200	1,200	1,100
Columbia County	1,900	2,100	1,700
Lycoming County	3,600	4,100	3,100
Mifflin County	1,400	1,400	1,100
Montour County	400	400	300
Northumberland County	2,800	3,100	2,600
Snyder County	900	1,000	1,100
Union County	900	1,000	800
Central WDA	16,200	17,600	14,900
Pennsylvania	5,915,000	5,900,000	6,236,000
United States	150,203,000	150,433,000	158,945,000

Source: Center for Workforce Information and Analysis, based on the November 2020 preliminary dataset using seasonally adjusted values

Jobs

There are 284,200 jobs in the Central WDA as of 2020, 18.6% of which are goods-producing industries and 81.4% are service-providing industries. Job projections indicate a growth of 6,000 (2.1%) jobs by 2025, a majority of which will be for service-providing industries (79.9% of the projected growth, or 4,800 jobs). Nearly half (49.1%) of all jobs are found in the Government (includes public education), Healthcare and Social Assistance, and Manufacturing industry sectors (Source: EMSI, 2020.4).

A quarter (26.8%) of all jobs are 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	36,217	12.7%
25-34	56,323	19.8%
35-44	55,236	19.4%
45-55	60,159	21.2%
55+	76,274	26.8%
Total	284,209	100.0%

Source: EMSI, 2020.4 Based on 2020 job estimates

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All jobs in the Central WDA have an average hourly wage of \$21.97. Nearly a third (31.7%) of all jobs pay workers \$8.50 to \$15.00 per hour. A majority of jobs (68.3%) pay workers more than \$15.00 per hour.

Wage Range	Jobs (estimated)	
\$8.50 or less	0	0.0%
\$8.51-\$15.00	89,877	31.7%
\$15.01-\$25	108,867	38.4%
\$25.01-\$35.00	52,521	18.5%
More than \$35.00	32,465	11.4%
Total Jobs included in Estimate	283,729	99.8%
Occupations with "Insf. Data" for Wages	270	--
EMSI Total	284,209	--

Source: EMSI, 2020.4; based on 2020 job estimates

Current average hourly occupational wage estimates 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, 65.2% of all jobs in the Central WDA typically require a high school diploma or less, and 22.9% typically require a bachelor's degree or higher.

Typical Entry Education Level	Jobs (estimated)	
No formal educational credential	66,835	23.5%
High school diploma or equivalent	118,287	41.7%
Postsecondary nondegree award	20,935	7.4%
Some college, no degree	6,613	2.3%
Associate degree	5,413	1.9%
Bachelor's degree	49,856	17.6%
Master's degree	4,820	1.7%
Doctoral or professional degree	10,489	3.7%
N/A (Military Occupations)	751	0.3%
Total Jobs included in Estimate	284,000	99.9%
EMSI Total	284,209	--

Source: EMSI, 2020.4; based on 2020 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 37.0% of workers have a high school diploma or less, and 30.8% 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	26,822	9.4%
High school diploma or equivalent	78,302	27.6%

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Some college, no degree	62,346	22.0%
Associate degree	28,347	10.0%
Bachelor's degree	54,225	19.1%
Master's degree	23,017	8.1%
Doctoral or professional degree	10,184	3.6%
N/A (Military Occupations)	751	0.3%
Total Jobs included in Estimate	283,994	99.9%
EMSI Total	284,209	--

Source: EMSI, 2020.4 (2020 job estimates) and BLS Table 5.3 Educational attainment for workers 25 years and older by detailed occupation, 2018

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

Population with Barriers

A majority of the population (ages 5 and over) in the Central WDA speaks only English (548,900; 92.7%). Other individuals speak English very well (30,400; 5.1%). There are 12,900 (2.2%) people though who do not speak English very well. The population that does not speak English very well decreased by 1.7% from 2014 to 2019 (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	2014		2019	
Speak only English	592,344	100.0%	592,280	100.0%
Speak English "very well"	553,263	93.4%	548,907	92.7%
Speak English less than "very well"	25,920	4.4%	30,436	5.1%
Total	13,161	2.2%	12,937	2.2%

Source: 2010-2014 ("2014") and 2015-2019 ("2019") 5-Year American Community Surveys

Based on population ages 5 and over

A large segment of the population that does not speak English very well is found in Centre County (5,800; 44.8%).

English Speaking Ability			
Area	Total	Speak English less than "very well"	Percentage of Individuals Speaking English less than "very well"
Centre	155,581	5,791	44.8%
Clinton	36,838	613	4.7%
Columbia	62,775	559	4.3%
Lycoming	108,093	1,182	9.1%
Mifflin	43,417	1,159	9.0%
Montour	17,207	301	2.3%
Northumberland	87,029	1,256	9.7%
Snyder	38,314	902	7.0%
Union	43,026	1,174	9.1%
Central WDA	592,280	12,937	100.0%

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Pennsylvania	12,084,967	522,261	--
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Source: 2015-2019 5-Year American Community Survey
Based on population ages 5 and over

There are 474,300 individuals ages 16 and over for whom poverty status is determined, and 14.0% (66,300 individuals) are living below the poverty level. Of this population, 25,300 (38.1%) are in the labor force and 4,100 are unemployed for an unemployment rate of 16.3%, which is 5.3 times higher than those above poverty. The remaining 41,000 (61.9%) 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 (408,000), 65.9% is in the labor force, and the unemployment rate is 3.1%. In the past 5 years, the below poverty population decreased by 6.3% (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	2014		2019	
Income in the past 12 months below poverty level	70,772	14.9%	66,297	14.0%
In labor force	28,444	40.2%	25,271	38.1%
Employed	21,745	--	21,151	--
Unemployed	6,699	--	4,120	--
Unemployment Rate	23.6%	--	16.3%	--
Not in labor force	42,328	59.8%	41,026	61.9%
Income in the past 12 months at or above poverty level	403,679	85.1%	407,958	86.0%
In labor force	267,483	66.3%	268,735	65.9%
Employed	254,382	--	260,467	--
Unemployed	13,101	--	8,268	--
Unemployment Rate	4.9%	--	3.1%	--
Not in labor force	136,196	33.7%	139,223	34.1%
Total	474,451	--	474,255	--

Source: 2010-2014 ("2014") and 2015-2019 ("2019") 5-Year 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 (34,300; 51.7%) of the population that is below the poverty level in the Central WDA. Over half (13,200; 52.3%) of the labor force and nearly half (1,900; 46.9%) of the unemployed population that is below poverty live in these counties as well. Montour County demonstrates an unemployment rate of 3.2%, which is based on a labor force of 500 and 20 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	122,146	23,661	19.4%	7,739	1,202	13.4%	14,720	37.8%
Clinton	30,362	4,491	42.3%	1,533	367	19.3%	2,591	42.3%
Columbia	51,031	7,411	14.5%	2,193	409	15.7%	4,809	35.1%

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Lycoming	87,711	10,599	12.1%	3,557	731	17.0%	6,311	40.5%
Mifflin	36,546	4,041	11.1%	1,341	320	19.3%	2,380	41.1%
Montour	14,385	1,372	9.5%	512	17	3.2%	843	38.6%
Northumberland	72,100	8,643	12.0%	2,403	771	24.3%	5,469	36.7%
Snyder	30,741	2,695	8.8%	858	115	11.8%	1,722	36.1%
Union	29,233	3,384	11.6%	1,015	188	15.6%	2,181	35.5%
Central WDA	474,255	66,297	14.0%	21,151	4,120	16.3%	41,026	38.1%
Pennsylvania	10,068,168	1,125,666	11.2%	334,396	101,534	23.3%	689,736	38.7%

Source: 2015-2019 5-Year American Community Survey

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

There are 151,100 families in the Central WDA, 56,600 (37.4%) of which have children under 18. Of those families, 16,800 (29.8%) are single-parents. This means there are 16,800 individuals in the region who have children and will face challenges as they try to balance their work and personal lives. The total families in the WDA decreased in the past 5 years by 0.7%, and the number of single-parent families decreased by 6.3% (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	2014		2019	
Families with own children under 18 years	58,724	--	56,563	--
Married Couple / With own children under 18 years	40,748	69.4%	39,722	70.2%
Single-parent family / With own children under 18 years	17,976	30.6%	16,841	29.8%
Families with no own children under 18 years	93,449	--	94,554	--
Total Families	152,173	--	151,117	--

Source: 2010-2014 ("2014") and 2015-2019 ("2019") 5-Year American Community Surveys

Over half (9,900; 58.7%) of the single-parent population resides in Centre, Lycoming, and Northumberland Counties.

Single Parent Households			
Area	Families with Own Children under 18 Years	Married-Couple Families with Own Children under 18 Years	Single Parent Families with Own Children under 18 Years
Centre	12,523	10,133	2,390
Clinton	3,490	2,505	985
Columbia	5,680	3,735	1,945
Lycoming	11,740	7,575	4,165
Mifflin	4,756	3,178	1,578
Montour	1,840	1,200	640
Northumberland	9,095	5,759	3,336
Snyder	3,914	2,963	951
Union	3,525	2,674	851
Central WDA	56,563	39,722	16,841
Pennsylvania	1,274,435	857,475	416,960

Source: 2015-2019 5-Year American Community Survey

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There are 81,200 individuals with a disability in the Central WDA, 13.5% of the civilian noninstitutionalized population (602,000). Over half (46,100; 56.7%) of the population with a disability resides in Centre, Lycoming, and Northumberland Counties. Disability rates range from 9.2% in Centre County to 16.6% in Clinton and Northumberland Counties.

Disability Status (Total Population)				
Area	Population	With a Disability		No Disability
Centre	156,625	14,454	9.2%	142,171
Clinton	38,358	6,368	16.6%	31,990
Columbia	64,957	9,037	13.9%	55,920
Lycoming	111,088	17,026	15.3%	94,062
Mifflin	45,674	7,288	16.0%	38,386
Montour	17,584	2,423	13.8%	15,161
Northumberland	87,881	14,574	16.6%	73,307
Snyder	40,150	4,842	12.1%	35,308
Union	39,694	5,216	13.1%	34,478
Central WDA	602,011	81,228	13.5%	520,783
Pennsylvania	12,587,348	1,759,043	14.0%	10,828,305

Source: 2015-2019 5-Year American Community Survey
Based on total population

The percentage of the population with a disability reduces slightly when focusing on the working-age population between the ages of 18 and 64 (379,600), where 10.5% (39,900 individuals) have a disability. This means 39,900 people who are of working age (18 to 64) have a disability. Working age individuals with a disability increased by 1.7% in the past 5 years. Over half (22,900; 57.5%) of the population ages 18 to 64 years with a disability lives in Centre, Lycoming, and Northumberland Counties. These counties are home to 10,000 (59.3%) individuals in the labor force and 1,200 unemployed (66.7%) with disabilities. Lycoming County exhibits an unemployment rate of 13.9%, the highest rate for the working-age population with a disability.

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	110,751	7,383	3,948	3,571	377	9.5%	3,435	103,368
Clinton	23,605	3,135	1,232	1,082	150	12.2%	1,903	20,470
Columbia	41,405	4,759	2,029	1,835	194	9.6%	2,730	36,646
Lycoming	66,919	8,538	3,594	3,096	498	13.9%	4,944	58,381
Mifflin	25,902	3,286	1,336	1,246	90	6.7%	1,950	22,616
Montour	10,550	1,195	461	436	25	5.4%	734	9,355
Northumberland	51,825	7,021	2,501	2,183	318	12.7%	4,520	44,804
Snyder	24,413	2,293	1,072	1,024	48	4.5%	1,221	22,120
Union	24,184	2,273	773	684	89	11.5%	1,500	21,911
Central WDA	379,554	39,883	16,946	15,157	1,789	10.6%	22,937	339,671

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Pennsylvania	7,730,493	876,280	373,358	325,795	47,563	12.7%	502,922	6,854,213
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Source: 2015-2019 5-Year American Community Survey; 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 (379,600), there are 39,900 (10.5%) individuals with a disability. 16,900 (42.5%) are in the labor force, 15,200 of which are employed and 1,800 unemployed, leading to an unemployment rate of 10.6%. The remaining 22,900 (57.5%) are not in the labor force. The unemployment rate for individuals with a disability (10.6%) is 2.7 times higher than the unemployment rate of individuals that do not have a disability (3.8%). Furthermore, the labor force participation rate for individuals with a disability is 44.9% 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.

Labor Force Status by Disability Status (Based on Population Ages 18-64 Years)							
Area	Total Population	Number of Individuals with a Disability	Percentage of Population with a Disability	Unemployment Rate		Labor Force Participation Rate	
				With a Disability	No Disability	With a Disability	No Disability
Centre	110,751	7,383	6.7%	9.5%	3.9%	53.5%	69.4%
Clinton	23,605	3,135	13.3%	12.2%	5.2%	39.3%	81.2%
Columbia	41,405	4,759	11.5%	9.6%	4.1%	42.6%	75.3%
Lycoming	66,919	8,538	12.8%	13.9%	4.2%	42.1%	82.2%
Mifflin	25,902	3,286	12.7%	6.7%	2.8%	40.7%	83.1%
Montour	10,550	1,195	11.3%	5.4%	1.6%	38.6%	82.0%
Northumberland	51,825	7,021	13.5%	12.7%	4.4%	35.6%	83.7%
Snyder	24,413	2,293	9.4%	4.5%	2.4%	46.8%	81.6%
Union	24,184	2,273	9.4%	11.5%	3.0%	34.0%	73.8%
Central WDA	379,554	39,883	10.5%	10.6%	3.8%	42.5%	77.2%
Pennsylvania	7,730,493	876,280	11.3%	12.7%	4.7%	42.6%	82.6%

Source: 2015-2019 5-Year American Community Survey

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 \$30,800. Individuals with a disability earn 35.0% less (\$20,000) than the local value, and individuals without a disability earn 2.5% more (\$31,600). Median earnings for individuals with disabilities range from a high of \$25,800 in Mifflin County to a low of \$15,500 in Union County.

Median Earnings by Disability Status			
Area	Total	With a Disability	No Disability
Centre	\$26,373	\$16,787	\$27,004
Clinton	\$29,667	\$15,560	\$30,459
Columbia	\$31,335	\$24,633	\$31,848
Lycoming	\$30,998	\$20,955	\$31,550
Mifflin	\$30,865	\$25,764	\$31,232
Montour	\$37,154	\$23,520	\$39,007
Northumberland	\$32,103	\$20,234	\$32,644

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Snyder	\$30,714	\$17,432	\$31,361
Union	\$28,435	\$15,478	\$29,434
Central WDA	\$30,849	\$20,040	\$31,615
Pennsylvania	\$36,079	\$22,775	\$37,153

Source: 2015-2019 5-Year American Community Survey

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

Individuals with disabilities have higher rates of poverty (i.e., incomes below the poverty level) – 20.1% of individuals with a disability are below the poverty level, compared to 13.6% of those who do not have a disability. Centre, Lycoming, and Northumberland Counties are home to 8,800 individuals (54.7%) 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 28.1% for those with a disability.

Disability and Poverty Status					
Area	Total Population	Number of Individuals with a Disability	Percentage of Population with a Disability	Below Poverty Level Rates	
				With a Disability	No Disability
Centre	143,286	13,967	9.7%	13.9%	18.6%
Clinton	37,180	6,289	16.9%	24.9%	13.6%
Columbia	60,960	8,993	14.8%	23.7%	13.5%
Lycoming	107,835	16,693	15.5%	21.7%	12.1%
Mifflin	45,533	7,261	15.9%	18.4%	12.5%
Montour	17,539	2,423	13.8%	15.0%	9.7%
Northumberland	87,553	14,510	16.6%	22.2%	11.4%
Snyder	38,104	4,661	12.2%	17.4%	9.5%
Union	36,017	5,082	14.1%	21.1%	10.3%
Central WDA	574,007	79,879	13.9%	20.1%	13.6%
Pennsylvania	12,373,993	1,745,918	14.1%	21.3%	11.0%
United States	315,972,954	40,131,678	12.7%	20.5%	12.4%

Source: 2015-2019 5-Year American Community Survey

Based on population for whom poverty status is determined

According to the Pennsylvania Department of Corrections, there were nearly 1,000 individuals released from correctional facilities and returning to local communities, seeking employment in 2019.

2019 Data						
Area	Population	Releases per 10,000 County Residents	Total Releases	Completed Sentence	Paroled	Average Age at Release
Centre	162,385	5.2	84	14	70	37
Clinton	38,632	17.3	67	2	65	36

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Columbia	64,964	12.2	79	19	60	38
Lycoming	113,299	27.4	310	49	261	36
Mifflin	46,138	16.3	75	14	61	37
Montour	18,230	12.1	22	2	20	34
Northumberland	90,843	17.9	163	34	129	36
Snyder	40,372	24.8	100	15	85	36
Union	44,923	19.8	89	13	76	36
Central WDA	619,786	16.0	989	162	827	326
Pennsylvania	12,801,989	13.7	17,538	2,915	14,623	37

Source: PA Department of Corrections

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 solutions 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, registered nurses, industrial mechanics, 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 MADE IN Central PA 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. Advance Central PA is working with more and varied employers through our Next Generation Sector Partnerships. The CEOs who are already involved with our Industry Partnerships continue to invite their peers to participate in identifying additional needs as well.

Advance Central PA 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

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

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. Another skill gap is Emotional Intelligence, related to the need to control one's behavior in different situations. Other requests for incumbent worker training through Advance Central PA and/or WEDnet 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
- Mechatronics & CNC Apprenticeship
- Lean Certification

Another way to look at skill gaps is to look at the projected change in local jobs by typical entry levels of education. Central PA is projected to add 6,000 jobs (2.1%) from 2020 to 2025. The following table identifies the projected growth of all jobs by typical entry level education:

Jobs by Typical Entry Level Education			
Typical Entry Education Level	Current	Projected	Percent Change
No formal educational credential	66,835	67,869	1.5%
High school diploma or equivalent	118,287	120,101	1.5%
Postsecondary nondegree award	20,935	21,627	3.3%
Some college, no degree	6,613	6,578	-0.5%
Associate degree	5,413	5,620	3.8%
Bachelor's degree	49,856	51,711	3.7%
Master's degree	4,820	5,133	6.5%
Doctoral or professional degree	10,489	10,645	1.5%
N/A (Military Occupations)	751	736	-2.1%

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Total Jobs included in Estimate	284,000	290,020	2.1%
EMSI Total	284,209	290,217	2.1%

Source: EMSI, 2020.4, current jobs based on 2020 estimates; projected jobs based on 2025 projections
Jobs are estimated due to lack of significant and reportable jobs for various occupations

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, foundational or common skills, and certifications 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 Foundational/ Common Skills	Top Certifications
Accounting	Basic Math	ANCC Certified
Auditing	Communications	Associates Degree in Nursing
Basic Life Support	Computer Literacy	Automotive Service Excellence (ASE) Certification
Cardiopulmonary Resuscitation (CPR)	Customer Service	Bachelor of Science in Business
Caregiving	Detail Oriented	Bachelor of Science in Nursing (BSN)
Cash Handling	Innovation	CDL Class B License
Cash Register	Interpersonal Communications	Certified Nursing Assistant
Customer Experience	Leadership	Certified Pharmacy Technician
Customer Satisfaction	Management	Commercial Driver's License (CDL)
Dry Van Truck Operation	Operations	Doctor of Pharmacy (PharmD)
Flatbed Truck Operation	Organizational Skills	Doubles Endorsement
Home Care	Planning	Food Safety Certification
Meal Planning and Preparation	Problem Solving	Hazmat Endorsement
Merchandising	Research	Licensed Practical Nurse
Nursing	Sales	Licensed Vocational Nurses
Over-the-Road Driving	Scheduling	Master of Business Administration (MBA)
Pediatrics	Teaching	Master of Science in Nursing (MSN)
Restaurant Operation	Valid Driver's License	Nurse Practitioner
Selling Techniques	Verbal Communication Skills	Tanker Endorsement
Warehousing	Written Communication	Transportation Worker Identification Credential (TWIC) Card

Source: EMSI 2020.4; November 2019-November 2020 online job postings data

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

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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 or the service industry jobs that are available. 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. PA's workforce development system of record 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 PA CareerLink® 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.

Based on conversations with the MADE In Central PA manufacturing partnership, meeting any cash match requirements and paying for incumbent worker training may be a challenge for many companies as a result of the pandemic. Companies are experiencing decreased revenues not only because of decreased sales, but also because of the rising costs of raw materials. Partnership members have indicated their ability to provide any required cash match to use state training funds for incumbent worker training will be a challenge, even though they recognize the need and importance of training. Partnership members have indicated their workforce challenges are greater now than pre-pandemic.

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 Advance Central PA 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 have taken and/or are exploring include:

- Advance Central PA procured a regional business services provider so we can share information across the region regarding the most in-demand skills that employers are seeking and the challenges employers are facing with recruitment and retention.

