

Northern Tier Workforce Investment Board

Local Plan 2012-2016

SECTION I: STRATEGIC PLAN

A. **VISION: Describe the vision for the LWIA's economy and workforce.**

The vision of the Northern Tier Workforce Investment Board is that the local area will be a destination of choice for employers and jobseekers, where existing businesses experience growth and where new businesses are eager to locate because of the excellent job opportunities, economic vitality, quality of life and the presence of a skilled workforce. Therefore, the local workforce investment system will increase the employment, retention, and earnings of participants, and, as a result, improve the quality of the workforce, reduce welfare dependency, and enhance the productivity and competitiveness of the three-county workforce area.

The Northern Tier's economic future depends on a workforce able to compete in today's global economy. In order for the region to be economically competitive and its residents to acquire careers that pay family-sustaining wages, the region needs to ensure that its workforce system is steered by employer and job seeker needs. A skilled and well-trained workforce can be achieved by better aligning the workforce development system with industry and education. A skilled and well-trained workforce can be achieved by better aligning the workforce development system with industry and education.

B. **OVERARCHING STRATEGIES**

1. **Describe how the vision will guide investments in workforce preparation, skill development, education and training, and other initiatives.**

The LWIB's use of funds is geared to serving both the job seeker and the employer and to support the local area's vision for workforce development. The LWIB supports the PA CareerLink® and attempts to eliminate duplication of services and funds through the coordination of services in the one-stop centers. The LWIB offers ITAs to qualified individuals in the high priority occupations in order to gain better employment, wages, and retention. The LWIB leverages WIA funds to serve as many people as possible. The LWIB is active in working with the industry cluster groups in the three counties which assist in training jobseekers in the skills that employers need. As a result of the successful consortium groups, members have received additional sources of training funds for their respective clusters. The work of the LWIB in industry partnerships in health care, technology, and manufacturing has helped the group to attract new participants and allowed them to focus on both higher and lower order activities.

The Northern Tier Workforce Investment Board is cognizant of the need to leverage WIA funds where possible and allowable to support the local workforce investment plan beyond the constraints of WIA. The LWIB's support of the industry cluster consortia is an excellent model of how the LWIB used its resources to capture seed money for the establishment of the groups, provided coordination to ensure support for the groups and leveraged funds to allow the groups to secure additional funding to assist in workforce development and staff capacity building. Because the LWIB has developed a level of local trust, many partners share information about potential funding streams with the LWIB staff. The LWIB works closely with the local economic development corporations to remain current on economic designations and needs in the area which could affect eligibility for grant monies. Our vision of a responsive system, greater service of employers, increased outreach to education, and a prepared workforce is what leads the LWIB, the staff, and the communication throughout the public workforce system.

By guiding workforce investments to the skill needs of the employers, the local area will be able to accomplish its vision of people being self-sufficient, a growing economy, and a trained workforce that attracts business to the community.

2. **Describe how the LWIB will align strategies to achieve the governor's vision for Pennsylvania, as expressed in the state's Integrated Workforce Plan.**

In alignment with the Commonwealth's plan, we strive for a quality workforce, education and training programs that deliver the knowledge, skills, and abilities to support current industry, foster economic growth, promote incumbent worker advancement and put hardworking Pennsylvanians back to work.

As with the commonwealth, we will cultivate a demand-driven workforce to provide employers with the resources they need to compete and grow, such as:

- A highly-skilled workforce trained for high-priority and in-demand occupations;
- Employer driven partnerships with industry; and
- Innovative economic and workforce development services.

We will utilize the path laid out with JOBSFirst PA, which is the catalyst for economic recovery and growth in Pennsylvania, providing a comprehensive roadmap that harnesses the commonwealth's resources and talents to prioritize private-sector job creation and retention. The fundamental building blocks include:

- The development and expansion of career pathways;
- More effective job matching services to assist all job seekers; and
- Education and training investments targeted to high-priority occupations that lead to family supporting jobs.

JOBSFirst PA is a path to certainty, stability and opportunity for Pennsylvania's job creators and it puts the citizens of Pennsylvania first. It is guided by the belief that government does not

create jobs, but rather fosters an environment where companies can increase profitability and productivity to grow and create jobs. To achieve sustainable economic growth, JOBSFirst PA embraces innovation, prioritizes governmental reform and workforce development, and launches entrepreneurial initiatives to grow industries and establish a business climate that positions job creators to compete nationally and globally.

3. Describe the strategies to increase coordination, maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the LWIA.

The LWIB staff have a very visible presence with the regional community, interacting with other training providers, chambers of commerce, economic development groups and attend events, including job and career fairs, that allow networking opportunities. As an extremely rural region, there are fewer entities providing services so there are working relationships with every post-secondary educator in the region in Mansfield University, Penn College, Penn State Cooperative Extension, Keystone College, the two Career and Tech Centers, and Lackawanna College. The LWIB leverages funds and maximizes dollars by cooperating in projects with other groups, including economic development groups while developing other projects and grants. A project has begun that brings the workforce system into the school systems. These sessions introduce students to the system, which includes some basic soft-skill workshops and allows an introductory look into the local economy and future opportunities.

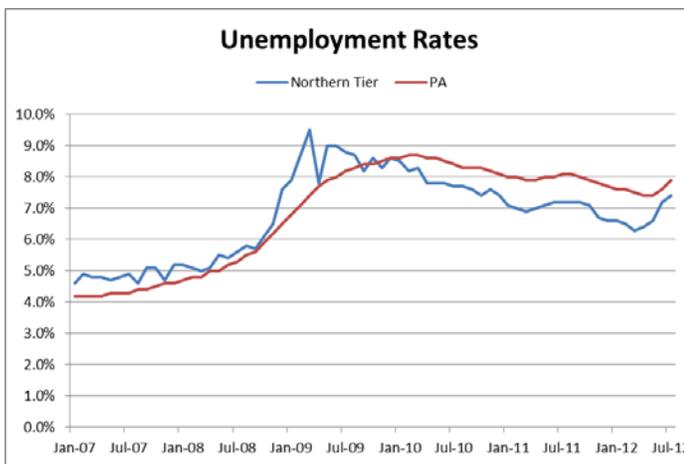
The LWIB also has partnered with a group of LWIBS to create a research partnership which provides labor market information in a presentable format. This information has been openly shared with many agencies across the region, including secondary schools and career centers. Feedback from this is resulting in more interaction with the education system as schools are using this data to evaluate their curriculum and career awareness opportunities.

C. ECONOMIC & LABOR MARKET ANALYSIS

1. Describe the economic conditions in the LWIA, identifying the critical businesses and industries, population and workforce trends, and the economic challenges facing the local area.

The Northern Tier Region covers more than 4,000 square miles in rural Pennsylvania consisting of Bradford, Sullivan, Susquehanna, Tioga and Wyoming Counties, three of which border New York State to the north. While outside the Northern Tier, four cities act as supporting regional service centers to the Northern Tier: Elmira and Binghamton, NY to the north; Williamsport, PA to the southwest; and Scranton/Wilkes-Barre, PA to the southeast. Each of the counties are influenced by the respective cities which they are closest. Because of the region's highly rural nature and its historic economic growth problems, the area is included the Appalachian Regional Commission's (ARC) development area.

The National Bureau of Economic Research (NBER) determined that a national economic recession began in December 2007 and officially ended in June 2009. As the effects deepened in the Commonwealth, Northern Tier’s unemployment rate increased from 4.9 percent in 2007 to 7.8 percent in 2010. The Great Recession may be officially over, but its lasting effects continue to provide challenges for Northern Tier’s workforce and employers. Signs of recovery became evident in 2011 as the local unemployment rate fell to 7.0 percent. The unemployment rate has risen slightly to its current level of 7.4 percent since peaking at 9.5 percent in March 2009. The indicators of an economic recovery continue into 2012 and are beginning to manifest into reductions in the unemployment rate, increases in jobs, or increases in the size of the labor force. The graph below illustrates Northern Tier’s unemployment trend as compared to the State rate since 2007.



Additional labor market information of relevance to the strategic plan includes:

- Based on July 2012 data, there are 7,600 unemployed local residents in the Northern Tier, there were 1,900 initial claims for Unemployment Insurance, and there were 13,500 continued claims for UI.
- In January 2012, new legislation modified the unemployment compensation system, most notably requiring claimants to actively search for work. Since then, the labor force has grown by 5,000. This was due to the employed population increasing by 3,900, but also due to 1,100 job seekers entering or returning to the labor market in search of jobs.
- As of July 2012, Northern Tier had more than 9,000 online job postings.
- According to Economic Modeling Specialists (EMSI), Northern Tier’s growth rate of 1.1% between 2002 and 2012 was about a quarter of the 4.0% seen across the State

Growth Industries

Over the last year (2011-2012), jobs held in the Northern Tier increased by 2,600 to a level of 87,300, according to EMSI. With the ensuing discussion of industry employment, it should be noted that EMSI categorizes public education and some public hospitals under the government industry sector.

Private employment (non-Government industries) increased by 2,600 between 2011 and 2012, while public employment (Government) remained stagnant. Goods-producing jobs increased by 1,400 to 26,500, accounting for 30.4% of all local employment. In fact, this proportion increased since 2011, indicating goods-producing jobs grew at a faster rate than service-providing jobs. Furthermore, goods-producing jobs are up 1,800 (+7.4%) from 2007 when the recession began. Additionally, employment has increased for all goods-producing sectors - Mining, Quarrying, and Oil and Gas Extraction, Construction, and Manufacturing – over the last year, except for Agriculture, Forestry, Fishing and Hunting. Mining, Quarrying, and Oil and Gas Extraction jobs increased 18% (870 jobs), while construction added 400 jobs (7%). Furthermore, since 2007, the Mining, Quarrying, and Oil and Gas Extraction added 3,000 jobs, an increase of 113%. Northern Tier has a tremendous opportunity to create additional jobs with the discovery and ability to recover natural gas in the Marcellus Shale region. Led by Marcellus Shale opportunities, employment in natural gas core industries rose by 2,500 jobs from 2007 to 2012, an increase of 2374%. There are currently 51 establishments within these core industries.

Over the last year, service-providing jobs increased by 1,200 jobs to 60,800 in 2012, accounting for 69.6% of all local employment. Similar to the increasing trends for goods-producing industries since the recession in 2007, employment in services-providing industries grew by 4,900 jobs. The best performing service-providing industry sectors since 2007 have been Transportation and Warehousing; Real Estate and Rental and Leasing; Administrative and Support and Waste Management and Remediation Services; and Accommodation and Food Services. These four industry sectors account for 23.6% of all service-providing employment and grew by 3,200 jobs from 2007 to 2012. Typically, in the early stages of an economic recovery, some firms will expand their labor force by extending hours and/or hiring temporary workers, and only when they are convinced that the rebound has taken hold will they increase their permanent complement.

Using July 2012 Job Spidering data provided by the PA Department of Labor and Industry’s Center for Workforce Information and Analysis (CWIA), the following table shows the proportion of available online job postings by education/training level:

On-Line Job Postings		
Education/Training Level	Count	Percent
Short-term on-the-job training	633	18.9%
Moderate-term on-the-job training	228	6.8%
Long-term on-the-job training	107	3.2%
Work experience in a related occupation	163	4.9%
Postsecondary vocational award	143	4.3%
Associate's degree	312	9.3%
Bachelor's degree	133	4.0%
Bachelor's or higher degree, plus work experience	107	3.2%
Master's degree	200	6.0%
Doctoral degree	13	0.4%
First professional degree	51	1.5%

Online Postings not matched to SOC Codes	853	25.4%
Online Postings without an Education Level	409	12.2%
Total	3,352	100.0%

This table shows that 28.9% of all online job postings require some form of on-the-job training. Conversely, 11.1% of all on-line postings require a bachelor’s degree or higher. Postings with short-term training requirements account for the most job postings (18.9%), while those requiring an associate’s (9.3%) or moderate-term on-the-job training (6.8%) make up the next largest amounts.

Online Postings not matched to SOC Codes: This includes any on-line posting that was identified with the 99999999 ONET code, and therefore was not aligned with an SOC code.

Online Postings without an Education Level: This includes any on-line posting that was identified with a ##000000 ONET code. While this does represent an SOC occupational code (##-0000), education/training levels are only available at the 6-digit level.

Using CWIA’s July 2012 Job Spidering data, the following table identifies the number and percentage of online job postings in the Northern Tier by occupational category:

Online Job Postings by Occupational Grouping			
SOC	Occupational Grouping	Count	Percent
11-0000	Management	279	8.32%
13-0000	Business and Financial Operations	68	2.03%
15-0000	Computer and Mathematical	41	1.22%
17-0000	Architecture and Engineering	75	2.24%
19-0000	Life, Physical, and Social Science	29	0.87%
21-0000	Community and Social Services	20	0.60%
23-0000	Legal	4	0.12%
25-0000	Education, Training, and Library	66	1.97%
27-0000	Arts, Design, Entertainment, Sports, and Media	79	2.36%
29-0000	Healthcare Practitioners and Technical	519	15.48%
31-0000	Healthcare Support	202	6.03%
33-0000	Protective Service	38	1.13%
35-0000	Food Preparation and Serving Related	177	5.28%
37-0000	Building and Grounds Cleaning and Maintenance	56	1.67%
39-0000	Personal Care and Service	22	0.66%
41-0000	Sales and Related	217	6.47%
43-0000	Office and Administrative Support	177	5.28%
45-0000	Farming, Fishing, and Forestry	16	0.48%

47-0000	Construction and Extraction	69	2.06%
49-0000	Installation, Maintenance, and Repair	72	2.15%
51-0000	Production	41	1.22%
53-0000	Transportation and Material Moving	231	6.89%
55-0000	Military	1	0.03%
99-0000	Unclassified Occupation	853	25.45%
Total		3,352	100.00%

The top 5 occupational groupings highlighted in the table, excluding the Unclassified Occupation category, account for 1,400 online job postings, or 43.2% of the total.

Throughout the recession and recovery, employers have struggled to fill critical workforce positions while at the same time individuals remain unemployed for extended periods. Much of this paradox may be attributed to a skills mismatch. The skills today's workers most need are obtained through advanced education and training, resulting in relevant credentials that are valued by employers. Youth in particular, including recent graduates of both high school and college, have struggled to find employment. Job prospects are even worse for disengaged youth, including high school dropouts, and youth with disabilities.

A fundamental and core set of skills are required for any form of long-term employment. Those skills include soft skills like communication, ability to take direction, work in team settings, appearance, punctuality, reliability and commitment. These skills are a necessity for success in the workplace or to successfully complete training and education.

NAICS Code	Description	2012 Jobs	2015 Jobs	Change	% Change	2012 Wages, Salaries, & Proprietor Earnings
2131	Support Activities for Mining	2,341	2,686	345	15%	\$75,139
2123	Nonmetallic Mineral Mining and Quarrying	3,052	3,315	263	9%	\$40,187
5239	Other Financial Investment Activities	843	1,070	227	27%	\$13,671
6241	Individual and Family Services	1,333	1,547	214	16%	\$14,326
5313	Activities Related to Real Estate	708	848	140	20%	\$7,666
6211	Offices of Physicians	1,507	1,629	122	8%	\$80,794
7222	Limited-Service Eating Places	1,615	1,733	118	7%	\$11,722
5311	Lessors of Real Estate	809	918	109	13%	\$16,190
5617	Services to Buildings and Dwellings	1,181	1,279	98	8%	\$12,642
6221	General Medical and Surgical Hospitals (Private)	3,203	3,301	98	3%	\$40,887

Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - EMSI 2012.2 Class of Worker

Top 10 Growing (Net Change)

SOC Code	Description	2012 Jobs	2015 Jobs	Change	% Change
11-9199	Managers, All Other	1,419	1,884	465	33%
41-9022	Real Estate Sales Agents	1,088	1,448	360	33%
13-2052	Personal Financial Advisors	403	619	216	54%
47-5051	Rock Splitters, Quarry	171	370	199	116%
29-1111	Registered Nurses	1,281	1,477	196	15%
35-3021	Combined Food Preparation and Serving Workers, Including Fast Food	1,255	1,447	192	15%
47-2061	Construction Laborers	1,130	1,322	192	17%
41-3031	Securities, Commodities, and Financial Services Sales Agents	302	464	162	54%
39-9021	Personal and Home Care Aides	521	659	138	26%
13-2011	Accountants and Auditors	586	720	134	23%

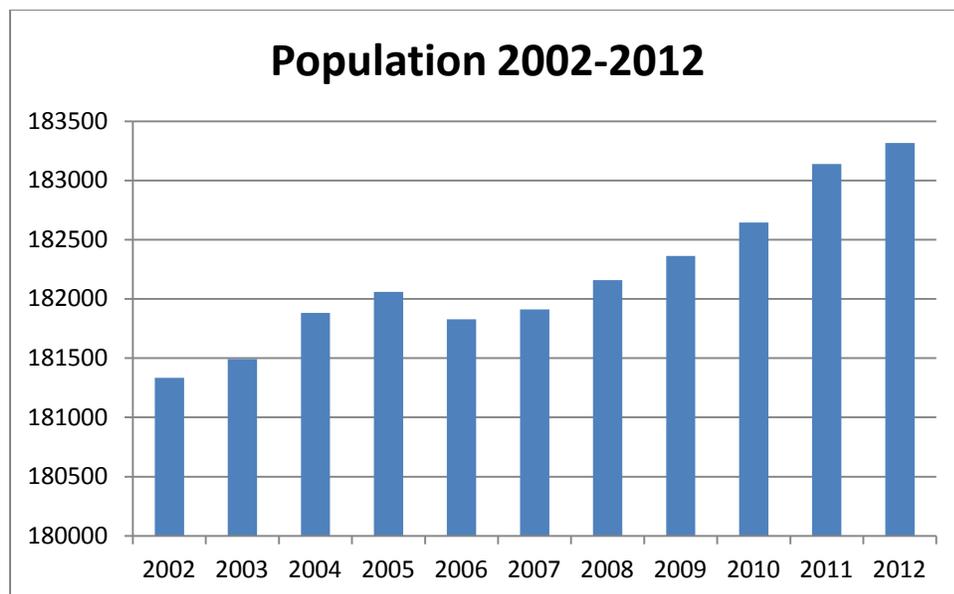
Source: QCEW Employees, Non-QCEW Employees, Self-Employed & Extended Proprietors - EMSI 2012.2 Class of Worker

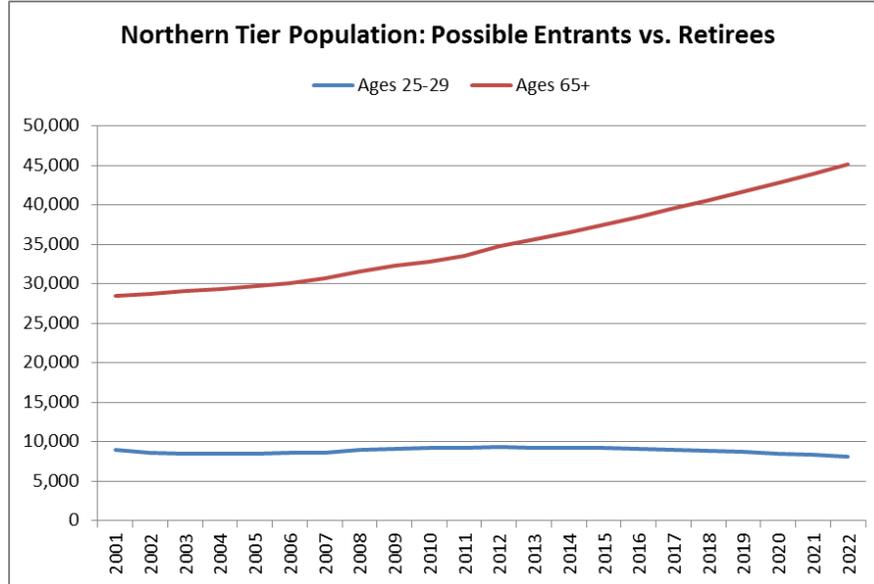
Top 10 Growing (Percent Change)

SOC Code	Description	2012 Jobs	2015 Jobs	Change	% Change
47-5051	Rock Splitters, Quarry	171	370	199	116%
47-5099	Extraction Workers, All Other	92	168	76	83%
17-2171	Petroleum Engineers	52	84	32	62%
47-5081	Helpers--Extraction Workers	179	284	105	59%
13-1011	Agents and Business Managers of Artists, Performers, and	18	28	10	56%

	Athletes				
13-2052	Personal Financial Advisors	403	619	216	54%
41-3031	Securities, Commodities, and Financial Services Sales Agents	302	464	162	54%
53-7031	Dredge Operators Education	21	32	11	52%
11-9039	Administrators, All Other	15	22	7	47%
53-7033	Loading Machine Operators, Underground Mining	11	16	5	45%

Demographics – Northern Tier’s population is one of the factors impacting the skills mismatch in the region. The oldest cohort of workers from the baby-boom generation (individuals born between 1946 and 1964) turned 65 in 2011, and the youngest will reach that age in 2029. Normally, the increasing wave of retirements opens up opportunities for younger workers. The current economic climate has resulted in many older workers choosing to remain in the workforce, thereby impacting the jobs horizon for younger workers. However, baby-boomers will eventually leave the workforce, taking with them key knowledge, skills and abilities. As shown by the chart below, far fewer youth (ages 25-29) will be available to enter the labor market to replace these workers (ages 65+) creating a shortage in the pipeline, especially in industries such as manufacturing and healthcare. This shortage is projected to manifest itself in next few years. The chart is based on the total population, not the workforce. However, it does demonstrate the idea of an aging workforce that possible entrants to the workforce (individuals ages 25-29) will not keep pace with the number of potential retirees from the workforce (ages 65+).





Long-term Unemployed – The long-term unemployed, including entry-level and professional-level workers, have been detached from the labor force in excess of 26 weeks. Often, the skills they possess are not current or relevant in today’s labor market, or they lack the education or credentials needed to find gainful employment. Some lack the resources or abilities to pursue relevant training or relocate to find employment, while others are waiting for opportunities paying wages comparable to their previous jobs.

Across the Commonwealth in 2007, the long-term unemployed constituted only 15.2 percent of the unemployed. This increased to 40.2 percent in 2010, before falling to 40.1 percent in 2011. In the first quarter of 2012, this modest improvement continued as the percentage of the long-term unemployed fell to 37.0 percent. Even as unemployment has fallen, the problem of long-term unemployment persists.

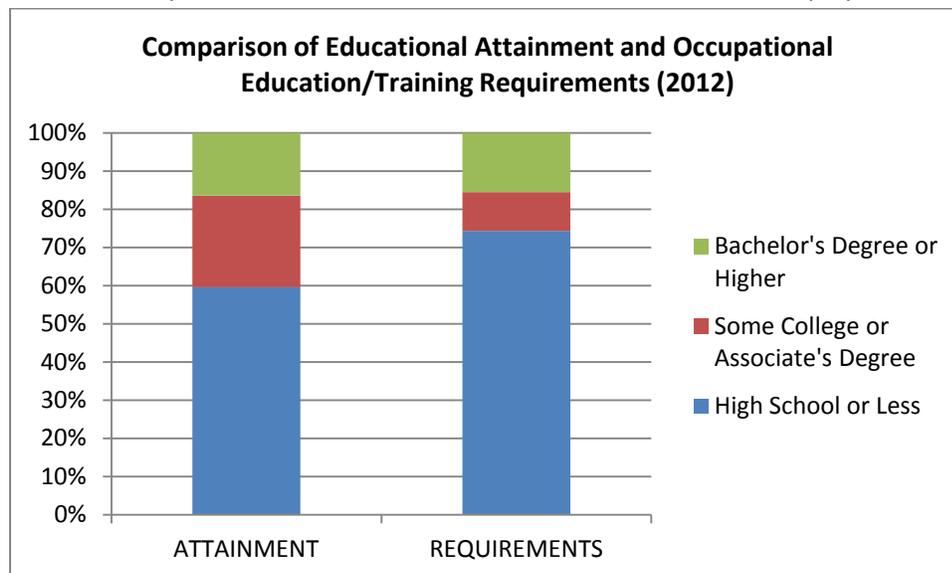
Current Demographics of Incumbent workforce

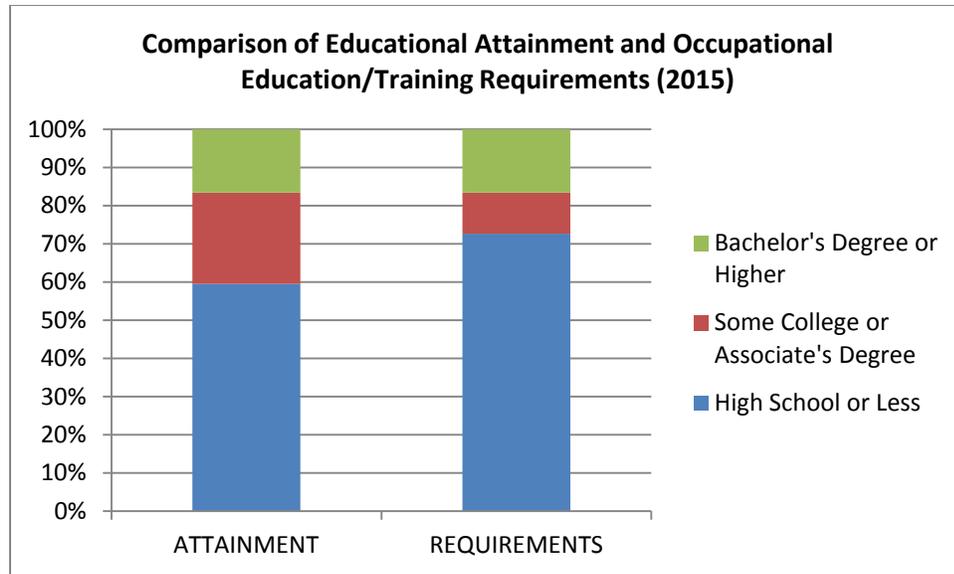
	Northern Tier		PA	
Total	52,796	100.0%	5,395,430	100.0%
Male	27,037	51.2%	2,674,959	49.6%
Female	25,758	48.8%	2,720,471	50.4%
14-18	1,526	2.9%	126,807	2.4%
19-21	2,777	5.3%	263,031	4.9%

22-24	2,979	5.6%	321,448	6.0%
25-34	9,777	18.5%	1,081,233	20.0%
35-44	11,117	21.1%	1,113,331	20.6%
45-54	13,400	25.4%	1,317,719	24.4%
55-64	8,879	16.8%	918,359	17.0%
65+	2,340	4.4%	253,499	4.7%

Education – The K-12 system suffers from a lack of academic alignment to career pathways, while educators and trainers are either unaware of the jobs available in the labor market or misunderstand what skills are needed for those jobs. In 2009 for the entire State, 33 percent of high school graduates attending higher education institutions required some remediation at a cost of more than \$26.3 million to taxpayers. In addition, many graduates lack general knowledge of what is expected in a work environment, commonly referred to as “soft skills.”

For a period from 2009 to late 2011, the region became the center of the natural gas boom as many factors made this the hotbed of the Marcellus Shale play.