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- Advance Central PA has been successful in receiving multiple state and federal grants, including uses Business and Education Partnership, Teacher in the Workplace, State and Local Internship Program (SLIP), PASmart Next Generation Sector Partnership, and PASmart Apprenticeship grants to address many of the challenges identified and will continue to implement and utilize these tools and activities in the future. Activities include:
 - Advance Central PA created 3 videos highlighting the local businesses in manufacturing, healthcare, and building and construction industries. Additional videos are being developed that highlight agriculture, banking, utilities, small business, and entrepreneurship. These videos are being created so students, parents and job seekers know about local career opportunities and the high quality of life with the low cost of living that is available in Central PA. Too many young adults are graduating and leaving the area because they don't know about the opportunities available in the region.
 - In partnership with local schools, career and tech centers, and Chambers of Commerce, Advance Central PA is hosting Parent Pathways nights. These events are held in the evening, so students and their parents can attend. Each event has employers set up similar to a career fair and includes a presentation about the importance of career exploration prior to graduation to ensure students plan wisely for their future.
 - In March 2021, Advance Central PA is partnering with Central Susquehanna Intermediate Unit, and Mark Perna, author of Answering Why: Unleashing Passion, Purpose, and Performance, to implement a Career Tree® program that will be available to all 31 school districts, PA CareerLink® partners, and other stakeholders in the Central WDA to develop visual career pathway posters and programs with input from local businesses. Participating businesses will also get access to the Career Tree® software program to create visual Career Trees® they can use to help incumbent workers see potential career ladders and pathways within the company. It can also be used as a recruitment and retention tool for businesses, so entry level workers can see their potential for growth within the organization and the training they need to make it happen. Career Trees® outline various occupations within a business or industry starting with entry level, lower skilled positions on the bottom branches, followed by the technical careers on the next level of branches which may require associate degrees, apprenticeship, or technical training. The next tier of branches shows the professional careers which may require a bachelor's degree or higher, specialized training, and/or additional years of work experience.

The creation of the Career Trees® will require conversations with businesses to identify the skills and training needed for the various occupations at each level. Through these conversations, we anticipate the curriculum being offered by secondary and post-secondary training providers in the region will be more aligned with industry needs. We also anticipate that students will understand they don't automatically need to go to a four-year college if the career they want only requires an associate degree, on-the-job training, or short-term training certificate.

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- Advance Central PA also used these competitive grants to launch Path To Careers (<https://pathtocareers.org>) with the purpose of providing students more opportunities to participate in work-based learning and career exploration experiences. Developed with business input, the Path To Careers website is one of kind because it allows students and educators to directly request an internship, job-shadow, company tour, etc. directly through the website. Businesses register and create profiles to share information they want students, parents, and educators to know about their company. Businesses also post various career exposure activities they offer like guest speaking, industry tours, internships, etc. along with any requirements they have for each activity. Because this information is visible to the students, educators, and parents, Path To Careers, can more efficiently connect students with appropriate career exploration activities compared to the method of “cold-calling”. It also is platform for students to explore local career opportunities in multiple industries all in one place. Advance Central PA continues to add content and enhance the features as necessary.

In spring 2021, Advance Central PA is creating two new motion graphic videos to promote the Path To Careers website to students and business leaders. The first video is geared toward students to encourage them to participate in career exploration activities prior to graduation. Advance Central PA is using a young actress that will relate to the students to be onscreen and provide the voiceover for the video. Advance Central PA’s Executive Director will provide the voiceover for the second video which is geared to businesses to encourage them to register on Path To Careers and use the website to promote career pathways and career exploration activities available at their companies.

- Utilizing the Next Generation Sector Partnerships is another opportunity for us to make better connections to identify and close skill gaps. Advance Central PA will continue to support the MADE In Central PA and Central PA Healthcare Partnerships based on the Next Generation Sector Partnership model. These business-led partnerships put the business’s needs and solutions at the forefront with support from the public partners as needed. The MADE In Central PA Partnership already had several successful activities including influencing the development of the Path To Careers website, increased student and school participation in Manufacturing Day events, and shared training around workplace culture. Additionally the Manufacturing and Healthcare Partnerships were instrumental in the creation of [The Truth About Manufacturing Careers](#), [Opportunities in Healthcare: Not Everyone Wears Scrubs](#), and [Work, Live, Grow in Central PA!](#) videos.
- Advance Central PA is an active partner on the Central Pennsylvania Career Pathways Partnership (CPCPP) first convened by SUN Area Technical Institute in 2017 for students in Snyder, Union and Northumberland Counties with the intention of expanding the resources across our 9 county region. This partnership currently consists of educational representatives from Lewisburg, Midd-West, Mifflinburg, Selinsgrove, and Shikellamy School Districts, business leaders, Greater Susquehanna Valley United Way, Greater

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Susquehanna Valley Chamber of Commerce, Pennsylvania College of Technology, Central Susquehanna Intermediate Unit, Central Susquehanna Opportunities, Inc, Office of Vocational Rehabilitation, and other community partners.

- CPCPP's mission: Our mission is to implement a comprehensive career education strategy to create and share resources and opportunities for schools, students, families and businesses that will produce a skilled, sustainable workforce.
- CPCPP's vision: By 2023, with support from our partners, all students we serve will be motivated to identify a career interest and become career savvy, financially literate and civic minded. Their enhanced career and life readiness will lay the groundwork for greater personal success and stronger community-wide outcomes.
- To address the continued need to find employees with foundational skills, Advance Central PA is in the process of formalizing a sequence of workshops available through the PA CareerLink® that a person can complete to receive a recognizable certification to local employers that this person has participated in a series of trainings and has the foundational skills for employment. The final sequence of workshops will be approved by local employers to ensure we hit the most in-demand foundational skills. Three of the workshops are listed below which were developed for Advance Central PA by the Penn State Institute for the Study of Adult Literacy.
 - Introduction to the Foundation Skills Framework
 - Foundation Skills Framework: Basic Workplace Skills Workshop
 - Foundation Skills Framework: Basic Employability Skills Workshop



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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® offices. In addition to the partners participating at the offices 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 Act 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.

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. Advance Central PA 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 Advance Central PA'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. Advance Central PA 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, MADE In Central PA manufacturing partnership, Central PA Healthcare Partnership,

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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. Advance Central PA 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. Advance Central PA 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 Advance Central PA's effort to better serve ex-offenders. Advance Central PA's investment in *The Link* mobile career center has allowed us to collaborate more effectively with federal, state, and local prison officials to assist inmates prior to their release in addition to working with probation officers. In some instances, we are able to bring *The Link* to the prison and register individuals on the PA CareerLink® website, create a resume, and cover letter template, do mock interviews, and they can participate in workshops like "Finding a Job with a Criminal Record" all before release. *The Link* allows us to deepen our relationships with many community organizations that serve those in need to streamline services and reduce redundancy.

Another example of leveraging resources and working with partners with shared interest and goals is the Reboot Workforce Program: Recovery at Work in Central PA, a new collaboration between Advance Central PA, Geisinger, and SEDA-COG to address the opioid crisis. With funding from the Appalachian Regional Commission (ARC), this partnership creates a direct referral and support team for individuals affected by opioids in Central Pennsylvania allowing Geisinger's patients who are ready to enter the workforce to be directly referred to the PA CareerLink® Reboot Workforce Program where they will receive one-on-one career coaching, training, connections to housing and other support services, and ultimately placed in employment with businesses that are recovery friendly. Also, through this grant, Geisinger Health will expand their addiction treatment services to Centre, Mifflin, and Juniata counties utilizing new telemedicine equipment in primary care facilities. This will allow individuals in these underserved communities to access high-quality services from an Addiction Specialist Physician close to home. This project builds on the opioid crisis work started by Advance Central PA, Penn College, and Evangelical Community hospital over the past several years.

Also, Advance Central PA has intentionally sought out and worked with partners to identify and vet existing county-level collaboratives where organizations connect, problem-solve, and leverage one another's resources and expertise to holistically serve individuals with barriers. Advance Central PA is an active participant in nine coalitions, each of which have been locally determined to meet the expectations of a Local Management Committee according to the PA Department of Human Services. Maximizing resources by strengthening partnerships helps ensure customers we serve have access to the services their families need as they journey toward self-sufficiency.

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.

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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 and wages do not make this a priority sector, through our labor market analysis and local planning process, we identified early childhood education as an area we will be exploring for further emphasis over the next few years based on the critical shortage of affordable high quality childcare available in the region, which has a direct impact on the available labor force.

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. Because of the pandemic, many training providers quickly adapted to virtual training and remote learning. While this is not the ideal learning environment for everyone, it did create some new training opportunities for individuals who previously had transportation and child care barriers.

Advance Central PA is also working with several secondary and post-secondary schools to increase the pre-apprenticeship and apprenticeship programs offered in the region. Currently, Advance Central PA is working with Pennsylvania College of Technology on a manufacturing pre-apprenticeship program that will lead to an industry recognized credential for eligible out-of-school youth, SNAP and TANF EARN recipients, and dislocated workers. Additionally, Advance Central PA worked with the Keystone Central School District, Williamsport Area School District, SUN Area Technical Institute, Jersey Shore School District, Central PA Institute of Science and Technology, and Columbia/Montour Vo-Tech along with several local manufacturers to build a CNC apprenticeship eco-system. Each of the participating schools has a registered CNC pre-apprenticeship program that will be a feeder to businesses' registered apprenticeship programs. Each of these apprenticeship programs has a focus on serving non-traditional students, for example women in manufacturing, individuals with barriers, and diverse populations. Advance Central PA anticipates replicating this pre-apprenticeship to apprenticeship model with additional schools and other occupations after implementation of the CNC pilot.

As mentioned in Section 1.3, Advance Central PA is also working with the PA CareerLink® to formalize a local training certificate that someone can earn by participating in the PA CareerLink® workshops which are free to the public. This program will help identify a jobseeker as someone with the foundational skills that employers are seeking for entry level positions. The workshops will be available both in-person and remote, so it can be accessed by anyone, including those with barriers to employment.

Integrated Team Approach. Advance Central PA fosters strategic alignment to maximize human and capital resources and evaluates service delivery to continuously improve quality and innovation while

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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.

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 “siloed” 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. In spring 2021, additional outreach measures are being tested to include billboards, yard signs, and radio announcements to encourage more young adults to participate in the programming.

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” which are currently our lowest scoring performance measures. 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/Career Tree® efforts discussed in section 1.3. 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. Beginning in fall 2020, Advance Central PA and our EARN provider have been able to address this challenge for customers enrolled in the EARN program by hiring a Wellness Coach that provides mental health services.

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. Advance Central PA will execute a complete rebranding campaign in 2021 which will increase awareness of Advance

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Central PA and PA CareerLink® services.

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, SLIP, and OJT efforts, but still have a long way to go especially as companies have stopped participating in internship and hosting students for paid work experiences due to the pandemic.

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.

Lack of consistent, affordable, high speed internet. The current infrastructure for high speed internet access does not provide adequate access to all parts of the region leaving data deserts in many areas. In areas where internet wiring doesn't exist, the only options are via satellite which are not affordable for many customers seeking our services. In fall 2020, Advance Central PA increased the Wi-Fi strength at the PA CareerLink® in Clinton County, so customers can use it as a hotspot from the parking lot. We are in the process of doing this at other PA CareerLink® offices in the region; however, this is a small Band-aid for the larger equity concern caused by the lack of internet accessibility.

Limited Childcare Services. The area does not have enough childcare providers and options for individuals working during regular businesses hours and especially for those who work second or third shifts.

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. The MADE In Central PA partnership started work in this area which was put on hold due to the pandemic.

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.

Section 1.5

1.5. Describe strategic planning elements including a regional analysis of economic conditions.

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 228,000 jobs (80.2%) in the Central WDA. The top 5 employing industry clusters in the Central WDA account for 164,100 jobs (57.7%):

- Advanced Manufacturing: 21,600 jobs (7.6%)
- Building and Construction: 21,000 jobs (7.4%)

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- Education: 47,800 jobs (16.8%)
- Healthcare: 46,100 jobs (16.2%)
- Hospitality, Leisure, & Entertainment: 27,700 jobs (9.7%)

The average earnings (including benefits) per job for all industry clusters is \$60,200, and it is \$45,600 for industries that are not a part of an industry cluster. Except for Hospitality, Leisure, and Entertainment, which pays an average of \$20,200 per job, each industry cluster pays an average of at least \$55,300 (earnings plus benefits).

From 2015 to 2020, the Central WDA added 1,400 jobs (0.5%). The 12 industry clusters gained 2,600 jobs (1.1%), with the highest job growth found in Healthcare (3,500 jobs; 8.2%), Building and Construction (1,200 jobs; 6.2%), and Hospitality, Leisure, & Entertainment (800 jobs; 2.8%). The WDA is projected to add 6,000 jobs (2.1%) by 2025. The 12 industry clusters are projected to add a total of 6,300 jobs (2.8%), with the highest growth projected in Healthcare (4,100 jobs; 9.0%), Hospitality, Leisure, & Entertainment (900 jobs; 3.1%), and Business Services (800 jobs; 4.1%).

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

- Advanced Manufacturing: 1.09
- Agriculture & Food Production: 1.27
- Building and Construction: 1.08
- Education: 1.60
- Wood, Wood Products, & Publishing: 2.04

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 2015-2020		Projected Change 2020-2025		Average Earnings per Job	Establishments
Advanced Manufacturing	21,592	7.6%	1.09	298	1.4%	579	2.7%	\$62,891	1,048
Agriculture & Food Production	11,301	4.0%	1.27	-57	-0.5%	437	3.9%	\$55,289	510
Bio-Medical	1,197	0.4%	0.31	-76	-6.0%	-16	-1.4%	\$80,466	58
Building and Construction	20,955	7.4%	1.08	1,231	6.2%	671	3.2%	\$56,805	1,541
Business Services	20,064	7.1%	0.58	600	3.1%	821	4.1%	\$65,295	1,516
Education	47,758	16.8%	1.60	-1,866	-3.8%	-1,073	-2.2%	\$68,818	621
Energy	5,330	1.9%	1.00	-1,009	-15.9%	143	2.7%	\$91,618	286
Healthcare	46,124	16.2%	0.97	3,492	8.2%	4,138	9.0%	\$69,982	2,286
Hospitality, Leisure, & Entertainment	27,675	9.7%	0.98	762	2.8%	853	3.1%	\$20,206	1,720
Logistics and Transportation	8,379	2.9%	0.69	353	4.4%	297	3.5%	\$60,941	477
Real Estate, Finance & Insurance	8,412	3.0%	0.57	-270	-3.1%	8	0.1%	\$65,680	1,170

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Wood, Wood Products, & Publishing	9,251	3.3%	2.04	-875	-8.6%	-513	-5.5%	\$57,187	281
Total-Targeted Industry Clusters	228,038	80.2%	1.00	2,582	1.1%	6,345	2.8%	\$60,225	11,514
Non-Targeted Industries	56,172	19.8%	1.02	-1,186	-2.1%	-338	-0.6%	\$45,564	3,122
All Industries	284,209	100.0%	1.00	1,396	0.5%	6,008	2.1%	\$57,328	14,635

Source: EMSI, 2020.4; based on 2020 job estimates

Current industry earnings estimates include wages, salaries, proprietor earnings, and supplements

Establishments do not include sole-proprietors; based on 2020 estimates

Industry Sectors

The top five (5) employing industry sectors account for 191,400 jobs (67.3%) in the Central WDA.

- Accommodation and Food Services: 22,100 jobs (7.8%)
- Government (includes public education): 58,600 jobs (20.6%)
- Healthcare and Social Assistance: 46,500 jobs (16.3%)
- Manufacturing: 34,500 jobs (12.1%)
- Retail Trade: 29,700 jobs (10.5%)

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 (2015-2020)	
<i>Based on Net Change</i>	<i>Based on Percent Change</i>
Accommodation and Food Services	Agriculture, Forestry, Fishing and Hunting
Arts, Entertainment, and Recreation	Arts, Entertainment, and Recreation
Healthcare and Social Assistance	Healthcare and Social Assistance
Management of Companies and Enterprises	Management of Companies and Enterprises
Other Services (except Public Administration)	Transportation and Warehousing
<i>Combined historical growth of 6,200 jobs (6.8%)</i>	<i>Combined historical growth of 5,700 jobs (8.3%)</i>

Source: EMSI, 2020.4

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 (2020-2025)	
<i>Based on Net Change</i>	<i>Based on Percent Change</i>
Accommodation and Food Services	Administrative and Support and Waste Management and Remediation Services
Administrative and Support and Waste Management and Remediation Services	Agriculture, Forestry, Fishing and Hunting
Construction	Arts, Entertainment, and Recreation
Healthcare and Social Assistance	Healthcare and Social Assistance
Other Services (except Public Administration)	Real Estate and Rental and Leasing
<i>Combined projected growth of 6,300 jobs (6.1%)</i>	<i>Combined projected growth of 5,200 jobs (8.1%)</i>

Source: EMSI, 2020.4

The following industry sectors, which account for 149,900 jobs (52.8%) in the WDA, have higher concentrations of employment compared to the State based on State Location Quotients of greater than 1.0:

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- Accommodation and Food Services: 1.05
- Agriculture, Forestry, Fishing and Hunting: 1.52
- Government (includes public education): 1.84
- Manufacturing: 1.36
- Mining, Quarrying, and Oil and Gas Extraction: 1.54
- Retail Trade: 1.08

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

NAICS	Industry Sector	Jobs	Percent	State Location Quotient	Historical Change 2015-2020		Projected Change 2020-2025		Average Earnings per Job	Establishments
11	Agriculture, Forestry, Fishing and Hunting	3,178	1.1%	1.52	246	8.4%	158	5.0%	\$44,155	200
21	Mining, Quarrying, and Oil and Gas Extraction	1,843	0.6%	1.54	-840	-31.3%	66	3.6%	\$108,035	68
22	Utilities	829	0.3%	0.82	-191	-18.7%	-50	-6.1%	\$136,836	37
23	Construction	13,246	4.7%	0.91	259	2.0%	520	3.9%	\$57,904	1,159
31	Manufacturing	34,471	12.1%	1.36	-220	-0.6%	464	1.3%	\$67,317	758
42	Wholesale Trade	5,903	2.1%	0.61	-736	-11.1%	95	1.6%	\$59,033	504
44	Retail Trade	29,710	10.5%	1.08	-1,632	-5.2%	-789	-2.7%	\$32,557	1,985
48	Transportation and Warehousing	9,959	3.5%	0.77	541	5.7%	320	3.2%	\$56,446	508
51	Information	2,457	0.9%	0.62	-446	-15.4%	-205	-8.4%	\$62,825	156
52	Finance and Insurance	6,833	2.4%	0.55	-154	-2.2%	158	2.3%	\$74,312	747
53	Real Estate and Rental and Leasing	3,175	1.1%	0.91	66	2.1%	160	5.1%	\$49,632	438
54	Professional, Scientific, and Technical Services	8,384	2.9%	0.47	-161	-1.9%	327	3.9%	\$70,813	991
55	Management of Companies and Enterprises	4,833	1.7%	0.83	584	13.7%	-82	-1.7%	\$89,032	110
56	Administrative and Support and Waste Management and Remediation Services	8,571	3.0%	0.57	267	3.2%	574	6.7%	\$34,062	572
61	Educational Services (private)	6,771	2.4%	0.54	-368	-5.2%	-282	-4.2%	\$37,373	117
62	Healthcare and Social Assistance	46,456	16.3%	0.99	3,727	8.7%	4,070	8.8%	\$67,268	2,329
71	Arts, Entertainment, and Recreation	3,677	1.3%	0.73	584	18.9%	283	7.7%	\$22,373	213

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72	Accommodation and Food Services	22,137	7.8%	1.05	587	2.7%	689	3.1%	\$19,411	1,320
81	Other Services (except Public Administration)	13,183	4.6%	0.96	675	5.4%	477	3.6%	\$27,139	1,282
90	Government (includes public education)	58,594	20.6%	1.84	-1,391	-2.3%	-945	-1.6%	\$76,652	1,144
Total	All Industries	284,209	100.0%	1.00	1,396	0.5%	6,008	2.1%	\$57,328	14,635

Source: EMSI, 2020.4; based on 2020 job estimates

Current industry earnings estimates include wages, salaries, proprietor earnings, and supplements

Establishments do not include sole-proprietors; based on 2020 estimates

Occupational Groupings

The top five (5) occupational groupings account for 134,100 jobs (47.2%) in the WDA.

- Food Preparation and Serving Related Occupations: 25,500 jobs (9.0%)
- Office and Administrative Support Occupations: 39,600 jobs (13.9%)
- Production Occupations: 22,000 jobs (7.7%)
- Sales and Related Occupations: 24,000 jobs (8.5%)
- Transportation and Material Moving Occupations: 23,000 jobs (8.1%)

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

Occupational Groupings with the Highest Historical Net and Percent Job Change (2015-2020)	
Based on Net Change	Based on Percent Change
Food Preparation and Serving Related Occupations	Architecture and Engineering Occupations
Healthcare Practitioners and Technical Occupations	Arts, Design, Entertainment, Sports, and Media Occupations
Management Occupations	Management Occupations
Personal Care and Service Occupations	Personal Care and Service Occupations
Transportation and Material Moving Occupations	Protective Service Occupations
Combined historical change of 4,700 jobs (5.3%)	Combined historical change of 3,400 jobs (9.6%)

Source: EMSI, 2020.4

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

Occupational Groupings with the Highest Projected Net and Percent Job Change (2020-2025)	
Based on Net Change	Based on Percent Change
Community and Social Service Occupations	Architecture and Engineering Occupations
Construction and Extraction Occupations	Community and Social Service Occupations
Food Preparation and Serving Related Occupations	Farming, Fishing, and Forestry Occupations
Healthcare Practitioners and Technical Occupations	Healthcare Practitioners and Technical Occupations
Healthcare Support Occupations	Healthcare Support Occupations
Combined projected change of 4,700 jobs (6.0%)	Combined projected change of 3,600 jobs (8.0%)

Source: EMSI, 2020.4

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The following occupational groupings, which account for 181,000 jobs (63.7%) in the Central WDA, have higher concentrations of employment than the State based on State Location Quotients of greater than 1.0:

- Arts, Design, Entertainment, Sports, and Media Occupations: 1.01
- Building and Grounds Cleaning and Maintenance Occupations: 1.07
- Community and Social Service Occupations: 1.06
- Construction and Extraction Occupations: 1.10
- Educational Instruction and Library Occupations: 1.20
- Farming, Fishing, and Forestry Occupations: 1.68
- Food Preparation and Serving Related Occupations: 1.13
- Healthcare Practitioners and Technical Occupations: 1.03
- Installation, Maintenance, and Repair Occupations: 1.09
- Military-only occupations: 1.04
- Office and Administrative Support Occupations: 1.02
- Production Occupations: 1.29
- Protective Service Occupations: 1.12

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

SOC	Occupational Grouping	Jobs	Percent	State Location Quotient	Historical Change 2015-2020		Projected Change 2020-2025		Projected Openings	Average Hourly Wages
11-0000	Management Occupations	12,700	4.5%	0.88	1,180	10.2%	468	3.7%	7,262	\$46.62
13-0000	Business and Financial Operations Occupations	10,166	3.6%	0.71	612	6.4%	341	3.4%	6,494	\$32.57
15-0000	Computer and Mathematical Occupations	4,829	1.7%	0.63	-710	-12.8%	135	2.8%	2,513	\$34.27
17-0000	Architecture and Engineering Occupations	4,317	1.5%	0.93	390	9.9%	161	3.7%	2,349	\$35.17
19-0000	Life, Physical, and Social Science Occupations	2,276	0.8%	0.95	172	8.2%	28	1.3%	1,369	\$35.12
21-0000	Community and Social Service Occupations	6,086	2.1%	1.06	530	9.5%	477	7.8%	4,613	\$21.54
23-0000	Legal Occupations	1,106	0.4%	0.49	33	3.1%	32	2.9%	506	\$38.64
25-0000	Educational Instruction and Library Occupations	19,104	6.7%	1.20	507	2.7%	-63	-0.3%	10,613	\$29.06
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	4,170	1.5%	1.01	441	11.8%	112	2.7%	3,056	\$24.15
29-0000	Healthcare Practitioners	19,059	6.7%	1.03	916	5.0%	1,266	6.6%	8,293	\$36.89

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	and Technical Occupations									
31-0000	Healthcare Support Occupations	13,644	4.8%	0.88	-137	-1.0%	1,585	11.6%	13,840	\$14.10
33-0000	Protective Service Occupations	6,681	2.4%	1.12	585	9.6%	71	1.1%	4,440	\$24.14
35-0000	Food Preparation and Serving Related Occupations	25,479	9.0%	1.13	1,159	4.8%	880	3.5%	28,909	\$11.46
37-0000	Building and Grounds Cleaning and Maintenance Occupations	9,968	3.5%	1.07	157	1.6%	160	1.6%	8,278	\$14.05
39-0000	Personal Care and Service Occupations	7,174	2.5%	0.87	765	11.9%	219	3.0%	7,282	\$13.31
41-0000	Sales and Related Occupations	24,045	8.5%	0.93	-1,415	-5.6%	-312	-1.3%	21,257	\$17.00
43-0000	Office and Administrative Support Occupations	39,556	13.9%	1.02	-3,197	-7.5%	-869	-2.2%	28,075	\$17.38
45-0000	Farming, Fishing, and Forestry Occupations	1,982	0.7%	1.68	159	8.7%	126	6.3%	2,186	\$16.80
47-0000	Construction and Extraction Occupations	13,722	4.8%	1.10	257	1.9%	473	3.4%	10,152	\$22.39
49-0000	Installation, Maintenance, and Repair Occupations	12,418	4.4%	1.09	-540	-4.2%	233	1.9%	7,877	\$21.19
51-0000	Production Occupations	22,025	7.7%	1.29	-1,034	-4.5%	45	0.2%	16,526	\$18.17
53-0000	Transportation and Material Moving Occupations	22,950	8.1%	0.91	653	2.9%	455	2.0%	18,361	\$17.26
55-0000	Military-only occupations	751	0.3%	1.04	-86	-10.3%	-15	-2.1%	511	\$26.83
Total	All Occupations	284,209	100.0%	1.00	1,396	0.5%	6,008	2.1%	214,760	\$21.97

Source: EMSI, 2020.4; jobs based on 2020 estimates

Openings include new and replacement openings during the 2020-2025 time period

Current occupational wage estimates do not include benefits

By reviewing industry projections and occupational projections, we are able to identify the needs of local employers. Industry projections indicate what sectors of the economy may see the most growth, and occupational projections identify which parts of the workforce may have the most openings.

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

Section 2.1

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

Advance Central PA'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. Advance Central PA recognizes that workforce solutions cannot be devised, delivered and evaluated in a vacuum, but must reflect and respond to the realities of the economy. Advance Central PA 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.

Advance Central PA'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.

Advance Central PA'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, Advance Central PA 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
- Demonstrate measurable outcomes while holding service providers accountable for results.

Strategic Goal 1: *Advance Central PA 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.*

Advance Central PA's Desired State:

- A robust RFP and performance-based contracting process for services and PA CareerLink® operations is in place.
- The region exceeds mandated performance across partners, not just those funded through the Advance Central PA, because services are integrated and seamless.
- A system of performance benchmarks, including customer satisfaction, exists to support continuous improvement assessment.
- The region's physical PA CareerLink® sites are bolstered by a network of community-based access points and supplemented with virtual tools and resources.
- 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.

Strategic Goal 2: ***Advance Central PA will increase employer engagement, so we can be more responsive to and forward thinking about workforce challenges facing the region's key industries.***

Desired State:

- Advance Central PA regularly engages business leaders about workforce challenges and opportunities.
- Advance Central PA 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.
- Advance Central PA 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.

Strategic Goal 3: ***Advance Central PA will build a career pathway network that is easy to navigate and accessible by all job seekers through partnerships with K-12 education providers, post-secondary training providers, businesses, and other community partners.***

Desired State:

- Youth, young adults, and other jobseekers, including individuals with barriers to employment will have the resources and information necessary to select an appropriate career that leads to a family-sustaining wage.
- Local career pathways are easy to understand so individuals can see the education necessary to start and grow their career.
- Affordable training and scholarship opportunities are available in the region to reduce barriers for individuals to participate in training.
- Multiple apprenticeship eco-systems exist in varying industries within the region. The eco-systems will include local school districts, career and technical education providers, and post-secondary training providers that partner with businesses to create a registered pre-apprenticeship to registered apprenticeship pathway.

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

Desired State:

- 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.
- Youth graduate having the foundational employability skills sought by local employers.
- Competitively procured youth service providers exceed mandated performance through evidence-based models for serving in school and out of school youth.
- Youth select their post-secondary path based on their personal career goals, which may or may not require advanced degrees.

Strategic Goal 5: ***Advance Central PA will responsibly manage and purposefully enhance available***

public and private resources to support and grow workforce solutions.

Desired State:

- Advance Central PA will pursue private funding sources and competitive grants to supplement WIOA and TANF funding to make sure youth, job seekers, and businesses have access to innovative/needed programming/
- Advance Central PA will continue to offer our wage analysis product and continue to look for other fee for service strategies.
- Advance Central PA will continue to diversify our funding streams and leverage local funding to attract outside and private funding sources.

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

Desired State:

- Advance Central PA is recognized as the visible leader cultivating regional conversations about workforce issues.
- Advance Central PA has open lines of communication with stakeholder groups for awareness and action about data, initiatives, policy, outcomes and impacts to increase the economic stability of the region.
- Advance Central PA is a key contributor to critical workforce discussions and policy analysis at the state and national levels.
- Advance Central PA is in continual communication with key elected officials about workforce policy at the local, state and national levels.
- Advance Central PA will 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.

Section 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?

Looking at Advance Central PA's mission and vision, it's clear that Advance Central PA recognizes the importance of alignment of resources and the coordination of services to achieve the strategic vision and goals for the local area.

Advance Central PA'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.

Advance Central PA'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.

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The Board's strategy to achieve its vision and goals includes working with contracted entities to deliver basic workforce programs, other core program partners, business leaders, and education, economic development, and other community partners. It also goes beyond the basic programs to engage regional leaders in workforce development activities that meet the needs of local employers. To accomplish this integration, Advance Central PA works with stakeholders through multiple partnerships and will increase engagement as necessary. Examples of existing, on-going partnerships that Advance Central PA participates in to support the local workforce goals and strategies include:

- MADE In Central PA Manufacturing Partnership
- Central PA Healthcare Partnership
- Central PA Title II Coalition
- Central PA Career Pathways Partnership
- Engage!
- Central PREP
- Various County Coalitions serving individuals with barriers
- Various Perkins Local Advisory Committees
- Focus Central PA
- SUMMIT Early Learning Board
- Greater Susquehanna Business Development Council
- Heartland Partnership

In addition to Advance Central PA's involvement in the above organizations and partnerships, the PA CareerLink® partners and Advance Central PA's subcontractors also participate in many community boards and collaborate to increase opportunities for both businesses and jobseekers in the region. Advance Central PA's expectations for subcontractors is that information is shared with Advance Central PA when they learn about any new workforce programs and strategies so that services can be aligned and not duplicated. Advance Central PA's goal #6 to increase our communication with community stakeholders will aid in the alignment of services.

Section 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 goals Advance Central PA 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. Details of the desired state for each of Advance Central PA's goals can be found in section 2.1 which further supports and clarifies the alignment with the commonwealth's goals.

Commonwealth Goal 1: Career Pathways and Apprenticeship: Develop a comprehensive career pathways system in PA and expand career pathways as the primary model for skill, credential, degree attainment, with an emphasis on assisting individuals to address barriers to employment, earn a family-sustaining wage, and advance their career.

Advance Central PA's Goal # 3, "Advance Central PA will build a career pathway network that is easy

to navigate and accessible by all job seekers through partnerships with K-12 education providers, post-secondary training providers, businesses, and other community partners” aligns with this commonwealth goal.

Advance Central PA has already started the work of increasing career pathways opportunities by funding a region-wide license for Career Tree® development and a kick-off event for education, business, and PA CareerLink® partners in spring 2021.

Career Trees® provide a visual career path which 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. Advance Central PA 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.

Additionally, Advance Central PA partnered with several local school districts, Career and Technical Education Centers, and businesses to develop a CNC Machinist eco-system which includes a registered pre-apprenticeship to apprenticeship career path. We plan to work with other businesses and schools to replicate this model and increase training opportunities for youth, young adults, and all other job seekers in the region.

Commonwealth Goal 2: Sector Strategies and Employer Engagement: Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.

Another Advance Central PA strategic plan goal that aligns with the Governor’s goals is *“Advance Central PA will increase employer engagement, so we can be more responsive to and forward thinking about workforce challenges facing the region’s key industries.”*

Advance Central PA will continue to convene the Next Generation Sector Partnerships to help meet this goal in addition to increase employer engagement opportunities.

The MADE In Central PA manufacturing partnership’s current action teams are focused on the following action teams which align with the Central Region goals, Advance Central PA’s goals, and the Commonwealth’s goals as demonstrated below.

1. Developing a Skilled Workforce: Increase awareness of manufacturing careers and aligning training programs (K-12 & post-secondary) with industry needs
2. Sharing Best Practices and Business to Business Networking (B2B)
3. Marketing Central PA as the ideal place to live and work

Each of these action teams are led by business leaders with support from public partners. Each action team also has their own action plan they are implementing to get to their ideal state.

The Central PA Healthcare Partnership has not convened recently due to the pandemic; however, members still communicate and participate in activities around career pathways to the extent they are able. We anticipate this partnership will reconvene in fall 2021.

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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 3: Youth: Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship, internships, job shadowing, mentoring and other experiences in the workplace, including developing employability skills.

Following is another goal in Advance Central PA current strategic plan that aligns with the Governor’s goal. *“Advance Central PA will enhance college and career readiness outcomes for youth through education, training and employment programs.”*

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. For many of the youth participating in these work experiences, this is their first opportunity to work and gain crucial foundational 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. Additionally, Advance Central PA uses TANF Youth funds to support work-based learning for youth that are not WIOA eligible.

As referenced in section 1.3, Advance Central PA launched the <https://pathtocareers.org> with the purpose of providing students more opportunities to participate in work-based learning and career exploration experiences. The Path To Careers website is one of kind because it allows students and educators to request an internship, job-shadow, company tour, etc. with a local company directly through the website.

Commonwealth Goal 4: Continuous Improvement of the Workforce Development System: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.

Advance Central PA goals 1 through 4 all align with this commonwealth goal. As previously mentioned, the local workforce development system cannot work in a vacuum and it takes participation from all core partners, businesses, education, and economic development to build a robust workforce development system. To have a truly robust workforce system and region of economic vitality, all workers, including individuals with barriers and from diverse populations, need to have equal opportunities to participate in the workforce. Through partnerships that have been identified and those yet to be formed, Advance Central PA will enact system changes to make these goals become a reality in Central PA.

Commonwealth Goal 5: Strengthening the One-Stop Delivery System: Implement improvements to one-stop service delivery to better serve all customers, including job seekers and employers.

Advance Central PA's strategic goal #1, "*Advance Central PA 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,*" aligns with this commonwealth goal.

Sped up by the pandemic, Advance Central PA has already started implementing changes to the one-stop delivery system to better serve business and job-seeker customers. Advance Central PA and our PA CareerLink® staff worked almost exclusively providing services in a virtual setting but have made exceptions to meet with customers on a case-by-case basis in person, when permitted to do so. Transitioning regional workshops to a virtual model has allowed more people to participate because there are no transportation barriers. We've also adapted so that job fairs and employer recruitment events could be held virtually to benefit the business partners.

Advance Central PA also competitively procures youth, adult and dislocated worker jobseeker, business services and EARN providers to ensure that services and programs are continuously improving and being evaluated. To continue to ensure federal performance accountability measures are met or exceeded, all contracts include specific performance criteria to meet the federal performance measures and local performance accountability measures approved by the LWDB.

Advance Central PA will work with the PA CareerLink® Operator and other partners to identify additional opportunities to continuously improve the one-stop system.

Section 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?

The Central WDB has negotiated the performance levels outlined in **Attachment 1- WIOA Title I**

Advance Central PA will take several steps in order to achieve and exceed the primary performance indicators in WIOA and the negotiated performance levels including the following:

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- Include minimum performance standards in all contracts with Title I service providers
- 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 at least quarterly to ensure desired results are being achieved. If results are not meeting expectations, Advance Central PA works with service providers and partners to develop appropriate corrective-action plans and makes recommendations for improvement.

All of Advance Central PA's goals relate to the achievement of these measures. By increasing engagement and connections with employers, educators, and economic development, training will be aligned to industry needs and increased opportunities for all customers will exist. Private investments will provide resources for continuous improvement and innovations that may not align with the parameters of federal and state contracts.

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

Section 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 2- WIOA Local Development System Organizational Chart.**

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, incorporated as the 501(c)(3) non-profit Central Pennsylvania Workforce Development Corporation (CPWDC) and doing business as Advance Central PA 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 (Advance Central PA). 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.

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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 Advance Central PA 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 Advance Central PA 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 Advance Central PA, the resolution process has never been put into use due to the Advance Central PA efforts to routinely seek input and council of the LEO Board.

Members of the LEO with contact information follow:

Montour County (LEO Chair): Kenneth Holdren kholdren@montourco.org

Clinton County: Angela Harding aharding@clintoncountypa.com

Centre County: Steve Dershem sdershem@centrecountypa.gov

Columbia County: David Kovach dkovach@columbiapa.org

Lycoming County: Rick Mirabito rmirabito@lyco.org

Mifflin County: Robert Postal rpostal@mifflinco.org

Northumberland County: Joe Klebon joe.klebon@norrycopa.net

Snyder County: Chuck Steininger csteininger@snydercounty.org

Union County: Stacy Richards srichards@unionco.org

Fiscal Agent and Administrative Entity.

The County Commissioners designated Advance Central PA as the Fiscal Agent for Title I funds and Advance Central PA 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 Advance Central PA as the Local Workforce Development Board (LWDB). Advance Central PA 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 Advance Central PA functions in a compliant and effective way with adequate oversight:

- **LEO Agreement:** This Agreement documents the selection process of one Commissioner from

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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.
- **Advance Central PA Articles of Incorporation:** The Articles of Incorporation outline Advance Central PA's function as a non-profit corporation.
- **Advance Central PA 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. Advance Central PA 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 Advance Central PA 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. Advance Central PA currently has two labor representatives that each represent 2 categories to achieve the 20% as allowable per current policy and is actively recruiting new members. 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 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 Advance Central PA corporate office.

Advance Central PA has a communication strategy that uses a range of methods, including its website (www.AdvanceCentralPA.org) to effectually and routinely communicate with multiple audiences about its role, functions and successes. Advance Central PA 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.

Advance Central PA ensures representatives from state and federal agencies, other LWDBs and

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stakeholders in the local workforce development system have a primary point of contact within Advance Central PA who facilitates open and timely communication of information. Advance Central PA 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 Advance Central PA, assumes other oversight responsibilities as necessary to manage the day-to-day operations. Advance Central PA'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 eleven board staff positions. Advance Central PA is also the employer of record for two PA CareerLink® Administrators who report to the PA CareerLink® Operator. The mailing address for all of the following staff as well as telephone and fax numbers are the same.

Board

1. Erica Mulberger, Executive Director
2. Brooke Gessner, Finance Manager
3. Korrie Lucas, Assistant Director
4. William Berry, Research Analyst
5. Alexa Hann, Youth Programs Manager
6. Marca O'Hargan, Compliance Monitor and Equal Opportunity Officer
7. Patrick O'Connor, Workforce Coordinator
8. Cheryl Reish, Senior Accounting Coordinator
9. Luke Zeigler, Mentor Coordinator
10. Vacant, Business Engagement Coordinator
11. Vacant, Office/Board Coordinator
12. Jamie Mercaldo, PA CareerLink® Administrator for Northumberland/Snyder/Union and Columbia/Montour Counties
13. Rachael Ulmer, PA CareerLink® Administrator for Lycoming and Clinton Counties

Address:

130 Kelly Square, Suite 1

Lewisburg, PA 17837

(P) 570.568.6868

(F) 570.568.6867

Advance Central PA also has a staff member designated as an Equal Opportunity Officer along with Equal Opportunity Liaisons in each PA CareerLink® office. It is the responsibility of everyone within the workforce system to ensure equal employment opportunities are afforded to all employees and workforce customers and that civil rights protections are not violated. In an instance where someone does feel they have been discriminated against, the Advance Central PA Equal Opportunity Officer and Liaisons will assist in ensuring the appropriate procedures are followed to address the claim. Additionally, the Equal Opportunity Officer will provide regular trainings to Advance Central PA and workforce partner staff on various equal opportunity topics in accordance with WIOA.

Standing Committees of the WDB:

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There are seven committees of the Central Pennsylvania Workforce Development Board as described 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 Advance Central PA 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 Advance Central PA 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

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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 Advance Central PA and all sub-recipients are compliant with federal administrative requirements for all contracted funds passed through Advance Central PA.
- Develops an annual budget
- Oversight and monitoring of activities to comply with administrative requirements
- Review and approval of Advance Central PA's Single Audit
- Procurement and awarding of contracts for goods and services;
- Payment of Advance Central PA'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 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 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.