Level	Demographic	2012 Population	2022 Population	Change	% Change
1	Less Than 9th Grade	2,357	1,584	(773)	(32.80%)
1	9th Grade to 12th Grade	15,017	17,169	2,152	14.33%
1	High School Diploma	60,292	61,588	1,296	2.15%
1	Some College	20,574	21,076	502	2.44%
1	Associate's Degree	10,615	11,206	591	5.57%
1	Bachelor's Degree	13,979	14,758	779	5.57%
1	Graduate Degree and Higher	7,376	7,651	275	3.73%
	Total	130,210	135,032	4,822	3.70%

Source: EMSI Complete Employment - 2012.2

Less Than 9th Grade	1.8%	1.2%
9th Grade to 12th Grade	11.5%	12.7%
High School Diploma	46.3%	45.6%
Some College	15.8%	15.6%
Associate's Degree	8.2%	8.3%
Bachelor's Degree	10.7%	10.9%
Graduate Degree and Higher	5.7%	5.7%

From Occ5Dig12-22 Tab

Education / Training Level	2012		2022	
Short-term on-the-job training	29,744	34.4%	30,098	33.2%
Moderate-term on-the-job training	16,347	18.9%	16,807	18.6%
Long-term on-the-job training	9,431	10.9%	9,418	10.4%
Work experience in a related occupation	8,697	10.1%	9,548	10.5%
Postsecondary vocational award	6,117	7.1%	6,709	7.4%
Associate's degree	2,667	3.1%	2,979	3.3%
Bachelor's degree	8,009	9.3%	9,135	10.1%

Bachelor's or higher degree, plus work experience	2,195	2.5%	2,387	2.6%
Master's degree	1,060	1.2%	1,198	1.3%
Doctoral degree	358	0.4%	386	0.4%
First professional degree	802	0.9%	913	1.0%
N/A	929	1.1%	990	1.1%
Total	86,356	100.0%	90,568	100.0%

C.2.i. Current and Projected Skill Gaps

2012					
	ATTAINMENT		REQUIREMENTS		Difference
High School or Less	77,666	59.6%	64,219	74.4%	-14.7%
Some College or Associate's Degree	31,189	24.0%	8,784	10.2%	13.8%
Bachelor's Degree or Higher	21,355	16.4%	13,353	15.5%	0.9%

2015					
	ATTAINMENT		REQUIREMENTS		Difference
High School or Less	80,341	59.5%	65,871	72.7%	-13.2%
Some College or Associate's Degree	32,282	23.9%	9,688	10.7%	13.2%
Bachelor's Degree or Higher	22,409	16.6%	15,009	16.6%	0.0%



The region's diverse industries create many challenges to both the workforce and economic development programs. While still one of the most important sectors, manufacturing units have remained consistent and employment has dropped slightly. Healthcare has continued to steadily increase employment as well as units since 2000. Overall, the healthcare industry is the largest employer in the region and among the top paying. Government and Educational Services are significant employing more than 9600 in the region and provide weekly wages above \$450. Hospitals, ambulatory health care services and residential care facilities round out the top five employers.

Commuting

For the Northern Tier, on average over the last 3 years, there were 18,800 more workers who left the local region for employment on a daily basis than those who came to the

area for employment. These workers lived in the region, but commuted to other areas for employment.

	Average	
Total Workers Living in Region	65,965	100.0%
Non-Commuters	33,743	51.2%
Out-Commuters	32,222	48.8%

In-Commuting

	Average	
Total Workers Living in Region	47,125	100.0%
Non-Commuters	33,743	71.6%
In-Commuters	13,382	28.4%

Average Net Flow (In minus Out)	-18,839
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The table below shows the top ORIGINATION counties for in-commuters, or workers who lived outside the region but commuted into the region for employment.

County	Average	
Total IN -Commuters	13,382	100.0%
Lackawanna County, PA	1,974	14.7%
Luzerne County, PA	1,760	13.2%
Tioga County, NY	1,514	11.3%
Lycoming County, PA	951	7.1%
Chemung County, NY	812	6.1%
Other Counties	6,371	47.6%





D. KEY PRIORITIES AND GOALS

1. Based on the LWIB’s vision and its economic and labor market analysis, identify the key workforce development priorities for the local area.

The mission of the LWIB is to provide responsive and innovative leadership that meets the current and future needs of employers and jobseekers.

The Northern Tier LWIB wants the local area to be a destination of choice for employers and jobseekers, where existing businesses experience growth and where new businesses are eager to locate because of the excellent job opportunities, economic vitality, quality of life and the presence of a skilled workforce.

The current key workforce priorities of the Northern Tier Workforce Investment Board are to:

- Strengthen the system’s impact on the secondary school system which will increase awareness of job opportunities, necessary skills, PA CareerLink®
- Strengthen relationships with economic development and education partners
- Strengthen the relationships between the PA CareerLink® and the business community
- Ensure the workforce development system meets the needs of employers and jobseekers

The local area’s mission, vision, and strategic goals, the local area as well as the state seek a business focused workforce system. This creates a better link between employers and jobseekers. It allows business to grow and create more jobs. At the same time, it allows jobseekers to be trained in the skills that employers need. Both the state and the local area supports training for high priority occupations, career pathways, better job matching, and programs that address skill gaps.

2. Describe the strategies to address each key priority, identifying the goals to be achieved.

- Strengthen the system’s impact on the secondary school system which will increase awareness of job opportunities, necessary skills, PA CareerLink®

In-school presentations by workforce staff educate students about program services, career pathways and career readiness tools that are available to them. A “menu” of topics for in-school presentations is currently being developed including employer expectations, reasonable employee expectations, resume development and job search techniques.

Feedback from increased sharing of workforce data is resulting in more interaction with the education system as schools are using this data to evaluate their curriculum and career awareness opportunities.

- Strengthen relationships with economic development and education partners

Utilize the research partnership to track workforce and economic trends, with historical and current trend analysis and share that data with partners via reports and become a source of information

- Strengthen the relationships between the PA CareerLink® and the business community

The Business Service Team (BST) is the “sales” arm of the PA CareerLink® and provides outreach to the business community and is a vital connection between the services, partnerships and the businesses. The group works in a coordinated effort to target specific industry clusters as determined by information from CWIA and the research partnership.

The LWIB has partnered with a group of other regional LWIBs to create a research partnership which provides labor market information in a presentable format. This information has been openly shared with many agencies, schools and all staff.

- Ensure the workforce development system meets the needs of employers and jobseekers

Implement a program of “continual improvement” concerning the PA CareerLink® services to employers and jobseekers by working with LWIB, staff creating benchmarks and reviews of survey

Hold meetings between LWIB members and representatives of the PA CareerLink® Operator Consortium to assess PA CareerLink® operations and services and to explore ideas for improvement

Ensure services meet needs by identifying strategies to maximize outreach for PA CareerLink® employer and job seeker services

2a. Describe how the strategies will align with the governor’s priorities outlined in the State Plan.

The LWIB’s strategies align with the governor’s priorities in the State Plan. The LWIB strategy is to put business and industry at the center of its plans making the system employer-driven just as the state does. The LWIB is targeting industry clusters to fund skill gaps and then design skills training around those business needs. The LWIB is evaluating its job seeker and employers services for continuous improvement which matches the state strategy of better connecting jobseekers and employers. Both the LWIB and the State want support workforce development through careful management of funds.

2b. Describe how the strategies will support the best interests of jobseekers and employers and the economic development plans for the local area, identifying key partnerships

necessary to successfully implement the LWIB's strategies. Specify the roles of specific entities and programs and how the partnerships and priorities will meet the needs of employers and jobseekers.

The LWIB works closely and collaboratively with the state and local areas and economic development for the sustainability of existing businesses and the growth and creation of small, new and emerging industries. The LWIB continues to strengthen ties to economic development and supports all the local industry partnerships. The one stop centers also work closely with new and emerging industries, the LWIB, and economic development to determine and meet critical needs. By learning about workforce needs from data, economic development, and employers themselves, LWIB is able to better design workforce and training programs with service providers and educational entities. The collaboration allows a case management system that communicates employer needs across multiple entities and allows for the leveraging of resources to meet those needs. Ongoing efforts between economic development and the LWIB are crucial in order to achieve regional prosperity. A region that has a strong workforce that is adaptable to new technologies and has success in attracting business attraction is better able to retain business. This will allow the community to grow. By working with business to determine their skill needs for existing and emerging employers to prepare for high-growth occupations, the local area is better prepared to work with the needs of under-skilled workers. Workers that are under-skilled can be assessed to their aptitudes and skills levels and then advised of career pathways. The workers are then presented with training opportunities as well as supportive services.

Partnerships include the Governor's Action Team (GAT), of Partnerships for Regional Economic Performance (PREP) which include the Small Business Development Center (SBDC), Northeast Pennsylvania Industrial Resource Center (NEPIRC), and county economic development partners among others offer support to meet the needs of employers and jobseekers.

2c. Describe strategies for meeting the workforce needs of the local area's employers. Include strategies that support the creation and sustainability of small businesses and new and emerging industries.

Working with employers in existing or emerging industries to determine their skill needs is crucial in meeting the workforce needs of the local area. When skill needs for high-growth occupations are known, the local area is better prepared to work with the needs of under-skilled workers. In order to meet workforce needs, the local area works with educational entities and businesses to design training programs with the skills that businesses need. In addition, the local area works with jobseekers to identify the types of job opportunities that are available and what transferrable skills that they have. This allows the businesses to get the candidates that they need. By working together in industry partnerships, employers can more easily learn the resources available to help with business startup, hiring, and finance. In addition, the local area works with the local Small Business Development Centers in the region and often refer

businesses to them for assistance. When possible, employers are encouraged to work together for cost savings and to develop training programs together when similar needs are present.

- 3. Describe plans for increasing engagement with business, industry, education, economic development, and community organizations to achieve greater participation within the local workforce system, in order to identify workforce challenges and develop strategies and solutions to address those challenges.**

The LWIB cooperation with the Local Development District (LDD), the Northern Tier Regional Planning and Development Commission (NTRPDC), which is the agency housing services of both the Department of Community and Economic Development (DCED) and the LWIB, creates a partnership that is efficient and well-rounded. Employer outreach is necessary for both groups and the shared information helps identify challenges and develop solutions to those strategies. By further developing these partnerships, engagement is improved as well.

- 4. Describe any regional or sector strategies tailored to the LWIA's economy, and how these strategies intersect with the state's strategies.**

Based on employment figures, the largest industries for the region area are Health Care, Public Administration, Manufacturing and Retail Trade. When reviewing figures for the largest average wages by industry, manufacturing, education, health care, and information technology have the largest salaries. Industries that have high location quotients in the area include manufacturing, health care, energy, and building and construction. Therefore, the LWIB focuses on industry partnerships as a crucial strategy in identifying skills needs, promoting career pathways, matching jobseekers to available jobs and training. In addition, the LWIB utilizes the High Priority Occupation List when reviewing regional and sector strategies.

These strategies link to the state as Pennsylvania promotes a workforce system based on the needs of employers, promotes career pathways, promotes industry partnerships, plans to better connect jobseekers and employers, and wants to utilize the HPO List more effectively.

- 5. Describe the LWIB strategy to coordinate discretionary and formula-based investments across programs in support of the vision, including how the LWIB will use program funds to leverage other federal, state, local, and private resources to effectively and efficiently provide services.**

The LWIB leverages funds and maximizes dollars by cooperating in projects with other groups, including economic development groups while developing other projects and grants. There are working relationships with the two Career and Technology Centers (CTC) and the post-secondary educators in the region: Mansfield University, Penn College, Penn State Continuing Education, Keystone College and Lackawanna College.

The LWIB will continue to develop and strengthen the partnerships and participation in the workforce development system of three major groups: employers, educators and service

agencies. The LWIB will develop and maintain an effective and efficient workforce system that uses the power and influence of the Northern Tier Workforce Investment Board to attract partners, build alliances and coordinate resources.

The Northern Tier Workforce Investment Board's close interaction with the aforementioned PREP partnership for economic development, social services, training providers, educators and private sector allows the Northern Tier Workforce Investment Board to participate, leverage funds and provide services and opportunity in multiple facets across the five-county region. Multiple facets meaning connecting job seekers with employers in indirect ways as well as direct. For example, relationships with partners allow the region the opportunity to participate in the research partnership for less than half the costs, as the products, labor market information, and data benefit both economic and workforce development. Providing extensive labor market information helps job seekers understand the trends and opportunities that lie in the local job market. Natural gas Business to Business expos, job fairs, networking events which are costly to participate in are free or low-cost to the LWIB because of the relationships. The LWIB coordinates these investments by being a part of a project process from the concept with other local leaders and being asked to participate in a project as the region's workforce leader. This type of LWIB investment also provides the same opportunity for its Title I providers and partners which helps create OJT opportunities, job orders, points of contact and relationship development. Another example of integrating the needs of the employers and our regional system comes from the training opportunities and information gleaned from the industry partnerships which helps develop future training opportunities.

6. Describe integrated cross-program strategies for specific populations and sub-populations.

The LWIB utilizes integrated cross-program strategies. All populations are referred to the PA CareerLink® for service. Even in special projects, the PA CareerLink® is the point of entry. Then Partner services are made available through the PA CareerLink® through the seamless delivery system. Partners focus on the common issues of offering a seamless continuum of services for jobseekers and employers, sharing responsibility for improved performance and ensuring informed customer choice. Local employer and job seeker customers have complete access to the entire continuum of core, intensive and training services at the PA CareerLink® centers. In addition, the LWIB utilizes the High Priority Occupation List and CWIA Data throughout all of its programs including the PA CareerLink®, WIA programs, industry partnerships, youth, and special programs. This forms an integrated cross-program strategy.

7. Describe the LWIB's strategies to connect youth to education and training opportunities that lead to employment, ensuring that students, parents, teachers, counselors, and school administrators have access to quality data regarding career pathways and options.

There will be promotion of an intensive network of services to address the special educational and employment needs of persons on the margins of the mainstream workforce (dropouts,

persons reentering the workforce after long absences). The workforce system will provide the emerging workforce with adequate career guidance that leads to a successful school-to-work transition. The effort will continue to educate K-12 students and teachers on employment opportunities that require Science Technology Engineering Math (STEM).

A goal of briefing every school superintendent in the County on the work and priorities of the Northern Tier Workforce Investment Board has been established. All skill and career path materials developed in the sector strategy outlined above have a well-defined linkage with regard to skill development that reaches back into school curricula. Those connections are regularly discussed with curriculum planners and school guidance counselors.

The Youth Council and Northern Tier Workforce Investment Board encourage the use of recently developed multi-media resources to illustrate examples of employment opportunities in the region through, including CWIA's new initiatives, the program and distribute those to schools and other community resources around the region.

As with the superintendents, a goal is set to meet annually with school counselors to share information and develop programs that reach back into the early junior high years to integrate career development into curriculum.

8. Describe the LWIB's strategies to ensure that eligible youth—including disconnected youth and youth with multiple barriers—have the opportunity to develop and achieve career goals through education and workforce training.

The Youth Council will continue to provide ongoing labor market information to school district career personnel, school boards and students through publications, career fairs and career exploration information to parents of young people. An effort to distribute career awareness information to non-educational institutions such as churches and community based organizations that serve youth will be established. The council will begin to evaluate and revamp existing programs to stay current with employment trends and employer needs.

Youth providers will work school districts to identify at-risk youth on the verge of dropping out. The Youth Council will seek additional sources of funding to serve out-of-school youth.

We utilize a regional sector strategy with the NEPA Healthcare Industry Partnership which brings together providers from 13 counties that helps create a singular voice for the industry as the partnership seeks to address common issues.

Youth are exposed to career and training opportunities throughout their program participation. Employer visits, career fairs, trips to post-secondary trainers and speakers from local industry are provided to educate youth on in-demand occupations. Labor market information is regularly distributed to local school districts, parents, and shared with program participants

Collaboration between workforce staff, the Youth Council, local school districts, Office of Vocational Rehabilitation (OVR), welfare and many human service agencies ensure that youth most in need of services are identified and provided with the activities and support needed to achieve employment success. Building a strong relationship between the youth and their program advisor is an important part of the overall strategy to keep youth in the program long enough to attain their goals. Using the ISS as a roadmap to achieve their goals, the youth participant in a wide variety of activities designed to prepare them for a career success.

E. DESIRED OUTCOMES

1. Describe the benchmarks that have been (or will be) developed in support of key priorities.

The common measures set the benchmark for the performance of the WIA programs. The Northern Tier has an excellent track record meeting and exceeding its performance measures having met or exceeded all nine for the past two years.

The LWIB also has established benchmarks for increasing employer services and the results are reported back to LWIB from the Business Services Team. There also is a goal set to engage 100% of the region's school districts.

2. Describe – and provide specific quantitative targets for – the desired outcomes and results. Local levels of performance negotiated with the governor and CEO (pursuant to Section 136(c)) are to be used to measure the performance of the LWIA and used by the LWIB to measure the performance of the local Fiscal Agent (where appropriate), eligible providers, and the PA CareerLink® delivery system in the LWIA. Attach Table 1 for WIA programs (Appendix A).

Levels of negotiated performance are based on current economic status of the region, data provided by the Center of Workforce Investment Analysis (CWIA) and performance history. Goals are aligned with the LWIB vision in continuing to provide quality services to our customers. The LWIB strives to increase services and performance and try to negotiate higher than the previous year. However, it is the local vision to ensure quality services over quantity.

The specific quantitative targets for Common Measures are attached in Appendix A.

3. Describe how the negotiated levels of performance support and ensure the LWIB's vision.

By accomplishing and surpassing negotiated levels of performance, the LWIB accomplishes its vision. Tracking the entered employment rate and average earnings leads programs to make sure that they are training participants for the jobs in high priority occupations where participants can make a family-sustaining wage. In addition, retention rates ensure that participants and jobseekers become a productive part of the labor force for a long time. Youth receive career pathway information which leads them to placement in education or employment. The attainment of a degree or certificate ensures that youth are on a career

pathway that will lead to a future job with the family sustaining wages. By accomplishing skills in literacy and numeracy, youth are prepared for the workforce or training. This all leads to a better prepared workforce of higher quality. This helps business grow in the local area and thus supports the local vision.

4. **Describe any additional goals that the LWIB intends to achieve, for example, an increase in the percentage of workers employed in jobs with family-sustaining wages, or an increase in the number of employers with job opportunities.**

The LWIB continually works to increase the number of workers with family-sustaining wages, to increase the number of participants that are trained, to increase the number of job orders available for the public, and to increase the numbers of successful job matches. Performance for the business services and educational outreach is tracked locally through monthly reports provided to LWIB staff to provide the LWIB with as much real time data as possible.

5. **Describe how the performance of regional activity is tracked and measured.**

Tracking consists of locally devised reporting in addition to reports generated from the Commonwealth Workforce Development System (CWDS), the system of record for the state. As the CWDS reporting system evolves we rely less on manual tracking methods. As a result, training regarding the CWDS system is imperative for staff ensuring they are accurate and consistent with the information they enter into CWDS. Examples of monthly reporting include, but are not limited to, entered employment & retention rates, number trained, credentialing, foot traffic, new employers and hires. These reports are compared with previous months/years to identify trends and plan for future needs.

F. PLAN DEVELOPMENT

1. **Describe the involvement of the Local Elected Official (LEO), the LWIB and stakeholders in the development of the local plan.**

The LWIB Director conducts regular meetings at the county level with the commissioners, state representatives, senators and/or their staffs as well as local stakeholders in the regional workforce system. These local discussions were utilized to gain input from the LEO for the local plan.

2. **Describe the collaboration between the LWIB and representatives from economic development, education, the business community, and other interested parties, in the development of the local plan.**

Meetings were held with members of the NTRPDC's Economic Development committee and Transportation Committee. These informal meetings allow open communication for what and

how the workforce system is doing, what could be changed, targeted and a local perspective on what is happening in the respective counties. These meetings were utilized to during the development of the local plan.

3. Describe the process used to make the plan available to the public. Attach a copy of the public notice(s). (Appendix B)

A draft of the was presented and discussed during the September meeting of the NTRPDC Executive Committee, which consists of the commissioners from all five counties and private sector representation from all five counties.

The draft plan also was discussed at two LWIB meetings and approved at the September 26 meeting before being sent out for public comment.

The plan was made available to the public at northerntier.org, and at the LWIB offices. Public notices were posted in newspapers in each of the five counties. For proof of the plan's availability, see Appendix B.

4. Provide a summary of the comments received during the review period (if any) and how the comments were addressed. (Appendix C)

There were no public comments received for the local plan.

SECTION II: OPERATIONAL PLAN

A. OVERVIEW OF THE LOCAL WORKFORCE SYSTEM: STRUCTURE

1. Describe the local workforce development system, its entities and their respective roles and functional relationships. If any entities are incorporated, include corporate board functions.

Below describes the role of the Local Elected Officials, LWIB, fiscal agent, PA CareerLink® Operator Consortium, and the WIA Title I Contractor in the local workforce development system. The board of Local Elected Officials maintains administrative oversight and liability for funds through participating on the NTRPDC Executive Board; designates a sub grant recipient or fiscal agent; appoints local board members; assists in the development of the local plan; and other duties set forth by the Act. The NTRPDC serves as the grant recipient/fiscal agent as well as staffs the Northern Tier Workforce Investment Board. Trehab Inc. and Bradford County Actions are the WIA Title I Contractors. A PA CareerLink® Center is in two of the five counties. The PA CareerLink® Operator Consortium consists of the PA CareerLink® partners who are to provide oversight for the daily operation of the PA CareerLink® system. The Operator Consortium members include: the Bureau of Workforce Development Partnership (BWDP); Trehab, Inc., Bradford County Action, Department of Public Welfare (DPW) and the Office of Vocational Rehabilitation (OVR).

1a. Describe the role of the LEO in the governance and implementation of WIA in the LWIA. In LWIAs with more than one unit of government, indicate the decision-making process between/among LEOs. Attach LWIB/CEO Agreement (Appendix D).

The local elected officials are responsible for governance of the Workforce Investment Act system in partnership with the Northern Tier Workforce Investment Board. The Chief Elected Official is the Chairman of the Northern Tier Executive Committee. The Executive Committee is comprised of two county commissioners from each of the five counties and six private sector members for a total membership of 16. The third commissioner from each county serves as an alternate. The role of the local elected officials in the governance and implementation of WIA in the local area follows the provisions set forth by Section 117 of the Workforce Investment Act and Section 661.300, 305, and others of the Federal Register concerning the Workforce Investment Act. These functions include, but are not limited to: maintaining administrative oversight and liability for funds through participating on the Executive Board; designating a sub grant recipient or fiscal agent; appointing local board members; assisting in the development of the local plan; and negotiating local performance standards and other duties set forth by the Act. The Local Elected Official/ LWIB Agreement spells out the specific relationship between the LEO and the LWIB. (Appendix D).

The Northern Tier Workforce Investment Board shall provide, in partnership with the NTRPDC Executive Board, the policy, program guidance and independent oversight services for all activities under the plan for this workforce investment area pursuant to the Workforce Investment Act. In addition, the Northern Tier Workforce Investment Board, in mutual agreement with the NTRPDC Executive Board, is designated the administrative entity to conduct oversight responsibility in the course of normal and customary activities pursuant to the Workforce Investment Act plan and program implementation. This consent in no way circumscribes or limits the Executive Board's authority to exercise independent oversight activities.

Matters brought before the Executive Board may be resolved by a simple majority of the total votes of the Northern Tier Workforce Investment Board; each member of the Northern Tier Workforce Investment Board having one vote. If any disagreement should arise between the NTRPDC Executive Board and the Northern Tier Workforce Investment Board, these differences will be negotiated by both parties prior to any action being consummated and attempt to reach mutual agreement.

1b. Describe the role of the entity responsible for the disbursement of grant funds, as determined by the CEO. Provide the identity and contact information of that entity.

The Northern Tier Regional Planning and Development Commission is the fiscal agent which disperses grant funds. Kevin Abrams is the Executive Director of NTRPDC at 312 Main St. Towanda, PA 18848 at 570.265.9103 and Abrams@northerntier.org.

Preparation of budgets and source financial data is prepared by Workforce Development staff. The formal accounting system including financial reporting, payroll, vouchers and cash receipts and are maintained in the agency finance department by a two person staff, one of whom is workforce development, with the Community and Economic Development Division, Loan fund, and Foundation accounting. The total agency is subject to a single audit in compliance with Circular A-133. Other federal and state agencies reserve the right to period program audits.

The software used in the accounting office is the Grants Management System (GMS) and is supported by monthly-budget-to-actual reporting. Full closings are completed each month and routine reconciliation is prepared. Formal financial reports are prepared on a quarterly basis for the NTRPDC Executive Committee.

Policies concerning separation of duties, reconciliations, approval of invoices, cash receipts, budget preparation and approval and review of project reports are maintained as reasonably as possible. The system is frequently monitored and all documents are traceable. All audit findings will be addressed and corrected in compliance with Circular A-133 and as outlined in Section 627-480 and 627-481 of the Federal Register Volume 57, no. 250, dated December 29, 1992.

2. Describe the LWIB's role in the local workforce development system.

The Northern Tier Workforce Investment Board (NTWIB), the local workforce investment board grant recipient and administrative entity of the Workforce Investment Act of 1998 (WIA), serves the counties of Bradford, Sullivan, Susquehanna, Tioga, and Wyoming. The role in the local workforce development system is to provide key policy decisions affecting the local workforce development system, certify the Pennsylvania CareerLink® centers, governance, strategic planning, fiscal accountability and system oversight. In addition, the NTWIB contracts WIA Title I services to serve Adults, Youth, and Dislocated Workers through its WIA Title I service providers. The goal of the programs is to increase employment, retention, earnings, and occupational skill attainment of the participants who receive services.

2a. Describe the board membership and the process used to identify and select members.

The local elected officials contact the appropriate entities in the local area to appoint Northern Tier Workforce Investment Board members from business, local educational entities, and labor representatives. Attempts to fill private sector seats are identified with industry cluster areas. Particular attention is paid to the region's targeted industry clusters as well as industries that have high priority occupations. These nominations are then made and presented to the commissioners who approve all nominations and appointments are made by the chief elected official. The NTRPDC's Executive Committee and the LWIB assists with identifying potential members. In addition, the local elected officials work closely with the chambers of commerce and other regulatory agencies. All nominations must be in writing on agency letterhead to the local elected officials. In appointing other mandated members, the appropriate groups in the local area are contacted. Local elected officials are responsible for appointing members to the

Northern Tier Workforce Investment Board. An appointment letter is sent to the individuals confirming the appointment for a defined term. A copy is kept on file at the LWIB office.

2b. Describe the committee structure of the LWIB.

- PA CareerLink® Committee which reviews PA CareerLink® as the retail side of the workforce system, its current benchmarks, who the partners are and services provided. The committee consists of LWIB Staff, private sector, PA CareerLink® staff, and non-profit groups. Based on this, the committee will evaluate both sites and offer input for improving services (employer and individual) and provide new ideas. This could include outreach opportunities, the process for engaging employers, etc.
- The Local Management Committee (LMC) oversees the programs supported by DPW, and provides input for performance, ideas, policy.
- The Youth Council provides oversight for employment and training activity, program outreach, and helps integrate career awareness and youth participation into the industry partnership activities.
- The subcontracting committee serves as the oversight for Trehab and Bradford County Action, the LWIB subcontractors, for performance, budgets and programs.
- Private Sector/Planning Committee offers input to the entire Northern Tier Workforce Investment Board based on their experiences as private sector members. The input could include new projects, direction (planning), outreach activities.

2c. Identify and describe any functions the LWIB has assumed other than those required by statute.

The Northern Tier WIB and staff are active in many areas of the workforce system. The LWIB and staff, as earlier noted, meet with and are active locally with the Governor’s Action Team, the Local Development District and other economic developers when new businesses are exploring the area. Active means attends and participates in meeting, provides input, corresponds accordingly with the groups and participates in relative activities. With the recent natural gas activity, staff is meeting with incoming employers regarding their needs. The LWIB Director is active on a county-wide task forces that have been put together to address issues related to the natural gas industry.

The LWIB provides labor market information to the local chambers of commerce, the PA CareerLink®, business services team, school districts, and local requests. The LWIB Director and Youth Program Manager are active with advisory groups for the career and technical centers. The LWIB are the lead in a 13-county Healthcare Industry Partnership and participate in a Diversified Manufacturing partnerships, as well as active in extensive efforts with the gas industry.

The Northern Tier Workforce Investment Board has co-hosted events with Industrial Resource Centers promoting services available to local businesses including industry partnerships and

incumbent worker programs. The LWIB also is operating an extensive National Emergency Grant following the flooding of September 2011.

2d. Describe how the LWIB ensures timely, open, and effective sharing of information among local and state agencies, other boards, the local workforce investment system, and the PA CareerLink® offices

In order to ensure timely, open, and effective sharing of information among the workforce system, there are regular meetings with the PA CareerLink® Operators Consortium, LWIB staff, and the PA CareerLink® Administrator. There also are meetings with PA CareerLink® staff and LWIB staff on what is now at least a quarterly basis. This consistent interaction helps ensure coordination, and invitations are sent to other providers or programs that provide a workforce service.