EARN Committee

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

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background that wish to participate.

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

Partners

The core partners are key stakeholders. These include all partners referenced in Section 3.2 beginning on page 48 and outlined in Attachment 2 found on page 113 and Attachment 3 which begins on page 114.

Section 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?

Section 2.3, which begins on page 38, provides specific detail regarding alignment with the Commonwealth's goals and strategies as outlined in the State Plan as well as alignment with the Regional Plan. Additional information regarding how Advance Central PA will work with partners carrying out workforce programs so support service alignment resulting in professional, high quality, and relevant services to all customers including businesses, job seekers, and youth.

Advance Central PA 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 Advance Central PA's mission and vision. Advance Central PA 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

Advance Central PA competitively procured a one-stop operator (PA CareerLink® Operator) effective July 1, 2021. The PA CareerLink® Operator is a consortium of three entities in the Central Workforce Development Area. The PA CareerLink® Operator is held responsible to oversee the PA CareerLink® one-stop service delivery system as required by WIOA. The PA CareerLink® Consortium in collaboration with the Advance Central PA 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® Operator 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® Operator agrees to manage, integrate, coordinate and conduct oversight of all

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services and resources in the LWDA in cooperation with the Advance Central PA, 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 Advance Central PA and make certain that systems comply with all agreements.

Advance Central PA will meet routinely with the PA CareerLink® Operator to discuss Advance Central PA strategic plans, performance outcomes, policies and procedures, fiscal and other matters critical to the operations of the LWDA's public workforce system. PA CareerLink® Operator representatives are expected to attend the LWDB's committee meetings as requested and quarterly Workforce Development Board (WDB) meetings. The PA CareerLink® Operator provides an overview of PA CareerLink® activities from all partners for the previous quarter at the quarterly joint meetings of the WDB and Local Elected Officials Board.

Similarly, while the Advance Central PA 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 Advance Central PA's Title I subcontractors, including: Central Susquehanna Intermediate Unit, Central Susquehanna Opportunities, Inc., 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 Advance Central PA.

A list of program service providers and their contact information can be found in **Attachment 3: WIOA Local Workforce Development Delivery System Program Partner-Provider List**.

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
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
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

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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 (Note: These hours are anticipated to resume when social distancing measures are no longer in place).
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 works 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.

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

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- Activities authorized under chapter 41 of title 38, United States Code
- Employment and Training programs carried out under the Community Services Block Grant Act
- Programs authorized under State Unemployment Compensation laws
- Programs authorized under part A of Title IV of the Social Security Act
- Temporary Assistance for Needy Families (TANF)

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 has a representative onsite periodically in Lycoming County and provides presentations to staff and youth throughout the region.
- YouthBuild program: There currently is not a YouthBuild program in the region. Youth interested in this type of programming would be referred to the WIOA Out-of-School Youth program, because YouthBuild programs are location specific.
- Native American Programs: There are no Native American programs in the region however staff at the PA CareerLink® centers provide referrals as appropriate. See Attachment 3 for contact information.
- 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. See Attachment 3 for contact information.
- Employment and Training activities carried out by the Department of Housing and Urban Development (HUD)- There currently is no HUD employment and training program in the area. Jobseekers can receive employment and training services through other WIOA programs in lieu of a HUD training program since HUD programs are location specific.
- Second Chance Act of 2007: There are currently no Second Chance Act funding programs in the region, however individuals and their families who may have been eligible for Second Chance Act employment and training programs are referred to other WIOA programs for services to assist in achieving their employment and training goals.

Advance Central PA 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 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.

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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 solutions 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 Advance Central PA 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, Advance Central PA 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. Advance Central PA 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.

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	All
Central Susquehanna Opportunities, Inc.	2 East Arch Street, Suite 313 Shamokin, PA 17872	570-644-6570	In-School Youth Adult, Dislocated Worker	All Clinton, Lycoming, Columbia,

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				Montour, Northumberland, Snyder, Union
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 Advance Central PA 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 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

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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 four 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, Advance Central PA, 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.)

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 in this Central PA by Associates for Training and Development (A4TD), a private 501c3 nonprofit corporation. Central PA CareerLink® centers collaborate with A4TD, 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 PA's workforce development system of record system and www.pacareerlink.pa.gov, 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, Advance Central PA 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 (Union-Snyder CAA) and the Central Susquehanna Opportunities, Inc. (CSO) is the CAA for Northumberland, Columbia, and Montour Counties. The Union-Snyder CAA and CSO 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

Prior to the pandemic, job search services were offered at the HUD housing locations in Clinton County. It is anticipated these services will resume again when social distancing does not have to occur, and we can again use *The Link* mobile career center throughout the region.

11. Programs authorized by state unemployment compensation laws are made available to customers by PA CareerLink® staff. There is a telephone available that is dedicated for customers to utilize if they have questions about their claims or who wish to file their claims by telephone. While the phone is not currently active due to the pandemic, it is anticipated the service will be available again. 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. Advance Central PA 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.

Advance Central PA’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. Advance Central PA seeks to continuously improve the system and to ensure satisfaction for both our employers and job seekers. PA CareerLink® staff in our region work collaboratively to ensure the programs offered align with Advance Central PA’s vision and ensure customers are provided seamless services from the intake process and throughout their involvement with the workforce system.

All of the partners and their programs 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

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.*

Advance Central PA requires the Central workforce network to be a seamless system that provides outstanding comprehensive services to all individuals regardless of their background, characteristics, etc. Advance Central PA focuses on expanding access to reach the broad spectrum of eligibility for

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each program and particularly for individuals with barriers.

Eligibility determination for all programs and services follows guidelines for documentation validation as required by the Commonwealth. Eligibility documentation is carefully reviewed by Title I staff and a secondary review is then completed by a supervisor. Where allowable according to federal and state regulations and expectations, telephone verification may be used as necessary as is self-certification, but as a last resort. Individuals with barriers may be challenged with providing validating documentation, and Title I provides support in gathering that documentation as a basic career service.

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.

Advance Central PA 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 the statutory priority of service for adults, Advance Central PA has implemented discretionary priority of service for adults. Targeted groups include:

- Parent of a child who is eligible or receives free or reduced-price lunch
- Ex-offenders
- Individuals age 55+ who are not self-sufficient
- Individuals with disabilities who are not self-sufficient
- Others who are not self-sufficient

In addition to recruiting from the broad spectrum of eligibility related to Dislocated Worker status, and barriers for ISY and OSY, Advance Central PA emphasizes services to TANF Youth Development eligible youth, and the long-term unemployed and will focus on serving SNAP recipients as well.

In order to expand access to employment, training, education, and supportive services for individuals with barriers, in summer 2017 Advance Central PA launched *The Link*, a mobile career center, 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.

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 Advance Central PA the ability to take workforce services and expert staff from the PA CareerLink® to the locations where

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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 provide services. These partners include:

Probation Offices: Central PA CareerLink® partners and Advance Central PA 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, SNAP recipients, and the long-term unemployed. There are offices located in the county seat of Montour, Union and Snyder counties where Advance Central PA does not currently have a PA 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. *The Link* presents the opportunity to provide career services at their locations.

Charitable Organizations: Community organizations that provide emergency services to low-income or unemployed individuals - such as food pantries or soup kitchens are 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.

- *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 Central Pennsylvania 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® network.

Within our PA CareerLink® centers, Title I and Bureau of Workforce Partnership and Operations (BWPO) staff work together to ensure co-enrollment on intake with Title I staff able to record Wagner-Peyser services.

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.

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The MOU underscores the need for connected, seamless services. Co-enrollment is encouraged wherever it is in the best interests of the individual. For example, out-of-school youth interested in classroom training are co-enrolled as Adult to access ITA funds; Trade participants are co-enrolled in Title I so they are supported throughout their training endeavors through to placement and 12-months of follow-up; EARN participants are co-enrolled in Title II to gain access to high school equivalency prep courses. Co-enrollment scenarios are as various as the people we serve. Advance Central PA views the specialized services of the PA CareerLink® as a strength and expects partners to work together and co-enroll participants in a seamless process, never working in silos.

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. Co-enrollment begins with discussion with the participant about the partner program and its benefits relevant to their needs. The co-enrolled process is formally initiated using the referral module on PA's workforce development system of record so that referrals are accurately collected. Advance Central PA promotes customer-centric services, so in addition, a warm hand-off is provided with the current program staff introducing the customer to the staff from the partner program.

The Central Region has a Title II Coalition that meets quarterly with Advance Central PA staff as well as various PA CareerLink® partners. In these meetings, information on initiatives and progress is readily shared as are challenges. These solutions-based partnership meetings have focused on how to increase awareness of Title II services in the past and it will continue to be on the agenda. The services Title I offers are invaluable to success of customers who need to increase basic skills, enhance their English language fluency, increase soft skill, earn their high school equivalency diploma, and open up entry ramps to career pathways. Strategies to increase awareness of Title II services include: Coalition presentation to the LEO and WDB once per year at the quarterly public meetings, presentations to PA CareerLink® partner staff in site meetings, and presentations to Title I and EARN participants. Title II is core partner and are welcome to attend weekly staff meetings at the PA CareerLink® where they regularly share information. Title II staff determine eligibility for Title II programming. As core partners, they are fully integrated including within the referral processes used. Staff from all programs are expected to have a basic understanding of all programs so that appropriate referrals are made with the best interests of the customer in mind. Individuals who are identified as needing to increase their basic skills, foundational skills, need additional support developing career pathways, or who need their high school equivalency are encouraged to meet with Title II staff to learn more about the benefits of co-enrollment. Similarly, Title II co-enrolls individuals who begin their journey in Title II but can benefit from partner programs, including to access ITAs and OJTs and other individualized career and follow-up services.

As a core partner, Title IV staff are also welcome to take part in weekly staff meetings at the PA CareerLink® to strengthen partnerships and share information about available services. Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Vocational Rehabilitation Counselors determine eligibility for and work with

customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal.

Career pathways are individualized, and everyone is at different on-ramps. Advance Central PA supports upskilling and credentialing as a means to enter the desired career at a higher level with a higher way and improved mobility. In accordance with regulations, Advance Central PA does not require a sequence of services, therefore individuals interested in earning recognized post-secondary credentials are connected to Adult or Dislocated Worker services to access an ITA. Additionally, Advance Central PA has partnered with Title II in the past to pilot trainings to help improve one's viability along a career pathway and will continue to partner in innovative ways going forward.

All Title I participants receive assistance in the development of their career paths. Starting with assessment and career exploration, career goals are developed within the IEP/ISS and then career pathway planning develops from there. With consideration of strengths, transitional skills, and areas for improvement, individuals map out a plan that includes opportunities for training to move along the career pathway, and goals beyond initial placement.

Section 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;*

Advance Central PA 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 Solutions 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 along with any other need they may have workforce related or not.

PA CareerLink® Business Solutions Team. 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.

Advance Central PA envisions BSTs as an extension of each business's human relations team and 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.

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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.

Procured Provider. Tuscarora Intermediate Unit #11 is Advance Central PA's competitively procured Title I subcontractor for Business Solutions. They work with Advance Central PA to engage employers and collaboratively partner with BWPO to provide the direct business services outlined herein. They are responsible for business engagement, tracking, and timely and accurate data entry into ~~CWDS~~ PA's workforce development system of record.

Evaluation and Continuous Improvement. In order to ensure we achieve our mission of meeting the needs of businesses, Advance Central PA has developed indicators which complement business metrics established by the State. Chief among these is a Business Solutions 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 provides both our Business Solutions Teams and Advance Central PA with an indicator of who our core customers are, allowing us to target outreach, identify opportunities for partnership, and tailor new activities to specific sector needs. Advance Central PA's approach is a regional one, in which business solutions information is shared and never siloed so that that the business is always at the center and drives the services.

Advance Central PA embraces human centered design, which is a research and design methodology that develops solutions to problems by involving the human perspective in all steps of the problem-solving process. For businesses, this means engaging them to truly listen to their needs. Advance Central PA takes lessons learned from human centered design projects, evaluations, and survey results into consideration when developing new strategies to serve businesses. This is evidenced by the alignment of many Advance Central PA grant funded projects that align with the actions defined by the industry partnership business leaders (e.g. videos to market the region and local jobs, development of Path To Careers, building a CNC pre-apprenticeship to registered apprenticeship pathway, etc.)

Common Measure attainment is critical and Advance Central PA reviews related data carefully in order to adjust strategies as needed to meet and exceed targets.

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

Work Based Training. All businesses including small business and new and emerging industries benefit from the On-the-Job Training Program (OJT). A key service of the PA CareerLink®, OJT directly benefits individuals who don't have all of the qualifications a job requires and benefits businesses who need skilled workers. Advance Central PA allocates funding for OJT each program year for Title I Adult, Dislocated Worker and Out-of-School Youth. Individuals served by other partners in the Central PA CareerLink® are strongly encouraged to co-enroll in Title I Adult to access an OJT.

Advance Central PA also supports incumbent worker training where necessary and seeks competitive grants to financially support businesses as they up-skill current employees so that their business

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thrives in the Central Region. Additionally, Advance Central PA allocates a portion of its Title I Adult funds for incumbent worker training. The strategy for the use of these funds is to allocate them so that businesses of all sizes have the opportunity to upskill their workforce without giving any one industry or business an economic advantage based on their size. Customized training is also offered as needs arise and based on the availability of funding.

Industry Partnerships are a key institutional innovation for meeting the needs of businesses, the career goals of workers and the economic development goals of the Commonwealth. Advance Central PA has embraced the Next Generation model and has developed two successful regional sector partnerships to date: MADE in Central PA (advanced manufacturing) and Central PA Healthcare Partnership. These partnerships convene C-Suite executives who work collaboratively to increase their overall competitive edge by developing solutions to shared problems. Along with Advance Central PA and the PA CareerLink®, key public partners including economic development and education convene and collaborate to support each of the groups.

Career Pathways. The relationships Advance Central PA and the PA CareerLink® Business Solutions Teams have made with businesses is key to career pathway initiatives. Insight learned from local businesses is shared with partners so that all job seekers in the Central PA CareerLink® network have program staff who understand the career opportunities and pathways available and can guide them accordingly. Career pathway mapping for businesses can literally map out the steps one can take to progress within a business; these are powerful tools for the businesses who take part as it can pinpoint where gaps in their progression strategies exist, promote opportunities for advancement with incumbent workers, and identify training needs so that current employees can increase skills and move up into harder to fill positions. For program participants, individual maps from businesses can be useful as they decide on their own plans. Individuals should be able to visibly see a map of the career they'd like to enter, the training that's needed for entry, and where additional on-ramps exist along with the skills and credentials needed. Title II partners are skilled in career pathway mapping and can help all participants in the network through their offerings designed to increase math, literacy, digital, and foundational skills all of which have a direct impact on which entry-ramp an individual can begin with.

Apprenticeship Ecosystem. Registered Apprenticeship is a proven model that benefits businesses and job seekers alike. Advance Central PA strongly supports apprenticeship programs and development of an ecosystem where pre-apprenticeship programs are developed within the local secondary schools and career & technical education to develop a pipeline of diverse talent prepared to enter an apprenticeship. Advance Central PA is currently directly involved with and supporting the following related activities:

- **Advanced Manufacturing Pre-Apprenticeship** By partnering with a local post-secondary institution, Advance Central PA is preparing eligible PA CareerLink® participants for this pre-apprenticeship program designed to prepare them for entry-level employment in advance manufacturing, or an existing Registered Apprenticeship in the industry. Advance Central PA and PA CareerLink® are providing outreach and recruitment services for the training and fully supporting participants including to monitor their progress and connect them with additional core program services as needed, including but not limited to Title I OSY paid work experience and tutoring, Title I basic skills classes, and EARN case management and special allowances through the County Assistance Offices.
- **Computer Numerical Control Machinist Pre-Apprenticeship** Advance Central PA is

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coordinating school districts and career & technical education partners across the region to build a diverse and non-traditional pipeline of credentialed graduates ready for Registered Apprenticeship, the military, post-secondary school, or employment right out of high school. With PAsmart grant funding, equipment is being purchased so that students are training on tools and software required by industry, instructors from multiple school districts are coordinating to share information and expertise, and non-traditional students are being recruited into programs that result in a recognized credential when they earn the title of pre-apprentice.

- **Computer Numerical Control Machinist Registered Apprenticeship** Advance Central PA is working with this Registered Apprenticeship consortium and supporting them in moving to a sustainable model that utilizes the career & technical education instructors and classrooms across the region to provide the RTI portion of the Registered Apprenticeship.

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® to provide comprehensive services from helping customers identify resources for entrepreneurship, self-employment and small business development to acting as their human resources department when they are ready to make their first and subsequent hires. Most often small businesses are referred to agencies such as the Small Business Development Centers (SBDCs) that support this area (Lock Haven, Bucknell & Penn State), the Innovative Manufacturing Center (IMC) or Northeastern PA Industrial Resource Center (NEIRC) for further assistance. We will continue to strive for the goal that PA CareerLink® staff and in particular Business Solutions Teams have the knowledge of all opportunities available to employers. One of the SBDC directors is also a WDB member who offers valuable input for policy and programmatic decisions that will affect small businesses.

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

Advance Central PA has a long history of collaboration with regional economic development partners. Advance Central PA is an active participant in the activities of Central Region Partners for Regional Economic Performance (PREP) and the Engage! program.

Implementation of the Next Generation Sector Partnerships and the Engage! Program have led 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 reduces the number of referrals necessary between workforce and economic development while building a stronger relationship between partners, because everyone receives the information from businesses first hand.

Advance Central PA's partnership with SEDA-COG and other local economic development partners is strengthened via the collaboration with Engage!. Advance Central PA and PA CareerLink® Business Solutions Team members have been active participants in the Engage! program since inception. Through Engage! members from economic development and workforce often meet jointly with business leaders to conduct Engage! interviews which streamlines the services for businesses. Additionally, partners from economic development and workforce both utilize Executive Pulse to make referrals for services after the business interviews. Additionally, Engage! partners meet monthly

to discuss the results of Engage! interviews and identify which partner is most appropriate to be the continued main point of contact and ambassador for that business to ensure their needs are addressed.

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

Unemployment Insurance Linkages. The local area complies with the Commonwealth's Register for Work and Work Search law by helping unemployed individuals register on www.pacareerlink.pa.gov. 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. Further, the local area encourages UC claimants to use available technology to resolve questions and issues they are experiencing; for example, staff make claimants aware of the chat feature that allows them to chat online with UC representatives.

Individuals who are likely to exhaust their benefits are identified by the Commonwealth through the Reemployment Services and Eligibility Assessment (RESEA) program. These individuals are directed to PA CareerLink® for assessment, referral to resources, and comprehensive services and job search assistance from Central Region BWPO staff.

Section 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?

Advance Central PA has a history of partnerships with regional economic development organizations, including multiple Chambers of Commerce, Small Business Development Centers, Focus Central PA, DRIVE, IMC, NEPIRC, and SEDA-Council of Governments.

Advance Central PA is an active participant in the activities of Central Region Partners for Regional Economic Performance (PREP). Advance Central PA is a partner on DCED's Engage! project administered by SEDA-COG and assists in outreach to businesses, intensive interviewing, and referrals to education, economic development and workforce partners based on the needs of each participating company. Most recently, Advance Central PA has partnered with SEDA-COG to support advancements in overcoming the opioid crisis in Central PA; Advance Central PA was awarded a grant from the Appalachian Regional Commission to collaborate with SEDA-COG to educate businesses on inclusive recovery friendly policies.

Advance Central PA also collaborates with SEDA-COG and other economic development partners to support the regional Next Generation Sector Partnerships. Such collaboration is key to development and success of the partnerships in keeping them streamlined and effective. An example of collaboration from workforce and economic development is the creation of an 8 page insert and digital magazine produced by Livability being released in spring 2021 which supports the MADE In Central PA partnerships goal of promoting Central PA as the ideal place to work, live and grow. Advance Central PA, local economic development partners, and businesses provided funding and content for the project, with additional content provided by education partners. The goal of the publication is to attract new workforce talent and businesses to central PA to offset the projected decline in population.

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In addition, Advance Central PA 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 Advance Central PA'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.

Advance Central PA will continue to seek and welcome opportunities to work with economic development agencies in a collective, collaborative way in the best interests of businesses in the region.

Advance Central PA is measuring employer outcome results using the WIOA Title I business measures in addition to other local measures. For example, Advance Central PA tracks attendance and participation in Next Generation Sector Partnership activities as an indicator if businesses are seeing a return on investment for their time participating in the activities. Additionally, Advance Central PA tracks new and repeat customers who utilize the services of the PA CareerLink® business services solutions team. Advance Central PA continues to seek other measures the evaluate employer outcomes.

Advance Central PA 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 (SBDC), or our Industrial Resource Center affiliates. 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.

Using Business and Education Partnership funding, Advance Central PA partnered with the region's Small Business Development Centers to identify local entrepreneurs that will be highlighted in a video and posted on Path To Careers and can be shared publicly by anyone interested. The purpose is to increase awareness on how local entrepreneurs got started, what local resources are available, and the emotional grit and mindset that is needed to build a company from scratch.

Self-employment is a viable option in Central PA and Advance Central PA supports and grows entrepreneurial spirit within Title I, EARN, and TANF Youth Development programming through direct services and activities that introduce leadership and information about owning a business. Self-employment is a great option for individuals with barriers, such as disabilities or incarceration. When any participant expresses interest in owning a business, they are connected with the SBDC's to learn more and are supported with case management, barrier remediation, and other programming as they progress to meeting their goals.

4. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

Section 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, including Title I providers are outlined in detail in Section 3.2, page 48. In addition, employers large and small are other key stakeholders in the system and provide insight for our programs through WDB membership, participation in Next Generation Sector partnerships, responding to surveys, and through one-on-one conversations.

Through a competitive procurement process (with annual contract extensions for up to three years without procurement based on successful performance), Advance Central PA 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. Additional information regarding the operator consortium partners' identity and the operator's key roles can be found in prompt 3.2, page 48 and 4.2, beginning on page 68.

The identity and role of the individual responsible for ensuring equal employment opportunities and civil rights protections can be found in prompt 3.1 on page 45.

In compliance with OMB circular A110 of the Federal Regulations governing operation of federal funds, it is the Advance Central PA'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 Advance Central PA to ensure compliance with the BWDA's minimum Procurement Standards for procurement of service providers. Advance Central PA has competitively procured all WIOA Title I and EARN service providers. For the WIOA Title I competitive procurement process refer to prompt 4.6, beginning on page 80).

- Advance Central PA will require competitive procurement wherever practical, and its procurement requirements will not be unduly restrictive;
- Advance Central PA will ensure its qualification requirements will not be unreasonable, such as unreasonable experience or bonding;
- Advance Central PA will competitively procure contracts for consulting projects, subject to the Advance Central PA's specific policies governing their procurement;
- Advance Central PA discourages noncompetitive pricing practices between firms, including

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affiliated firms;

- Advance Central PA will require affirmation that no conflict of interest exists and include affirmation at time of procurement for programs and services;
- Advance Central PA and its subrecipients will not procure with regard to brand names. However, Advance Central PA 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;
- Advance Central PA will endeavor to develop specifications that encourage free and open competition;
- Advance Central PA's procurement process does not encourage or allow actions that are arbitrary or appear to be arbitrary;
- Advance Central PA will not contract for activities which allow excessive program income or excess profit. Furthermore, Advance Central PA approved methods for contracting will be Cost Reimbursement, agreed upon charges for services rendered, and Fixed Unit Price;
- Advance Central PA will adopt consistent documentation requirements for its vendor files and sub-recipient contract dealings.

Section 4.2

- a. 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 3**.

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

Advance Central PA's Title I funding currently provides 34% 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, greeter, and workshop instructors. 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, individual employment plan (IEP) and individual service strategy (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.

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

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 provided 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 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 financial support for the PA CareerLink® based on the OVR staff/full-time equivalent at each PA CareerLink® center which is a minimum of 0.5 FTE per site.

5. Title V of the Older Americans Act of 1965

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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 Associates for Training and Development (A4TD), a private 501c3 nonprofit corporation. 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, agencies are able to increase and improve program offerings while benefiting from the talents and time of older workers assigned to them.

A4TD provides financial support towards the PA CareerLink® operating budget which is negotiated annually.

6. PA Department of Human Services Employment & Training Programs authorized under part A of Title IV of the social Security Act and the Federal TANF Legislation and US Dept. of Agriculture Family & Nutrition Services

Advance Central PA’s Employment Advancement and Retention Network (EARN) program is integrated within the Central PA CareerLink®. Family stability and financial independence are hallmarks of this program for mandatory individuals referred from the County Assistance Office as well as SNAP Only volunteers. While utilizing the whole network of available resources, from public workshops, to one-on-one assistance from the Business Solutions Team, Advance Central PA’s EARN providers use a holistic family-centric approach with specialized EARN services including assessment of family needs, case management, mental health and wellness services, access to credentials, career pathway planning, barrier remediation, and workforce services and training. The program is designed to help EARN participants obtain a job they’ll enjoy so their family’s future is more secure and so they no longer need to be dependent on TANF cash assistance or SNAP food assistance.

WorkReady is a PA. Dept. of Human Services employment & training program which operates in two Central Region counties. KEYS is a PA Dept. of Human Services program that operates within community colleges. Advance Central PA’s EARN providers partner with WorkReady, including at Direct Service Team meetings, and with KEYS to help bring credentialing opportunities to EARN participants.

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

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

These partners utilize the PA’s workforce development system of record and www.pacareerlink.pa.gov 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, Advance Central PA staff work with post-secondary training providers (including Vocational – Technical Schools) to ensure that their programs meet the criteria for

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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.

8. 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, Advance Central PA 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 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.

9. 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.

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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. 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.

10. 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 PA 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.

11. Employment and Training activities carried out by the Department of Housing and Urban Development (HUD)

Prior to the pandemic, job search services were available onsite at HUD housing locations in Clinton

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County. It's anticipated these services will resume as restrictions are lifted.

Regional housing providers offer space to conduct these activities as an in-kind contribution.

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

13. 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.

14. Rapid Response

Rapid Response services are available throughout the Central Region. Led by expert staff within the Bureau of Workforce Development & Operations, the partner staff support the delivery of Rapid Response services in a coordinated manner. Together the team takes a proactive, customized approach in assisting businesses at risk of closing, downsizing, and/or laying off employees and notifies the BWPO Rapid Response staff immediately if there are rumors of any of the aforementioned. High quality professional services help businesses sustain and retain their employees. In the event a layoff is unavoidable, a team of workforce and community professionals is coordinated to help employees cope, including to equip them with information they'll need to sustain their families and ultimately find new employment. Further, if a business is impacted by foreign competition or trade, Rapid Response provides services through a collaborative approach with local, state, and federal partners to build global competitiveness while offering training that employees may need.

15. Job Corps

Job Corps helps young adults complete their high school education and train for meaningful careers in a unique residential setting, ultimately assisting them with finding and maintaining employment. Job Corps has staff co-located in the PA CareerLink® Lycoming County making referrals from across the Central Region to the Job Corps program available in a neighboring workforce development area seamless.

16. Native American Programs

There are no Native American programs in the region that offer financial or in-kind resources/ support to the workforce system. PA CareerLink® staff will provide referrals as appropriate to the contact in Attachment 3.

17. National Farmworker Jobs Program (Migrant and Seasonal Farm Workers)

There are currently no H2A (Temporary Agricultural Program) or H2B (Temporary Non-Agricultural Program) programs in the region that offer financial or in-kind resources/ support to the workforce system. PA CareerLink® staff provide will referrals as appropriate to the contact in Attachment 3.

18. YouthBuild

There are currently no programs operating in the region that offer financial or in-kind resources/ support to the workforce system. As such, PA CareerLink® will refer youth to the WIOA Title I Out-of-School Youth program because YouthBuild is a location specific program.

Section 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 PA CareerLink® centers in six counties 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 www.pacareerlink.pa.gov.
- PA CareerLink® staff provides periodic outreach to outlying areas through the use of *The Link* 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 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 to young adults and their parents
- Late night events (beyond regular business hours)

Utilizing Case Management Systems. The system as a whole utilizes the Commonwealth Workforce Development System PA's workforce development system of record and www.pacareerlink.pa.gov 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 7 days of customer interaction. Advance Central PA 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. Advance Central PA requires providers of Title I programming to build a

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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, Advance Central PA works with Adult Education partners to identify strategies that improve access, cross-referral, and co-enrollment.

Meeting the Needs of Individuals with Barriers to Employment. Aligned with efforts to serve a majority of individuals who have barriers to employment, Advance Central PA has a support services policy for: adult and dislocated worker participants who access individual training account (ITA) training services, and in-school and out-of-school youth (Title I and TANF Youth Development).

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.

Cross-referral and true partnerships at the ground level in the local PA CareerLink® sites ensure that individuals with unique needs are connected with the programming that can best serve them.

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.

Advance Central PA will facilitate the implementation of Career Tree® development in schools districts across Central PA in partnership with the Central Susquehanna Intermediate Unit, PA CareerLink® staff, and local businesses. While schools are focused on using Career Trees® to highlight career pathways to students; the PA CareerLink® partners and businesses will use the Career Tree® visuals to aid adults in selecting a career path based on individual goals. These trees can help students and adults identify the training necessary to advance on a career path. By driving ongoing conversation, research, career exploration, goal-setting, and in-class collaboration, the Career Tree® will help students and adults discover careers of interest and understand the steps to take to enter the pathway.

Advance Central PA will continue to be an active member on the Central PA Career Pathways Partnership and encourage other school districts outside of Snyder, Union, and Northumberland Counties to join the partnership or replicate the model across school districts.

Within the PA CareerLink®, registered participants can expect to develop well-informed career pathways based on their interest, skills, abilities, training, and local labor market information, and the use of the Career Tree® platform.

Advance Central PA is committed to helping all individuals enter a career pathway, including individuals with barriers. Partner programs have career pathway strategies integrated into the overall service delivery so that individuals are aware of the local career opportunities, understand the skills needed to enter a career pathway, access to training to do so, have clear knowledge of the next steps possible once they enter a career path, and an IEP/ISS with specific goals, plans, and barrier remediation to help them obtain their goals. The Business Solutions Team works with employers to

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help them showcase the vast entry points they have available as a strategy to better promote themselves to job seekers.

Information sharing. Consent to share information is requested of participants so that programs can work together effectively and efficiently without duplicating efforts. Advance Central PA requires eligibility determinations to take place as quickly as possible in the least burdensome way as possible for participants. When necessary to share participant information across partners, Advance Central PA's Confidentiality and PII Policy must be strictly adhered to. Partner use of high-quality, integrated data is essential to make service delivery seamless for customers and more efficient for all. Partners share information securely. The Commonwealth's electronic Individualized Employment Plan/Individual Service Strategy is used and shared among partners where available to them, ensuring consistent communication and alignment of strategies for those who are co-enrolled. Other information shared with consent of the customer includes validating documentation and other documents in the case record. Case notes are available to partners with access to PA's workforce development system of record.

Improving Access to Services for English Language Learners and Individuals with Barriers to Hearing. Advance Central PA requires the PA CareerLink® staff to partner with community agencies that can provide interpretative services. Telephone-based translation services may be used for languages other than English, if necessary. A TTY telecommunication device, amplified telephone receiver speakers and the provision of a PA. certified American Sign Language Interpreter upon request in advance are available for Deaf and hard of hearing individuals. English language learners are referred to Title II partners for acquisition of English language skills. Auxiliary aides and services are always available to individuals upon request.

Improving access to remote locations. Williamsport has implemented 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* is equipped with seven computers, a printer, presentation screen, and internet and allows us to take PA CareerLink® services into any community within the region. Additionally, doing business in the pandemic has reminded us that the power of the PA CareerLink® goes well beyond the physical walls. While we look forward to the sites fully re-opening when it's safe to do so, individuals, including those in rural areas, are benefiting from remote services. Advance Central PA will continue to offer virtual services as part of the strategy going forward, including but not limited to live instructor-led workshops and video case management sessions. Virtual services don't work for everyone, but Advance Central PA recognizes that for others, virtual gives them access to services they otherwise wouldn't be able to take part in due to barriers such as transportation and child care.

Section 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?

Assurance of equal opportunity. 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

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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. Assistive technology available at each site includes: screen enlargement software, screen reading software, Windows Accessibility features, Text Telephone/Typewriter for the Deaf (TTY) and connection and referral to community resources and agencies that assist persons with disabilities. Additionally, *The Link* is wheelchair accessible and has a workstation with the same assistive technology that is available at the PA CareerLink®.

Each PA CareerLink® site was originally certified by the Office of Equal Opportunity as being ADA Compliant. New and/or expanded/re-designed PA CareerLink® sites are examined by Advance Central PA'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. Advance Central PA's EOO will coordinate, schedule, and sometimes facilitate trainings for all PA CareerLink® staff once per month. Topics thus far have ranged from training on inclusive job postings, Advance Central PA's Equal Opportunity Policy, and proper documentation and submittal of complaints. Future topics will include trainings in areas such as civil rights, equal opportunity, LEP, physical and programmatic accessibility, etc. Advance Central PA's Equal Opportunity policy and complaint procedure is explained and distributed to all new WIOA participants.

Limited English Proficiency (LEP) Plans are reviewed and revised annually by the site administrators. 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 Advance Central PA's PA CareerLink® monitoring. Google Translate is often used as well.

Advance Central PA fully complies with all monitoring, including the Office of Equal Opportunity annual compliance reviews. As a result of the most recent monitoring, the Advance Central PA Personnel Manual was updated to: (1) outline the various avenues that an employee could use if they want to file a discrimination complaint, similar to the policy that Advance Central PA already has in place for PA CareerLink® customers and staff, (2) add details about sexual and other types of unlawful harassment, and (3) at the recommendation of Advance Central PA's Personnel Committee, add a section about False Accusations.

As a result of the review completed on January 12, 2021 the Central LWDA was determined to be compliant with WIOA Equal Opportunity and Discrimination requirements, which continues through December 31, 2021.

Intentional outreach. Outreach is conducted in a variety of ways to help reach all individuals who might benefit from workforce services, including: radio slots, social media posts and advertisements, flyers, and partnership with local agencies, faith-based organizations, and service providers.

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

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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.

Advance Central PA's workforce development board and standing committees are comprised of members with diverse background and areas of expertise in serving various populations and serve as valuable consultants in ensuring effective outreach to minority and other populations.

Section 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.

Advance Central PA 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 first-hand 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. Employers also submit requests to us for new and emerging occupations to be considered on the HPO list as needed. 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.

Advance Central PA writes 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 healthy. Recent efforts have been successful since Advance Central PA has had an increased interest from more and varied proposers in the past few years. Releasing RFPs regularly assures competition, and promotes continuous improvement.

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The board continually evaluates the performance of the system to make sure career services and business services align with WIOA expectations and needs.

In addition, Advance Central PA provides technical assistance and oversight to all Title I and EARN services providers. Advance Central PA 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, Advance Central PA shares information with WDB committees who provide expert advice and modify policy where possible within the confines of state and federal regulations. As part of the technical assistance, case notes are reviewed frequently and give Advance Central PA 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.

Advance Central PA 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. In addition to monitoring of individual ITAs and OJTs submitted to Advance Central PA for approval, 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 Advance Central PA requires. Advance Central PA 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.

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 PA's workforce development system of record. 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.

Advance Central PA works closely with training providers through the ETPL application process, providing technical assistance and guidance in navigating the PA's workforce development system of record-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 Advance Central PA ensures this is adhered to. Advance Central PA also advises training providers how to collect student information to be used when entering performance data. In the event a course must be rejected, Advance Central PA 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 Central region participants receive high quality training.

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In addition to the training provider performance data provided through wage records on PA's workforce development system of record, Advance Central PA prepares a training outcomes report for review by the WDB, which compares the success rate per provider of Central region participants within the same program of study. PA CareerLink® staff also use this information as a tool to help participants make informed training decisions. Advance Central PA'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.

Advance Central PA 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 is expanded to all other training contracts outside the ETPL and OJT system as well.

Advance Central PA closely monitors performance overall, including outcomes and repeat business customers; 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 processes. We have done periodic employer and job seeker satisfaction surveys as well.

Section 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, feedback from participants, 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®. In addition to partner programs, it also competitively procures services as needed to meet local labor market needs for adult and dislocated worker services. Procurement is always publicly announced, including on Advance Central PA's website. Evaluation committees that include WDB members and/or Standing Committee members carefully read and score proposals using a standardized rating tool. Requests for proposals require respondents to include comprehensive answers about performance, implementation strategies, anticipated challenges and how they'll be overcome, collaboration plans, etc. all of which allow the Evaluation Committee to make well-informed choices. Recommendations of

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the Evaluation Committee are considered for ratification by the WDB.

In the most recent procurement for Adult and Dislocated Worker (A/DW) services that will be effective July 1, 2021, Advance Central PA added new language and goals in the Request for Proposal to assist in evaluating the effectiveness of the program. These include:

- % of individuals placed from A/DW services to employment
- % of job placements that meet or exceed the participant's self-sufficiency wage based on family composition and county
- % of ITA participants who complete their training program
- % of ITA participants achieve job placement in related employment
- % of OJT participants who complete the OJT
- % of OJT participants who retain employment in their OJT position or get promoted beyond expiration of the OJT

Advance Central PA previously tracked these measures that go beyond the WIOA performance measures, but we are now formalizing the expectations in a contract to emphasize the importance of placement in high-quality jobs and training programs that align with individual's goals and capabilities.

Advance Central PA is always seeking ways to continuously improve programming for Adults and Dislocated Workers. Launching soon will be a new program name intended to help with outreach efforts and to remove jargon from customer interactions: Central Connections.

Adult and Dislocated Worker activities are provided under the broad categories of Basic Career Services, Individualized Career Services, Training Services, and Follow-Up Services. Basic Career Services are available to any customer, while Individualized Career Services, Training Services, and Follow-Up Services are reserved for individuals who meet WIOA Title I Adult or Dislocated Worker eligibility requirements in accordance with regulations. There is no 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. Activities are driven by the participant and their Individual Employment Plan, needs, and goals. An overview of services follows.

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

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- Financial aid
- Relocation assistance

Individualized Career Services include:

- Eligibility determination
- Comprehensive assessment
- Individual Employment Plan (IEP) defining the customer's specific goals and pathway for achievement
- Career counseling and planning
- Short-term prevocational services
- Internships and work experience
- Workforce preparation activities
- Financial literacy services
- Supportive services

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. Advance Central PA and the PA CareerLink® Operator continuously review the activities available to adult and dislocated workers and adjust programs and services based on that assessment.

When career pathway development results in a need for training that's not on the ETPL, Advance Central PA reaches out to the local network of training providers to assist them with application to be

on the ETPL.

As the needs of the adult and dislocated worker customers change, Advance Central PA in coordination with the Operator and Title I Adult and Dislocated Worker providers adjust service delivery methods and the services available.

Priority of service is in effect for Veterans, Spouses of Veterans, and statutory priority of service target groups. Advance Central PA evaluates compliance with the local Priority of Service Policy and performance of the Adult program to ensure at least 51% of Adults accessing individualized careers services and training services are priority of service and to evaluate compliance with training fund requirements. Training funds are budgeted for Adults in general and Adults who meet priority of service. In the event funds become limited, funds are held for priority of service Adults. If by January of each program year Advance Central PA determines the percentage of POS Adults served represent an average of less than 30% of all Adults served, Advance Central PA will require a written action plan from the Title I Adult subcontractor regarding how outreach and registration of POS customers will be increased. To date this has not been a concern and in program year 20, 99% of Adults served met priority of service criteria.

If it is determined additional funds are needed to serve Adults, the Central WDB will approve staff to make a request to transfer Dislocated Worker Funds to Adult as needed. Advance Central PA fiscal staff then prepare the Dislocated Worker to Adult transfer request and submit it to L&I's Bureau of Workforce Development Administration.

Advance Central PA supports the development of career pathways for Adult and Dislocated Worker participants using labor market information and intelligence directly from the Business Solutions Team, along with assessments such as TORQ®, and the goals and information outlined in the individual employment plan. Co-enrollment is strongly encouraged to support the comprehensive and specialized needs of each individual, and in some cases mandated, such as with Trade. OJT is a key strategy to help Adults and Dislocated Workers connect with family-sustaining employment, and Advance Central PA includes a budget to support OJT each year. Apprenticeships are also a strategy and Advance Central PA has a number of efforts underway to help increase access to apprenticeships.

Section 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.

Advance Central PA'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 PA's workforce development system of record. The contract process begins at the PA CareerLink® where Title I program providers ensure interested individuals are eligible, assess priority of service status, help individuals develop an Individualized Employment Plan, provide labor market information, assess interests and skills, and assess probability

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of success in training and the defined career goal.

Proposed ITA contracts are submitted to Advance Central PA and go through a program and fiscal approval process at Advance Central PA 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). Clearances and background checks are reviewed against industry standards to help ensure training related employment outcomes.

Funding limits are based on the length of the ITA and residency. If training costs exceed the established ITA funding limit, the participant must make arrangements to pay the additional costs prior to using ITA funding. Participants who reside outside of the Central Region are eligible for an ITA with funding limits capped according to the ITA Policy of the Workforce Development Area in which they permanently reside or Advance Central PA's Policy, whichever is lower. Advance Central PA determined the caps for funding by analyzing program costs, out-of-pocket expenses, the length of trainings tied to HPOs, and strategies to fund as many individuals as possible in a meaningful way that reduces their barriers to entering the training. The third and fourth year of a 4-year training program are eligible for ITA, but not the first and second. With maximum funding of \$7,000 available, spreading the funding over the last two years rather than four years is more effective and an efficient use of funds allowing the workforce system to serve more individuals in shorter time spans of two years versus four.