As an extremely rural region, having limited options is a hindrance, but at the same time the positive is that agencies and individuals are forced to cooperate and share information, data, and services. The Operator's Consortium attends the LWIB meetings. The staff of the LWIB meets with the WIA service providers and the PA CareerLink® site administrator, on average, three times a month at various meetings, including the Local Management Committee (LMC), an individual meeting before the LMC, the LWIB, PA CareerLink® Operator's Consortium, Youth Council and the Northern Tier Development Team. The Development Team is a meeting of all business service providers from economic development organizations, to IRC's, banks, export, Ben Franklin, PennTap, NTIEC. Groups give alternating updates on their activities in an attempt to be sure that everyone knows what is happening out there. The region also hosts a working committee designed to simply align the job developers.

Information regarding activities of the Northern Tier WIB is available to the public on a regular basis through open meetings. Public notice of LWIB meetings including place, date and time are published in local newspapers and in accordance with the Sunshine Provision in WIIN 3-03. Meetings are held in locations that are ADA accessible. Northern Tier Workforce Investment Board activities and projects are also promoted on the Northern Tier website, a recent improvement that is becoming more valuable. Contact information is available on the website for any questions or information. A comprehensive email list is utilized to communicate updates and activities of the Northern Tier Workforce Investment Board.

2e. Describe the Youth Council:

The Youth Council consists of a minimum of 15 members, and has a member of the local Northern Tier Workforce Investment Board with special interest in youth policy, a youth service agency representatives, including juvenile justice and local law enforcement agencies, parent of eligible youth seeking assistance, former participants, and representatives of organizations that have experiences relating to youth activities and a representative of Job Corps, as appropriate.

Youth Council meetings are held immediately before the LWIB meetings and report to the full Northern Tier Workforce Investment Board. The Youth Council serves as a subcommittee of the Northern Tier Workforce Investment Board. The duties of the Youth Council include: developing portions of the local plan relating to eligible youth, recommending eligible providers of youth activities, and conducting oversight of youth activities in the Northern Tier. The Youth Council also provides program oversight to the WIA Title 1 contractor, and offers guidance on seeking out alternate funding sources. All recommendations and plans developed by the Youth Council are reviewed and approved by the Northern Tier Workforce Investment Board. The Youth Council has been particularly active over the past year with the Healthcare Awareness Week and other healthcare initiatives.

3. Identify the PA CareerLink® Operator and describe the process for Operator selection and the relationship of the Operator to the LWIB. Describe any anticipated changes to the Operator/Consortium, and the roles and responsibilities of the Consortium.

The PA CareerLink® consortium of operators consists of the paying partners in the PA CareerLink® which are representatives from the WIA Title I contractors, Bureau of Workforce and Development Partnership, Department of Public Welfare and Office of Vocational Rehabilitation. The PA CareerLink® consortium is chaired by a WIA Title I representative and organized by the site administrator who is responsible for both the comprehensive PA CareerLink® sites in the region. The consortium of partners, which serves as the one-stop Operator Consortium has been so designated by the LWIB/local elected official agreement. Additional operator partners can be considered in the future depending on the length of the commitment, but historically when a partner's funds get reduced there is a fiscal need for that partner to both withdraw from the PA CareerLink® and to relinquish their role as an operator partner. The consortium performs its management functions through operator consortium meetings held every two months. Meeting agendas, minutes and comprehensive reports are provided at every Operator's Consortium meeting.

The purpose of the PA CareerLink® is to create a seamless system of service delivery that will enhance the access to individual program services while improving long term employment outcomes for both job seeker and employer customers receiving assistance. The Consortium designs the integration of systems and coordination of services, develops in cooperation with the fiscal agent an acceptable Resource Sharing Agreement utilizing equal access as the cost allocation methodology, evaluates performance and customer needs, maintains the one stop service plan, acts as a liaison with the LWIB, markets the PA CareerLink®, recruits partners, assures adherence to the provisions of Memorandum of Understanding, defines and provides means to meet operational goals, share and maintain data, responds to community needs, facilitates team building, and recommends to the LWIB when necessary the need for additional access points. The LWIB defines the role of the Operator Consortium, determines the number and type of PA CareerLink® sites in the WIA, defines minimum requirements for each site, sets performance standards, reviews, monitors, and evaluates performance, charters PA CareerLink®

sites, and negotiates the memoranda of understanding of the PA CareerLink® partners to provide services.

4. Identify the WIA Title I Contractor(s) for Adult, Dislocated Worker and Youth services. Describe the process for selection.

The WIA Title I Contractor is Trehab, Inc. in Sullivan, Susquehanna, Tioga and Wyoming Counties. Bradford County Action is the WIA Title I contractor in Bradford County. The contracts are awarded following a Request for Proposal (RFP) process, which is completed by staff and an ad hoc committee of the LWIB. The contracts with the contractors are for one year with the Northern Tier Workforce Investment Board voting on a second year. The contractors meet with and report to the LWIB at every meeting and all statistics are presented in monthly reports.

The Workforce Investment Act Section 123 states that in a Local Area, the Local Board for such area shall identify eligible providers of youth activities by awarding grants or contracts on a competitive basis, based on the recommendations of the youth council. Therefore, the Northern Tier Workforce Investment Board conducts a competitive procurement process for youth providers of youth activities every two to three years depending on provider performance. A Request for Proposals is developed and then advertised on the website and in local papers. Proposals are received and reviewed by Youth Council members to determine the best provider or providers who can meet federal guidelines of the required program elements, State and Local goals, performance measures, program feasibility, and costs. The Youth Council recommendation is then forwarded to the Northern Tier Workforce Investment Board for approval or disapproval. Current WIA youth contractors are Trehab, Inc. and Bradford County Action.

The same process is followed every two to three years for the Adult and Dislocated Worker Programs. An RFP is advertised in the newspapers and online, proposals are received, scored by members of the LWIB, approved by the full LWIB and contracts are then negotiated.

5. Provide an organizational chart (*Appendix E*) that delineates the relationship among the agencies involved in the workforce development system, including the LEO and required/optional PA CareerLink® partner programs and lines of authority. The chart should reflect the distinct separation between governance and service delivery structures. For incorporated entities, include the corporate board.

Attachment E is the organizational chart.

6. Discuss the process used to determine how WIA funds are used for infrastructure, personnel, contracts, and other costs to provide the required WIA core, intensive, and training activities.

Throughout the course of the year, the LWIB is provided extensive data regarding the economic status of the region. This constant stream of information includes the number of families living in poverty, the unemployment percentages, relative share of unemployment, welfare recipients, and percentage of families receiving Temporary Assistance for Needy Families (TANF). The LWIB then uses the total knowledge of this to determine funding levels for the greater good of the region's five counties. Preparation of these allocation and source financial data is prepared by LWIB fiscal staff. Budgets and ratios are based on the history of providing services to the five counties. While these numbers are used to determine the preliminary budgets, the spirit of cooperation among the local elected officials and the Northern Tier Workforce Investment Board members has always allowed for redirecting money to address areas of need.

7. Describe any regional workforce development partnerships, including their purpose, roles, goals, objectives, and their activities that help improve LWIA performance.

The research partnership with the Central WIB provides analysis, data, and materials for the LWIB to use and share. The industry partnerships with Poconos, Luzerne, and Lackawanna WIBs maximize the funds invested across a broad and diverse geographic area. A small training need of a Northern Tier employer may be a large need of a Scranton employer, and through the joint efforts, an opportunity can be created that will aid both employers.

8. Describe how the strategic direction and performance goals are communicated to partners and stakeholders for PA CareerLink® planning and alignment.

In order to communicate and relay the goals and strategic directions to the partners and shareholders, LWIB staff meets weekly with the PA CareerLink® staff. There are monthly meetings of the PA CareerLink® management team, which is the Site Administrator, BWDP Site Supervisor, and the supervisors of the WIA Title I programs. The PA CareerLink® Operators Consortium meets on the same day. This series of meetings involves a majority of the same people and are held on the same day to reduce travel. The third meeting of that day includes the operators with stakeholders invited as well. Moving forward, meeting notes from the face-to-face interactions will be sent electronically to stakeholders and partners who don't attend. The Adult Basic Literacy providers and Employment Advancement and Retention Network providers meet as well. Strategy, performance, problems, solutions, protocol are all discussed. All of these meetings and discussions with these groups share the common goal of meeting the strategic and operational plans of the region.

9. Describe how the LWIB will ensure effective implementation of the local plan.

Consistent and open communication of measurements and goals amongst the Northern Tier Workforce Investment Board, LEO's, and partners ensures everyone is pushing in the same direction and helps ensure implementation of the local plan. Those efforts taken in an

administrative and oversight capacity to ensure effective implementation of the plan includes all of the aforementioned actions such as monitoring of the programs, corrective actions from the monitoring, the tracking of data, and two-way communication all of those efforts.

B. OPERATING SYSTEMS AND POLICIES: SERVICE DELIVERY SYSTEM

1. Describe the LWIA’s workforce development service delivery network.

The Workforce Investment Act clearly identifies the one-stop system as the service delivery system for programs funded under the Act and its partner programs. In Pennsylvania, the PA CareerLink® system has been designated as the one-stop delivery system. The PA CareerLink® is a collaboration of site partners that are responsible for administering workforce investment, educational, and other human resource programs and funding streams.

The Northern Tier service delivery network consists of two full service PA CareerLink® centers. We encourage recognition of the PA CareerLink® system as the primary venue for jobseekers and employers to access services. The service delivery network includes the LWIB, the PA CareerLink® Operators, and PA CareerLink® Partners (mandated and voluntary). Each PA CareerLink® is a full-service site and provides the full continuum of core, intensive, and training services for jobseekers. Core services are also available via the Internet.

Core Services, including the Career Resource Center, are available to anyone coming through our doors without eligibility restrictions. The operators/partners all provide staff to work in the CRC. After the customer is greeted by a staff member and completes the intake form, they are directed to the CRC where staff members are assigned during scheduled agency time slots assess the needs from the intake form and then assist them with both a computer job search and those needs.

Intensive Services are provided by partners and are available based upon eligibility tied to targeted jobseekers such as those with disabilities or those needing credit counseling or to income levels. All of these services involve case management of some type and necessitate a more in-depth and comprehensive approach to serving the customer. Customers are accompanied to the appropriate partner(s) as determined by their needs, introduced to the staff person, and then that person takes them to additional partner staff as needed to insure that every possible service is provided.

Training Services are provided by most of the partners in the One-Stop. Examples include BWDP for Trade Adjustment Assistance; and GED Review classes; Job Corps for youth training up to and including a two-year degree; OVR for training up to and including 4 years leading to course completion. These training services are a result of Intensive Services provided by the partners listed.

Susquehanna County: 1017 West Main Street, Susquehanna
Wyoming County: 99 Bridge Street, Tunkhannock

3. Describe how the LWIB will assess the effectiveness of its configuration of PA CareerLink® site(s), including, but not limited to, business hours and types of services offered.

The Northern Tier WIB and the PA CareerLink® Operator’s Consortium monitor progress of each PA CareerLink® and outreach sites through reporting and oversight mechanisms based on requirements established by the Department of Labor and Industry. This includes ensuring PA CareerLink® sites have an up to date one-stop operational plan and LWIB/One Stop Partner Agreement (OSPA) that has been fully executed by all required partners. In addition, PA CareerLink® facilities are required to meet ADA requirements. PA CareerLink® sites and affiliate sites submit reports to the LWIB on a quarterly basis including customer flow/traffic, number of services, employers accessing the system, customer satisfaction, business market penetration and updates on any new project developments or opportunities. The PA CareerLink® Operator’s Consortium is a consolidation of partners and is inclusive of the entire region. This enables the varying partners representing various counties to concentrate on the oversight of operations in a more efficient manner. Staff to the LWIB also conducts extensive monitoring examining the quality of services to determine areas that are in need of improvement as well as recognize best practices.

Business hours vary from site to site and are determined based on customer flow. Both comprehensive sites operate under traditional hours of business of 8:30 to 4:30. All sites are flexible in extending hours if needed to meet customer needs.

4. Describe the type and availability of training and employment activities and supportive services that will be made available in the LWIA and the process to assess and determine service offerings.

Within the local PA CareerLink® system, there is a commitment to quality and an understanding that the system is customer-driven. The PA CareerLink® provides universal service for everyone. As such, the local design of the PA CareerLink® centers is focused on: universality; customer-choice; integrated systems and results-based accountability. In addition to meeting the required performance standards, PA CareerLink® partners must ensure that customers have easy access to services without being hindered by the obstacles related to funding streams and agency distinctness. Customers must also be afforded an opportunity to investigate all of the available services and training options, including statistics and satisfaction rates prior to choosing a career path. The effective but disconnected services available to jobseekers and employers must be integrated into a seamless network to increase the options available to customers and to ensure the individual success of each partner.

Core Services, including the Career Resource Center, are available to anyone coming through our doors without eligibility restrictions. The operators/partners all provide staff to work in the CRC. After the customer is greeted by a staff member and completes the intake form, they are directed to the CRC where staff members are assigned during scheduled agency time slots assess the needs from the intake form and then assist them with both a computer job search and those needs.

Intensive Services are provided by partners and are available based upon eligibility tied to targeted jobseekers such as those with disabilities or those needing credit counseling or to income levels. All of these services involve case management of some type and necessitate a more in-depth and comprehensive approach to serving the customer. Customers are accompanied to the appropriate partner(s) as determined by their needs, introduced to the staff person, and then that person takes them to additional partner staff as needed to insure that every possible service is provided.

Individual Training Accounts (ITA), On-the-Job Training (OJT), incumbent worker training and work experience for youth are different types of training and employment activities offered. There also are workshops offering a variety of skill upgrades and assistance to aid in the employment search.

Supportive services are available to customers attending intensive or training services for child care and transportation needs. In order to help determine which support services are most effective in our area, monthly support service reports are generated by the WIA provider. LWIB staff review reports monthly to ensure appropriateness of services, trends and cost analysis to determine if change to current policy is needed. Economic conditions and availability of funding are also a determining factor. Information is provided to the LWIB and any change in policy must have LWIB approval prior to implementation. Customers are also eligible for a gas incentive based on attendance for intensive and training services to offset the travel costs. The LWIB continually evaluates supportive service and needs-based payment policies to determine whether the current policies are sufficient for the economic conditions.

5. Describe the LWIB's strategy for seamless service delivery, including the transitions among core, intensive, and training services and referral to partner services for both business and jobseeker customers.

Our PA CareerLink® system provides an opportunity for all residents of the Northern Tier to access services. Core services are provided by all PA CareerLink® partners and are universally accessible to customers. Core services are available both at the physical sites as well as accessible through the web-based PA CareerLink® operating system known as the Commonwealth Workforce Development System (CWDS), to both businesses and individuals.

Upon entering a PA CareerLink® office, first time visitors are asked to complete a tracking form. This form allows the customer to identify PA CareerLink® services they are interested in. A PA CareerLink® staff representative reviews the form and if the customer has not already done so they are asked to enroll on CWDS. A staff person is available in the resource room to assist customers with enrollment. After reviewing the application the representative refers the customer to the appropriate staff person for further assistance.

Business customers are also referred to partner services when applicable. The Business Services Team provides an overview of services to businesses in the area through on site visits, follow up to services, quarterly newsletters and participation in community events such as job fairs, business to business expos, and Chamber of Commerce and Economic Development meetings.

Core services include, but are not limited to orientation, outreach, initial assessment, labor market information, career counseling, job search, placement assistance, informational workshops, and follow-up services. Core business services include recruitment assistance, prevailing wage information and labor market information, employee screening and referral and information relating to regulatory issues. Both business and jobseeker customers are referred to appropriate PA CareerLink® staff rather than partnering agency.

If, after receiving a core service, a customer is unable to obtain or retain employment that leads to self-sufficiency, is found to be in need of additional services and meets eligibility requirements the customer may be referred to appropriate partnering staff for intensive services. Intensive services include, but are not limited to, comprehensive assessments, full development of individual employment plans, group counseling, case management, individual counseling and career planning, basic computer literacy skills, short-term prevocational classes, literacy, support services and follow-up. Intensive business services may include, but are not limited to; specialized recruitment, customized assessments, rapid response services, and seminars or informational workshops.

If after receiving an intensive service, the customer is unable to obtain or retain employment that leads to self-sufficiency, the customer may be determined suitable for training services.

Training services include, but are not limited to: occupational skills training, on-the- job training, workplace training and cooperative education programs, private sector training, skills upgrading and retraining, entrepreneurial, job readiness, adult education and literacy activities and customized training. Training services available for businesses include incumbent worker training, on-the-job training and customized job training.

6. Describe measures developed to improve operational collaboration of workforce investment activities and programs. Include measures to identify and eliminate existing barriers to coordination.

In order to ensure the successful delivery of service, it is necessary for PA CareerLink® staff to be knowledgeable of all available services provided by partners and the community. This is ensured by continuously training staff, providing new training sessions, holding integrated monthly staff meetings including guest speakers from outside service agencies to educate staff on the available resources and establishing operating policy and procedures.

The LWIB will continue to develop and strengthen the partnerships and participation in the workforce development system of three major groups: employers, educators and service agencies. The Northern Tier Workforce Investment Board will develop and maintain an effective and efficient workforce system that uses the power and influence of the Northern Tier Workforce Investment Board to attract partners, build alliances and coordinate resources.

All of the meetings and regular discussions with these the WIA partners and management, discuss and share the common goal of meeting the strategic and operational plans of the region. LWIB staff meet weekly with the PA CareerLink® staff, there are monthly meetings of the PA CareerLink® management team and the directors of the WIA Title I programs. The ABLE providers and EARN providers meet as well. Strategy, performance, problems, solutions and protocol are all discussed.

- 7. Attach the current, fully-executed LWIB/One-Stop Partner Agreement (OSPA) to identify current, specific levels and methods of participation of each required and optional partner program in the local service delivery system (*Appendix F*).**

Appendix F: One-Stop Partner Agreement (OSPA)

- 8. Describe how individual programs, using the funds allocated under each specific Title, will align with and implement the strategies and vision outlined in the Strategic Plan section.**

The NTWIB's vision and policy directs investment in workforce preparation, skill development, education and training. These investments are targeted and align with assisting youth, job seekers and employers. The NTWIB aligns regional resources and acts as the intermediary to promote partnerships among businesses, non-profit agencies, economic development providers, educational institutions, community-based organizations, and employers. Through working together, stakeholders enhance the skills needed for workforce inclusion, employability, and educational and training levels of the current and future workforce. To accomplish this vision, the following resources and programs are utilized in accordance with federal and state regulations:

- *Wagner-Peyser Act Programs*

Services under the Wagner-Peyser Act are provided by partners from the Bureau of Workforce Development Partnership, Pennsylvania Department of Labor and Industry. These services are provided within the PA CareerLink® System and include vocational counseling, employee profiling, job matching, job search assistance, and posting of employer job orders.

- *Programs authorized under Title I of the Rehabilitation Act of 1973*

Programs authorized under Title I of the Rehabilitation Act of 1973 are provided by the Office of Vocational Rehabilitation and available through the PA CareerLink® System. These program services include vocational counseling, skill assessment, assisted living services, and funding for occupational skills training to the persons with disabilities population.

- *Programs authorized under Section 403(a)(5) of the Social Security Act (as added by Section 5001 of the Balanced Budget Act of 1977)*

The local County Assistance Offices through the State Department of Public Welfare provide services through TANF, authorized under Section 403(a)(5) of the Social Security Act. These services are targeted to welfare recipients and include information dissemination of welfare benefits. The services act as the sole determinant for eligibility of those benefits and are the referral resource to a multitude of local services, programs, and training options.

- *Activities authorized under Title V of the Older American's Act of 1965*

Activities authorized under Title V of the Older American's Act of 1965 are provided within the local PA CareerLink® system by the local Area Agencies on Aging and older work organizations, such as Experience Works and AARP. These services are targeted to seniors through the PA CareerLink® system and include vocational counseling, paid work experience programs, employment training, and independent living counseling.

- *Postsecondary vocational education activities authorized under Carl D. Perkins Vocational and Applied Technology Education Act.*

Vocational Technical School and Career and Technology Center partners provide these services as part of the PA CareerLink® services. Program services include the dissemination of information relative to financial assistance to attend post-secondary training and the provision for post-secondary occupational skills training.

- *Activities authorized under Chapter 2 of Title II of the Trade Act of 1974*

These activities include Trade Readjustment Act Program administration, including tuition assistance to Dislocated Workers who have lost their jobs due to imports. Program services, authorized under this funding and provided within the PA CareerLink® system, include rapid response to employees in the event of massive layoff or plant closure, tuition assistance for post-secondary occupational skills training, and income subsidies to assist candidates while in training. This service is provided by BWDP, Department of Labor and Industry.

- *Veteran's activities authorized under Chapter 41 of Title 38 United States Code*

Veterans' activities are provided by Veterans Representatives from BWDP, Pennsylvania Department of Labor and Industry. Services include career counseling, information on veterans' benefits, and tuition assistance for skill training.

- *Employment and Training activities carried out under the Community Services Block Grant Act*

These services are available within the PA CareerLink® System through local community action agencies or limited-purpose agencies (e.g. farm worker organizations).

- *Employment and training activities carried out by the Department of Housing and Urban Development (HUD)*

Where applicable, employment and training activities are provided by the existing Housing Authorities through the PA CareerLink® System. Services include information on HUD-funded employment and training activities, housing assistance, and housing subsidies.

- *Programs authorized under State unemployment compensation laws*

BWDP operates programs authorized under the State Unemployment Compensation laws. Services include dissemination of information on the State Unemployment Compensation Law, claim assistance, and access to unemployment compensation benefits.

- *Programs authorized under Title II of the Workforce Investment Act (adult basic education and literacy training).*

These Title II programs are provided by local Adult Literacy Training Providers, depending on the availability of literacy training in the individual counties. The Title I provider, Bradford County Action, has utilized this entire region to ensure the delivery of high-quality services. As one of the leading service providers, BCA is aligned with Tech Prep, and youth initiatives.

9. Describe the LWIB's role and functions in the provision of Rapid Response services, including coordination with statewide Rapid Response activities.

The Northern Tier region has had a unified strategy/approach to the integration of Rapid Response, Dislocated Worker and Trade services. PA CareerLink® staff and the LWIB have worked closely with the Rapid Response Coordination Services of the Bureau of Workforce Development in organizing Rapid Response events and in continuously developing service strategies to best suit the needs of displaced workers. Efforts include creating a unified system and sharing duties to provide services to dislocated workers, including initial assessments, determining training needs, career guidance, case management to job development, support services and on-site customized workshops.

C. OPERATING SYSTEMS AND POLICIES: BUSINESS SERVICES

1. Describe the role of the Business Services Team (BST) in PA CareerLink® office(s).

The role of the Business Services Team in the PA CareerLink® is vital to the success of maintaining and establishing new relationships with business customers. The Business Services Team (BST) is committed to consistently delivering quality service to employers. The team purpose is to respond locally to businesses in high growth and high demand industries, strategically increase service delivery including number of employers served and connect the local PA CareerLink® system to the demand-driven and economic development initiatives within the region. The team has developed a systemic approach for service delivery to businesses.

2. Describe how the LWIB will ensure that the local strategic plan and goals for business services are communicated to and linked with the BST.

Plans and goals of the local PA CareerLink® system are communicated to the Business Services Team through direct contact at business services team meetings which are held monthly. The PA CareerLink® administrator is responsible for relaying this information and updates to the Business services team chair on a regular basis. The PA CareerLink® Management Team (CMT) also provides direction to BST ensuring the team is in-line with goals established by the LWIB. CMT meets bi-monthly and BST is a standing agenda item. Each county meets locally and discuss BST issues. On a quarterly basis BST representatives from each of our five counties meets to discuss issues/concerns, best practices and determine goals and plan of action for continued service to our local businesses.

3. Describe the BST outreach strategy and plans to promote partnerships and linkages with state and local businesses, professional service organizations, and trade associations and to support sector engagement goals.

BST members are involved in a variety of workforce events throughout the region to increase awareness of PA CareerLink® services including the annual business to business expo, job fairs, chamber meetings, economic development meetings. Participation in events held across the border in New York is also attended when possible to connect with counterparts and employers that are often recruiting in our areas. BST is not only focused on attracting new business, but maintaining a good relationship with existing customers. This includes conducting follow-up with employers on a regular basis.

4. Describe the LWIA's service delivery solutions for business customers, including, but not limited to, developing career ladders, industry-recognized credentialing, customized service delivery, collaborations and/or partnerships.

The BST is currently planning to offer a series of workshops to local employers in order to maintain contact. BST in collaboration with the Healthcare Industry Partnership recently had a representative from Unemployment Compensation conduct a workshop for local employers. The workshop was a success and BST plans to offer more events like this. A workshop in development is "How to Best Utilize PA CareerLink® for your Recruitment needs". BST also develops a business focused, regional newsletter that is released on a quarterly basis that is distributed to local businesses.

5. Describe how the LWIB will ensure that BSTs offer services and resources to businesses that include, but are not limited to, lay-off aversion strategies, On-the-Job Training (OJT) and customized training opportunities, recruitment, toolkits, data visualization and other materials.

Each BST member has a standardized folder with a menu of services including, but not limited to, information on lay-off aversions, OJT, Industry Partnership, contact information. In order to ensure that each BST member is equipped with the tools needed to conduct on-site visits with both new and existing customers we are developing a regional standard operating procedure including all the foundational basics that should be covered in an employer visit and how to report that activity within the CWDS system so that the information can be shared and efforts are not duplicated. Educating BST members on the variety of available services within our community is also important. This includes bringing in guest speakers to the regional and/or monthly meetings. Examples include partnerships with economic development agencies, industry partnerships and local chambers.

6. Describe the standardized metrics (e.g., repeat business, Return on Investment (ROI), labor market penetration, new hires) that will be used to measure the success and effectiveness of a BST.

Employer contacts are tracked, the market penetration is tracked, and annual goals are set, which is normally a 5% increase in registered employers. New employers, new hires, business services, and job orders are all recorded and reported monthly to the LWIB.

D. OPERATING SYSTEMS AND POLICIES: PRIORITY OF SERVICE

1. Describe the LWIB's strategies and processes for compliance with Jobs for Veterans Priority.

Program eligible Veterans and eligible spouses are given priority over non-veterans for available services. Veterans and eligible spouses are identified at point of entry through the PA CareerLink® tracking form. Veterans and eligible spouses can be served by any PA CareerLink® staff person. Veterans and eligible spouses identified as having significant barriers to employment will be referred to a Veteran's Representative for additional services. The Local Veterans Employment Representative (LVER) and Disabled Veteran's Outreach Program (DVOP) representative cover the entire region and are on a consistent schedule to accommodate veterans and eligible spouses in our area. The LWIB will adhere to all regulations regarding priority of service for all core, intensive, and training services for all qualified job training programs and services delivered through the local workforce system as described below.

On December 19, 2008, the U.S. Department of Labor (DOL) issued 20 CFR Part 1010, Priority of Service for Covered Persons: Final Rule, which further defines and expands on the requirements of the Jobs for Veterans Act (JVA) of 2002. JVA calls for priority of service to be implemented by all "qualified job training programs," defined as "any workforce preparation, development of delivery program or service that is directly funded, in whole or in part, by the Department of Labor." This includes the Workforce Investment Act, the Trade Act programs, and the Wagner-Peyser Programs, National Emergency Grants under the Workforce Investment Act as well as the American Recovery and Reinvestment Act of 2009. These regulations took effect on January 19, 2009. BWDP staff has been in communication with the USDOL to clarify the requirements and determine changes that will be needed to CWDS in order to implement the requirements.

The following definitions will be used.

- The regulations apply to “covered persons,” which is defined as “covered veterans **and** eligible spouses.”
- Covered Veteran – defined as service in the military, naval, or air service and a discharge under conditions other than dishonorable.
- Eligible Spouse – the spouse of any of the following individuals:
 - A veteran who died of a service connected disability.
 - A member of the Armed Forces serving on active duty, who at the time of application for service under this section, is listed in one or more of the following categories, and has been so listed for a total of more than 90 days: missing in action, captured in the line of duty by a hostile force, or forcibly detained or interned in the line of duty by a foreign government or power.
 - A veteran who has a total disability resulting from a service connected disability.
 - A veteran who died while a disability so evaluated was in existence.