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

In rare cases, the training that's needed is not available in the LWDA, even after reaching out to potential training providers and offering assistance in being added to the ETPL. In these cases, Advance Central PA would explore the use of contracts rather than ITA. The training provider would be fully vetted, costs evaluated to determine whether reasonable, and justification as to the cause for the contract would be documented.

Customers always receive information about available trainings, including but not limited to cost, location, and performance outcomes. Customers are never told to attend training with one provider over another.

To access an ITA, individuals must meet Adult or Dislocated Worker 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). As always, reasonable accommodations are made for individuals with disabilities. Co-enrollments are encouraged to give individuals receiving services from other programs access to ITAs.

Section 4.8

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

Advance Central PA's Youth Committee helps Advance Central PA coordinate youth services by assisting with planning, oversight, and strategy related to youth workforce activities, including Title I in-school youth, Title I out-of-school youth, and TANF Youth Development. The Committee helps to identify needs and strategies to meet them, oversees youth related policy, ensures quality and compliant services, provides connections and resources, and participates in and provides oversight of competitive procurement to ensure the Central Region has youth providers who can meet and exceed expectations and requirements. Program design also falls under the purview of the Youth Committee, therefore oversight related to easy access to the 14 program elements for Title I in-school youth, Title I out-of-school youth and TANF Youth Development qualified youth, who are either in-school or out-of-school, does as well. One way this is accomplished is via Advance Central PA's competitive procurement process which requires prospective providers to explain their strategy to make all 14 program elements readily available to all youth.

The Youth Committee is led by a workforce development member with interest and expertise in service provision for youth. Membership includes representatives on the WDB and non-WDB members who have related expertise. Membership is open to individuals from youth serving community-based organizations, education/training providers, philanthropic organizations, mental health, foster care, vocational rehabilitation, housing, juvenile justice, economic and community development, businesses, parents, participants, and youth. As a standing committee of the LWDB, Youth Committee actions are considered and ratified by the LWDB.

Advance Central PA maintains both in-school youth (ISY) and out-of-school youth (OSY) programming funded using the WIOA Title I Youth allocation and TANF Youth Development funding. WIOA dollars are prioritized for OSY to maintain the required 75% expenditure requirement beginning with the procurement process and budgeting for the programs. Advance Central PA emphasizes the need to focus on recruitment of OSY with a competitively procured provider and program called YES to the Future, (YES being an acronym for Your Employment Services).

YES to the Future staff have built solid partnerships with referring agencies and organizations, including but not limited to: Children & Youth, ELECT, Migrant Education, Head Start/Pre-K Counts (young parents), Title II partners, courts, treatment centers, prisons, school districts, and County Assistance Offices. Recruitment strategies for OSY don't rely on referrals alone; outreach directly to the targeted population is accomplished via social media, yard signs, billboards, radio spots, and perhaps most importantly, word of mouth. Termed "peer ambassadors" OSY assist in recruitment by speaking to others about their personal experience in the program.

YES to the Future is a holistic program and one of the hallmark first services is a two-generation needs assessment kicking off the case management, individual service strategy, goal setting, referrals, support services, and service delivery plan including access to the 14 program elements. YES's case

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management is grounded in trauma-informed care, engaging activities, barrier remediation, soft skills development, and practical hands-on work experience via a paid work experience, re-termed locally as paid internship (PI.)

PI is a key component of Advance Central PA's OSY program design. The 20% expenditure requirement is met through a variety of key strategies starting with not only collaboration with the PA CareerLink® Business Solutions Team (BST) and partnerships with local businesses but more importantly by working with our youth and young adult participants to identify their goals illustrated on their individual services strategy. To ensure a minimum of 20% of WIOA Title I funds is expended on allowable paid work experience activities, all YES to the Future young adult participants will understand they have an opportunity for job shadowing, paid internships, and on-the-job training.

In addition, all YES to the Future staff are trained on what qualifies as work experience activities which includes more than wages paid to youth. Other qualifying activities include, but are not limited to, staff time working to identify a work experience opportunity; staff time working with employers to ensure a successful work experience; staff time spent evaluating the work experience, participant work experience orientation session; staff meeting with employers to review the Work Experience Handbook to ensure compliance and success; and employability skills or job readiness training for participants. YES to the Future staff are required to complete time and effort reports tracking their time.

Many young adults entering the YES to the Future program cite needing employment immediately, however, they often lack previous work history and are unsure of their interests and where they might excel. For young adults who identify a Paid Internship as a way to meet their goals, case management includes interest inventories and learning style assessments to help guide employment interests. YES to the Future works with the BST to clearly identify the skillset and needs of young adults who are current candidates for Paid Internships, On-the-Job Training, and unsubsidized employment. The team works together to identify employers who could meet the individualized goals of the young adult.

Job shadows are often the first step for a young adult as this is a way for the young person to learn what a day in the life is truly like for particular employers. Once a job shadow is conducted, young adults with interest can be interviewed and hired for a Paid Internship. Young adults are able to capitalize on open doors with employers who not only recognize the talent and skills of those young adults but have an interest in helping our young adults enter and progress along a career path.

Many youth and young adults struggle to envision a future beyond the present. As a solution, the development of a Career Pathway plan assists them in establishing a career goal and understanding the type and length of training and/or education needed. Advance Central PA's youth providers are required to integrate and leverage the usage of career pathway plans with youth and young adult participants to guide them in their future pursuits. For Title I in-school youth who participate in Bridges to the Future (Advance Central PA's multi-year comprehensive youth program), a Career

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Pathway Plan produced by Advance Central PA utilizes phases of the year-round programming which begins during the spring of a participant's sophomore year through graduation and placement into post-secondary education, training, the workforce or military and through follow-up. The first step of the Career Pathway Plan is exploratory in nature as it allows for youth to identify their skills, strengths, interests, ideal working environments and careers they might be interested in and want to learn more about. As involvement in the program progresses and youth learn more about their post-secondary goals, the career pathway plan becomes more specific by keying in on Labor Market Information, related careers, investigation of what a typical working day for the chosen occupation might look like, learning about the required education and training, and pinpointing the types of classes they can take their senior year that might be aligned with the career. Additionally, work-based learning opportunities are identified. The final piece comes together during their senior year where they identify additional opportunities to advance in the selected career, back up plans, extra support they may need and next steps.

Young adults in the YES to the Future program develop a Career Pathway plan which also utilizes Labor Market Information to illustrate a realistic assessment of both how much they can earn, the demand for specific positions and the required skills and education. Advance Central PA and the PA CareerLink® work with local employers to identify career pathways that are then shared with participants. Career Pathways maps will be available online and in paper formats where participants can access them during their career exploration activities in any WIOA and/or TANF YD program.

Co-enrollment into partner programming is encouraged in alignment with participant individual service strategies and goals. Out-of-school youth participants whose goals include training are co-enrolled in Title I Adult programming where both Adult and OSY service providers coordinate and leverage services to provide the most holistic services available including funding for training where possible. Additionally, out-of-school youth are referred and co-enrolled in Title II programming when a basic skill deficiency is identified. Collaboration with classroom-based and distance learning Title II providers helps out-of-school youth increase basic skills, learn English language skills, pass the GED® or HiSET®, and/or provide transition services to enter postsecondary education or training. All Title I in-school youth are co-enrolled in TANF YD which provides the flexibility to provide all 14 program elements including hallmark services such as 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.

TANF Youth Development Funding (YDF) supports the delivery of workforce services to co-enrolled ISY along with youth who would otherwise be considered ineligible for Title I programming. All 14 WIOA Youth Program Elements are provided as needed and appropriate. The following describes the 14 WIOA Youth Program Elements that are available with local provider organization, activity time and goals for the total number of TANF youth anticipated to receive a WIOA Youth Program Element per year.

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WIOA YOUTH PROGRAM ELEMENT	LOCAL PROVIDER ORGANIZATION	ACTIVITY TIME	GOALS
Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies	Central Susquehanna Opportunities, Inc. (CSO) (Advance Central PA's ISY/TANF Provider) Central Susquehanna Intermediate Unit (CSIU) (Advance Central PA's OSY/TANF Provider)	Year-round	250
Alternative secondary school offerings or dropout recovery services.	ETPL training providers	Year-round	5
Paid and unpaid work experiences with an academic and occupational education component.	CSO CSIU Tuscarora Intermediate Unit 11 (TIU) (Advance Central PA's Business Solutions Team Provider)	Year-round, a majority of them during summer	120
Occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations.	ETPL training providers	Year-round	4
Leadership development activities, e.g., community service, peer-centered activities.	CSO CSIU	Year-round	306
Supportive services.	CSO CSIU Leveraged supports from other community agencies	Year-round	100
Adult mentoring.	Community members	Year-round	30
Comprehensive guidance and counseling, including drug and alcohol abuse counseling	CSO CSIU Local counseling and drug & alcohol agencies	Year-round	280

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Integrated education and training for a specific occupation or cluster.	Title II Partners	Year-round	0
Financial literacy education	CSO CSIU	Year-round	348
Entrepreneurial skills training.	CSO CSIU Other community partners and employers	Year-round	225
Services that provide labor market information about in-demand industry sectors and occupations.	CSO CSIU	Year-round	247
Postsecondary preparation and transition activities.	CSO CSIU Title II partners	Year-round	250
Follow-up services for at least 12 months after program completion	CSO CSIU	Year-round	280

Advance Central PA's subcontractors are responsible for recruiting youth participants. They are required to ensure a presence in the Central Region PA CareerLink® network, schools, and communities served. Youth are recruited in a variety of ways, including but not limited to referrals that result from outreach to local agencies and organizations. Referrals are received from: school districts, homeless shelters, probation offices, Children and Youth offices, foster care agencies, County Assistance Offices, WIC offices, Transition Consultants, Project ELECT, Title II, OVR, groups that serve veterans, Migrant Education, Head Start/Pre-K Counts (young parents), courts, treatment centers and prisons. Recruitment strategies for TANF YD also leverage recruitment strategies through social media, yard signs, billboards, radio spots, and perhaps most importantly, word of mouth.

Providers ensure staff understands the selling points of the program and they use a "what's in it for them?" strategy to convey benefits. Recruitment activities include success stories demonstrating what others who might have faced similar challenges have accomplished with assistance of TANF youth programming. Additionally, the PA CareerLink® Academy, a ten-part series including interactive and engaging modules such as Intro to PA CareerLink®, Skill and Interest Inventories, My Career Pathways 101, Resume Builders, and What Employers Want, is used to recruit TANF Youth within the school districts throughout our region.

When recruiting new TANF Youth, the CAOs are a valuable referral partner. Advance Central PA's

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procured providers directly recruit from County Assistance Offices and have done so by sharing information directly with CAO staff at Direct Service Team meetings. PA CareerLink® partners, including EARN and WIOA partners are made aware of the TANF Youth Development programming by TANF Youth Development providers who actively recruit and accept referrals from them. EARN participants may have children interested in programming, so special emphasis will be placed on serving them.

Many youth who benefit from a summer work experience made possible with TANF Youth Development funding are co-enrolled WIOA ISY which means WIOA and TANF eligibility applies. To be eligible for WIOA, the youth must meet the defined low income and barrier criteria, therefore, there is a built-in priority of service geared toward low income youth whom the CAOs are likely serving even beyond the priority placed on enrolling youth from a TANF household.

Advance Central PA's WIOA ISY program provides year-round services based on WIOA core program elements and the Pennsylvania Career Guide. The year-round programming helps youth explore careers and become aware of their potential. Goals of each youth, as documented on the Individual Service Strategy, are used to find relevant, meaningful placements for paid work experiences in the summer between junior and senior year, and/or during the school year as necessary. The experience is then used to help direct further exploration and planning during the senior year. Providers are responsible for enrolling ISY from the broad spectrum of eligibility outlined in WIOA; there is an emphasis on enrolling and serving TANF teens. Recruitment efforts seek low income youth and the vast majority of those served are TANF eligible in part because the schools from which we enroll are those that are highest priority based on risk factors, including number of low-income households. In addition to these co-enrolled youth, we will intentionally recruit TANF eligible youth to provide them with paid work experiences critical to their futures.

Youth in paid work experiences are paid \$10.35 per hour and also receive financial literacy education to help them use it wisely. Work experiences are scheduled to last for 240 hours. While most work experiences occur in summer over an 8-week period, experiences are also offered on an as-needed basis to TANF eligible youth year-round. These youth are supported as staff assists them in managing school work and improving grades as a main focus even as they work after school.

Additionally, paid work experience is offered to out-of-school youth who are TANF Youth eligible but not eligible for WIOA. As with all TANF enrolled youth, these out-of-school youth have the full complement of WIOA services made available to them. TANF out-of-school youth receive programming side by side with WIOA out-of-school eligible youth.

Advance Central PA utilizes the full resources of the PA CareerLink® network in Central PA to recruit employers and maintain meaningful connections with them. Tuscarora Intermediate Unit 11 (TIU) is Advance Central PA's competitively procured provider of business solutions. TIU outreaches to employers on behalf of youth programming to initiate their participation in summer paid work experiences, Camp STEAM tours, guest speaking, and other career experiences such as mock

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interviewing. Advance Central PA launched Path to Careers, a website designed to strengthen connections between businesses, schools, and young people. It will be leveraged by TANF Youth staff to help the young people they're working with engage and connect with employers in meaningful ways. (www.pathtocareers.org)

Advance Central PA has a solid history of developing and maintaining positive relationships with businesses and other partners to the benefit of TANF Youth. In recent summers, more than 70 worksites hosted paid work experiences and over 40 provided tours for Camp STEAM and spoke to groups of eligible youth throughout year-round programming to help them link academics to work and have awareness of careers in the local area. County Commissioners in our region also connect with students in Camp STEAM to help them understand local government and build leadership skills. WIOA staff expertise is leveraged in providing the full complement of youth services where applicable. School districts provide space to offer Camp STEAM throughout the summer when ISY staff typically are housed in the PA CareerLink® sites over the summer months when school is not in session. Regional Career and Technology Centers host tours for TANF youth and young adults to understand more about the programs they offer.

Youth who participate and complete Camp STEAM receive a stipend in the amount of \$250. The stipend is funded by WIOA Youth if the participant is not TANF eligible; otherwise TANF Youth Development funds may be used. The \$250 is earned at the conclusion of the two-week intensive career exploration experience. Advance Central PA's WIOA and TANF ISY provider make all participating youth aware of the incentive prior to the start of each camp and convey requirements in a clear and understandable way. Additional incentives may be considered by Advance Central PA and incorporated into policy as opportunities to increase performance and reward participation are identified.

The following is contact information for LWDB staff responsible for implementation, tracking and reporting TANF YDF activities and expenditures along with the TANF YDP provider information:

LWDB Staff Contacts:

Erica Mulberger, Advance Central PA Executive Director, emulberger@AdvanceCentralPA.org, (570) 568-6868

Korrie Lucas, Advance Central PA Assistant Direction, klucas@AdvanceCentralPA.org, (570) 568-6868

Alexa Hann, Advance Central PA Youth Programs Manager, ahann@AdvanceCentralPA.org, 570-568-6868

TANF Provider Staff Contacts:

Megan Bair, Central Susquehanna Opportunities, Inc., mbair@censop.com, (570) 274-2440

Serving in-school TANF Youth in schools and communities in all 9 counties of the Central WDA

Katherine Vastine, Central Susquehanna Intermediate Unit, kvastine@csiu.org, (570) 523-1155

Serving out-of-school TANF Youth at the six PA CareerLink® sites and in communities in all 9 counties of the Central WDA

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The LWDB staff member responsible for the compilation and submission of the DHS Qualification Spreadsheets on DocuShare is Alexa Hann, Advance Central PA Youth Programs Manager, ahann@AdvanceCentralPA.org, (570) 568-6868.

Advance Central PA employs a dedicated Compliance Monitor who intentionally monitors both the Title I WIOA and TANF in-school youth program and out-of-school youth program and specifically, summer activity including paid work experience and Camp STEAM. The Compliance Monitor analyzes compliance and quality related to eligibility validation, timeliness and accuracy of data entry, individual service strategy development and planning, and case management. In addition, providers are responsible for self-monitoring on a quarterly basis and reporting findings. Advance Central PA also employs a dedicated Youth Programs Manager who monitors many of the same things that the monitor does but in real time as part of daily duties in addition to providing technical assistance as needed and ensuring the program design is meeting needs.

Advance Central PA defined WIOA “requires additional assistance to complete an education program or to secure and hold employment” as follows for Title I out-of-school youth:

- Part of a family who has received medical assistance, LIHEAP assistance or public housing/rent subsidy within the past 6 months; or
- Lacks a significant work history, defined as meeting one of the following:
 - 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 six months
 - Has a history of sporadic employment
 - Has been actively seeking employment for at least 2 months but remains unemployed

The “additional assistance” criteria for Title I in-school youth is defined 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

Advance Central PA serves youth with disabilities through our Title I and TANF Youth Development funding streams for both ISY and OSY. Youth with disabilities are granted equal access to programming including the 14 program elements defined in WIOA. Collaborations with OVR frequently occur when serving ISY as staff works with each school district’s Transitions team and staff to empower youth with disabilities and assist in their goal development and achievement. Collaborations also occur when serving OSY. As a core partner, co-enrollment is encouraged to give

young adults with disabilities access to the comprehensive services they need to thrive.

Advance Central PA expects providers to participate and actively seek collaborations with other youth serving programs such as YouthBuild, Job Corps and AmeriCorps. One example of this is consistent participation in Job Corps events. Advance Central PA's Title I and TANF ISY and OSY providers participate in regular overviews provided by Job Corps as we have a relationship with Job Corps Admissions Counselors who cover counties in our region. If providers are working with youth and young adults who have identified interests in the program offerings of Job Corps (Advanced Manufacturing, Automotive & Machine Repair, Construction, Finance & Business, Healthcare, Homeland Security, Hospitality, IT, Renewable Resources & Energy, and Transportation), further information can be acquired, and next steps can be investigated for program participation.

Section 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?

Advance Central PA's PA CareerLink® Policy establishes a Regional Rapid Response Team comprised of the Rapid Response Coordination Services Regional Representative, representatives from the PA CareerLink® Operator, a representative from Advance Central PA 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 at a time and location that is convenient for the affected employees. These services are now available virtually and often occur on multiple dates to maximize participation. With the addition of *The Link* mobile career center, Advance Central PA is able to take a computer lab onsite for all Rapid Response events and enroll dislocated workers in www.pacareerlink.pa.gov.

Advance Central PA provides an update on all Rapid Response activities at the quarterly WDB/LEO board meetings and tracks the date of events, the number of employees dislocated, how many attend the Rapid Response meetings, and if the event is in response to a layoff or permanent closure.

Traditionally, Rapid Response has been attributable only to companies that are downsizing the workforce; Advance Central PA sees the need to also quickly respond to business expansion and creation. Therefore, Advance Central PA 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. Advance Central PA often receives requests for this type of information from economic development organizations and other regional partners.

Section 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, Advance Central PA 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. Advance Central PA has a vision for all 32 school districts in the Central region, including guidance counselors, administration, and teachers to regard Advance Central PA and the PA CareerLink® as a vital resource in career planning, workforce preparation activities, and drop-out prevention services. This is accomplished in a number of ways as follows.

Advance Central PA maintains an active role with secondary and post-secondary providers as members of local advisory committees and Perkins Occupational Advisory Boards whereby Advance Central PA is actively involved in decision-making processes by providing local up-to-date labor market information and other relevant workforce data and knowledge. Advance Central PA will provide input for the Perkins Act Section 134 biennial "CTE comprehensive needs assessment" through these meetings and will provide labor market information to inform the assessment. Advance Central PA has an in-school-youth (ISY) program that is embedded into eighteen (18) high schools and career and technology centers considered to be of highest need. A majority of ISY are co-enrolled as qualified TANF Youth Development. The braided funding allows provision of the fourteen (14) WIOA program elements, including an emphasis on paid work experience, and focus on career development, career exploration, self-exploration, and career pathways planning. to create career pathway.

Within Advance Central PA'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, Advance Central PA has a vision for all high school seniors to be aware of the services available at the PA 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 Advance Central PA makes available to them throughout the academic year, termed at PA CareerLink® Academy. 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.

Advance Central PA has strong relationships with the numerous postsecondary institutions in the region. Many of these institutions view Advance Central PA as an important resource for their students and often provide their students with information about WIOA programs and activities.