2. Describe the criteria used to determine whether funds allocated for employment and training activities are limited and the process that the PA CareerLink® Operator uses to apply priority.

Financial reporting is available to the One-Stop Operator’s Consortium and the LWIB on a regular basis. Financial status is a standing agenda item and reviewed to determine whether or not funds are limited at both consortia and LWIB meetings. Determinations are based on funding availability, current customer population and estimated costs per participant based on historical data. If funding is determined to be limited, priority for training services are given to low income individuals and those receiving cash assistance.

Priority for training and employment activities are given to those that reflect the region’s identified high priority occupations and identified industry clusters. Program eligible veterans and eligible spouses are given priority over non-veterans for all available services.

Priority of service is always given to program eligible veterans and eligible spouses. Adult program eligibility is determined based on income. Currently an adult customer must have income below 235% of the federally established poverty guidelines to receive assisted core, intensive and/or training services.

3. Describe LWIB eligibility and priority selection policy for Adults and Dislocated Workers. Attach the LWIB’s Priority of Service policy (*Appendix G*).

When funds deemed limited, an adult customer must have income below 235% of the federally established poverty guidelines to receive assisted core, intensive and/or training services.

Priority of service is always given to program eligible veterans and eligible spouses. Please see Appendix G for priority of service.

E. SERVICES TO ADULTS AND DISLOCATED WORKERS

1. Describe how partner resources will be integrated to deliver core services to adults and dislocated workers.

The PA CareerLink® system provides opportunities for all Northern Tier residents to receive services. Core services are universal and do not have eligibility requirements. The LWIB ensures customers have access to the minimum required core services through the availability of the PA CareerLink® website (CWDS) and outreach sites. Three of our affiliate sites have full-time WIA staff that may assist customers and/or make referrals to partnering staff to their respective comprehensive PA CareerLink® site.

All PA CareerLink® partners provide core services to our customers. At a minimum, required partners contribute staff to PA CareerLink® Resource Centers, conduct workshops or initial assessments and referrals. These services are universally accessible to all customers. PA CareerLink® sites are certified as ADA compliant and materials in alternative format for persons with disabilities are available. Interpretive services are also made available for persons with limited English proficiency.

2. Describe measures to ensure that intensive services are provided to adults and dislocated workers who meet the criteria in WIA Section 134(d)(3)(A).

Intensive services are designed for customers that are unable to obtain or retain employment through core services. If, after receiving a core service, a customer is unable to obtain or retain employment that leads to self-sufficiency and meets eligibility requirements the customer is referred to appropriate partnering staff for intensive services. An Individual Employment Plan (IEP) is done with each customer entering intensive services. Career Advisor staff is responsible for maintaining and updated the IEP with the customer to document needs and progress. LWIB staff monitor program systems to ensure that required intensive services are being offered and that Adult and Dislocated Workers meet eligibility requirements.

3. Describe measures to leverage resources to provide increased access to training opportunities.

Whenever possible, other funding sources are leveraged with WIA funds to provide training opportunities in high priority occupations for eligible Adults, Youth and Dislocated workers. As a participating LWIB in the Northeast PA Advanced Materials and Diversified Manufacturing Industry Partnership as well as the lead of the Northeast Regional Healthcare Industry Partnership, worker training grant funds are used to upgrade the skills of incumbent workers as well as new hires. TANF Youth Development funds are used to pay for testing fees for CNA certification. In Tioga County WATCH Project funding assists low-income residents to become

nurses, CNA's, EMT's and Paramedics. ShaleNet funding is utilized for training that leads to employment in the natural gas industry. Clients with a disability are referred to OVR funded training and Trade Act Assistance is used for participants that qualify.

4. Describe how the Eligible Training Program/Provider system is used to provide improvement of education and training opportunities in response to the needs of business and industry.

Only training programs that appear on the ETPP list and lead to a high priority occupation in the Northern Tier are funded with WIA training dollars.

Through the ETPP list, customers can compare performance measures, program costs, and curriculum information from various schools to assist them in selecting the best training option in their selected field. Each training program on ETPP list must meet the required performance measure levels outlined in the WIIN No. 1-07, Change 1, which ensures that workforce investment dollars yield the best possible results.

The High Priority Occupation list is reviewed annually with employers, industry partnership members and education. Feedback is shared with training providers to help them align their programs of study with needed employment skills and job openings in the current economy. The petition process is used to refine the initial High Priority Occupation list, adding occupations based on input from business and educators. This allows training providers to submit programs that meet local employer demand for a skilled workforce.

5. If implementing the waiver of the statutory exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for out-of-school youth, describe training services for out-of-school youth.

The Northern Tier WIB has implemented the waiver of the prohibition at 20 CFR 664.510 on the use of Individual Training Accounts for out-of-school youth. Individual Training Accounts are used as a mechanism for providing eligible out of school youth with the means to finance and obtain occupational skills training in order to obtain unsubsidized employment. The training program must lead to a high priority occupation in the Northern Tier Region and the training program must appear on the approved ETPP list. All other requirements of the Northern Tier Individual Training Account policy must be met and are outlined in *Appendix M*. Youth participants may choose training from any of the approved programs that appear on the ETPP list that are in-demand in the region. All youth must receive their GED or diploma prior to receiving training funds

6. Describe the approach to OJT and customized training, including identifying opportunities, marketing, networking, and leveraging resources.

The Business Service Team (BST) provides outreach to the business community and is a vital connection between the services, partnerships and the businesses. The BST provides information to employers on OJT and customized training and acts as the sales-arm for employment and training services.

7. Describe current and/or planned use of WIA Title I funds for apprenticeship training.

The Northern Tier WIB continually looks for opportunities to provide apprenticeship training to our clients through the Federal Apprenticeship program. We will continue to seek opportunities to expand our training options.

F. SERVICES TO SPECIFIC POPULATIONS

The Operational Plan must address service strategies for: dislocated workers, displaced homemakers, low-income individuals (such as: migrant and/or seasonal farm workers, women, minorities, individuals training for non-traditional employment), veterans, public assistance recipients, individuals with multiple barriers to employment (including older individuals, persons with limited English proficiency, persons with disabilities, and ex-offenders), and youth. Where the LWIA employs similar service strategies for all populations, the strategies need only be addressed once. Strategies that are unique to a specific population must be described separately.

Our goal is to enhance the ability of workforce development and lifelong learning systems to service the underemployed worker and those with additional barriers. This includes participating in dialog with agencies in the community who are the primary point of contact for those issues.

The communication and referrals between PA CareerLink® partners and the many different agencies assisting those with additional barriers is the key to providing a comprehensive system. These groups include, but are not limited to: the county assistance offices, community action agencies, probation offices and non-profits such as Serve Inc, Futures, YMCA, and Area Agency on Aging. The SCSEP providers in the region are:

BRADFORD, SULLIVAN, TIOGA

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WYOMING

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Continuously educating PA CareerLink® staff, service agencies and the community regarding the spectrum of available services both inside and out of the PA CareerLink® system is necessary to avoid duplication of services and maximize and leverage resources. The PA CareerLink® management team continuously examines ways to align the PA CareerLink® service delivery system to more directly address issues involving underemployment, business services, and service to special populations. This population includes dislocated workers including displaced homemakers, migrant/seasonal workers, TANF customers, veterans, minorities, women and those with additional barriers to employment including older individuals, ex-offenders, persons with disabilities and persons with limited English proficiency. The PA CareerLink® Management Team assists the LWIB in ensuring availability of employment and training services to these special populations. Services for these individuals are equal to any other including all of the PA CareerLink® workshops, one-on-one services with staff, testing, referral process, as well as online opportunities such as JobGateway.

PA CareerLink® partners from Office of Vocational Rehabilitation, Veterans, Trade and Department of Public Welfare assist in accessibility and availability to these populations. Each individual is assessed by PA CareerLink® staff and referred to appropriate services. Options for skills training are explored utilizing various partnerships with Educational Opportunity Center (EOC), Office of Vocational Rehabilitation (OVR), school district guidance departments, post-

secondary education provider admissions offices and the WIA Title I program. These same partners will assist in outreach services directly to special populations, and involve reasonable efforts to include members of both sexes, various racial and ethnic groups, individuals with disabilities, and individuals in differing age groups. Such efforts may include, but are not limited to: Advertising provider programs and/or activities in media, such as newspapers or radio programs, that specifically target various populations; Sending notices about openings in the programs and/or activities to schools or community service groups that serve various populations; and Consulting with appropriate community service groups about ways in which the providers may improve its outreach and service to various populations.

Services to Migrant Seasonal Farm Workers

20 CFR 653.100 and 653.101(a) is applicable to all LWIAs and reflects that *“Migrant and Seasonal Farm Workers (MSFW) will receive qualitatively equivalent and quantitatively proportionate services equal to those provided to all other customer. MSFWs will receive the full range of employment services, benefits and protections including counseling, testing, and job and training referral services. In providing such services, all PA CareerLink® offices will consider the preferences, needs, and skills of individual MSFWs.”* Often these low income workers are lacking in both basic education and vocational skills necessary to secure a family sustaining income. In addition, in some cases their English is limited. Although relatively few of this customer group are employed in our region, customers seeking assistance can access basic education services through the WIA Title II partner either on-site at the PA CareerLink® offices or in close proximity. As a one- stop partner, ABE is an integral component in the delivery of services to the PA CareerLink® customers. In order to bridge the communication barrier of limited English speaking customers, Language Line dial up interpreters and local interpreters are utilized. We also partner with our local library system to offer ESL. Written material of available services are also available in Spanish.

Services to Persons with Disabilities

Efforts are made to ensure that persons with disabilities are afforded access to all services provided within the PA CareerLink® sites. The OVR plays a significant role in recruitment and outreach to this special population. OVR serves on the Northern Tier WIB, further ensuring that service barriers for persons with disabilities are identified and eliminated. Financial resources of the PA CareerLink® sites and OVR are coordinated in order to cover shared customer training and supportive service costs. In addition, the PA CareerLink® utilizes customer assessments conducted by OVR. The Northern Tier has funded and continues to support sensitivity training for PA CareerLink® staff, as well as additional training on the various adaptive technologies used within the one-stop. As with all customer groups, referrals are also made to non-PA CareerLink® partner service agencies in an effort to bridge service gaps.

PA CareerLink® staff work with OVR partner staff on an on-going basis to take a proactive approach to ensure that the one-stops retain their ADA compliance status. This includes the

maintenance of the Career Resource Area, with its adaptive technologies, the TTY line, and the availability of resource materials in alternative formats (Braille, large print). OVR staff also sits in on PA CareerLink® offices monthly meetings to discuss service strategies.

Services to Veterans and Related Eligible Persons, including National Guard and returning Veterans

Upon entering the PA CareerLink® site, each individual is asked to complete a tracking form. This information allows staff to immediately identify a veteran, or eligible spouse of a veteran, provide them with additional information on those resources available to veterans and eligible spouses, and make them aware of their priority of service. These efforts also assist PA CareerLink® partners to coordinate efforts and ensure that veterans receive a priority of service and are educated on the resources available to them including but not limited to assessment, one-on-one intensive counseling, priority for job referrals, priority for financial assistance with training and supportive services, and placement assistance. To ensure this priority of service, local strategies implemented in this LWIA include:

- Having dedicated staff trained specifically to provide services for veterans and their families
- The use and display of informational posters and brochures that outline the veterans' priority of service and the Veterans Gold Card Program
- Creating and expanding employer linkages for job placement
- Educating veterans and their families on the rights and benefits associated with veteran status
- Building linkages to community-based organizations for the referral to additional services not provided within the PA CareerLink® site
- Educating employers on compliance with federal and state requirements regarding hiring and provision of veteran benefits
- Educating PA CareerLink® partners on compliance with federal and state requirements regarding hiring and provision of veteran benefits.

The workforce partners are also dedicated to creating opportunities and awareness for the promotion of programs geared toward hiring veterans in the community. Posters and signage referencing the updated veterans' priority of service is prominently displayed in the region's PA CareerLink® facilities. The PA CareerLink® also participates in Career Fairs specifically for area veterans and their families. Veteran staff also conducts outreach in the region through established relationships with the VA Medical Centers, Veteran Affairs and other community organizations dedicated to veterans.

Services to TANF Customers and Low-Income Individuals

Traditionally public assistance recipients have multiple barriers to employment which require a range of services. Critical components for these clients include intensive case management, multiple supportive services, basic education remediation, vocational education, and job search

assistance. A partnership with EARN coordinates resources and services with WIA Title I and ensures expanded case management and supportive services. The Northern Tier WIB and staff, the LMC and the County Assistance Offices are working together to identify opportunities for greater service integration between the EARN program and the one-stop. All parties are committed to working together to improve service integration and leverage additional resources for the benefit of all job seeking customers.

Services to Displaced Homemakers;

The PA CareerLink® sites see a minimal number of displaced homemakers. However, services are in place to assist this group by means of referral to partnering entities beyond the PA CareerLink®. Displaced homemaker customers are most often women who lack the marketable skills necessary for their own support. The Northern Tier and one-stop staffs recognize that opportunities provided through on-the-job training can be of special benefit to this group and work to market this service to the jobseeker as well as employer. The career advisors will also assist each customer in utilizing aptitude and interest assessments to make an informed career choice.

Services to women and minorities;

Services available to women do not differ greatly to what is available to men, other than referral to agencies geared specifically for women. Referrals are routinely made to women's shelters, the Salvation Army, local food banks, county assistance offices, women's help centers, and local charities. Contact information for these and other community resources can be obtained on an individual or staff assisted basis.

Minorities experience a higher incidence of high school dropouts and unemployment than the general workforce. As a result, referrals to General Equivalency Diploma (GED) preparation services are made; job search assistance and job matching services are also provided, as are the PA CareerLink® full array of services.

Older individuals;

There is an active referral process between the PA CareerLink® sites and Experience Works for those customers 55 years of age and older. Through this, resources are shared and appropriate services are provided. For those customers with little or no prior work experience, paid work experience opportunities can be provided. In many cases, Experience Works provides senior staff to assist in one-stop operations, including service as greeters and receptionists.

Persons with limited English proficiency;

The Northern Tier actively promotes the availability of services to these special populations, whose numbers in the region are small. Referrals to ABLE and local library system are made; these partners provide valuable assistance for those wishing to improve their literacy. Each one-stop commits financial resources to ensure the availability of local interpreters and

Language Line dial up interpreters when customers are in need of this assistance. Written materials outlining available services are also available in Spanish.

Ex-Offenders

The Northern Tier and PA CareerLink® staffs recognize that ex-offenders face special challenges as they attempt to reenter the workforce. PA CareerLink® staff work closely with local correctional facilities and parole officers on a regular basis to provide the following services:

- Orientation to the PA CareerLink® and available services. Resume writing.
- Interviewing techniques, including how to address questions regarding incarceration.

Inmates are encouraged to visit the local PA CareerLink® site, either in the region, or wherever they take up residence following their release, in order to access the full array of one-stop services.

Reemployment services offered through PA CareerLink® offices are available to all UC claimants. In addition to PA CareerLink® services available to all jobseekers, there are additional programs to assist UI claimants and dislocated workers. The following programs are offered weekly to customers within our region:

Profile Reemployment Program (PREP) – PREP expedites reemployment services to UC claimants, providing effective means to reconnect to the labor market.

Reemployment and Eligibility Assessment (REA) Program

– The Middle Class Tax Relief and Job Creation Act of 2012 extended the federal Emergency Unemployment Compensation (EUC) Program through 2012, adding a new requirement for individuals receiving EUC benefits to participate in a reemployment and eligibility assessment (REA).

Rapid response services are provided to dislocated workers in collaboration with the Rapid Response Services Coordination Services Department from Labor & Industry. The local Rapid Response team includes both WIA and Trade representatives in order to respond appropriately to the customer depending on the conditions of the separation.

All customers receiving services under the Trade Act are dual enrolled in WIA to ensure they receive the full range of assistance available to dislocated workers.

Trade impacted workers are given group Benefits Rights Interview (BRI) sessions. The BRIs ensure that Trade-impacted workers understand their rights and responsibilities under the law.

G. SERVICES TO YOUTH

- 1. Describe how the LWIB will promote collaboration among the public workforce system, educational system, human services, juvenile justice, and others to better serve youth who**

are most in need and have significant barriers to employment. This includes the provision of: career pathways, STEM education, labor market-based career development, advanced manufacturing, and energy-sector jobs.

The Northern Tier provides youth with effective and comprehensive activities that encourage school completion, improve educational attainment, and promote effective linkages to employers. Because of the strong connections that exist between our program providers, CAO's, school districts, training providers, OVR, PA CareerLink®, and numerous human service agencies, youth most in need of services are identified and provided with the activities and support needed to achieve academic and employment success.

The Youth Council is the leading force in designing a youth program that meets the needs of the Northern Tier Region. As experts within their public and private sector fields, the Youth Council provides the Northern Tier Region with the necessary technical assistance and guidance in the development of effective and responsive programs. As community leaders, the Youth Council assists in developing, fostering, and maintaining strong ties to the Region.

The program is designed to teach beyond basic skills remediation, to components such as work learning integration, exposure to academic subjects beyond math and reading, life skills training and other educational and cultural experiences. Activities are designed that encourage school completion and drop out reengagement and that help apply academic knowledge and skills to the world of work.

Information on industry and labor market trends is regularly distributed to local school districts and is shared with program participants. In-school presentations by workforce staff educate students about PA CareerLink® services, career pathways that lead to in-demand occupations and career readiness websites like www.jobstart101.org and www.mynextmove.org.

STEM education is an important component of the youth program. Employer visits, career fairs and guest speakers are a few of the activities that are used to educate youth on in-demand occupations that require a STEM education, including careers in healthcare, manufacturing and green employment opportunities. In collaboration with the Central WIB, a Health Care Career guide was developed that highlights thirteen different careers in the health care field and the educational opportunities available in the region for these careers. *Fast Facts*, a one-page snapshot of current employment information in the healthcare, manufacturing and energy fields are distributed to school students, parents and counselors. A partnership with the Central Susquehanna Intermediate Unit, the recipient of a five-year Health Professional Opportunity Grant assists individuals to enter and move up in the nursing profession through the WATCH Program.

- 2. Describe the criteria used for awarding grants for youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.**

Grants to provide youth program activities are awarded following a Request for Proposal process. Proposals are reviewed by an ad hoc committee of the Northern Tier Youth Council and their recommendations are presented to the LWIB for approval. The selection of employment and training service provider(s) are based on the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance in terms of the likelihood of meeting performance goals, costs and quality of training. In addition, consideration is given to demonstrated performance in providing appropriate supportive services, including child care, transportation, etc. Integration of programs is also considered in evaluation. Heavy emphasis is placed on proposals that demonstrate an in-depth understanding of customer needs and service gaps in each county and that propose additional activities beyond the minimum requirements to meet those needs.

3. Describe how policies ensure compliance with applicable safety and child labor laws.

Safety and adherence to the Child Labor Laws are very important components of the Northern Tier youth program. Copies of the Child Labor Laws are provided to program service providers and are part of the Youth Program Manual. Child Labor Laws are reviewed with every employer that participates in a work experience and posted at the job site. Criminal Background Checks and Child Abuse Clearance forms are completed and kept on file for anyone that has direct contact with youth participants. Compliance with safety and Child Labor Laws are strictly enforced and monitored on a regular basis.

4. Describe the processes used to provide initial intake, objective assessment, case management, individual service strategies, and eligibility assessments for youth. Include policies for Eligibility Verification and Priority Selection for Title I-B Youth (*Appendix H*).

Potential program participants are required to complete a common application which helps the Career Advisor identify eligible participants and the services they may need. An interview with the youth and their parents/guardian (if under 18 years old) is the next step in determining program eligibility, and to explain the services available through the program. Once program eligibility has been determined it must be verified with required documentation. Such documentation includes information to verify family size, family income in the previous 6 months, residence, citizenship or eligibility to work in the US, disability status, age, barrier status, and Selective Service Registration status (if applicable). After program eligibility is determined by the Youth Career Advisor, it is reviewed and verified by WIA Title I Supervisor before program services are provided.

The Career Advisor will perform an assessment of the individuals' academic levels, skill levels, and service needs to develop an Individual Service Strategy (ISS) for the client. The ISS is a detailed, unique, individual strategy for each youth participant that is the basis for the overall case management strategy. A successful case management approach includes assessing and

interpreting needs; developing, strategies to help reach educational, training and employment goals; providing tools and resources to help overcome personal barriers; documenting youth participation, referral outcomes, service decisions, summaries of one-to-one meetings and achievements; and providing follow-up services. Case management provides an opportunity for staff to build a working relationship with the participant and with key organizations in order to assist youth in meeting their objectives. Appendix H outlines the process for serving youth from initial intake through program participation.

5. Describe the framework for youth programs that includes the following components:

Youth program services are designed to facilitate academic and employment success. Activities and services are provided that help youth build their employment potential by increasing skills employers seek and setting them on the path toward a career that leads to independence and self-sufficiency. Dropout prevention is a priority and services are provided to help youth stay in school and obtain their high school diploma. GED instruction is provided for out-of-school youth that lack a diploma and is the first step in helping them with their employment and career goals. Additional services are available to help youth further their education or connect them to a job.

5a. Preparing youth for post-secondary education

After a high school diploma or GED is achieved, short term vocational training opportunities in high demand occupations are promoted, helping the participant stay employed during an uncertain economy and earn a family sustaining wage. The Youth Council will work with employers and educators to ensure that curriculum is aligned with local industry demand which will increase the ability to fill skilled positions. Training for high growth occupations such as health care and the natural gas industry will be a priority. Subsidized employment and job shadowing components will provide the connection between academic and occupational learning and to help youth prepare for a job on their own. Collaboration with registered apprenticeships and the Red Rock Job Corp will provide opportunities for participants to earn industry recognized credentials improving their labor market prospects.

Dropout prevention, tutoring, study skills, career awareness education, and other instructional components leading to completion of school, as well as field trips and informational sessions about post-secondary educational opportunities are available. Our program service providers work in partnership with local CTC's to offer classes such as basic computer skills or remedial math to youth that may benefit prior to enrolling in post-secondary education. GED instruction is available for youth lacking a high school diploma. Youth receive information on in demand occupations and the labor market, which enables them to choose a career path leading to a family sustaining job. WorkKeys® is used to determine if a participant has the skills needed to succeed in their selected post-secondary training program. The youth must score at a proficient level on the WorkKeys® assessment for the occupational profiles for which they are requesting training. WIN career readiness web-based courseware is available to all youth participants.

5b. Strong Linkages between Academic and Occupational Learning

Employer involvement is used to help create better linkages to the real world of work through job shadowing, work experiences and OJT's. The Youth Council continues to look at ways to increase credential obtainment and improve the quality of credentials earned, including aligning credentials with jobs in demand. Collaborations with Industry Partnerships such as health care, energy and manufacturing will help develop programs that provide career pathways in high-demand sectors.

5c. Preparation for Unsubsidized Employment Opportunities

Pre-employment/work maturity skills, and workplace skills such as employer expectations, resume writing, interviewing skills, etc. are used along with work experiences and job shadowing to prepare the youth for unsubsidized employment. Career exploration activities include field trips to Job Fairs, Career Fairs, and employers. Guest speakers from local employers are often part of Career Exploration workshops. Labor market information customized for the Northern Tier Region is used to assist youth in making realistic career choices that will get them employed.

5d. Effective Linkages with Intermediaries with Strong Employer Connections

Youth learn about in-demand health careers through Healthcare Industry Partnership sponsored career fairs, job fairs and employer tours. The PA CareerLink® Business Services Team members regularly attend Healthcare Industry Partnership meetings to educate employers on WIA Title I work experience opportunities such as OJT's, paid work experiences and job shadowing available to our program participants. Industry Partnership members are encouraged to use CWDS to fill their job openings.

Program participants receive information about the technical training programs available at the Red Rock Job Corps and will be referred as appropriate. In partnership with the Red Rock Job Corp, academic enrichment activities have been provided to youth that participate in the summer employment component. The Red Rock Job Corps Business and Community Liaison is a member of the Northern Tier Youth Council and provides valuable insight and expertise to youth program planning. Additionally, employers that participate in the Healthcare Industry Partnership are also members of the NT WIB.

6. Youth Program Elements

Describe how the LWIB incorporates the required youth program elements within the framework, including:

All program elements are designed to assist youth in attaining academic and employment success. LWIB staff will monitor program systems to ensure that the required program elements are being offered, and that program eligibility requirements are followed.

6a. Tutoring, Study Skills Training, and Instruction leading to Secondary School Completion, including Dropout Prevention

Youth Career Advisors work closely with high school guidance staff and are notified when a student has dropped out of school or if a student may be in danger of dropping out of school. Activities intended to educate students on the advantages of staying in school are offered. In-school students found to be in need of additional academic assistance are enrolled in a tutoring program for more intensive, individual academic services where they receive one-on-one tutoring. Out-of-School youth in need of a high school diploma attend GED instruction, or are assisted in reentering high school.

6b. Alternative Secondary School Services

Services are coordinated with school districts that have alternative school services within their curriculum.

6c. Summer Employment Opportunities

Summer experiences are part of the year-round comprehensive strategies for addressing the youth's employment and training needs. The program allows young people to earn a paycheck while exposing them to the real world of working. When possible, summer employment opportunities are directly linked to academic and occupational learning. In addition to working, the youth participate in career readiness activities as part of the program. Activities include instruction on resumes and job interview skills, labor market information, job search techniques, visits to employers and post-secondary schools. Both youth and employers involved in a work experience activity are surveyed on the overall effectiveness of the program and provide input on any changes they feel may be beneficial. Assessment Tools are used to measure foundation and worksite specific skills. Incentives are awarded for successful completion of the summer employment component.

6d. Paid and unpaid work experiences

Work experiences are planned structured learning experiences that take place in a work environment for a limited period of time. Work experiences are offered throughout the program year in the private for profit sector, the non-profit sector, or the public sector. They are designed to enable youth to gain exposure to the working world and its requirements. Work experiences help youth acquire the personal attributes, knowledge, and skills needed to obtain a job and advance in employment. The purpose is to provide the youth customer with the opportunities for career exploration and skill development. Work experiences may be subsidized or unsubsidized.

6e. Occupational Skills Training

Individual Training Accounts are used as a mechanism for providing eligible out of school youth with the means to finance and obtain occupational skills training in order to obtain unsubsidized employment. The training program must lead to a high priority occupation in the Northern Tier Region and the training program must appear on the approved ETPP list. The Career Advisor provides information and counseling that allows the youth to make informed decisions. They

also advise the youth by suggesting choices relevant to their assessed needs and the goals determined appropriate.

6f. Leadership Development Opportunities

Leadership development opportunities are provided for the youth through team building activities, peer tutoring, community service activities, and linkages with other youth programs. Youth have participated in community beautification projects, wrapped presents for Toys for Tots, volunteered at a food pantry and other various non-profit organizations.

6g. Comprehensive Guidance and Counseling

Guidance and counseling is provided on an on-going basis through the Youth Career Advisor, linkages with the school Guidance Counselor, and referrals to outside counseling needs when appropriate. Career Advisors ensure that youth are counseled on occupational trends, skill levels needed for jobs, as well as, other local Labor Market Information. Youth also receive comprehensive counseling on work maturity skills (attendance, punctuality, quality of work, communication, etc.) and pre-employment skills (interviewing skills, resume writing, etc.)

6h. Adult Mentoring

Adult mentoring is offered during and sometimes after program participation.

6i. Supportive Services

Linkages to community services, assistance with transportation costs, assistance with childcare costs, referral to medical services and assistance with uniforms (including items needed for on-the-job safety) and work related tool costs are provided.

6j. Follow up services

Follow-up services are provided for not less than 12 months after the youth completes program participation and are based on the individual needs of each youth. Follow up services can include: 1) support and case management that encourages job retention; 2) supportive services as needed; 3) PA CareerLink® workshops; 4) regular contact with the youth customer's employer including assistance in addressing work related problems as they arise; 5) assistance in obtaining better paying jobs; 6) career development and further education; 7) adult mentoring; 8) tracking progress of youth in employment after training.

7. Describe the services provided to non-WIA eligible youth under the 5% exception.

Up to five percent of youth customers served may be individuals that do not meet income criteria, provided that they are within one or more of the following categories:

1. school drop out
2. basic skills deficient
3. are one or more grade levels below the grade level appropriate to the individual's age
4. pregnant and parenting

5. possess one or more disabilities, including learning disabilities
6. homeless or runaway
7. youth offender
8. lack significant work history or work maturity – as defined by the LWIB

Participants that fall under the 5% exception are provided with the same services as all WIA youth participants. Additionally, the core services provided in the PA CareerLink® are available such as assistance with job search or resume assistance.

8. Describe the process and criteria for determining “serious barriers to employment.”

A youth with little or no employment history, or who is determined to be in need of work readiness skills in order to obtain or retain employment is determined to have a serious barrier to employment under the barrier defined by the LWIB. The youths' needs are assessed during the program eligibility determination process and documented on the Suitability Determination Form. When it is discovered that a youth has limited or no employment history, and/or has work maturity issues, they are considered to have a serious barrier that may prevent them from obtaining or keeping a job.

9. Coordination with Job Corps and Other Youth Programs:

The Business and Community Liaison of Red Rock Job Corps serves on the Northern Tier Youth Council. When possible, services are coordinated with Job Corp and include joint work experiences and educational activities. In addition, the Northern Tier Youth Council is comprised of representatives from education, OVR, Literacy, Welfare, Probation, and various human service agencies to best address strategies to serve youth most in need. The Northern Tier Youth Council has developed a service matrix of youth service providers in the Northern Tier. This service matrix was developed with the purpose of creating a coherent picture of the many projects and programs available to youth in the region. This booklet is distributed widely in the counties and is used as a referral tool, and to promote collaboration among providers. The matrix helps identify any gaps in services that are available to our youth.

H. ADMINISTRATION AND PERFORMANCE

1. Describe how the LWIB ensures that all partner services are made available through the PA CareerLink® center and that core services are not duplicated.

The LWIB ensures all partner services are made available and that core services are not duplicated through regularly scheduled monitoring visits and discussion during PA CareerLink® Management team meetings. Monitoring includes the examination of program implementation, eligibility and case files as well as the operations and expenditures. The PA CareerLink® Management team consists of representation from all partners and the LWIB. Meetings are held bi-monthly to discuss how to better improve our service strategies. These regular discussions help to prevent duplication of services among partners.

2. Describe any LWIA policies or guidelines implemented to support WIA Title I program operations that are not addressed elsewhere in the local plan, including information about the purpose, development, implementation, and monitoring of such policies.

The LWIB conducts weekly meetings to discuss strategy, obstacles, progress and provide additional technical assistance. Monitoring staff and continued field visits ensuring programmatic and fiscal compliance and accountability and ensure no duplicity of services.

3. Describe the system used to capture and report performance data.

Performance is tracked locally through monthly reports provided to LWIB staff to provide the LWIB with as much real time data as possible. Tracking consists of locally devised reporting in addition to reports generated from the CWDS system, which is the Commonwealth's system of record. As the CWDS reporting system evolves we rely less on manual tracking methods. As a result, training regarding the CWDS system is imperative for staff ensuring they are accurate and consistent with the information they enter into CWDS. Examples of monthly reporting include, but are not limited to, entered employment and retention rates, number trained, credentialing, foot traffic, new employers and hires. These reports are compared with previous months/years to identify trends and plan for future needs.

4. Describe the monitoring process and oversight criteria and procedures used to move the local workforce investment system toward LWIA goals.

The Northern Tier Workforce Investment Area has a formalized process for the monitoring and oversight of the Workforce Investment system. This oversight policy sets minimum requirements for monitoring including, but not limited to the original five statewide minimum requirements for methods of monitoring and evaluation that must be addressed at the local level. These include: Risk assessments, review of audits, reviews of quality of service to enhance program accountability, on-site visits to review records, documents and observe operations, reviews of service provider financial and progress reports.

5. Describe the competitive process and non-competitive process to be used to award grants and contracts for activities carried out under WIA Subtitle I, including the process to be used to procure training services that are made as exceptions to the ITA process. Include how community-based organizations and faith-based organizations are notified of contract opportunities.

Contracts to provide WIA program activities are awarded following a Request for Proposal process. Proposals are solicited through a combination of direct mailings, email and newspaper notices, and on the Northern Tier website. This ensures that all potential service providers, including community-based organizations and faith-based organizations, are notified of contract

opportunities. Proposals are reviewed by an ad hoc committee of the LWIB and their recommendations are presented to the LWIB for approval. The selection of employment and training service provider(s) are based on the effectiveness of the agency or organization in delivering comparable or related services based on demonstrated performance in terms of the likelihood of meeting performance goals, costs and quality of training. Integration of programs is also considered in evaluation. Heavy emphasis is placed on proposals that demonstrate an in-depth understanding of customer needs and service gaps in each county and that propose additional activities beyond the minimum requirements to meet those needs.

On-the Job Training (OJT) contracts are developed between the employer and WIA service providers in each county and are limited to the period of time required for the participant to become proficient in the occupation in which they are placed. Participants are placed in an OJT with the goal of unsubsidized employment at the conclusion of the OJT contract. Customized Training (CT) contracts are designed to meet special requirements by an employer that commit to employ or continue to employ participants upon the successful completion of the training. CT contracts are awarded upon employer request.

6. Appendix I is the Procurement Policy. NTRPDC and the LWIB will follow all procurement practices outlined in the OMB Cost Circulars. The purpose of conducting the physical inventory is to verify the existence and condition of the property, as well as assessing the continued need for the property. Records maintained by the LWIB and its Title 1 Contractors will be reconciled during the inventory process.
7. **Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility, or other action by the LWIB or PA CareerLink® Operator. Attach the appeal policy (*Appendix J*).**

The Training Provider Appeal Policy provides training providers with a mechanism to appeal decisions initiated by the Northern Tier WIB or the PA Department of Labor & Industry denying them from providing training services for WIA funded programs.

Appendix J is the Appeal Policy.

8. **Describe the procedure(s) for individual customers to appeal a denial of eligibility, reduction or termination of services, or other adverse action by the PA CareerLink® or service provider. Attach the policy (*Appendix K*).**

Grievance procedures give the job seeker the means to appeal any conditions, adverse management actions and Equal Employment Opportunity complaints while enrolled in any of the WIA funded employment and/or training programs.

Appendix K is the PA CareerLink® grievance procedure.

9. **Describe the grievance procedure for PA CareerLink® staff. Attach the policy (*Appendix L*).**

If a PA CareerLink® staff member has an issue he/she wishes to be addressed, we maintain an “open door” policy whereby any problem or grievance can be brought to the attention of the PA CareerLink® Program Supervisor and/or PA CareerLink® Administrator. We are available to meet and discuss problems, improvements, suggestions, etc., regarding processes or operations. We have encouraged staff members to feel comfortable in approaching management. If the problem cannot be resolved at this level, action listed below will occur.

All Bureau of Workforce Development Partnership staff members have union representation and must follow the steps to file a grievance. Each comprehensive site has a union shop steward, who is the first point of contact. If a formal grievance is filed, the PA CareerLink® Administrator has 15 days to respond, per union contract regulations.

If the PA CareerLink® Program Supervisor and/or PA CareerLink® Administrator are unable to resolve an issue for a Partner agency staff member, the supervisor or administrator will contact the Partner agency supervisor for further resolution.

Refer to Appendix L for the PA CareerLink® staff grievance procedure.

10. Describe the administration of WIA funds used by the LWIB. Include risk management and oversight responsibilities for WIA funds, PA CareerLink® and other workforce development resources.

Preparation of budgets and source financial data is prepared by Workforce Development staff. Contractors submit monthly expenditure reports (MER) as well as obligations and pending training contract reports. Comparison between source data and financial reports are made monthly and reconciled. The system is designed around an internal control system and is subject to both internal and state monitoring. Other federal and state agencies reserve the right to period program audits. NTRPDC is also subject to a single audit in compliance with OMB Circular A-133.

Northern Tier WIB staff will perform program and fiscal monitoring. A financial risk assessment is completed and fiscal monitoring takes place every other year for all contractors unless determined to be high risk in which monitoring would take place more frequently.

The Quality Assurance staff will conducted a risk assessment yearly and record the findings of that assessment accordingly. All Risk Assessment will include:

- Date of last monitoring visit
- Structure for provision of services
- History of disallowed costs
- Extent of recent audits or monitoring findings
- Contractor’s share of LWIA allocations

11. Describe measures used by the LWIB to eliminate duplicative administrative costs.

Communication is necessary in order to eliminate duplicative costs. The MER's are evaluated by staff, so there is a common understanding of what is being spent. The common understanding provides the opportunity to make all parties aware whenever there are duplications. LWIB staff will be conducting coordination meetings and working with PA CareerLink® staff to establish a process for determining a suitable funding path for each client to obtain or retain family-sustaining employment. Weekly conference calls with front-line staff will be conducted, at least in the short-term. Summer youth and their work sites are monitored on a least a weekly basis.

12. Describe the property management approach used by the LWIB.

The Northern Tier WIB and Title 1 Contractors maintain inventory records for all WIA non-expendable property items with a unit acquisition cost of \$2500 or more. Property with a unit acquisition cost of \$2500 or more is identified with a WIA property inventory tag if purchased with WIA funds.

Appendix A

PY 2012 Common Measures Performance Negotiation Worksheet

Northern Tier LWIA Historical Performance and Goals

Measures	PY 2009		PY 2010		PY 2011		PY 2012
	Actual Level	Negotiated Level	Actual Level	Negotiated Level	Actual Level	Negotiated Level	Negotiated Level
Adult EER	87.5	70.0	68.2	70.0	71.0	69.0	69.0%
Adult Retention	83.9	79.0	76.0	80.0	78.9	80.0	80.0%
Adult 6 month Avg Earnings	\$11,071	\$9,000	\$13,015	\$12,300	\$13,641	\$12,300	\$13,000
DW EER	90.3	73.0	84.6	84.0	86.5	77.0	82.0%
DW Retention	86.8	91.0	87.6	91.0	87.5	91.0	81.0%
DW 6 month Avg Earnings	\$13,767	\$14,500	\$18,292	\$14,500	\$17,183	\$14,500	\$16,000
Youth Placement	57.9	55.0	67.7	63.0	87.1	63.0	63.0%
Youth Attnmt of Deg or Cert	90.3	65.0	88.9	80.0	95.7	80.0	83.0%
Youth Literacy/Numeracy	71.4	52.0	80.0	57.0	81.8	57.0	75.0%

Pennsylvania Historical Performance and Goals

Measures	PY 2009		PY 2010		PY 2011	
	Actual Level	Negotiated Level	Actual Level	Negotiated Level	Actual Level	Negotiated Level
Adult EER	70.3	83.0	70.6	83.0	69.8	73.0
Adult Retention	80.0	82.0	81.6	82.0	82.9	82.0
Adult 6 month Avg Earnings	\$11,192	\$12,500	\$11,691	\$12,500	\$14,575	\$12,500
DW EER	69.2	88.0	68.2	82.0	74.3	75.0
DW Retention	87.0	90.0	88.7	90.0	88.5	90.0
DW 6 month Avg Earnings	\$14,483	\$15,750	\$15,902	\$15,750	\$17,412	\$15,750
Youth Placement	50.5	62.0	56.6	58.0	65.5	58.0
Youth Attnmt of Deg or Cert	66.8	65.0	74.8	65.0	83.9	65.0
Youth Literacy/Numeracy	46.4	52.0	48.7	52.0	59.0	52.0

National Common Measures Performance and Goals

Measures	PY 2009		PY 2010	PY 2011	PY 2012
	Average	GPRA	GPRA	GPRA	GPRA
Adult EER	54.0	65.5	65.8	53.1	56.7
Adult Retention	77.7	81.9	82.1	73.1	80.1
Adult 6 month Avg Earnings	\$13,712	\$13,741	\$13,848	\$12,865	\$14,450
DW EER	51.0	66.3	66.5	49.7	58.6
DW Retention	79.7	84.0	84.2	78.0	82.0
DW 6 month Avg Earnings	\$16,804	\$15,542	\$15,618	\$15,418	\$18,346
Youth Placement	53.7	58.0	58.3	53.3	59.7
Youth Attnmt of Deg or Cert	52.9	47.9	48.5	54.7	59.6
Youth Literacy/Numeracy	38.1	28.7	29.5	40.4	40.8

Appendix B

Bradford County
Commonwealth of
Pennsylvania

Donna Jones, being duly sworn, says she is the designated agent of the Towanda Printing Company as the Advertisement Advisor of The Review, of general circulation, established in 1879, published in the Borough of Towanda, county aforesaid, and that the notice hereto attached is exactly as was printed in said paper once a day on the following dates:

2 Oct 2012

Donna Jones, Accounting

Donna Jones

Sworn and subscribed before me this day, 2nd

October, 2012

, Notary Public

Melanie Featherson

COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Melanie Featherson, Notary Public
Towanda Boro, Bradford County
My Commission Expires Oct. 12, 2015
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

LEGAL NOTICE
PUBLIC REVIEW NOTICE

For the Northern Tier Workforce Investment Board for Bradford, Sullivan Susquehanna, Tioga and Wyoming Counties for the region's Local Plan.

The Northern Tier Workforce Investment Board invites the citizens of the region to review this document. This document will be available for a 30-Day Public Review and Comment period beginning **October 1, 2012** and continuing through **October 30, 2012**. Copies of this document are available for review at the offices of the Northern Tier Regional Planning and Development Commission at 312 Main St. Towanda, PA 18848. A Copy is also available online at www.northern-tier.org.

Written comments will be accepted on or before **October 30, 2012** and can be mailed to:

Mr. Frank Thompson
NTRPDC
312 Main Street
Towanda, PA 18848

2oct11c

The Sullivan Review

Dushore, PA 18614

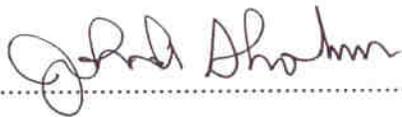
Co-Publishers
Thomas W. Shoemaker
Stefana H. Shoemaker

Phone (570) 928-8403

COMMONWEALTH OF PENNSYLVANIA :
: SS.
COUNTY OF SULLIVAN :

Before me, the undersigned notary public, this day, personally appeared **John A. Shoemaker**, to me known, who being duly sworn according to law, deposes and says the following: that he is the Publisher of **THE SULLIVAN REVIEW**, a weekly newspaper of general circulation established in 1878, published in the Borough of Dushore, County of Sullivan, and Commonwealth of Pennsylvania, with its business office in the same place, and that the notice hereto attached is exactly as was printed in said newspaper once a week for ONE consecutive weeks prior to this date, viz.: OCTOBER 3RD, 2012

The affiant is not interested in the subject matter of the notice or advertising, and that all of the allegations of the statement as to the time, place and character of publication are true.



John A. Shoemaker

Sworn and subscribed before me this 7th
Day of November, A.D. 2012



Notary Public

COMMONWEALTH OF PENNSYLVANIA

Notarial Seal
John A. Shoemaker, Esq., Notary Public
City of Williamsport, Lycoming County
Commission Expires December 7, 2015

PUBLIC NOTICE

For the Northern Tier Workforce Investment Board for Bradford, Sullivan, Susquehanna, Tioga and Wyoming Counties for the Region's Local Operational Plan.

The Northern Tier Workforce Investment Board invites the citizens of the region to review this document. This document will be available for a 30-Day Public Review and Comment period beginning **October 1, 2012** and continuing through **October 30, 2012**. Copies of this document are available for review at the offices of the Northern Tier Regional Planning and Development Commission at 312 Main St., Towanda, PA 18848. A copy is also available online at www.northern-tier.org.

Written comments will be accepted on or before **October 30, 2012** and can be mailed to:

Mr. Frank Thompson
NTRPDC
312 Main Street
Towanda, PA 18848

SUSQUEHANNA COUNTY INDEPENDENT
COMMONWEALTH OF PENNSYLVANIA
COUNTY OF SUSQUEHANNA

40,41

LEGAL NOTICE
PUBLIC REVIEW NOTICE

For the Northern Tier Workforce Investment Board for Bradford, Sullivan, Susquehanna, Tioga and Wyoming Counties for the region's Local Plan.

The Northern Tier Workforce Investment Board invites the citizens of the region to review this document. This document will be available for a 30-Day Public Review and Comment period beginning **October 1, 2012** and continuing through **October 30, 2012**. Copies of this document are available for review at the offices of the Northern Tier Regional Planning and Development Commission at 312 Main St. Towanda, PA 18848. A Copy is also available online at www.northerntier.org.

Written comments will be accepted on or before **October 30, 2012** and can be mailed to:

Mr. Frank Thompson
NTRPDC
312 Main Street
Towanda, PA 18848

41

RECEIVED
OCT 10 2012

Donna Barnes, being duly sworn, says she is the designated agent of the Susquehanna County Independent, a weekly newspaper of general circulation, published at Montrose, PA., said county which was established in February, 1816, and that the affiant is not interested in the subject matter of the notice of advertising, and that all of the allegations of the statement as to time, place and character are true, and that a notice, where of the annexed is copy, was published in said paper on

3rd day of Oct 20 12
 _____ day of _____ 20____
 _____ day of _____ 20____
 _____ day of _____ 20____
 _____ day of _____ 20____

Donna M. Barnes

Sworn and subscribed before me this
8 Day of October A.D. 2012
Constance M. Hitchcock Notary Public
 My Commission Expires 4/7/14

COMMONWEALTH OF PENNSYLVANIA
 Notarial Seal
 Constance M. Hitchcock, Notary Public
 Montrose Boro, Susquehanna County
 My Commission Expires April 7, 2014
 MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

STATE OF PENNSYLVANIA, TIOGA COUNTY, ss:
THE MATTER OF _____

No. _____ Term _____

Tioga County, Pennsylvania

PUBLIC REVIEW NOTICE
For the Northern Tier Workforce Investment Board for Bradford, Sullivan Susquehanna, Tioga and Wyoming Counties for the region's Local Operational Plan.
The Northern Tier Workforce Investment Board invites the citizens of the region to review this document. This document will be available for a 30-Day Public Review and Comment period beginning October 1, 2012 and continuing through October 30, 2012. Copies of this document are available for review at the offices of the Northern Tier Regional Planning and Development Commission at 312 Main St., Towanda, PA 18848. A Copy is also available online at www.northern-tier.org.
Written comments will be accepted on or before October 30, 2012 and can be mailed to:
Mr. Frank Thompson
NTRPDC
312 Main Street
Towanda, PA 18848

PROOF OF PUBLICATION

Name of the newspaper of general circulation is:

THE WELLSBORO GAZETTE

Its place of business is Wellsboro, Tioga County
Pennsylvania

The same was established in 1874

The notice of Northern Tier Regional Planning and Development Commission Workforce Investment Board's Local Operational Plan will be available for review to the public 10/1—10/30/12

a copy of which is hereto attached, was published in issues of said newspaper on October 3, 2012

STAT _____ VANIA, TIOGA COUNTY, ss:

Personally appeared before me Pamela Tremper who being duly sworn according to law deposes and says that she is the Office Manager Assistant of the above mentioned THE WELLSBORO GAZETTE, a weekly newspaper published in Wellsboro, Tioga County, Pennsylvania. That your affiant is not interested in the subject matter of the above advertisement, and that all of the allegations of the statement as to time, place, character of publication are true.

Sworn and subscribed before me this 8th day of October, 2012
Pamela Tremper
Renee L. Hider

NOTARIAL SEAL
RENEE L HIDER
Notary Public
WELLSBORO BORO., TIOGA COUNTY
My Commission Expires Aug 30 2015

WYOMING COUNTY PRESS
COMMONWEALTH OF
PENNSYLVANIA
COUNTY OF WYOMING

LEGAL NOTICE

PUBLIC REVIEW NOTICE

For the Northern Tier Workforce Investment Board for Bradford, Sullivan, Susquehanna, Tioga and Wyoming Counties for the region's Local Plan.

The Northern Tier Workforce Investment Board invites the citizens of the region to review this document. This document will be available for a 30-Day Public Review and Comment period beginning **October 1, 2012** and continuing through **October 30, 2012**. Copies of this document are available for review at the offices of the Northern Tier Regional Planning and Development Commission at 312 Main St. Towanda, PA 18848. A Copy is also available online at www.northerntier.org.

Written comments will be accepted on or before **October 30, 2012** and can be mailed to:

Mr. Frank Thompson
NTRFDC
312 Main Street
Towanda, PA 18848

41

Donna Barnes, being duly sworn, says she is the designated agent of Times-Shamrock owner and publisher of the Wyoming County Advance and The Wyoming County Press Examiner, newspapers of general circulation, established 1869, published in the City of Tunkhannock, county and state aforesaid. Affiant further deposes and says that neither the matter of the aforesaid notice or advertisement and that all allegations in the foregoing statement as time, place and character of the publication are true and that the printer notice or publication hereto attached is exactly as printed in the regular editions of the said newspaper on

3rd day of Oct 20 12

_____ day of _____ 20 _____

Donna Barnes

Sworn and subscribed before me this

8 Day of October A.D. 2012

Constance M. Hitchcock Notary Public

My Commission Expires 4/7/14

COMMONWEALTH OF PENNSYLVANIA
Notarial Seal
Constance M. Hitchcock, Notary Public
Montrose Boro, Susquehanna County
My Commission Expires April 7, 2014
MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES

OCT 10 2012

Appendix C

There were no comments received for the Northern Tier Local Plan as a result of the public review period from October 1 , 2012 through November 2, 2012.

**Workforce Investment Act Agreement
Northern Tier Region**

THIS AGREEMENT is made the 24th day of August, 1999, in accordance with Section 117 of the Workforce Investment Act of 1998 [Public Law 105-220, August 7, 1998] (hereinafter referred to as the Act) by the Northern Tier Local Elected Officials from the counties of Bradford, Sullivan, Susquehanna, Tioga and Wyoming (hereinafter referred to as the Chief Elected Officials-CEOs), as defined in the Northern Tier Local Elected Officials Agreement, and the Northern Tier Workforce Investment Board (hereinafter referred to as the Workforce Investment Board), as certified on August 25, 1999.

WITNESSETH:

Whereas the Workforce Investment Act [Public Law 105-220, August 7, 1998] has been duly enacted by the Congress of the United States and signed into law by the President on August 7, 1998; and

Whereas, the Northern Tier Region (Counties of Bradford, Sullivan Susquehanna, Tioga and Wyoming) has been designated by the Governor;

Whereas, the County Commissioners from the aforementioned counties have agreed to form a consortium for the purpose of managing WIA funds, with the management structure and duties of the Chief Elected Officials being performed by the Executive Committee of the Northern Tier Regional Planning and Development Commission (NTRPDC), consisting of two commissioners from each county; and

Whereas the Chief Elected Officials have appointed a Workforce Investment Board in accordance with Section 117 of the Act, which was duly "chartered" on August 25, 1999 by the State Human Resources Investment Council.

Whereas, public sector members will be appointed regionally from nominations received and private sector members will be appointed by the counties from nominations received in accordance with state and federal policy.

NOW THEREFORE, intending to be legally bound the Chief Elected Officials and the Workforce Investment Board agree as follows.

1. The Name of the region shall be the Northern Tier Workforce Investment Area.
2. The Chief Elected Officials shall be the recipient of the funds issued under the Act, and shall be accountable for their use and management in accordance with regulation and statute. The Chief Elected Official with signatory authority shall be the Chairman of the Northern Tier Regional Planning and Development Commission The Chairman of NTRPDC is a yearly appointment and rotates between the counties.

3. The Chief Elected Officials shall designate the Northern Tier Regional Planning and Development Commission as the Fiscal Agent for funds received under the act.
4. The Chief Elected Officials shall appoint Workforce Investment Board members for fixed and staggered terms. Public sector members will be appointed by the NTRPDC Executive Committees from nominations received. Private sector members will be appointed by the individual counties from nominations received. Each county shall have three private sector members. All nominations and appointments will be made in accordance with state and federal policy.
5. The Chief Elected Officials and the Workforce Investment Board shall agree on and designate an agency to provide Administrative Support for the programs, including staff support, monitoring and evaluation, program supervision and other activities as listed in this agreement and assigned. The agency designated for this purpose is the Northern Tier Regional Planning and Development Commission.
6. The Chief Elected Officials and the Workforce Investment Board shall agree on and appoint a Youth Council per Section 117 (h) of the Act.
7. The Chief Elected Officials and the Workforce Investment Board shall support and develop CareerLink Offices as well as Itinerant Access Sites as developed under Planning and Implementation Grants received from the Commonwealth.
8. The Chief Elected Officials and the Workforce Investment Board shall agree on and designate at least one One-Stop (CareerLink Office) in the region, and shall designate the One Stop Operator for this Center. The Chief Elected Officials and the Workforce Investment Board shall agree on termination of One Stop Operator(s) for cause, as applicable.
9. The Chief Elected Officials and the Workforce Investment Board shall agree on and approve an annual budget, including county allocations and an administrative budget. The following will be the guidance used for the allocation of funds:
 - a. approximately 35% of funds available to be allocated to Bradford County.
 - b. approximately 4% of funds available to be allocated to Sullivan County.
 - c. approximately 22% of funds available to be allocated to Susquehanna County.
 - d. approximately 25% of funds available to be allocated to Tioga County.
 - e. approximately 14% of funds available to be allocated to Wyoming County.

It is understood as part of this agreement that these allocations will serve as a preliminary guideline for the targeting of funds for a specific political jurisdiction within the SDA. Actual receipt of these funds will be based upon the approval of a proposal, which shall be acceptable to the Workforce Investment Board and Chief Elected Officials. Every effort will be made to recover Disallowed Costs from Subcontractors. In the event that the costs are unrecoverable, liability for disallowed costs will be shared by the counties, using these same percentages.

10. The Chief Elected Officials and the Workforce Investment Board shall develop and approve a five-year plan that meets the requirements of section 118 of the Act, as well as other related plans for the Workforce Investment Act services.
11. The Chief Elected Officials and the Workforce Investment Board shall negotiate with Governor to reach agreement on performance measures.
12. The Chief Elected Officials and Workforce Investment Board can seek waivers to provide "training services" and to serve as a "One Stop Operator", as necessary.
13. Workforce Investment Board shall enter into Memoranda of Understanding (MOU) with the One Stop Operator (s). Chief Elected Officials shall approve the MOUs.
14. The Workforce Investment Board shall coordinate its activities with local and regional economic development activities.
15. The Workforce Investment Board shall be responsible for ensuring oversight of the CareerLink system, Workforce Investment Act Title One subcontractors, and ensuring that overall program performance evaluation is conducted.
16. The Workforce Investment Board agrees to evaluate recommendations of the Youth Council and to select eligible youth providers.
17. The Workforce Investment Board shall conduct evaluations of providers of educational services as required by the Act, and shall issue Individual Training Accounts to eligible participants for institutions that meet set standards.
18. The Workforce Investment Board shall maintain a list of eligible training providers and will forward this list to the State.
19. The Workforce Investment Board will assist the Governor in developing a statewide system for employment statistics.
20. The Workforce Investment Board shall develop a priority system for intensive and training services for low income individuals.
21. In instances where there is disagreement between the Chief Elected Officials and the Workforce Investment Board, a joint meeting can be held for the purpose of negotiation

and compromise. If unsuccessful, an impartial third party may be brought in to reach agreement. If the issue cannot be resolved, the Chief Elected Officials will make the final determination.

22. The Workforce Investment Board will conduct all business in an open manner as required by section 117 of the act, and will make available to the public on a regular basis information about its activities. This includes: plans, allocations, contracts, agreements, and minutes of said meetings.

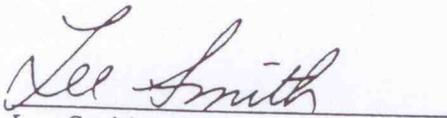
23. If any terms or provisions of this agreement or the application thereof to any person or circumstance shall, by any extent, be held invalid or unenforceable, the remainder of this agreement, or the application of such terms shall not be affected.