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Institutions who wish to post their programs on the ETPL receive guidance from Advance Central PA through the approval process. A symbiotic relationship exists when the PA CareerLink® participant is the training provider's student, and the training provider is Advance Central PA's vendor. In addition, postsecondary institutions rely on Advance Central PA to guide their decisions when deciding to add new training programs based on labor market data provided by Advance Central PA.

Advance Central PA is also building relationships with post-secondary training providers specifically in support of EARN participants obtaining credentials. Credentials are a key strategy to help move individuals out of poverty and Advance Central PA embraces the opportunities to help individuals pursue them. Participants without high school diplomas are introduced to Title II services and encouraged to co-enroll. Industry-recognized credentials are strongly encouraged as they can lead to skilled employment on a career pathway that offers family-sustaining wages and Advance Central PA and the procured providers are partnering with training providers so that EARN participants understand the training available and can make informed decisions.

Advance Central PA maintains a strong partnership with the Title II providers in the region and recognizes their expertise in helping individuals increase their basic skills. The Adult Basic Education providers offer a multitude of services ranging from English language learning, high school equivalency preparation courses and testing, bridge programs that help learners transition to post-secondary endeavors, and basic skill improvement in math and literacy. To avoid duplication of services, Advance Central PA relies on the expertise of the Title II partners to provide these services and encourages co-enrollment across programs.

Career & technical education (CTE) partners are also key in Advance Central PA's strategy to coordinate high quality services. These partners are well poised to meet the demands of local businesses and have the ability to train the future workforce as well as incumbent employees. Advance Central PA is working with six (6) CTE partners and five (5) businesses to build an apprenticeship ecosystem by strengthening an existing CNC Registered Apprenticeship program and building a CNC pre-apprenticeship pipeline. With goals to increase the diversity of students in CNC machining, support the CTEs in becoming the providers of the Registered Apprenticeship's Related Technical Instruction, and expand the number of business members in the Registered Apprenticeship consortium, Advance Central PA's coordination will enhance opportunities for generations to come and prove a model that can be applied to other industries in the region.

One of the ways Advance Central PA brings the partners from secondary and post-secondary education, and workforce programs is through the Next Generation Sector Partnerships as public support partners. The public support partners consist of representatives from all of these categories, along with economic development, who assist businesses in achieving their goals. The whole intent of the Next Generation Sector Partnership model is to eliminate duplication of services and we have embraced that in the Central Area.

Additionally, all education and workforce 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.

Advance Central PA will continuously improve to diminish the technology gap and increase access to technology. Computer labs and the staff-assisted customer resource area allow customers to access

computer and high-speed internet they may not have at home. “Zoom Rooms” will be available across the Central PA CareerLink® sites, allowing customers to access laptops with microphones and cameras critical to equity across job seekers who need to complete virtual interviewing to be considered for employment. A new Central PA CareerLink® website has a section for individual forms that will be built out to allow customers to populate and sign forms via any device, such as a tablet, or phone, leveling the playing field for those who don’t have laptops. Regional PA CareerLink® workshops are offered to teach technology skills from internet basics, intro to Office Applications, email bootcamp, and how not to be a victim of digital scams, there are also offerings designed to help increase digital literacy. Furthermore, partners integrate basic workplace skills, such as using technology into their programming.

Section 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.

Advance Central PA 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 Advance Central PA recognizes WIOA requires us to focus on coordination even more.

Advance Central PA’s goal for the PA CareerLink® is that every jobseeker who walks in is warmly welcomed and quickly connected to desired services. Advance Central PA implemented a welcome/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 or customers can’t be called back quickly while providing remote services, 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 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 RESEA 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.

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Advance Central PA specifically advocates for a business solutions 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 Advance Central PA 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

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

Title II program managers are members of an active Adult Education Coalition that meets at least quarterly. The coalition meetings provide a platform for Advance Central PA to share the goals of the local plan and the Central WDB. Advance Central PA staff attend meetings and contribute information and ideas to discussions and problem-solving sessions. A member of the Adult Education Coalition serves on the WDB and, each year, the coalition makes a presentation to the board.

The Adult Education Coalition invites Title I program managers (both job seeker and business services) and PA CareerLink® site administrators to meetings to answer questions about Title II procedures and services; adult educators gain a better understanding of Title I services and initiatives; and, together, solve problems. Adult Education Coalition members will continue to invite partner staff to future meetings and will invite Advance Central PA's Research Analyst to an upcoming meeting to learn about the sources of data used to create the local plan and regional labor market information reports.

When Title II staff identify areas where a change to processes or procedures will improve overall services to customers, Title II administrators reach out to Title I counterparts to work together to increase understanding, solve problems, or improve services. This collaboration happens as soon as a need is identified.

Title II program supervisors participate in quarterly Regional Supervisor Meetings that bring together supervisors from all PA CareerLink® partners. Title II program managers provide input into decisions made at the PA CareerLink® sites.

Title II staff participate in weekly PA CareerLink® meetings to learn about new developments in the PA CareerLink®; share program updates and procedural changes; and hear the same information from other partners. Title II instructors and case managers working in PA CareerLink® offices are treated as staff and are supported in the same way staff of Title I partners are supported. Title II staff working in PA CareerLink® offices contribute to the development of office procedures and referral processes and track customer data in a monthly report shared with the site administrator.

Title II staff participate in training offered to Title I programs; Title I staff complete professional development offered by the Division of Adult Education's Professional Development System. Title II program managers will invite Title I program staff to participate in adult education networking and learning events on topics of mutual interest (distance learning and digital literacy, case management,

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etc.). Title II adult education staff will continue to provide assessment services to all partner programs, including the in-school youth program, when needed.

Title I and II staff co-present at state adult education and workforce development conferences on innovative strategies implemented locally. Title II adult educators invite Title I program peers to attend state-level adult education conferences as well.

Title I and II staff work together to refer customers to all program services and to co-enroll customers. Title II instructors share attendance data and keep Title I Workforce Specialists apprised of student progress. Often Title I and II staff work together to help solve customer barriers and develop strategies to help co-enrolled customers reach their goals. Title I & II program administrators and staff collaborate to improve referrals and coordinate services. Title II providers encourage students to participate in PA CareerLink® services such as workshops, employer events, and virtual job fairs.

When customers are co-enrolled, Title I Workforce Specialists and other partner case managers coordinate career coaching and counseling services with Title II Student Support Coordinators who are tasked with offering similar services. This ensures that customers do not repeat the same activities in both programs and that they see the various case managers as a support team. Information sharing between case managers -- with the permission of the customer -- results in better overall support and use of resources. Sharing data allows Title II programs to complete career pathway reports and keep student records updated.

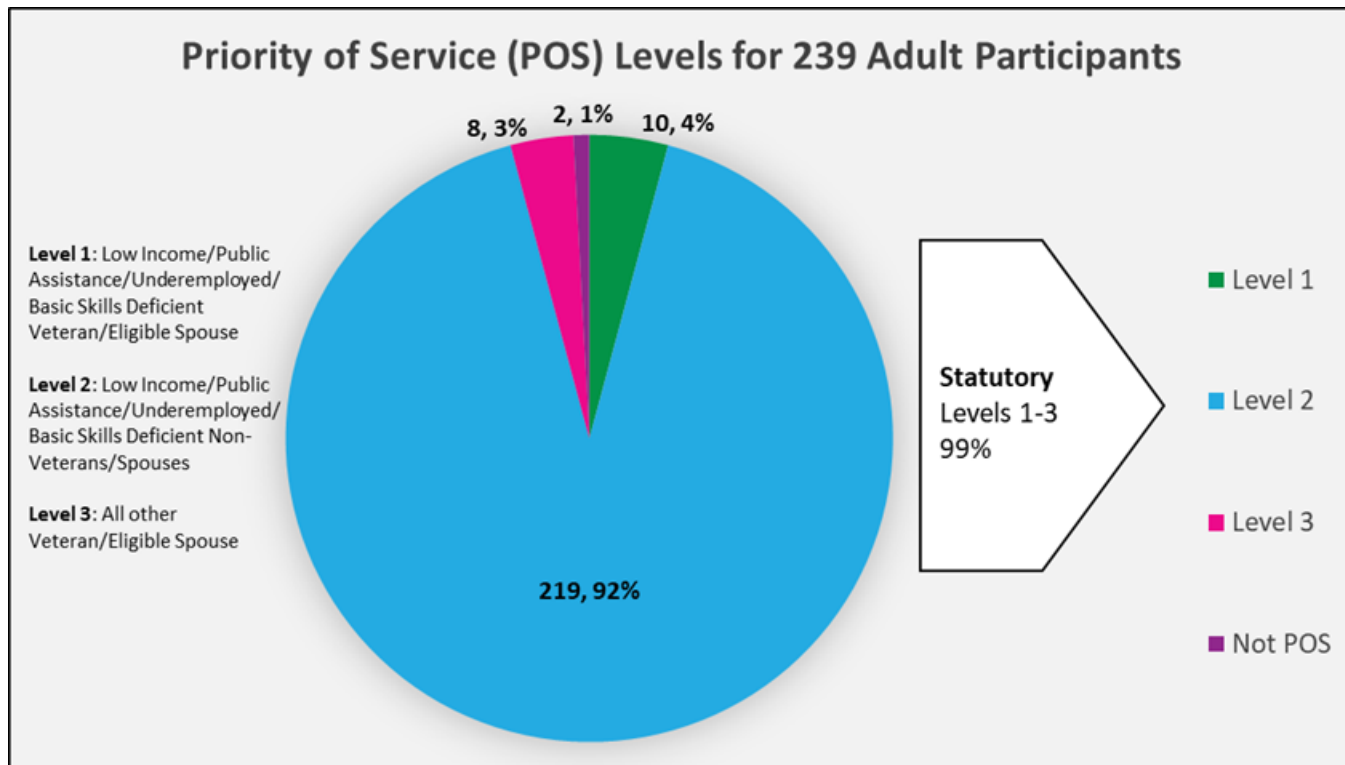
Local boards are not directly involved in WIOA Title II solicitation and procurement; the Title II competition is run solely by PDE, and all funding decisions are made solely by the PA Department of Education (PDE). To aid in the process, Advance Central PA will establish a review committee consisting of Advance Central PA staff and non-staff with no perceived or actual conflict of interest to review Title II applications submitted to PDE for WIOA Title II funds. This committee will review the applications for alignment with the goals and strategies of the local area plan, and then provide recommendations to PDE on ways to improve alignment, if applicable.

Section 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?

Advance Central PA and local service providers make a concerted effort to find and serve priority of service customers including veterans, spouses of veterans, recipients of public assistance and other low-income individuals, individuals identified as having a basic skills deficiency, and specifically those who are under-employed and low income to achieve Governor Wolf's goals of serving the hardest to serve populations. Additionally, Advance Central PA targets parents of children eligible to receive a free or reduced-price lunch. Other target populations include the re-entry and ex-offender population in an effort to reduce the recidivism rate, to help this population find gainful employment and become positive contributors to the local economy, and be role models for future generations. Other discretionary priority of service populations include older individuals who are not self-sufficient and individuals with a disability who are not self-sufficient.

In program year 2020, the vast majority of the Title I adult and Title I dislocated workers served met statutory priority of service as shown in the graph below.



Source: Commonwealth Workforce Development System (CWDS), PA's workforce development system of record

Advance Central PA supports a PA CareerLink® network that is truly one-stop and responds according to unique individual needs. All staff are required to have a solid foundational understanding of partner services, so they can provide the best recommended services and referrals possible to serve each unique individual. From Veteran services, to services for older adults, to services for individuals with disabilities, to services geared to young adults with barriers, etc., the PA CareerLink® has individualized services to meet the needs of our priority of service populations. With an eye on compliance with equal opportunity and a passion for it, staff makes warm referrals to partner agencies so that all individuals have ready access to the services that will meet their needs.

Advance Central PA promotes co-enrollment among core-partners within the Central PA CareerLink® to help ensure individuals with barriers are served in a human-centric manner addressing unique needs.

In Central PA, the PA CareerLink® has an intake process that begins with a friendly welcome whether a customer physically enters or calls. Staff finds out what they need, provides a brief overview of all available services, and makes recommendation for next steps. Enrollment on PA CareerLink® online is facilitated and Wagner-Peyser services are entered accordingly and a warm hand-off to partner program staff is made so customers can learn more about recommended services and be made eligible as necessary. Barriers are collected in CWDS PA's workforce development system of record as required and referrals to community partners, etc. are made in accordance with provision of Basic Career Services. Once registered for a program, needs are thoroughly and formally addressed as per individual program protocols across the partners.

In the Central Workforce Development Area, 66,300 individuals age 16 and over are living in poverty. Within this population, the unemployment rate is 16.3% 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.

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Advance Central PA will strive to meet the Governor's goal of 70% of the PA CareerLink® customers served being part of these targeted populations.

Outreach to the targeted population groups include presentations to local county coalitions (local management committees), community organizations, governmental agencies, and faith-based organizations. These organizations are also welcomed to present to the PA CareerLink® staff during weekly meetings so that staff develop rapport and relationships that lead to referrals in both directions. Additionally, outreach to populations with barriers includes direct outreach methods with flyers geared to the benefits of making use of the PA CareerLink® programming. A new approach Advance Central PA will take to help recruit the working-poor is the use of reverse referral to EARN for individuals who are not mandatory and receive SNAP benefits but not TANF cash assistance.

Strategies to specifically help identify and serve targeted populations include the use of *The Link*, continued participation in the county specific Reentry Coalitions, participation in county coalition meetings (local management committees), integration of the EARN, TANF Youth Development, and Adult Basic Education programs in the PA CareerLink® offices, and referral to specialized PA CareerLink® services based on unique needs.

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* travels 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. Advance Central PA and PA CareerLink® staff will continue to actively participate in these Coalitions. 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.

In addition to Reentry Coalitions, there are county coalitions that were formed to work together in serving individuals in need. The county coalitions are comprised of partners ranging from County Assistance Offices, food banks, libraries, mental health, housing, addiction services, Early Learning Resource Center (ELRC), training providers, and WDB staff to serve the targeted population. Participation allows the PA CareerLink® staff to learn about valuable resources and initiatives in the community and to share the PA CareerLink® offerings and initiatives in order to recruit priority of service populations.

The EARN program, TANF Youth Development program, and Title II Adult Basic Education programs are integral partners in the Central PA CareerLink® system. Within each of the three comprehensive sites in Lewistown, Williamsport, and Sunbury, Title II and EARN are both located within the PA CareerLink® making the dual-enrollment and transition between programs easier for the both jobseekers and partners. The EARN program serves individuals currently receiving TANF cash assistance from the county assistance office as well as SNAP volunteers. These customers will be dual-enrolled as WIOA Adults when appropriate, so they can get the training

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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. TANF Youth programming is integrated into all PA CareerLink® sites as well as school districts in highest need.

WIOA Title IV eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors 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.

Additionally, Advance Central PA is one of four local workforce development boards awarded funding for a USDOL National Health Emergency Grant to Address the Opioid Crisis through the PA Department of Labor & Industry. Individuals and families affected by the opioid crisis have barriers to employment. Advance Central PA is partnered with Evangelical Community Hospital, Pennsylvania College of Technology, and the PA CareerLink® to implement the grant activities. This includes the development of an online Chemical Dependency Competency Credential program, increased availability of Certified Recovery Specialists in the community, intensive workforce training services for individuals affected by opioids branded as Reboot, and implementation of a Recovery Friendly Workplace program.

Advance Central PA's recovery work will continue and expand with funding from an Appalachian Regional Commission grant. In partnership with Geisinger and SEDA-COG, Advance Central PA will provide solutions to address the opioid crisis in Central PA by expanding access to treatment services via telemedicine, referring Geisinger patients to Reboot, and educating businesses to increase "recover friendly" statuses so that Reboot customers can be connected to them for placement in employment.

Section 4.14

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

Advance Central PA 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. As such, Advance Central PA competitively procured a service provider, Tuscarora Intermediate Unit 11 (TIU), specifically for the purpose of providing Business Services, which we call Business Solutions. Business Solutions 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.

TIU is the lead business solutions provider in the region, but it truly is a team effort. 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 Wagner-Peyser 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.

Advance Central PA 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

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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. This approach aligns with the DCED Engage! interviews that PA CareerLink® participates in. The goal is to listen to what the companies need and connect them with the right community partners to meet their needs, whether that's workforce development, financial assistance, help with research and development connections, or assistance with finding new real estate to expand their business. The workforce partners aren't expected to provide all of the services, but knowing who to connect a business with makes our services more valuable.

Available business services from the PA CareerLink® partners 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. These types of partnerships will increase as Advance Central PA continues to move from transactional to transformational relationships with our employer customers.

Over the past few years, Advance Central PA 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, Advance Central PA has developed Employer Service Indicators. 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 provides both our Business Solutions Teams and Advance Central PA 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 are 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.

Advance Central PA is increasing business engagement with schools through Teacher in the Workplace, Business and Education Partnership activities, Camp STEAM, Manufacturing Day events, and Path To Careers. Businesses and schools are also engaging through local advisory committees, and the Central PA Career Pathways Partnerships.

The MADE In Central PA Manufacturing Partnership has an action to implement a regionally recognized credential for graduating students that will indicate the student has the foundational employability skills manufacturers are looking for. The process of designing and implementing this program will require coordination between the businesses and school districts.

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WIOA Title IV partner 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.

Section 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?

Advance Central PA believes in providing equal access to services to all individuals and the strategies and policies are in place to that end. Advance Central PA's approach to workforce investment activities is holistic in assessing the needs of jobseekers and their families in an effort to truly help them be prepared for success in the workforce. Advance Central PA 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, Mental health services, recovery services, and transportation. Having relationships with agencies who can provide supports such as these enables jobseekers to move forward with their workforce goals. Advance Central PA supports the use of CWDS PA's workforce development system of record to track referrals across our strong network of community partners.

Advance Central PA has a support services policy for adult and dislocated workers who access individual training accounts (ITA). Individuals interested in ITA are notified of the available support services designed to ensure both access to and retention in the training program. Support services include:

- Pre-requisite clearances and background checks
- Pre-requisite physicals and drug tests
- Transportation (mileage according to the federal rate, monthly bus passes)
- Childcare
- Tools, equipment, clothing, uniforms (required for training)
- Certification and/or testing fees (required to enter the occupation for which the ITA was provided)

Support services are also available to in-school youth and out-of-school youth with a goal of ensuring access to programming, job related activities and training, and work. Support services for youth include:

- Driver's permit and/or license fees
- Bus pass
- Medical and health expenditures necessary to attend training or accept employment

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- Physical health exams and screenings necessary to attend training or accept employment
- Pre-requisite clearances and background checks
- Uniforms and other necessary attire
- Personal hygiene
- Childcare
- GED® or HiSET® exam fees
- College application fees
- Certification/testing fees

Additionally, Advance Central PA has an incentive services policy in place for EARN which, among other things, provides necessities related to retention in the program and employment in the absence of special allowances from the County Assistance Office and community resources. Incentive services related to needs include:

- Driver's Permit and/or License Fees
- Gas cards
- Pre-requisite Clearances and Background Checks
- Tools
- Personal Hygiene
- Uniforms and other Necessary Attire
- Childcare
- Certification/Testing Fees
- Car Insurance Premiums (not to exceed 3 months and only if the request is submitted 7 days in advance of payment due date)
- GED® or HiSET® exam fees

Other jobseekers may have the need for support services beyond what the community and faith-based organizations can offer. Advance Central PA will strategize in the coming years to develop a support services policy for all Title I participants in addition to those available to youth and those who access an ITA.

Advance Central PA requires subcontractors to assess participant needs throughout their enrollment through various means, such as case management, observation, and formal assessments. Advance Central PA supports the use of SBIRT (Screening, Brief Intervention, Referral to Treatment) to assess substance use disorder (SUD) which is a major barrier to employment. Using SBIRT across all programming helps ensure that all individuals are properly assessed, and staff are prepared for and understand next steps should there be signs of SUD.

Advance Central PA has implemented several strategies to assist in overcoming transportation barriers in addition to the specific supports available to programs per the above. Advance Central PA 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.

An additional way Advance Central PA helps overcome transportation barriers is with *The Link*. *The Link* is Advance Central PA's mobile career center which takes the workforce expertise of the PA CareerLink® to rural areas to reach more jobseekers. *The Link* is used to strategically overcome barriers not only related to transportation. With *The Link*, we take high speed internet into communities where technology is lacking, allowing job seekers to complete on-line applications and job search close to home. *The Link* helps others with barriers resulting from their involvement in the criminal justice system. Advance Central PA serves re-entry participants and those gearing up for re-entry when they're still incarcerated. Our unique model gives these individuals access to expert workforce guidance and planning as well as all basic career services they otherwise wouldn't have access to. *The Link* is 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.