24. Workforce Investment Board members, by acceptance of appointments, represent and warrant that they have not offered or given any gratuity to any Chief Elected Official or agent thereof, for the purpose of personal gain.

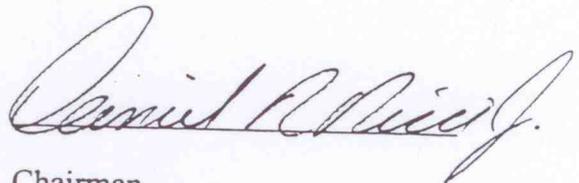
25. This agreement shall remain in force until either party provides the other with ninety-(90) days written notice of intent to terminate.

Approved:

Chief Elected Official
Northern Tier

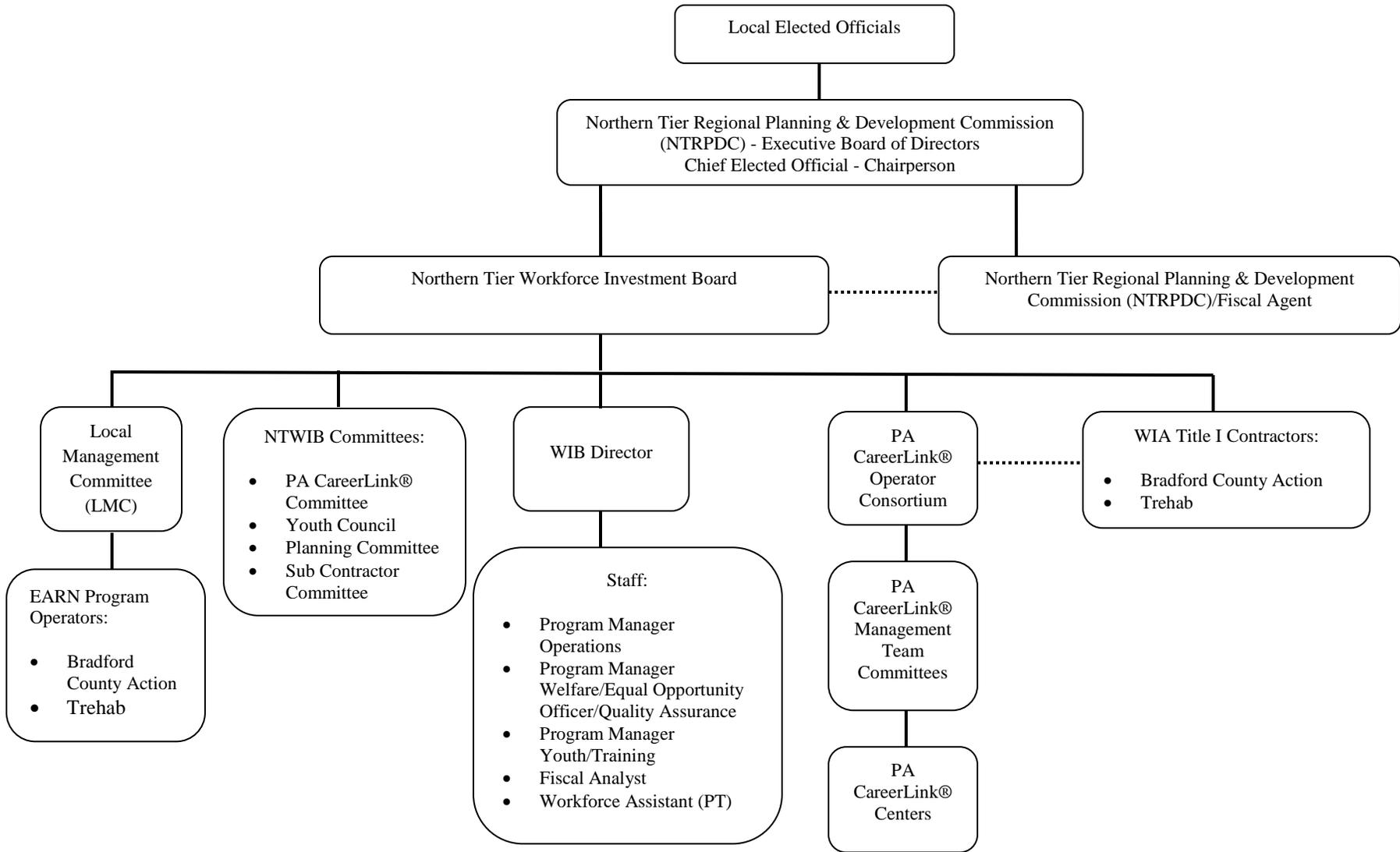


Lee Smith
Chairman,
Northern Tier Regional Planning and
Development Commission



Chairman,
Northern Tier Workforce Investment
Board

Northern Tier Workforce Investment Area (NT130) Organizational Chart



**Pennsylvania CareerLink®
Bradford/Sullivan Counties**

LWIB/One Stop Partner Agreement (OSPA)

1. Purpose

The purpose of this OSPA is to establish a viable framework in which the PA CareerLink® Bradford/Sullivan partner(s) will provide one-stop, services for employers, their employees, those seeking employment, and other interested parties within the local area.

The primary business objectives of the PA CareerLink® are:

- To provide coordinated comprehensive services to emerging, current and transitional workers in the local area
- To provide comprehensive services, such as recruitment, testing and assessment, and referrals of qualified job seekers to meet the demands of employers in the local area
- To increase job retention and employer penetration rates through the creation and enhancement of a pool of skilled labor for area businesses
- To provide universal access to services in a customer focused, market driven approach
- To enhance and coordinate the employment and training services available in our area through Partnerships with other providers of services.

Location

The location of the physical comprehensive site is 312 Main St. Towanda.

Outreach sites are located in:

Sullivan County at 210 Center Street, Dushore;
Wyoming County 99 Bridge Street, Tunkhannock; and
Susquehanna County 1017 West Main Street, Susquehanna

2. Partner Responsibilities

The PA CareerLink® Bradford/Sullivan County partners consist of the Bureau of Workforce Development Partnership (BWDP), the Office of Vocational Rehabilitation (OVR), the Department of Public Welfare (DPW) and Bradford County Action, Inc. (BCA). These mandated partners have made a commitment by providing on-site staff representation and are financially contributing as outlined in the Resource Sharing Agreement. Other Partners can be added as resources become available and upon approval of the Consortium.

This Consortium will be responsible for developing and implementing policies and procedures that will coordinate the Partners' activities and resources into a seamless delivery system for high quality, customer driven services related to job seekers and employers in the Workforce Investment Area. The Consortium will utilize consensus management to reach decisions regarding the oversight of the day to day operations of the PA CareerLink® Bradford/Sullivan.

Specific roles and responsibilities include:

- Design the integration of systems and coordination of services for the site and partners
- Manage fiscal responsibility for the system or site
- Evaluate the performance and implement required actions to meet standards
- Plan and report responsibilities
- Write and maintain operational procedures
- Act as a liaison with the local Workforce Investment Board (LWIB)
- Monitor adherence to the provisions of the Partner Agreement
- Market PA CareerLink® services
- Recruit partners
- Define and provide a means to meet common operational needs
- Facilitate the sharing of data
- Define clearly and communicate the objectives of the local Workforce Board to the Partners.
- Assess customer needs continuously and make recommendations to the local Workforce Board on the need for additional access points
- Respond to community needs
- Facilitate groups/teams on common issues

3. Costs

All Partners are in agreement that they will provide for the overall operations of the One Stop system, as detailed in the One Stop Resource Sharing Agreement.

4. Referrals:

Systemic approach to the referral of customers needing services:

- Common intake process
- Overview of PA CareerLink® services
 - Discussion of customer needs
 - Explain and assist as necessary with PACareerLink® enrollment and resume preparation

Customer referral between Partner agencies:

- Upon completion of enrollment client meets with staff
- Partnering agencies provide the client with requested information

Customer flow through intake, enrollment and assessment:

- Staff assist the customer in accessing enrollment, assessment and intake services
- When employment has not been achieved through core services a determination regarding the need for intensive services is conducted
- If intensive services are found to be needed, an application is completed and the customer is enrolled into intensive services
- Activities are scheduled as appropriate to determine if intensive services will be sufficient for the client to obtain employment or if training services will be needed

Collaborative efforts to ensure the coordination of employer contacts for job orders and job development activities:

- Each business services representative maintains employer contact and utilizes a central database of employers
- Job orders are shared with Partners
- The business services representatives obtain information from employers about their hiring needs and provide information to employers about utilizing the PA CareerLink® system

Examples of services available at the PA CareerLink® are provided in the following chart.

Services	Functions	Agency (ies) with Primary Responsibility
Primary Services	Perform Intake and Eligibility	BCA
	Provide Program Orientation	
	Provide Limited Career Counseling & Exploration	BWDP
	Provide Information on Training Institutions Provide Referral to Other Services	
Job Seeker Services	Provide training in Job Readiness Skills, including resume writing, interviewing skills	BCA
	Provide Case Management Services	BWDP
	Provide Testing and Assessment	
	Provide In-depth Career Counseling &	CAO

	Exploration	OVR
Employer Services	Act as a Liaison with Employers Perform referral and selection services for employers Provide Marketing and Outreach Services Job Development Activities Provide Labor Market Information Recruitment and job fairs	BCA OVR BWDP Vets
Career Resource Service	Provide technical assistance for the resource area Assist customers in accessing the system	BCA BWDP

5. Term of Agreement

This Agreement shall be considered to have been breached if any Partner fails in any material way to live up to the terms of the Agreement, including, but not limited to:

- failure to meet financial obligations set forth in the Resource Sharing Agreement;
- substantially reducing the level of staffing or other support provided to the PA CareerLink®
- withdrawing, by notice or in fact, its commitment to the basic principles of the PA CareerLink®
- other actions or omissions which significantly deviate from the basic agreement

This agreement shall be effective from July 1, 2012 through June 30, 2017.

6. Modification

The following procedure will be in effect when revising the Resource Sharing Agreement:

Reduced costs to the Partners due to a reduction in shared expenses will result in a Resource Sharing Agreement modification reducing Partner cost and requiring only the authorized signatures of the LWIB Chair/Contact, LWIA Fiscal Agent, and the PA CareerLink® Operator Consortium Contact.

Reduced Costs resulting from the addition of Partners to the Site will result in a Resource Sharing Agreement modification reducing cost and requiring only authorized signatures of the new PA CareerLink® Partner(s), the WIB Chair/Contact, the WIA Fiscal Agent, and the PA CareerLink® Operator Consortium Contact.

7. Governance:

The following parties, on and off site, are responsible for the administration of the PA CareerLink® Bradford/Sullivan :

Local Elected Officials

The local elected officials work in concert with the Workforce Investment Board as outlined in the Northern Tier Workforce Investment Board-Local Elected Official Agreement. This Agreement clarifies that the Board of fifteen County Commissioners act as the LEO for purposes of the law. Functions include:

- Nominating members to the Northern Tier Workforce Board
- Participating in the development of the comprehensive plan
- Review and evaluation of the PA CareerLink® performance and consortium of operators

Local Workforce Investment Board

The Northern Tier Workforce Investment Board is responsible for setting the standards for operations of PA CareerLink® Bradford/Sullivan and the overall workforce development system in the Northern Tier. Functions include:

- Selection of a PA CareerLink® Operator
- Chartering of PA CareerLink® Sites
- Evaluation of PA CareerLink® Performance
- Revocation of PA CareerLink® Sites for Cause
- Setting standards for operations, including chartering criteria, evaluation of programs and materials
- Negotiate with the PA CareerLink® Operators Consortium for method of service provision

Operators Consortium

The PA CareerLink® Bradford/Sullivan is governed by the Operators Consortium. The Operators Consortium is comprised of BWDP, OVR, DPW and BCA. The Consortium is responsible for conveying the standards set by the LWIB to the PA CareerLink® Administrator and for ensuring processes are in alignment with the attainment of positive outcomes. The Consortium meets bi-monthly.

PA CareerLink® Administrator

The PA CareerLink® Administrator is responsible for directing and coordinating all functions and operations of the PA CareerLink® Bradford/Sullivan and is functionally supervised by the Operators Consortium. The PA CareerLink® Administrator is responsible for the functional supervision of on-site and external partners and the conveyance of pertinent information as directed by the governing progression.

When fulfilling services for the One-Stop system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located

but not providing services through the One-Stop system are not under the functional supervision of the PA CareerLink® Administrator. At the time that a co-located partner begins to provide One-Stop services, co-located staff fall under the functional direction of the PA CareerLink® Administrator, in accordance with the formal PA CareerLink® Administrator job description.

PA CareerLink® Bradford/Sullivan Partners

WIA Mandated Partners	Partners / Level of Participation	Services Provided
Wagner-Peyser Act Programs (L&I) Trade Act of 1974 (L&I)	Bureau of Workforce Development Partnership (BWDP) Operating Partner	Employment Service Programs, State Unemployment Compensation laws, and chapter 2 of Title II of the Trade Act of 1974
United States Code Title 38 (Veterans) (L&I)	Bureau of Workforce Development Partnership (BWDP) Operating Partner	Employment and Training Services to Veterans
Programs authorized under Title I of the Workforce Investment Act (adult, youth & dislocated worker programs) (L&I)	Bradford County Action, Inc. Operating Partner	To provide Title I services under the Workforce Investment Act.
Rehabilitation Act of 1973 Programs (L&I)	Office of Vocational Rehabilitation Operating Partner	Provides Rehabilitation Services including Counseling and Employment/Training Services to eligible customers with Disabilities
Social Security Act Programs (DPW)	Bradford County Assistance Office Contributing Partner	Provides counseling and employment training services, cash, TANF/GA, food stamps, medical and other related services. Offers services under 403(a) (5) of the Social Security Act
State Unemployment Compensation (L&I)	Bureau of Unemployment Compensation Benefits & Allowances Contributing Partner	CareerLink will provide basic information and use of courtesy phone & PC for internet applications
Carl Perkins Vocational and Applied Technology Education Act Post Secondary Vocational Education Activities (PDE)	Northern Tier Career Center Affiliate	Post Secondary Career & Tech Education
Adult Education & Literacy Activities (Title II WIA) (PDE)	Bradford County Action, Inc Operating Partner	Adult Basic and Literacy Education
Education	Pennsylvania State University Affiliate	Secondary and Continuing Education
Community Services Block Grant (DCED)	Trehab Affiliate	Consumer information and referral Housing counseling and property management; weatherization; Penn Power Customer Assistance

8. Reporting Requirements as Defined by LWIB Policy:

Outside of individual funding stream reporting, systems generated reports relating to PA CareerLink® activity are utilized. These reports capture the information necessary to effectively benchmark service delivery within the PA CareerLink®. All required reporting will be completed and provided to the LWIB.

9. Impasse resolutions

In the event an impasse should arise between the parties to this Agreement the following procedures will be initiated:

A. Between LWIB and Consortium of Operators and/or Partner(s)

- Discussion between Consortium of Operators and LWIB Executive Committee
- Failure to reach resolution will result in a meeting of the Partner or partner designee filing the appeal, the Consortium, the Chairperson of the LWIB and Local Elected Official. Majority vote shall be deciding factor in reaching settlement.

B. Between Consortium of Operators and PA CareerLink® Bradford/Sullivan Partner(s)

- Discussion between the Partner(s) and the LWIB Executive Committee
- Failure to reach resolution will result in a meeting of the Partner(s), the Operators Consortium, the Chairperson of LWIB and Local Elected Official. Majority vote shall be deciding factor in reaching settlement.

C. Between the Consortium of Operators

- The Consortium of Operators has agreed to manage the PA CareerLink® utilizing consensus decision making.
- In the event an Operator cannot live with a decision being considered, a vote will be taken of all the Operators.
- The Operator may request an appeal. A meeting of the Operator, or operator designee filing the appeal, the Chairperson of LWIB and Local

Elected Official. Majority vote shall be deciding factor in reaching settlement.

10. Compliance Reference Documents:

All parties to this Agreement will abide by state and federal grant requirements, including but not limited to non discrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

The parties to this agreement agree to comply with the following documents: LWIB Strategic Plan, LWIB Operational Plan, PA CareerLink® Policy and others as locally determined.

11. Other Provisions

NA

12. **Authority and Signatures**

The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to this Agreement, shall constitute one and the same agreement.

Local Elected Official(s):

<u>Mark Nault</u>	<u>Commissioner</u>		<u>10/2/12</u>
Signature	Title	Agency	Date

Workforce Investment Board:

<u>[Signature]</u>	<u>Deputy Director</u>	<u>ATRPOC</u>	<u>10/8/12</u>
Signature	Title	Agency	Date

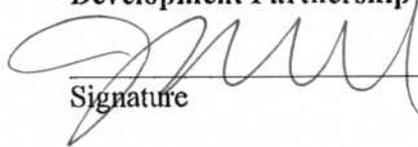
Fiscal Agent:

<u>[Signature]</u>	<u>Exec. Dir.</u>	<u>MSPMA</u>	<u>10/10/12</u>
Signature	Title	Agency	Date

Pennsylvania Department of Labor and Industry Office of Vocational Rehabilitation

_____	_____	_____
Signature	Title	Date

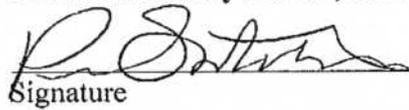
**Pennsylvania Department of Labor and Industry, Bureau of Workforce
Development Partnership**

 Deputy Director 5/10/13
Signature Title Date

Pennsylvania Department of Public Welfare

Signature Title Date

Bradford County Action, Inc.

 Executive Director 10-5-12
Signature Title Date

**Pennsylvania Department of Labor and Industry, Bureau of Workforce
Development Partnership**

Signature Title Date

Pennsylvania Department of Public Welfare

Leslee A. Wagner Executive Director 5/15/13
Signature Title Date
Bradford/Sullivan CADs

Bradford County Action, Inc.

R. Sullivan Executive Director 10-5-12
Signature Title Date

Chief Elected Official(s):

Signature Title Agency Date

Workforce Investment Board:

Signature Title Agency Date

Fiscal Agent:

Joseph Rube ^{DISTRICT}
Signature Title ADMINISTRATOR Agency OVR Date 11-21-12

Office of Vocational Rehabilitation

Signature Title Date

Pennsylvania Department of Labor and Industry

Signature Title Date

Pennsylvania Department of Public Welfare

John A. Wagner ^{Bradford}
Signature Title Executive Director Sullivan Date 5/15/13

Bradford County Action, Inc.

Signature Title Date

The Trehab Center, Inc.

Signature Title Date

MAY 13 2013

**Pennsylvania CareerLink®
Tioga County**

LWIB/One Stop Partner Agreement (OSPA)

1. Purpose

The purpose of this OSPA is to establish a viable framework in which the PA CareerLink® Tioga partner(s) will provide one-stop, services for employers, their employees, those seeking employment, and other interested parties within the local area.

The primary business objectives of the PA CareerLink® are:

- To provide coordinated comprehensive services to emerging, current and transitional workers in the local area
- To provide comprehensive services, such as recruitment, testing and assessment, and referrals of qualified job seekers to meet the demands of employers in the local area
- To increase job retention and employer penetration rates through the creation and enhancement of a pool of skilled labor for area businesses
- To provide universal access to services in a customer focused, market driven approach
- To enhance and coordinate the employment and training services available in our area through Partnerships with other providers of services.

Location

The location of the physical comprehensive site is 56 Plaza Lane, Wellsboro, PA 16901

2. Partner Responsibilities

The PA CareerLink® Tioga County partners consist of the Bureau of Workforce Development Partnership (BWDP), the Office of Vocational Rehabilitation (OVR), the Department of Public Welfare (DPW) and Trehab. These mandated partners have made a commitment by providing on-site staff representation and are financially contributing as outlined in the Resource Sharing Agreement. Other Partners can be added as resources become available and upon approval of the Consortium.

This Consortium will be responsible for developing and implementing policies and procedures that will coordinate the Partners' activities and resources into a seamless delivery system for high quality, customer driven services related to job seekers and employers in the Workforce Investment Area. The Consortium will

utilize consensus management to reach decisions regarding the oversight of the day to day operations of the PA CareerLink® Tioga.

Specific roles and responsibilities include:

- Design the integration of systems and coordination of services for the site and partners
- Manage fiscal responsibility for the system or site
- Evaluate the performance and implement required actions to meet standards
- Plan and report responsibilities
- Write and maintain operational procedures
- Act as a liaison with the local Workforce Investment Board (LWIB)
- Monitor adherence to the provisions of the Partner Agreement
- Market PA CareerLink® services
- Recruit partners
- Define and provide a means to meet common operational needs
- Facilitate the sharing of data
- Define clearly and communicate the objectives of the local Workforce Board to the Partners.
- Assess customer needs continuously and make recommendations to the local Workforce Board on the need for additional access points
- Respond to community needs
- Facilitate groups/teams on common issues

3. Costs

All Partners are in agreement that they will provide for the overall operations of the One Stop system, as detailed in the One Stop Resource Sharing Agreement.

4. Referrals:

Systemic approach to the referral of customers needing services:

- Common intake process
- Overview of PA CareerLink® services
 - Discussion of customer needs
 - Explain and assist as necessary with PACareerLink® enrollment and resume preparation

Customer referral between Partner agencies:

- Upon completion of enrollment client meets with staff
- Partnering agencies provide the client with requested information

Customer flow through intake, enrollment and assessment:

- Staff assist the customer in accessing enrollment, assessment and intake services
- When employment has not been achieved through core services a determination regarding the need for intensive services is conducted
- If intensive services are found to be needed, an application is completed and the customer is enrolled into intensive services
- Activities are scheduled as appropriate to determine if intensive services will be sufficient for the client to obtain employment or if training services will be needed

Collaborative efforts to ensure the coordination of employer contacts for job orders and job development activities:

- Each business services representative maintains employer contact and utilizes a central database of employers
- Job orders are shared with Partners
- The business services representatives obtain information from employers about their hiring needs and provide information to employers about utilizing the PA CareerLink® system

Examples of services available at the PA CareerLink® are provided in the following chart.

Services	Functions	Agency (ies) with Primary Responsibility
Primary Services	Perform Intake and Eligibility Provide Program Orientation Provide Limited Career Counseling & Exploration Provide Information on Training Institutions Provide Referral to Other Services	Trehab BWDP
Job Seeker Services	Provide training in Job Readiness Skills, including resume writing, interviewing skills Provide Case Management Services Provide Testing and Assessment Provide In-depth Career Counseling & Exploration	Trehab BWDP CAO OVR
Employer Services	Act as a Liaison with Employers Perform referral and selection services for	Trehab OVR

	employers Provide Marketing and Outreach Services Job Development Activities Provide Labor Market Information Recruitment and job fairs	BWDP Vets
Career Resource Service	Provide technical assistance for the resource area Assist customers in accessing the system	Trehab BWDP

5. Term of Agreement

This Agreement shall be considered to have been breached if any Partner fails in any material way to live up to the terms of the Agreement, including, but not limited to:

- failure to meet financial obligations set forth in the Resource Sharing Agreement;
- substantially reducing the level of staffing or other support provided to the PA CareerLink®
- withdrawing, by notice or in fact, its commitment to the basic principles of the PA CareerLink®
- other actions or omissions which significantly deviate from the basic agreement

This agreement shall be effective from July 1, 2012 through June 30, 2017.

6. Modification

The following procedure will be in effect when revising the Resource Sharing Agreement:

Reduced costs to the Partners due to a reduction in shared expenses will result in a Resource Sharing Agreement modification reducing Partner cost and requiring only the authorized signatures of the LWIB Chair/Contact, LWIA Fiscal Agent, and the PA CareerLink® Operator Consortium Contact.

Reduced Costs resulting from the addition of Partners to the Site will result in a Resource Sharing Agreement modification reducing cost and requiring only authorized signatures of the new PA CareerLink® Partner(s), the WIB Chair/Contact, the WIA Fiscal Agent, and the PA CareerLink® Operator Consortium Contact.

7. Governance:

The following parties, on and off site, are responsible for the administration of the PA CareerLink® Tioga :

Local Elected Officials

The local elected officials work in concert with the Workforce Investment Board as outlined in the Northern Tier Workforce Investment Board-Local Elected Official Agreement. This Agreement clarifies that the Board of fifteen County Commissioners act as the LEO for purposes of the law. Functions include:

- Nominating members to the Northern Tier Workforce Board
- Participating in the development of the comprehensive plan
- Review and evaluation of the PA CareerLink® performance and consortium of operators

Local Workforce Investment Board

The Northern Tier Workforce Investment Board is responsible for setting the standards for operations of PA CareerLink® Tioga and the overall workforce development system in the Northern Tier. Functions include:

- Selection of a PA CareerLink® Operator
- Chartering of PA CareerLink® Sites
- Evaluation of PA CareerLink® Performance
- Revocation of PA CareerLink® Sites for Cause
- Setting standards for operations, including chartering criteria, evaluation of programs and materials
- Negotiate with the PA CareerLink® Operators Consortium for method of service provision

Operators Consortium

The PA CareerLink® Tioga is governed by the Operators Consortium. The Operators Consortium is comprised of BWDP, OVR, DPW and Trehab. The Consortium is responsible for conveying the standards set by the LWIB to the PA CareerLink® Administrator and for ensuring processes are in alignment with the attainment of positive outcomes. The Consortium meets bi-monthly.

PA CareerLink® Administrator

The PA CareerLink® Administrator is responsible for directing and coordinating all functions and operations of the PA CareerLink® Tioga and is functionally supervised by the Operators Consortium. The PA CareerLink® Administrator is responsible for the functional supervision of on-site and external partners and the conveyance of pertinent information as directed by the governing progression.

When fulfilling services for the One-Stop system, all partners are under the functional direction of the PA CareerLink® Administrator. Those partners who may be co-located

but not providing services through the One-Stop system are not under the functional supervision of the PA CareerLink® Administrator. At the time that a co-located partner begins to provide One-Stop services, co-located staff fall under the functional direction of the PA CareerLink® Administrator, in accordance with the formal PA CareerLink® Administrator job description.

PA CareerLink® Tioga Partners

WIA Mandated Partners	Partners / Level of Participation	Services Provided
Wagner-Peyser Act Programs (L&I) Trade Act of 1974 (L&I)	Bureau of Workforce Development Partnership (BWDP) Operating Partner	Employment Service Programs, State Unemployment Compensation laws, and chapter 2 of Title II of the Trade Act of 1974
United States Code Title 38 (Veterans) (L&I)	Bureau of Workforce Development Partnership (BWDP) Operating Partner	Employment and Training Services to Veterans
Programs authorized under Title I of the Workforce Investment Act (adult, youth & dislocated worker programs) (L&I)	Trehab Operating Partner	To provide Title I services under the Workforce Investment Act.
Rehabilitation Act of 1973 Programs (L&I)	Office of Vocational Rehabilitation Operating Partner	Provides Rehabilitation Services including Counseling and Employment/Training Services to eligible customers with Disabilities
Social Security Act Programs (DPW)	Tioga County Assistance Office Contributing Partner	Provides counseling and employment training services, cash, TANF/GA, food stamps, medical and other related services. Offers services under 403(a) (5) of the Social Security Act
State Unemployment Compensation (L&I)	Bureau of Unemployment Compensation Benefits & Allowances Contributing Partner	CareerLink will provide basic information and use of courtesy phone & PC for internet applications
Carl Perkins Vocational and Applied Technology Education Act Post Secondary Vocational Education Activities (PDE)	Northern Tier Career Center Affiliate	Post Secondary Career & Tech Education
Adult Education & Literacy Activities (Title II WIA) (PDE)	Bradford County Action, Inc Operating Partner	Adult Basic and Literacy Education
Education	Pennsylvania State University Affiliate	Secondary and Continuing Education
Community Services Block Grant (DCED)	Trehab Affiliate	Consumer information and referral Housing counseling and property management; weatherization; Penn Power Customer Assistance

8. Reporting Requirements as Defined by LWIB Policy:

Outside of individual funding stream reporting, systems generated reports relating to PA CareerLink® activity are utilized. These reports capture the information necessary to effectively benchmark service delivery within the PA CareerLink®. All required reporting will be completed and provided to the LWIB.

9. Impasse resolutions

In the event an impasse should arise between the parties to this Agreement the following procedures will be initiated:

A. Between LWIB and Consortium of Operators and/or Partner(s)

- o Discussion between Consortium of Operators and LWIB Executive Committee
- o Failure to reach resolution will result in a meeting of the Partner or partner designee filing the appeal, the Consortium, the Chairperson of the LWIB and Local Elected Official. Majority vote shall be deciding factor in reaching settlement.

B. Between Consortium of Operators and PA CareerLink® Tioga Partner(s)

- o Discussion between the Partner(s) and the LWIB Executive Committee
- o Failure to reach resolution will result in a meeting of the Partner(s), the Operators Consortium, the Chairperson of LWIB and Local Elected Official. Majority vote shall be deciding factor in reaching settlement.

C. Between the Consortium of Operators

- o The Consortium of Operators has agreed to manage the PA CareerLink® utilizing consensus decision making.
- o In the event an Operator cannot live with a decision being considered, a vote will be taken of all the Operators.
- o The Operator may request an appeal. A meeting of the Operator, or operator designee filing the appeal, the Chairperson of LWIB and Local

Elected Official. Majority vote shall be deciding factor in reaching settlement.

10. Compliance Reference Documents:

All parties to this Agreement will abide by state and federal grant requirements, including but not limited to non discrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

The parties to this agreement agree to comply with the following documents: LWIB Strategic Plan, LWIB Operational Plan, PA CareerLink® Policy and others as locally determined.

11. Other Provisions

NA

12. Authority and Signatures

The individuals signing have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below.

This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to this Agreement, shall constitute one and the same agreement.

Local Elected Official

Mark Daniels Commissioner _____ 10/2/12
Signature Title Agency Date

Workforce Investment Board

[Signature] Deputy Director NTEPPC 10/8/12
Signature Title Agency Date

Fiscal Agent

[Signature] Exec Dir. NTREPPC 10/16/12
Signature Title Agency Date

Office of Vocational Rehabilitation

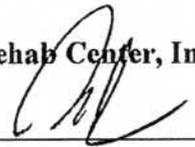
[Signature] _____ Dist. Admin 3-14-13
Signature Title Title Date

**Pennsylvania Department of Labor and Industry, Bureau of Workforce
Development Partnership**

	<i>Deputy Director</i>	<i>5/14/13</i>
Signature	Title	Date

Pennsylvania Department of Public Welfare

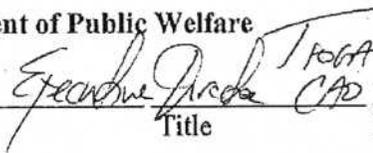
_____ Signature	_____ Title	_____ Date
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 The Trehab Center, Inc.	<i>Executive Director</i>	<i>10/10/12</i>
Signature	Title	Date

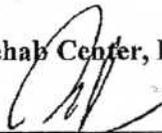
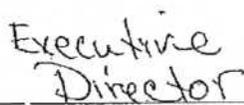
Pennsylvania Department of Labor and Industry, Bureau of Workforce
Development Partnership

Signature Title Date

Pennsylvania Department of Public Welfare

  ^{Treas}
Signature Title CAD Date 5/15/13

The Trehab Center, Inc.

 
Signature Title Executive Director Date 10/10/12

Appendix G - Priority of Service

Individuals are to be considered self-sufficient if their income is 235% above the federally established poverty guidelines. The self-sufficiency level is consistent with income levels established by Pathways. This expands services to the underemployed through assisted core, intensive and training services. Eligibility and self-sufficiency is monitored by WIB staff and is reported to the WIB.

Priority of service is always given to veterans and eligible spouses. Currently an adult customer must have income below 235% of the federally established poverty guidelines to receive assisted core, intensive and/or training services. If funding is deemed to be limited, priority for training services are given to low income individuals and those receiving cash assistance.

Financial reporting is available to the One-Stop Operator's consortium and the WIB on a regular basis. Financial status is a standing agenda item and reviewed to determine whether or not funds are limited at both consortia and WIB meetings. Determinations are based on funding availability, current customer population and estimated costs per participant based on historical data. If funding is deemed to be limited, priority for training services are given to low income individuals and those receiving cash assistance.

Priority for training and employment activities are given to those that reflect the region's identified high priority occupations and identified industry clusters. Veterans and eligible spouses are given priority over non-veterans for available services.

Appendix H – Services to Youth

Priority is given to serving at-risk youth most in need of services such as high school dropouts, homeless youth, youth aging out of foster care, court involved youth, children of incarcerated parents and migrant youth. Recruitment efforts focus on identifying and serving this population.

Referrals come from local school districts, County Assistance Offices, Children and Youth Services, OVR, juvenile justice, BlaST Intermediate Unit and other agencies. Career Advisors attend IEP transition team meetings with the CAO case worker and other agencies at local high schools. Youth Career Advisors work closely with EARN Case Managers to identify welfare clients that may have children that qualify for services.

The rural nature of our region limits the opportunities to market program services to youth as there are no malls or other locations where youth typically can be found. However, literature outlining program services is available at many public sites including PA CareerLink® offices, libraries, YMCA's and other places where youth are likely to congregate.

Initially, potential program participants are identified through the common application process. The common application helps identify eligible participants and the services they may need or be interested in. After reviewing the application, the Youth Career Advisor will conduct a one-on-one interview with the youth to explain the program services that are available and to determine program eligibility. Appropriate referrals are made to other agencies in instances when an individual does not meet program eligibility or to address any barriers or problems that cannot be addressed through our program services. Youth are enrolled on CWDS if they have not already done so, and are offered job search assistance, resume assistance, labor market information, and other basic services regardless of program eligibility.

To be eligible to receive Title I Youth Program services, the individual must be 14-21 years of age, low income (as defined by the Workforce Investment Act), a US citizen or eligible to work and registered for selective service (if applicable). They must also have at least one of the following barriers to employment: basic skills deficient, school dropout, homeless, runaway, foster child, pregnant or parenting, offender, or a youth that requires additional assistance to secure and hold employment. Up to 5% of youth participants served may be individuals that do not meet low income eligibility but have one of the barriers listed above. The Youth Career Advisor obtains documentation sufficient to ensure that the youth meets eligibility criteria required for program participation and that meets the data validation requirements set forth by Labor & Industry.

After program eligibility is determined by the Youth Career Advisor, the eligibility determination is then reviewed and verified by Supervisor before program services are provided. If the program is suitable to meet the needs of the person and that person has been determined eligible for the program, a WIA application is created. Program participation commences on the first day the customer receives a WIA funded service.

When possible, participants are co-enrolled in WIA Youth and Adult programs, as well as TANF Development funded programs, to better leverage resources. They may participate concurrently.

Such individuals must meet the eligibility criteria for these programs. Services cannot be duplicated and expenditures are tracked separately.

An assessment of academic levels, skill levels, and service needs of each participant is performed. This assessment includes a review of basic skills, occupational skills, prior work experience, education attainment, employability, interests, aptitudes, and developmental needs. Any challenges in the youth's life such as homelessness, substance abuse, or an unstable home environment are identified in order to determine the need for supportive services such as transportation, childcare, or counseling services. All efforts are made to coordinate activities with other provider strategies. Assessment for Basic Skills is measured with TABE 9 & 10. Career Interests are measured through SAGE and O'NET.

A comprehensive Individual Service Strategy (ISS) is developed that includes both short-term and long-term goals. Developed in partnership with the client, this document tracks the youth's progress, activities completed, benchmarks reached, and other accomplishments. The ISS is the basis for the overall case management strategy. The goals and strategies are updated as they are achieved or the youth's needs change. The ISS includes but is not limited to:

- An employment and educational goal
- Education assessments
- Vocational and occupational interests
- Appropriate services for the participant in line with the results from the objective assessment
- Education services
- Employment services
- Leadership development opportunities
- Adult mentoring
- Comprehensive guidance and counseling
- Support services
- Occupational learning opportunities
- Connections to PA CareerLink® and other intermediaries with strong labor market connections
- Exit information
- Follow-up services

Customers are provided with case management services from intake to exit and all of the ten WIA required elements are available and provided based on the individual needs of the client. After exiting the program, the Career Advisor performs or coordinates follow-up services for youth that may include leadership development activities, support services, assistance in addressing work related problems as they arise, assistance in obtaining better payment jobs, career development, adult mentoring, and further education. Follow-up services are performed at a minimum of one personal contact per month for 12 months.

Appendix I – Northern Tier Procurement Policy

Introduction: Property Management Standards for WIA requires adherence to the U.S. Department of Labor regulations contained in the Federal Register, 29 CFR, Part 97, Volume 53, Number 48, dated March 11, 1988, Uniform Administrative Requirements for Grants and Cooperative Agreements to State and Local Governments, (commonly referred to as Circular A-102, Common Rule) and OMB Circular A-110, Uniform Administrative Requirements for Grants and Other Agreements with Institutions of High Education, Hospitals, and Other Non-Profit Organizations codified at 29 CFR Part 95 dated July 27, 1994.

Efficient Use of WIA Funds: In order to ensure the most efficient use of WIA funds and existing resources, BWDP has established a property management system with the following goals:

- To account for and control all property under the governor’s jurisdiction on an up-to-date inventory basis for all levels of program activities;
- To utilize personal or real property transferred from programs under all former Federal job training programs;
- To eliminate unnecessary purchases of property under WIA through the transfer of available excess property; and
- To control the rental and leasing of property.

To meet these goals, BWDP has established regulations, policies and procedures that must be adhered to by the Fiscal Agents and their sub recipients.

Real property, equipment including tangible and intangible property, and supplies acquired or produced after July 1, 1993, with Federal funds, shall be governed by the following definitions and requirements.

- Governmental Sub recipients – Real property, equipment, supplies and other non-expendable personal property including intangible property acquired or produced after July 1, 1993 with WIA funds shall be governed by the definitions and requirements at 29 CFR, Part 97.
- Non-Profit Sub recipients Real property, equipment, supplies and other non-expendable personal property including intangible property acquired or produced after July 1, 1993 with WIA funds shall be governed by the definitions and property management standards contained in OMB Circular A-110, 29 CFR, Part 95.
- For Profit Sub recipients – Title to property acquired or produced using WIA funds shall vest in the awarding agency. In addition, any acquisitions of property with a unit acquisition cost of \$5,000 or more must have written approval by BWDP prior to the acquisition.

Property Management Standards for WIA require adherence to the U.S. Department of Labor regulations contained in OMB Circulars, as applicable.

The mailing address for WIA property documentation is: **NTRPDC, 312 Main Street, Towanda, Pennsylvania 18848**. The telephone number for NTRPDC is **570-265-9103**.

Responsibilities of the Commonwealth, Fiscal Agents, and Sub recipients

This section deals with General Responsibilities. Additional information concerning these responsibilities and the procedures to follow may be found under the appropriate headings for specific subjects or in the instructions for the forms.

Responsibilities of the Commonwealth:

BWDP has been designated to be responsible for:

- Maintaining an inventory of all WIA property with a unit acquisition cost of \$5,000 or more, in accordance with State and Federal regulations;
- Ensuring that all LWIA's are furnished with a supply of official WIA identification tags to be affixed to any purchases of property as referenced in this chapter; and
- Approving or disapproving all requests for the purchases of property, with a unit acquisition cost of \$5,000 or more, in accordance with the prescribed State and Federal regulations referenced in this chapter.

The Fiscal Agent is responsible for:

- Establishing and maintaining an adequate property Management System for all property acquired with WIA funds or acquired from other sources and used in the WIA program. A description of this system is included in the Local Operational Plan. WIA property must be properly identified.
- Performing an annual physical inventory of all property purchased using WIA funds with a unit acquisition value of \$2500 or more, or funds from any prior Federal program. Results of this physical inventory will then be reconciled with records maintained by the **NTRPDC** and, where applicable, the Bureau;
- Verifying, prior to any acquisition, that needed property is not available through any alternative source;
- Establishing bidding procedures that assure open and free competition. The bidding procedures must meet applicable Federal requirements;
- Obtaining written approval from BWDP for the purchase of any WIA property with a unit acquisition cost of \$5,000 or more. The approval request will include a justification and all identifying information;
- Approve/disapprove all lower tier requests for the purchase of any WIA property in accordance with the applicable requirements. Copies of all approvals and the WIA (or local) tag number(s) assigned will be maintained at the NTRPDC offices and made available for review by authorized representatives. For **sub recipient** purchases with a unit acquisition cost of \$5,000 or more, NTRPDC will obtain BWDP approval;
- Ensuring that all **sub recipients** are furnished with a supply of official WIA identification tags to be affixed to any purchases or property as prescribed in this section.

- Notify the Bureau of excess WIA property with a unit acquisition cost of \$5,000 or more. Notification will be distributed to all Fiscal Agents so that items no longer needed in one area may be made available for use by other LWIA's.
- Established a control system that safeguards all property against loss, damage or theft; and
- Maintain policies and procedures for leasing or renting non-expendable personal property

Each **sub recipient** is responsible for establishing and maintaining an adequate WIA property management system. That system must adhere to all applicable requirements, including those of the Fiscal Agent from which WIA funding is received. The **sub recipient** must also identify and safeguard all property acquired with WIA funds. Each **sub recipient** is required to:

- Obtain written approval from NTRPDC for the purchase of any WIA property meeting the requirements outlined in this section;
- Verify, prior to any acquisition, that needed property for WIA programs is not available through any other source, i.e., from any other source within NTRPDC. While it is not a specific requirement that an LWIA contact agencies such as community-based organizations, etc., each LWIA is encouraged to do so.
- Establish bidding procedures which assures open and free competition and meet the requirements outlined in the Federal Regulations in any procurement using WIA funds;
- Include a justification and all identifying information when submitting acquisition requests to NTRPDC;
- Establish an inventory system to account to all property acquired with WIA funds or acquired from other sources and used in the WIA program. Proper identification of WIA property must also be a part of the system;
- Perform a physical inventory of all property utilized in WIA activities on an annual basis. The results of this physical inventory must then be reconciled with records maintained by the NTRPDC, and when applicable, the BWDP;
- Establish a means of identifying excess property so that items no longer needed may be made available for use;
- Establish a control system, which will safeguard all WIA property against loss, damage of theft.

Each **Sub recipient** is required to establish and maintain an adequate system of property management. That system must adhere to all applicable requirements, including those of the NTRPDC from which WIA funding is received. The sub recipient must also identify and safeguard all property acquired with WIA funds.

Bidding Procedures and Quotations

NTRPDC and all **sub recipients** are responsible for implementing a bidding procedure to obtain quotes. Proper bidding procedures must be adhered to, regardless of the method of procurement. Federal Regulations governing procurement practices are outlined in OMB Circular A-110, 29 CFR

Part 97 and in the Procurement Section of this manual. The established procedure must ensure that a linkage is maintained with the Small Business Administration and other agencies that are able to assist in identifying small and minority-owned businesses. Formal Bidding procedures involve establishing levels for dollar amounts that require such procedures as advertising, sending out formal letters requesting bids from vendors, obtaining sealed bids, etc. The unit cost should reflect the lowest price quote received. If the lowest price is not utilized, justification must be documented. Formal procurement procedures must be described in the approved Local Operational Plan.

Invitations for bids or RFP's shall be based on a clear and accurate description of the technical requirements for the material, product or service to be procured. Such descriptions shall not, in competitive procurements, contain features that restrict, eliminate or otherwise restrain competition.

In order to ensure compliance with requirements set forth in the Act and Federal Regulations, the use of specific "brand names" must be avoided when developing a description of the property open for bid. However, sub recipients may use a "brand name or equal" description to define performance or other prominent requirements of a procurement. The practice of using specifications developed by manufacturers inherently places restrictions on other bidders, unless it is clearly stated that other bidders may use similar standards of equal functions. The solicitation must make it clear that the description is used to establish standards and that other vendors meeting the standards are eligible to submit proposals or bids.

If the unit cost of the item to be acquired is \$5,000 or more, **NTRPDC** and its **sub recipients** are required to obtain at least three (3) written quotations, prior to submitting the request for approval. However, BWDP may waive this requirement, for property purchased with WIA funding when it has been determined that NTRPDC and/or sub **recipients** are purchasing from State contracts. If Fiscal Agents wish to determine whether they qualify for State contract purchasing privileges, they must contact the Department of General Services, Bureau of Purchases, telephone (717) 787-5733. When submitting the **Property Acquisition Request and Report Form (Attachment 1)** to BWDP for approval, this information must be included on the form. Failure to include the required information may delay the approval process.

Excess property and equipment readily available for transfer will take precedence and the **NTRPDC** reserves the right to deny a request for purchase.

Software packages, which are to be acquired solely for use in training programs and classroom instruction for WIA participants, will not require written authorization prior to acquisition.

Purchases of blank diskettes, paper and any other expendable supplies needed for operation on a day-to-day basis, do not require prior approval.

Approval of a contract does not constitute an automatic authorization to purchase or lease property and/or equipment. A written request to acquire property must be reviewed and approved by the awarding agency prior to purchase.

Types of Property (OMB Circulars as applicable)

This section provides guidance for Fiscal Agents regarding the purchase of property by governmental, non-profit, and for-profit entities. This includes non-expendable personal property (equipment), expendable personal property (supplies), and property.

Non-Expendable Personal Property (Equipment)

The approval of an NOO issued by BWDP, or awarding of funds by NTRPDC does not constitute an automatic authorization to purchase or lease property and/or equipment using WIA funds. A written request to acquire property must be reviewed and approved by the respective awarding agency prior to purchase. If the equipment to be purchased has a unit acquisition cost of \$5,000 or more, the awarding agency must approve the purchase prior to acquisition.

Fiscal Agents, Governmental Entities, and other Non-Profit Entities

For equipment having a unit acquisition cost of \$5,000 or more:

- Written authorization is required from BWDP prior to purchase; and
- Excess property and equipment readily available for transfer will take precedence over new purchases. Therefore, BWDP reserves the right to deny a request for purchase.

For-Profit Entities

- All non-expendable equipment regardless of cost requires written authorization from BWDP prior to purchase.
- Excess property and equipment readily available for transfer will take precedence over new purchases. Therefore, BWDP reserves the right to deny a request for purchase.

Expendable Personal Property (Supplies)

Prior approval is not required for purchases of blank diskettes, paper and any other expendable supplies needed for day-to-day operations. However, for-profit entities must include this type of acquisition in their budget. Title to supplies acquired with WIA funds will vest upon acquisition in the next higher-level agency.

Real Property

Per Final Rule §667.260, WIA Title I funds must not be spend on the construction or purchase of facilities or buildings except in limited instances. Therefore, if construction or purchase of real property is being considered, NTRPDC must obtain BWDP approval before any costs are incurred.

Fiscal Agents, Governmental Entities, and other Non-Profit Entities

Subject to conditions set forth in applicable OMB Circulars, title to real property acquired with WIA funds will vest in NTRPDC upon acquisition and requires prior written authorization from BWDP.

For Profit Entities

Title to real property acquired with WIA funds will vest upon acquisition in the awarding agency and requires prior written authorization from BWDP.

Procedures for Requesting Approval for Property Acquisitions (WIA Programs)

Please refer to the flow chart (Property Acquisition Steps)

NTRPDC and **sub recipients** will investigate the possibilities of obtaining equipment through any excess property listings available. Utilizing existing property will take priority over new purchases or leases in order to maximize the use of available funds. Each Fiscal Agent is strongly encouraged to obtain property through any resource which might have available the needed property. For example, a manufacturer may be willing to donate equipment for training purposes, etc.

If no property is available from other sources or the cost of obtaining the property does not prove to be cost-efficient, a formal request to acquire the property must be submitted to the awarding agency.

Prior to submission of the formal request, NTRPDC and **sub recipients** must obtain at least three (3) price quotations in a manner which allows full and open competition and which incorporates minority-owned businesses in the procedures established for obtaining quotations. The section on bidding procedures and quotations provides additional information.

When the price quotations have been obtained, Sections “A” and “B” of the **Property Acquisition Request and Report Form (Attachment 1)** must be completed. The remainder of the form must be forwarded to the awarding agency.

If the item has a unit acquisition cost of \$5,000 or more, the **Property Acquisition Request and Report Form (Attachment 1)** will be forwarded to BWDP for approval or disapproval.

Section D will be completed by the **requesting agency once the request has been approved and the acquisition is made**. This is the stage when WIA tag numbers are to be assigned, when applicable, and affixed to the property. The original form will be retained by NTRPDC for its records.

If the requesting agency has asked for permission to obtain property through sole source procurement, a full detailed justification will accompany the **Property Acquisition Request and Report Form (Attachment 1)**. The awarding agency reserves the right to require acceptance of the lowest bid for an item of property. Written approval or disapproval will be forwarded to the requesting agency. If the item is disapproved, an explanation will be furnished.

To obtain property through sole source procurement, a full detailed justification will accompany the **Property Acquisition Request and Report Form (See Attachment 1)**. The approving agency will review the justification and approve or disapprove the request.

Leasing or Renting Non-expendable Personal Property (WIA Programs)

Approval of lease and rental contracts is the responsibility of the Fiscal Agent. However, Fiscal Agents are encouraged to contact the Bureau prior to executing a lease or rental agreement in order to determine the possibility of transferring existing excess property.

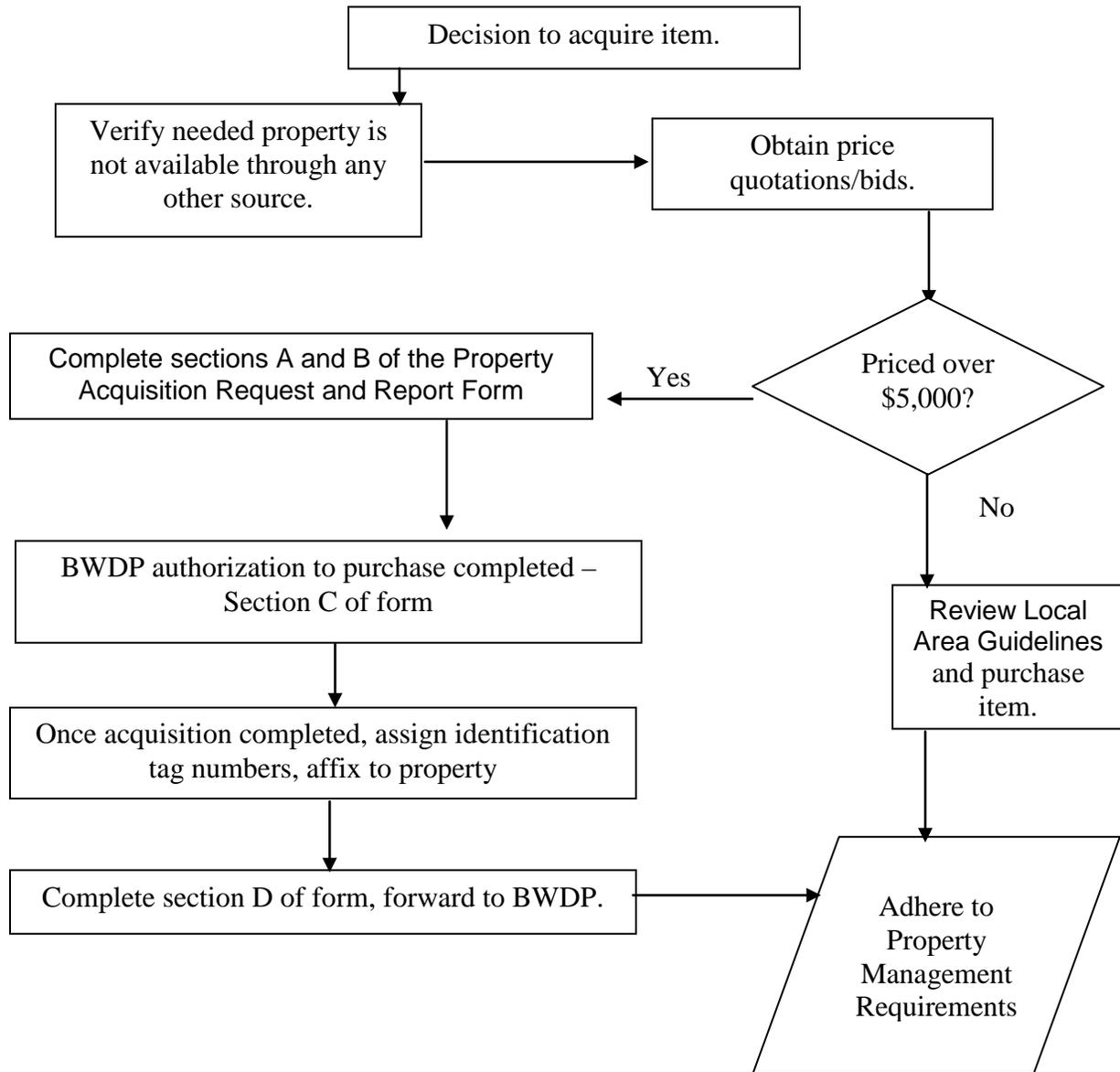
The decisions to rent or buy property will be governed by economic conditions that may differ by property type and market conditions. Administrative requirements often make leasing preferable to purchase. Leasing with an option to purchase is generally preferable to straight leasing. Lease-purchase items should be treated as non-expendable personal property (equipment) and require

approval if the total acquisition cost is at \$5,000 or more and must be tagged, reported, and disposed of in accordance with the instructions for non-expendable personal property.

NTRPDC and its **sub recipients** will adhere to the following requirements regarding rentals and leases:

- Maintain policies and procedures for leasing or renting non-expendable personal property;
- Ensure open and free competition in bidding;
- Ensure that a contingency clause is included in any lease or rental agreement. This clause will state that either party may terminate the lease or rental agreement within a specified period of time. It will also state that the agreement is contingent upon continued receipt of Federal funding;
- Lease /purchase agreements are allowable provided such acquisitions do not exceed the rental cost of comparable assets in the same locality; and
- **NTRPDC** and its **sub recipients** may not rent or lease their own personal property to the WIA program, or lease from other activities in which they have a vested interest or which has interest vested to them. The application of “use allowance” must be initiated (OMB circulars A-87 and A-122). Note: Where the use allowance method is followed, the use allowance for buildings and improvements (including land improvements, such as paved parking areas, fences, and sidewalks) will be computed at an annual rate not exceeding two percent of acquisition costs. The use allowance for equipment will be computed at an annual rate not exceeding 6 2/3 percent of acquisition costs. When the use allowance method is used for buildings, the entire building must be treated as a single asset; the building’s components (e.g., plumbing system, heating and air condition, etc.) cannot be segregated from the building’s shell. The two percent limitation, however, need not be applied to equipment which is merely attached or fastened to the building but not permanently fixed to it and which is used as furnishings or decorations or for specialized purposes (e.g., dentist chairs and dental treatment units, counters, laboratory benches bolted to the floor, dishwashers, modular furniture, carpeting, etc.). Such equipment will be considered as not being permanently fixed to the building if it can be removed without the destruction of, or need for costly or extensive alterations or repairs, to the building or the equipment. Equipment that meets these criteria will be subject to the 6 2/3 percent equipment use allowance limitation.

WIA Property Acquisition Steps



Transferring Property (WIA Programs)

It is the intention of NTRPDC to make the most efficient use of all existing property resources.

Prior to any acquisition, NTRPDC and its **sub recipients** will contact other sources, which might conceivably have needed items in an effort to locate property available for transferring. When it is cost-efficient to do so, existing property will be utilized, rather than purchasing or leasing new property. It is important to note that approval to acquire property will not be granted by the awarding agency if it is determined that the property requested is available for transfer and that it would be cost-efficient to do so. As noted on the **Property Acquisition Request and Report Form (Attachment 1)**, the necessary features of the property requested must be described. If a transfer is available, the request to purchase or lease will be denied, and the requesting agency will be furnished all information necessary for making transfer arrangements.

Each **sub recipient** will establish procedures for transferring property within its jurisdiction. However, NTRPDC must be notified of any changes in the location if the unit acquisition cost meets the requirements outlined in the "Equipment" section of this chapter. The **Property Transfer Report Form** and instructions for completing are attached (**Attachment 2**).