5. COMPLIANCE

Section 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 Memoranda of Understanding between the Board and the PA CareerLink® partners defines 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 and will occur regularly throughout the year. For example, we have monthly trainings scheduled for all PA CareerLink® partner staff every month in 2021 which cover topics such as Equitable Job Postings, How to Use PA Relay, Disability Sensitivity Training, etc. These and other trainings will continue to be offered to all workforce partners.

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 TEG and attachments when reviewing our existing policies and procedures and make any changes necessary to implement the guidance discussed in the directive.

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- Ensure that workforce staff are familiar with Attachment I to this TEG – “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 PA’s workforce development system of record information that can assist in serving mutual clients.

Advance Central PA 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. Advance Central PA 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

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?

Advance Central PA’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.

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 Advance Central PA, at its discretion,

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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 Advance Central PA 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 Advance Central PA will issue a satisfactory resolution letter acknowledging receipt of repayment and closing the audit process. However, the Advance Central PA 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 Advance Central PA 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

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

The Board will take the steps necessary to become or remain a high performing board once the guidance is developed.

To demonstrate the activities we believe are necessary to be a high performing board, the Board consistently achieves the following:

- 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

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- 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
- Implemented sector initiatives with support from business leaders, education, economic development, and other workforce partners.

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.

The board also includes performance targets in our contracts with subcontractors to ensure we are all working to achieve specific goals that will benefit our customers and the community.

Section 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?

The first iteration of the Workforce Innovation and Opportunity Act (WIOA) local plan was developed in the spring and summer of 2017 with multiple meetings with local partners and stakeholders to gather their input and discuss methods to continue to enhance the local and regional workforce system.

During that process, a regional stakeholder/employer survey was conducted in order to gather information around specific strategic questions related to the plan that continues to influence and be the baseline for determining our strategies and identifying our priority of service customers. Since adopting the first WIOA local plan in 2017, many of the priorities remain the same as determined through WDB committee and quarterly board meetings, the bi-annual plan review process that occurred in 2019, the 1-year extension review process completed in 2020, and during the review that occurred during the development of a new Memorandum of Understanding for the period of July 1, 2020 through June 30, 2023.

Due to the pandemic, Advance Central PA did not reconvene a large meeting of partners. Rather, Advance Central PA reached out to multiple partners via email and phone, and held virtual meetings between February 22, 2021 through March 12, 2021 to gather input. These meetings included a MADE In Central PA Manufacturing Partnership meeting on March 9th with 15 business representatives. Also participating were education and training partners from Central Susquehanna Intermediate Unit, Pennsylvania College of Technology, SUN Area Technical Institute, Innovative Manufacturing Center; economic development partners from SEDA-COG, DRIVE, Focus Central PA, Colombia/Montour Chamber of Commerce Foundation; and workforce partners from Advance Central PA staff and WDB members. The group discussed employment and training, talent recruitment, and regional marketing/outreach strategies that were integrated into the local plan.

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Partners representing Title II, Title III, the Community Services Block Grant were also contacted to review sections of the plan.

Input received from the original survey and board included:

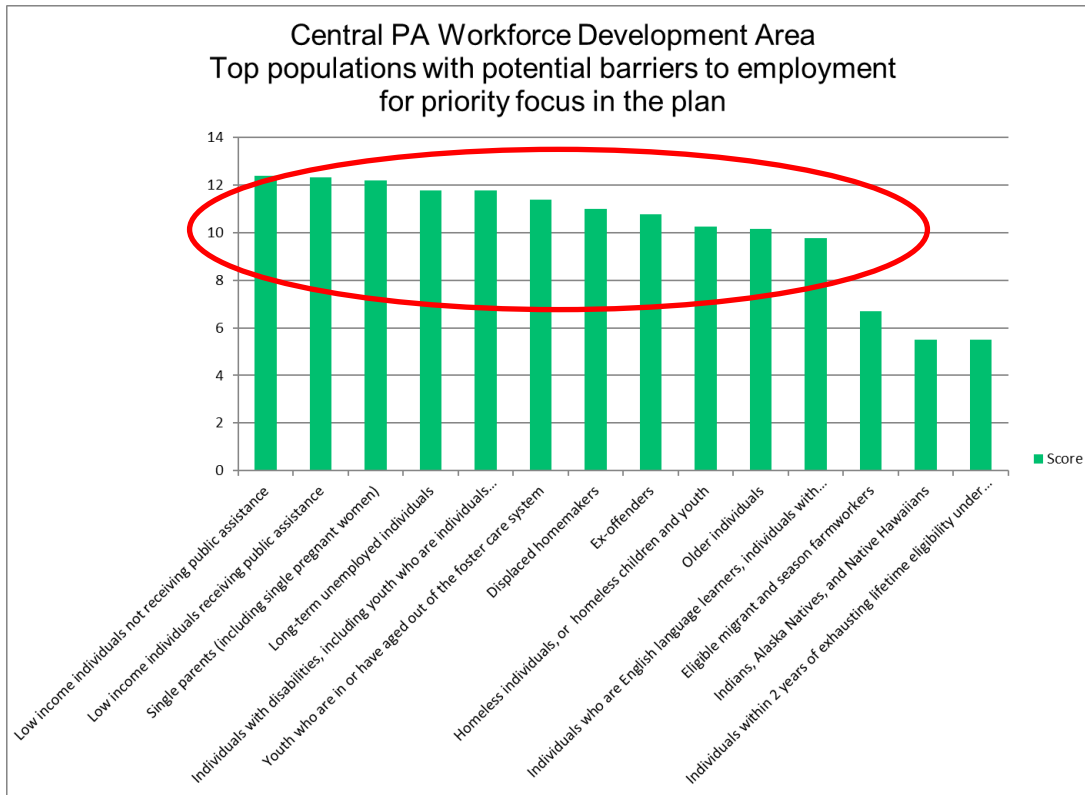
Top Strategies to better connect labor force requirements and occupational demands	Average
Continue to work with career and technical schools and other local educational providers to align curriculum/certifications to business needs.	6.26
Encourage job shadowing and internships.	5.98
Support existing 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
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

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Source: 2017 Central PA Stakeholder Survey, Strategy Solutions/Community Workforce Advancements

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

Section 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 March 15, 2021 and ending April 13, 2021. 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.

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Attestations

ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2021.

The following components and documents, including local workforce system policies, must be reviewed and revised as to be aligned with WIOA for the current planning cycle. Each item must be available to L&I at any time during the planning process and monitoring or auditing processes. L&I is not requiring copies of such documents to be attached to regional or local area plans at this time.

☒ The Central Local Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.

☒ Agreement between all counties and other local governments, if applicable, establishing the consortium of local and chief elected officials.

☒ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.

☒ Agreement between the local area elected official(s) and the LWDB.

☒ LWDB policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.

☒ Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.

☒ Local area procurement policy that must describe formal procurement procedures.

☒ Local area MOU.

☒ 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 and certification random sampling; priority of service; stipends and incentives; 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; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.

☒ Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.

☒ Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.

☒ Professional services contract(s) for administrative services such as staffing and payroll, if applicable.

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Attachment 1: WIOA Title I Programs Performance Accountability Table

The Pennsylvania Department of Labor & Industry, or L&I, negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Area Plans every two years. In an effort designed to meet or exceed the state WIOA performance goals, PA negotiates these same goals with PA's local workforce development areas, or LWDA, to optimally set each local area's WIOA Title I performance goal levels so that, collectively, the state negotiated performance goals are met or exceeded.

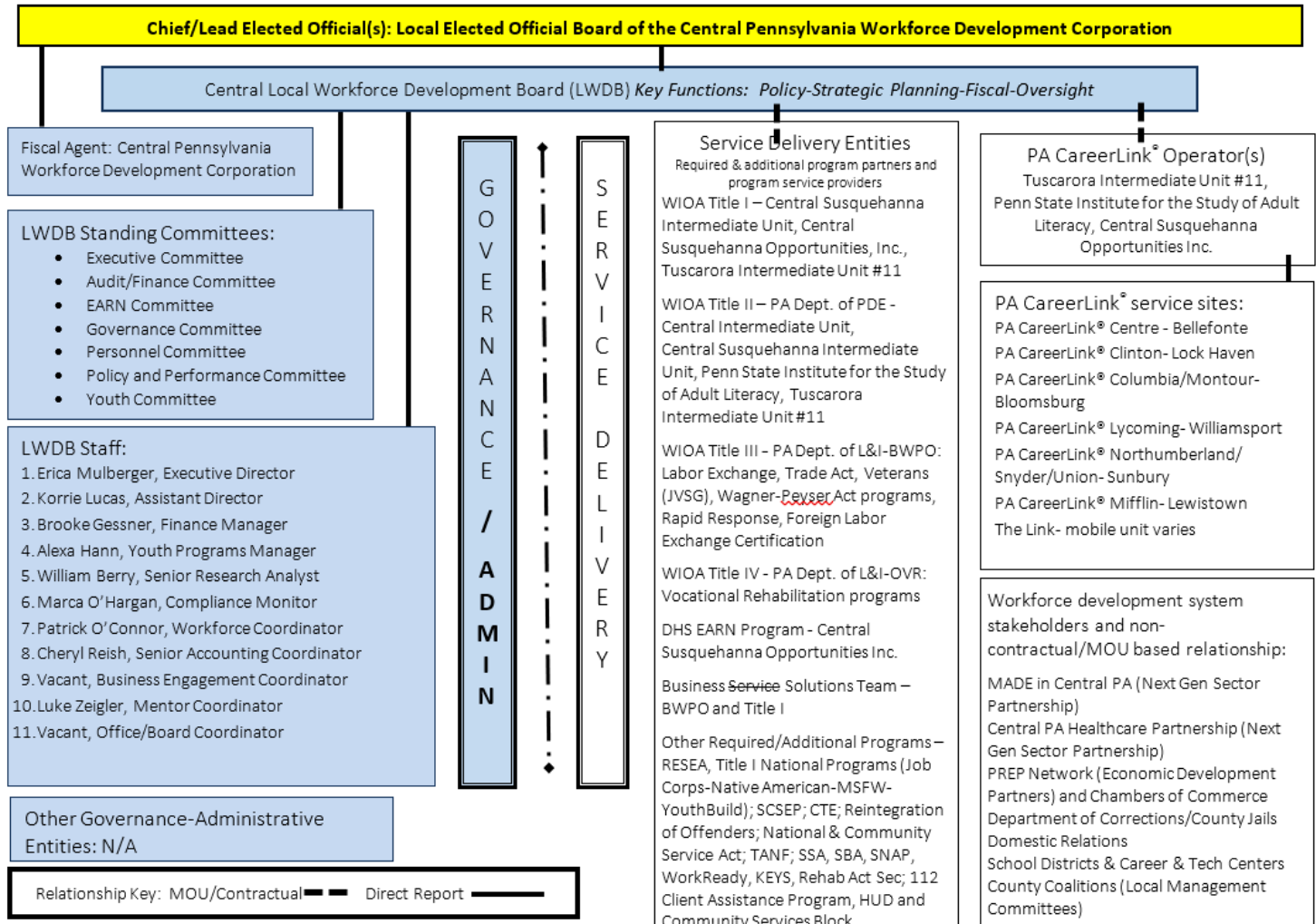
The *WIOA Title I Programs Performance Accountability Table* is for the benefit of the public and must be updated accordingly. Local boards must edit the table's two columns with the appropriate program year(s) to correctly match the most recent* LWDA-negotiated performance goals and attained performance results. This completed table must be publicly posted with the local area plan. The LWDB does not need to perform a WIOA plan modification as this table is revised; email notification to local area workforce development stakeholders will suffice.

LWDA Name: Advance Central PA		
WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures	LWDA's WIOA Title I Programs <u>Negotiated Performance Goals</u> - *Program Year(s): 2020 – 2021	LWDA's WIOA Title I Programs <u>Attained Performance Results</u> - *Program Year: 2020, Q1
Employment (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	77.0%	76.6%
Dislocated Worker	87.0%	84.8%
Youth	62.0%	68.9%
Employment (Fourth Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	76.0%	80.0%
Dislocated Worker	79.0%	85.0%
Youth	64.0%	61.0%
Median Earnings (Second Quarter after Exit)	Negotiated Goals	Attained Performance
Adult	\$5,500	\$6,120
Dislocated Worker	\$7,900	\$7,747
Youth	\$3,300	\$3,224
Credential Attainment Rate	Negotiated Goals	Attained Performance
Adult	64.0%	84.6%
Dislocated Worker	68.0%	77.8%
Youth	63.0%	45.9%
Measurable Skill Gains	Negotiated Goals	Attained Performance
Adult	62.0%	23.2%
Dislocated Worker	61.0%	26.6%
Youth	58.0%	27.0%

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Attachment 2: WIOA Local Workforce Development System Organizational Chart

The organizational chart is for the benefit of the public and must be used to describe the attributes of the local workforce development system. This chart should be reviewed annually for revisions. The local board may supplement this model with clarifying charts. If multiple pages are needed to represent the local system, ensure that "Governance/Administrative" and "Service Delivery" information is displayed on separate pages respectfully. Use of model sub-titles is required. Publicly post the organizational chart with the local area plan. A WIOA plan modification is not required when revision occurs with this document.



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Attachment 3: WIOA Local Workforce Development Delivery System Program Partner-Provider List

Local Workforce Development Area name: Central Workforce Development Area

Effective Date: 7/1/21

Local Workforce Development Boards, or LWDBs, are requested to publicly post the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List to address the public's need for access to service as mandated by the Workforce Innovation Opportunity Act, or WIOA. The LWDB should ensure that the Program Partner/Provider List reflects the current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the list is posted on the LWDB public website.

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
Karin Knode, Community Edu. & Workforce Services PA CareerLink® Mifflin Co 6395 SR 103 North Lewistown, PA 17044	717-248-4942, ext. 157	kknode@tiu11.org
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	gzalar@censop.com
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	Kvastine@csiu.org
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	gzalar@censop.com
Adult Education and Literacy	WIOA, Title II, Sec. 201-243	Tuscarora Intermediate Unit #11
Chuck Klinger, Manager for Adult Education 6395 SR 103 North Lewistown, PA 17044	570-259-6047	cklinger@tiu11.org
Adult Education and Literacy	WIOA, Title II, Sec. 201-243	Central Susquehanna Intermediate Unit
Mary Mingle, Adult Education Program Manager	570-523-1155, ext. 2341	mmingle@csiu.org

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90 Lawton Lane 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	jwitherite@ciu10.org
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	Mjv15@psu.edu
Wagner Peyser (Labor Exchange)	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	bruiones@pa.gov
Vocational Rehabilitation Services	WIOA Title IV, Sec. 414	L&I Office of Vocational Rehabilitation
Susan Swartz The Grit Building, Suite 102 208 W. 3 rd Street Williamsport, PA 17701	570-505-7234	sswartz@pa.gov
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965	STEP Inc.
James Plankenhorn, Executive Director 2138 Lincoln St Williamsport, PA 17701	570-326-0587	jdplankenhorn@stepcorp.org
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965	Associates for Training Development (4ATD)
Marlene Schwartz Patrick, Regional Director (Clinton and Lycoming Counties)	N/A	mpatrick@a4td.org
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965	Associates for Training Development (4ATD)
Jessica Houck, Regional Coordinator (Centre and Mifflin Counties)	N/A	jhouck@a4td.org
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965	AARP
Patty Vergnetti, Project Director (Columbia and Montour Counties)	570-972-0080	pvergnetti@aarp.org

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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	bruiones@pa.gov
Jobs for Veterans State Grant	38 U.S.C., Chapter 41	L & I Bureau of Workforce Partnership & Operations
Bruce Jones, Assistant RD 329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov
Rapid Response	WIOA, Title I, Subpart C	L & I Bureau of Workforce Partnership & Operations
Tom Werstler 279 US 6 W. Coudersport, PA 16915	814-274-9330	twerstler@pa.gov
Reemployment Services and Eligibility Assessment Grants (RESEA)	FY2018 Amendments to the Social Security Act	L & I Bureau of Workforce Partnership & Operations
Bruce Jones, Assistant RD 329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov
Foreign Labor Certification Program (H-2A and H-2B)	ETA Foreign Labor Exchange	L & I Bureau of Workforce Partnership & Operations
Bruce Jones, Assistant RD 329 Pine Street Williamsport, PA 17701	570-327-3501	bruiones@pa.gov
Community Service Block Grant Act	(42 U.S.C. 9901 et seq.)	Central PA Community Action, Inc.
William Zupich, Executive Director 270 East Cherry Street Clearfield, PA 16830 (Centre County)	814- 765-1551, ext. 1102	bzip@cpcaa.net
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 (Columbia, Montour, Northumberland Counties)	570- 644-6575	gzalar@censop.com
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 (Union and Snyder Counties)	570- 374-8938	sauman@union-snydercaa.org

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Community Service Block Grant Act	(42 U.S.C. 9901 et seq.)	STEP Inc.
James Plankenhorn, Executive Director 2138 Lincoln St Williamsport, PA 17701	570-326-0587	jdplankenhorn@stepcorp.org
Community Service Block Grant Act	(42 U.S.C. 9901 et seq.)	Center for Community Action
Wendy Melius, Executive Director (Mifflin County) 3 West Monument Square, Ste. 204 Lewistown, PA 17044	717-325-4380	wmelius@centerforcommunityaction.org
Temporary Assistance for Needy Families	Part A of Title IV Temporary Assistance for Needy Families	Dept. of Human Services (Snyder, Union, Centre, Mifflin Counties)
Allison Miles, Area Manager for Operations #3	717-783-3994	amiles@pa.gov
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	pcopeland@pa.gov
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	kmordan@pa.gov
EARN	Programs authorized under the Social Security Act Title IV, part A (TANF)	Central Susquehanna Opportunities, Inc.
Gale Zalar, CEO 2 East Arch Street, Suite 313 Shamokin, PA 17872	570- 644-6575	gzalar@censop.com
WorkReady	Programs authorized under the Social Security Act title IV, part A (TANF)	STEP, Inc.
Melissa Magargle, Service Navigation Manager	570-601-9545	mamagargle@stepcorp.org
KEYS	Programs authorized under the Social Security Act title IV, part A (TANF)	Luzerne County Community College
Melissa Wassel, Program Coordinator, KEYS Program	570-740-0654	mwassel@luzerne.edu
Job Corps	Title I of WIOA, Job Corps	Adams & Associates/ Red Rock Job Corps

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Calvin Herring, WIOA Manager Route 487 North Lopez, PA 18656	570-708-0420	herring.calvin@jobcorps.org
Native American Programs	Title I of WIOA, Native American Programs	Council of Three Rivers American Indian Center, Inc.
Lauren Garrett, WIOA Employment & Training Counselor	610-292-3034	lgarrett@cotraic.org
Migrant & Seasonal Farmworker Programs	Title I of WIOA, Migrant & Seasonal Farmworker Programs	PathStone Corporation, Inc.
Nita D'Agostino, Sr. Vice President of Direct Services 400 East Avenue Rochester, NY 14607	717-234-6616	ndagostino@pathstone.org www.pathstone.org
Carl D. Perkins Vocational and Applied Technology Education	Postsecondary Career & Technical Education [Perkins V	Central Pennsylvania Institute of Science and Technology
Todd Taylor 540 N Harrison Rd. Bellefonte, PA 16823	814-359-2793	TTaylor@cpi.edu https://cpi.edu/
State Unemployment Insurance Program	Social Security Act 9 of 1935 and Federal Unemployment Tax Act of 1939	PA Dept. of Labor & Industry Office of UC Centers
Office of Unemployment Compensation Service Centers 651 Boas Street Harrisburg, PA 17121	888-313-7284	UCHelp@pa.gov www.uc.pa.gov
Dislocated Worker Employment and Training Activities	WIOA Title I, Sec. 131	Tuscarora Intermediate Unit 11
Karin Knode, Community Edu. & Workforce Services PA CareerLink® Mifflin Co 6395 SR 103 North Lewistown, PA 17044	717-248-4942, ext. 157	kknode@tiu11.org
Dislocated Worker 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	gzalar@censop.com

The following required partners are not located in the Advance Central PA service region and therefore not represented in the local service system. Referrals to neighboring service providers are available upon request: YouthBuild Program; Employment and Training Activities carried out by the Department of Housing and Urban Development; Second Chance Act Reintegration of Offenders Programs.

Attachment 4: Local Workforce Development System Supporting Data

Local area plans have multiple sections requiring various data methodologies needed to support narrative. When documenting data methodologies, plan drafters may reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment. The *Supporting Data* attachment must be submitted with the local area plan and publicly posted with all other supporting documentation as referenced in the WIOA Regional and Local Area Plan Guide.

Local boards must enter the prerequisite information (i.e. LWDA name, section number with prompt, input data referenced in the plan’s prompt narrative and cite data source) if using this form.

If a local board does not use this form, the LWDB must make note on this attachment that “all data is cited in the local plan narrative.”

LWDA Name: Central Local Workforce Development Area

Note: All data is cited in the local plan narrative.