The purpose of the **Property Transfer Report Form (Attachment 2)** is to transmit necessary information to the awarding agency concerning property with a unit acquisition cost of \$5,000 or more, which is being transferred from one Fiscal Agent to another or to one **sub recipient** to another. This action will officially remove the responsibility for the item from the original holder and transfer that responsibility to the new holder.

BWDP will generate this form when property is being transferred from the Bureau to Fiscal Agents.

Property Management

Inventories

NTRPDC will annually conduct a physical inventory of **ALL** property with a unit acquisition cost of \$2,500 or more. **Sub recipients** will conduct an annual physical inventory of all property **purchased with WIA funds** with a unit acquisition cost of \$2,500 or more. The purpose of conducting the physical inventory is to verify the existence and condition of the property, as well as assessing the continued need for the property.

Records maintained by NTRPDC and its **sub recipients** will be reconciled during this inventory process. Inventory records for sub recipients will be maintained at NTRPDC as well as at the **sub recipient** level.

NTRPDC and its **sub recipients** are responsible for maintaining adequate inventory records for all **WIA** non-expendable property items with a unit acquisition cost of \$2,500 or more. In addition, NTRPDC will keep an Agency Property Inventory Listing of **ALL** property with an acquisition value of \$2,500.00 or more.

Sub recipients will forward an inventory of all property with a unit acquisition cost of \$2,500 or more to NTRPDC by August 30 of each year. Those **sub recipients** who do not have any equipment meeting established thresholds should forward a letter to NTRPDC indicating such. All

inventory records must be cumulative and include all property with a unit acquisition cost of \$2,500 or more, and maintained until authorized disposition.

In the event that items that appeared on last year's inventory are no longer listed, it is the submitting agencies responsibility to explain the reason for the omission.

NTRPDC will forward an annual property inventory list of items purchased with WIA funds, with a unit acquisition cost of \$5,000 or more, to BWDP by September 30 of each year using the Annual Property Inventory Form (Attachment 3). The inventory will include property located outside the offices of NTRPDC, such as PA CareerLink® sites and **sub recipient** sites. This inventory will be cumulative. In the event that items that appeared on last year's inventory are no longer listed, NTRPDC will explain the reason for their omission. NTRPDC will notify BWDP if they do not have any property with a unit acquisition cost of \$5,000 or more.

Identification of Equipment (Non-expendable Personal Property)

(29 CFR 97.3; Bureau Policy)

NTRPDC will ensure that all non-expendable personal property purchased with WIA funds is identified as follows:

- Property with a unit acquisition cost of \$5,000 or more must be identified with WIA property identification tags if purchased with WIA funds or an NTRPDC property tag if purchased with other program funds.
- Property with a unit acquisition cost of between \$2,500 and \$4,999 must be identified with either a NTRPDC property tag or a Bureau-issued WIA property tag.

The Bureau will supply WIA property identification tags to NTRPDC for the purpose of identifying property as noted above.

Any computer hardware that has been acquired to upgrade the internal components and expand computer capabilities will not require identifications tags.

Inventory identifications tags will be placed on non-expendable personal property in an area that is easily accessible for property identification, yet would provide protection against wear, damage or loss. Inventory records maintained by NTRPDC will be corrected immediately to reflect all changes in tag numbers and the reason for the change noted. Any changes in the tag number of an item with a unit acquisition cost of \$5,000 or more must be reported on the next inventory that is submitted to the Bureau.

Property Safeguard Procedures

NTRPDC has established procedures that provide adequate safeguards for the protection of all property within its LWIA. All property will be properly maintained and secured, and adequately insured. Appropriate parties may be held liable for reimbursement for stolen or damaged property when such action is warranted.

Property Incident Report Form (WIA Property)

When property with a unit acquisition cost of \$5,000 or more has been damaged, lost, or stolen, a **Property Incident Report Form** will be submitted to the Bureau within ten days of determination of the loss. The Bureau will follow up on the information and will notify NTRPDC if any additional action must be taken. If the incident involves suspected theft, intentional damage, or a reportable vehicular accident, the matter will be reported to the local police department. The form and instructions are in **Attachment 4**.

Final Disposition of Property (WIA Property)

Please refer to the flow chart

When it is determined that property with a unit acquisition cost of \$5,000 or more is no longer needed in the performance of WIA or other Federally supported activities, NTRPDC will prepare and submit a **WIA Property Disposition Plan (Attachment 5)** to the Bureau requesting disposition instructions.

WIA Property Disposition Plan

The purpose of this plan is to insure that all WIA property with a unit acquisition cost of \$5,000 or more is disposed of properly. The **WIA Property Disposition Plan Form** and instructions are provided as **Attachment 5**. This form will be completed by NTRPDC and forwarded to the Bureau for approval under the following conditions:

- Determination by the Fiscal Agent that some or all WIA property is no longer needed;
- A Fiscal Agent decides to trade-in property for similar property; or
- Property is no longer useable.

The Bureau will review the information and notify the Fiscal Agent of the final action to be taken on the disposition of the property.

Priorities of Disposition

All WIA property will be disposed of in accordance with the following priorities:

- Transfer the property to another WIA program activity within the Fiscal Agent's jurisdiction;
- Trade-in on a similar piece of equipment;
- Transfer the property to another Fiscal Agent for use in their WIA programs;
- Use the property for other Federally supported activities;
- Transfer the property to the Bureau if the acquisition cost meets the definitions outlined in the Property Inventory Section of this manual.

- Sell the property and return the proceeds by proportionate share to the same programs that were involved in purchasing the property;
- Discard the property as scrap.

Types of Property Disposition (WIA Property)

Equipment

NTRPDC and its **sub recipients** will use equipment to be replaced as a trade-in or sell the equipment and use the proceeds to offset the cost of the replacement equipment, subject to the approval of the Bureau. NTRPDC can retain proceeds from the sale of equipment and shall use such WIA funds solely for WIA activities, subject to the approval of the Bureau. The funds shall be reprogrammed against the funding sources that originally supported the purchase.

Supplies (Expendable Personal Property)

(29 CFR 97.33)

Supplies no longer needed for Federally supported programs shall be retained by NTRPDC. If the aggregate acquisition cost is \$5,000 or more and the items are sold, the Bureau shall be compensated for its proportionate share of the proceeds. The proportionate share is determined by the percentage of the cost of acquisition. If the aggregate acquisition cost is less than \$5,000, NTRPDC should treat the proceeds as program income.

Real Property

When real property is no longer needed for its originally authorized purpose, NTRPDC must request disposition instructions from the Bureau. The WIA percentage purchase of the property is applied to net proceeds and that percentage must be returned to the Federal Government. This requirement applied to any real property purchased with WIA funds.

Types of Entities

(29 CFR, Part 97.32; Bureau Policy)

LWIA Fiscal Agents and Governmental Entities

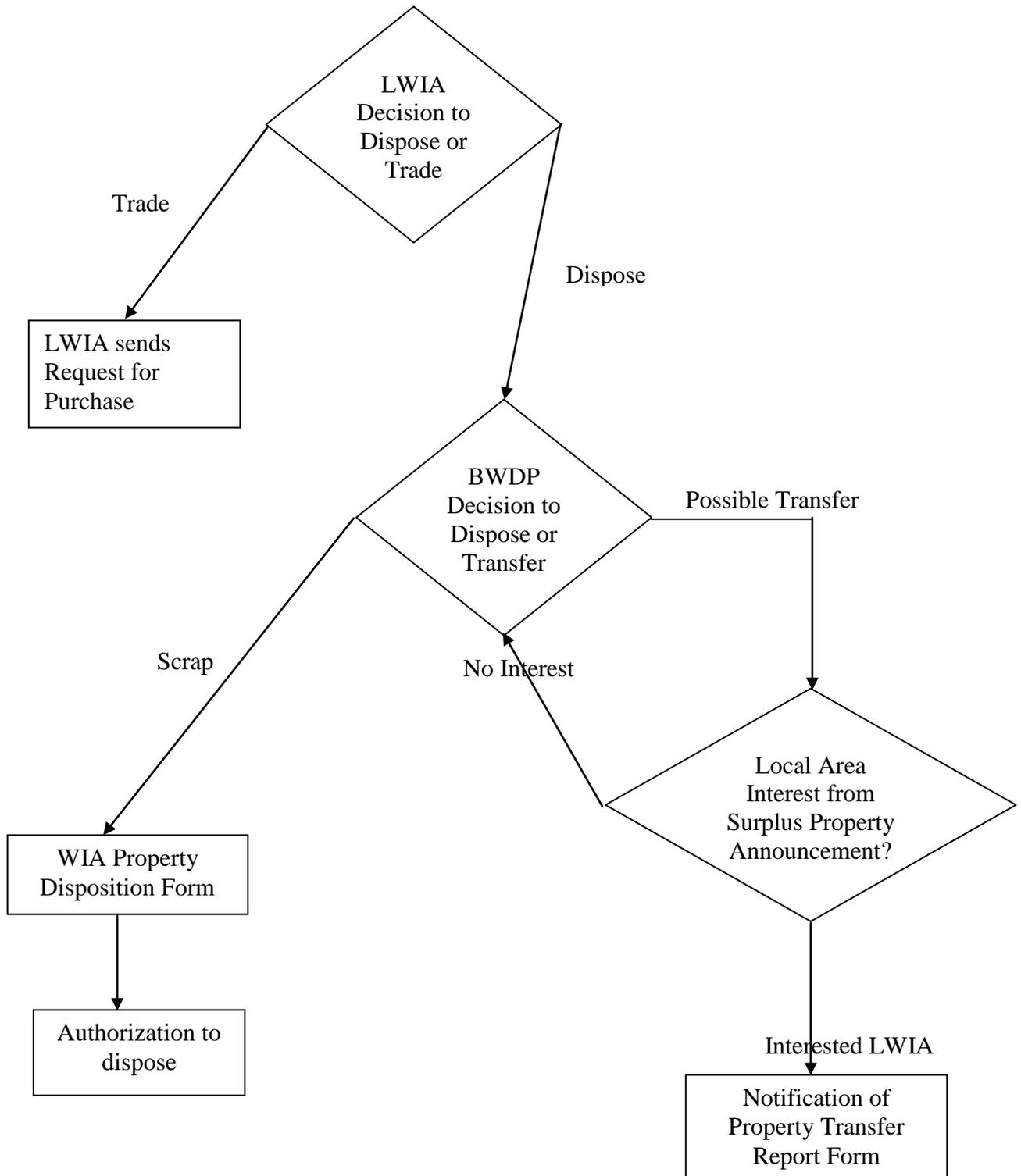
Equipment purchased with WIA funds with a unit acquisition cost of \$5,000 or more may be transferred to another fiscal Agent, sold or otherwise disposed of according to instructions from the Bureau. The awarding agency shall be reimbursed a proportionate share based on any contribution provided in the acquisition cost by applying the formula outlined in 29 CFR, Part 97.32.

Equipment with a unit acquisition cost of less than \$5,000 may be sold or otherwise disposed of in accordance with procedures outlined in policies as approved by the Local Workforce Investment Board with no further obligation to the awarding agency.

For-Profit Entities

All questions regarding equipment disposition shall be referred to the awarding agency for instructions.

Final Disposition of Property (WIA)



ATTACHMENT 1

Property Acquisition Request and Report Form
(Only for property with a unit acquisition cost of \$5,000 or more)

A. Local Workforce Investment Area

1) Name and Number: _____

2) Fiscal Agent Name: _____

3) Address: _____

Contact Information: _____

Name: _____

Telephone Number: _____ Fax Number: _____

B. Property Acquisition Request Information

1) Description of Property:

2) Quantity: _____ 3) Unit Cost: \$ _____ 4) Total Cost: \$ _____

5) Purpose of Acquisition

6) Were other sources surveyed to determine if the requested property was available elsewhere? YES NO

7) Were all required bidding procedures followed? YES NO

8) Were written quotes received for all items not covered by formal bidding procedures? YES NO

9) Name of agency where property is to be located: _____

Address of agency where property is to be located: _____

10) _____

11) Name of Authorized Signatory (printed): _____

12) Authorized Signature: _____ Date: _____

C. Bureau of Workforce Investment Approval or Disapproval

1 APPROVED DISAPPROVED

2 Comments:

3 Name of Bureau Signatory Authority
(printed): _____

4 Bureau Signature: _____ Date: _____

D. Property Acquisition Receipt Information

1 Date Property Received: _____ 2 Model Number: _____
3 Detailed Description of Property:

4 Quantity Received: _____ 5 Unit Cost: \$ _____ 6 Total Cost: \$ _____

7 WIA Identification Tag Numbers Assigned: _____ 8 Serial Numbers: _____

Instructions for Completing the Property Acquisition Request and Report Form

Each Fiscal Agent is required to submit a Property Acquisition Request and Report Form to the Bureau for approval to purchase property with a unit acquisition cost of \$5,000 or greater, as outlined in the TAG. When the lowest quotation is not utilized or sole source procurement is requested, a detailed justification must be provided on a separate page. A separate form should be used for each item of a different description. Because this form is a request and report form, it is completed on a sequential basis, as indicated below.

Section A: Local Workforce Investment Area - To be completed by the Fiscal Agent.

- Item 1: Enter the number and name of the Local Workforce Investment Area (LWIA).
- Item 2: Enter the Fiscal Agent name and address.
- Item 3: Enter the contact person name, telephone number, and fax number.

Section B: Property Acquisition Request Information - To be completed by the Fiscal Agent.

- Item 1: Enter a description of the property requested. This description must include all necessary features.
- Item 2: Enter the quantity of the property to be acquired.
- Item 3: Enter the cost for one (1) unit of the item being requested.
- Item 4: Enter the total cost of the property.
(Unit cost (Item B-3) times the number of units to be acquired (Item B-2).)
- Item 5: Enter the purpose of acquisition, or a complete justification for the acquisition.
- Item 6: Mark the appropriate box if any other sources were contacted to determine if the requested property was available through transfer or other means of acquisition.
- Item 7: Mark the appropriate box if the property requires formal bidding procedures.
- Item 8: Mark the appropriate box if written bids were received for items not covered by formal bidding procedures. Submit copies of the required quotations from the vendors with this form. The Fiscal Agent must also retain the original quotations for future monitoring and auditing purposes.
- Item 9: Enter the name of the agency where the property will be located.
- Item 10: Enter the address of the agency where the property will be located.
- Item 11: Enter the name of the Fiscal Agent or authorized signatory who will be signing the form.
- Item 12: Enter the signature and the date that the form was signed.

After completion of Sections A and B, retain the original and fax to (717) 772-5478 or mail the form to the Bureau, along with copies of the bids/quotes received.

Section C: Bureau of Workforce Investment Approval or Disapproval - To be completed by the Bureau indicating approval or disapproval.

- Item 1: The Bureau representative will indicate “approved” or “disapproved” after review.
- Item 2: Any Bureau comments concerning the approval or disapproval of the requested property will be noted here.
- Item 3: The Bureau authorized signatory name will be entered.
- Item 4: A Bureau representative will sign and date here to indicate approval or disapproval.

Note: No acquisitions may be made prior to this date. After completing Section C, the Bureau will retain a copy and fax the form to the Fiscal Agent.

Section D: Property Acquisition Receipt Information - To be completed by the Fiscal Agent once the acquisition is made.

- Item 1: Enter the date that the property was received.
- Item 2: Enter the model number of the property, if applicable.
- Item 3: Enter a detailed description of the property received, including any distinguishing features, such as the dimensions, color, material out of which it was constructed, manufacturer, etc.
- Item 4: Enter the exact number of units that were received.
- Item 5: Enter the unit cost of each item received.
- Item 6: Enter the total cost of all items received.
- Item 7: Enter the WIA Identification Tag number(s) assigned. These tags must be affixed to the property.
- Item 8: Enter the serial number(s) of each item, if applicable. Space is provided for more than one serial number if more than one unit was acquired. Indicate which tag number was assigned to which serial number.

After completion of Section D, fax to (717) 772-5478 or mail the form to the Bureau. If a sub recipient received the property, another copy must be forwarded to that agency. The original form and any related correspondence must be retained by the Fiscal Agent for its records.

ATTACHMENT 2

Property Transfer Report Form

(Only for property with a unit acquisition cost of \$5,000 or more)

A. Releasing Agency Identification

1. Local Workforce Investment

Area Number and Name: _____

2. Fiscal Agent Name: _____

Address: _____

2. Contact Person Name: _____

Telephone Number: _____

Fax Number: _____

B. Transfer Property Information

1. Description of Property: _____

1. WIA Identification Tag
Number(s): _____

2. Original Unit Acquisition Cost: _____

3. Name of Releasing Agency
Signatory (printed): _____

4. Authorized Signature: _____

Date: _____

C. Receiving Agency Information

1. LWIA Number and Name: _____

2. Fiscal Agent/Grant Recipient
Name: _____

Address: _____

3. Contact Person Name: _____

Telephone Number: _____

FAX number: _____

4. New Holder's Name and
Address: _____

D. Certification

I certify that the transfer, as described herein, has taken place and that we accept accountability and responsibility for all property as listed. This property has been added to our inventory records.

1. Name of Receiving Agency
Signatory (printed):

2. Authorized Signature:

Date:

Instructions for Completing the Property Transfer Report Form

(Only for property with a unit acquisition cost of \$5,000 or more)

It is the responsibility of the Fiscal Agent transferring property out of its jurisdiction to report the transfer to the Bureau. A separate form must be used when more than one type of property is involved. The same form may be used when more than one item of property is being transferred from one agency to another agency. A separate listing may be attached, if necessary. Please refer to page 8-9 (Property Transfer Report Form) for additional instructions.

Section A: Releasing Agency Identification - To be completed by the releasing Fiscal Agent.

Item 1: Enter the LWIA number and name of the releasing agent.

Item 2: Enter the Fiscal Agent name and address.

Item 3: Enter the contact person name, telephone number, and fax number.

Section B: Transfer Property Information - To be completed by the releasing Fiscal Agent.

Item 1: Enter the general description of the property.

Item 2: Enter the WIA identification tag number. Note here if a separate attachment is used when listing more than one item. Use the WIA tag number already affixed to the item. (Do not retag with a new WIA tag.)

Item 3: Enter the original unit acquisition cost of the item.

Item 4: Enter the name of the Fiscal Agent or authorized signatory who will be signing the form.

Item 5: Enter the signature and the date that the form was signed.

Section C: Receiving Agency Information - To be completed by the receiving Fiscal Agent upon taking possession of the property.

Item 1: Enter the LWIA number and name of the receiving agent.

Item 2: Enter the Fiscal Agent name and address.

Item 3: Enter the contact person name, telephone number, and fax number.

Item 4: Enter the name of the holder and location of the property. If other than the address of the Fiscal Agent, enter the name and address of the location of the property.

Section D: Certification – To be completed by the receiving Fiscal Agent

Item 1: Enter the name of the Fiscal Agent or authorized signatory who will be signing the form.

Item 2: Enter the signature and the date that the form was signed.

Copies must be provided by the receiving Fiscal Agent as follows:

1. One copy must be forwarded to the Bureau of Workforce Investment. It can be faxed to (717) 772-5478.
2. One copy must also be forwarded to the releasing Fiscal Agent.
3. The original must be retained by the receiving Fiscal Agent.

It is the responsibility of the receiving Fiscal Agent to report the completed transfer to the Bureau. This form, once completed and signed, authorizes the respective agencies to update their inventories to reflect the transfer.

Note: No acquisitions may be made prior to this date. After completing Section C, the Bureau will retain a copy and fax the form to the Fiscal Agent.

ATTACHMENT 3

Annual Property Inventory Form

(Only for property with a unit acquisition cost of \$5,000 or more)

Page ____ of ____

5. Local Workforce Investment Area:

Number and Name: _____

3. Fiscal Agent:
Name: _____

Address: _____

3. Date of Inventory Completion: _____

4. Contact Person:
Name: _____

Telephone Number: _____

Fax Number: _____

E-Mail Address: _____

5. Item Including Description (Dimensions, Color, Model #, Manufacturer's Name, Identifying Features)	6. WIA Identification Tag Number	7. Item Location (Address and Telephone Number)	8. Condition Code	9. Date of Original Acquisition Month/Year	10. Original Acquisition Cost (\$)	11. Serial Number (If applicable)	12. Original Purchaser (If applicable)	13. Transfer Date (If Applicable)

I certify that all property expenditures have been made in accordance with applicable regulations; that all items included on this list have been received and paid for; and that all property included herein has been properly entered on inventory records.

Name of Authorized Signatory
(printed): _____

Title: _____

Signature: _____

Date: _____

Instructions for Completing the Annual Property Inventory Form

(Only for property with a unit acquisition cost of \$5,000 or more)

This form must be completed and forwarded to the Bureau by September 30 of each year, and may be sent via mail or fax to (717) 772-5478.

The Fiscal Agent must complete all items on the form.

Complete as indicated.

- Item 1: Enter the number and name of the Local Workforce Investment Area (LWIA).
- Item 2: Enter the Fiscal Agent name and address.
- Item 3: Enter the date that the inventory was completed.
- Item 4: Enter the contact person name, telephone number, fax number, and e-mail address.

Complete the Inventory portion as follows, using a separate line for each item listed.

Item 5: Enter the name of the property item. Describe each item including dimensions, color, manufacturer's name, model number and any other identifying features.

Item 6: Enter the WIA identification tag number assigned to the property item. If the item was acquired through transfer, use the WIA tag number already affixed to the item. (Do not retag with a new WIA tag.)

Item 7: Enter the address and telephone number where each item of property is physically located.

Item 8: Enter the condition of each item, utilizing the following codes:

- E = Excellent condition
- G = Good condition
- F = Fair condition
- P = Poor condition
- S = Scrap - Repairs would cost in excess of 65% of acquisition costs.

Item 9: Enter the original acquisition date. If this is a transferred item, the date of the original purchase should be used, not the date of transfer.

Item 10: Enter the original unit acquisition cost.

Item 11: Enter the serial number of the property, if applicable.

Item 12: Enter the original purchaser, if not directly purchased by the current item holder.

Item 13: Enter the transfer date, if applicable.

After completion of the form and verification of inventory data, the Fiscal Agent must sign and date the form and properly identify the page numbers in the upper right hand corner.

Print the name of the authorized signatory.

Enter the title of the authorized signatory.

Enter the signature.

Enter the date on which the form was signed.

ATTACHMENT 4

Property Incident Report Form

(Only for property with a unit acquisition cost of \$5,000 or more)

A. Local Workforce Investment Area Identification

1. Local Workforce Investment Area
Number and Name: _____

Fiscal Agent Name: _____

Address: _____

2. Contact Information:
Name: _____

Telephone Number: () _____ Fax Number: () _____

3. Property Location: _____

B. Property Identification

- 1. Description of Property: _____
- 2. Original Acquisition Cost: \$ _____
- 3. Acquisition Date: _____
- 4. Serial Number: _____
- 5. Model Number: _____
- 6. WIA Tag Number(s): _____

C. Incident Identification

1. Type of Incident: Damaged Lost Stolen

2. Explanation of Incident: _____

3. Police Report Number: _____

4. Name of Police Department: _____

5. Address of Police: _____

D. Resolution

1. Name of Insurance Carrier: _____

2. Address of Insurance Carrier: _____

3. Policy Number: _____

4. Date Incident was reported to Insurance Company: _____

5. Disposition of Matter by Insurance Company: _____

6. If damaged, provide repair/replacement cost info: _____

Name of Authorized Signatory (printed): _____

Authorized Signature: _____ Date: _____

BUREAU OF WORKFORCE INVESTMENT USE ONLY

Instructions for Completing the Property Incident Report Form

(Only for property with a unit acquisition cost of \$5,000 or more)

The form must be submitted to the Bureau within ten working days of determination of the loss. Once the form has been completed and signed by the Fiscal Agent, it must be faxed to the Bureau at (717) 772-5478. The original form and any related documents must be retained by the Fiscal Agent for its records. The last portion of the form is for the Bureau's use only.

A separate form must be completed for each item, if more than one piece of property is involved.

Section A: Local Workforce Investment Area Identification

- Item 1: Enter the LWIA number and name, and the Fiscal Agent name and address.
- Item 2: Enter the contact person name, telephone number, and fax number.
- Item 3: Enter the name and address of the agency where the property is (was) located.

Section B: Property Identification

- Item 1: Enter the description of the property involved.
- Item 2: Enter the original unit acquisition cost of the item.
- Item 3: Enter the original acquisition date of the item.
- Item 4: Enter the serial number.
- Item 5: Enter the model number, if applicable.
- Item 6: Enter the WIA identification tag number assigned to this property.

Section C: Incident Identification

- Item 1: Place a check mark in the appropriate box.
- Item 2: Summarize the circumstances relating to the incident.
- Item 3: Enter the Police Report Number, if applicable.
- Item 4: Enter the name of the police department notified, if applicable.
- Item 5: Enter the address of the police department notified, if applicable.

Note: If the incident involves suspected theft, intentional damage, or reportable vehicular accident, the matter must be reported to the local police department.

Section D: Resolution

- Item 1: Enter the name of the insurance company.
- Item 2: Enter the address of the insurance company.
- Item 3: Enter the policy number of the insurance.
- Item 4: Enter the date that the incident was reported to the insurance company.
- Item 5: Provide detailed information concerning any actions taken or to be taken by the insurance company. Include such information as whether or not the item was covered, whether a deductible was involved and, if so, indicate the amount of the deductible. If reimbursement by the insurance company is expected, note the approximate date such reimbursement would be forthcoming.
- Item 6: Furnish specific information concerning repair costs. Include the original acquisition cost and the estimated costs for the repairs.

Enter the name of the Fiscal Agent or authorized signatory who will be signing the form.

The form must be signed and dated by the appropriate individual.

Instructions for Completing the WIA Property Disposition Plan

(Only for property with a unit acquisition cost of \$5,000 or more)

After completion retain the original and mail or fax (717-772-5478) a copy of the form to the Bureau.

General Information - Complete as indicated.

- Item 1: Enter the number and name of the Local Workforce Investment Area (LWIA).
- Item 2: Enter the Fiscal Agent's name and address.
- Item 3: Enter the date that the WIA Property Disposition Plan is being submitted.
- Item 4: Enter the contact person's name, telephone number, and fax number.

WIA Property Disposition - Complete as indicated.

- Item 5: List in numerical sequence by tag number each unit of WIA property proposed for disposition.
- Item 6: Enter the condition of each item, utilizing the following codes:
 - E = Excellent condition
 - G = Good condition
 - F = Fair condition
 - P = Poor condition
 - S = Scrap – Property which is obsolete or unusable.
- Item 7: Enter the description of each item of property, including manufacturer's serial number, if applicable.
- Item 8: Enter the WIA inventory tag number.
- Item 9: Enter the number of individual units of each item.
- Item 10: Enter the acquisition date of each item.
- Item 11: Enter the unit acquisition cost of each item.
- Item 12: Enter the current fair market value for each item.
- Item 13: Enter the proposed sale price per unit.

Supporting WIA Property Disposition Information - Complete as indicated.

- Item 14: Enter the item number from Item 7 when additional detailed information is required.
- Item 15: Provide any additional information deemed necessary or required. In addition, enter the method used to determine the fair market value (e.g., for vehicles, the NADA Red Book value) and attach supporting documentation.

Certification - Complete as indicated.

After completion and verification of inventory data, the Fiscal Agent must sign and date the form and properly identify the page numbers in the upper right hand corner.

- Print the name and title of the authorized signatory.
- Enter the signature.
- Enter the date on which the form was signed.

Bureau Use Only - The Bureau will complete as needed, indicating any pertinent comments or instructions on disposition.

Appendix J – Training Provider Appeal Procedure

Northern Tier Local Level Appeal

The appeal process is a mechanism for a training provider to challenge one of the following actions initiated by the Northern Tier WIB or the Department of Labor & Industry: 1) The rejection of training courses/programs of study for inclusion on the Statewide ETPP list; 2) A denial of continuing eligibility; 3) Suspension; or 4) Termination of eligibility.

An appeal at the local level may be filed for one of the following reasons:

- The rejection of training courses or program by the Northern Tier WIB
- The denial of continued eligibility due to unsatisfactory performance
- The suspension of eligibility due to non-compliance or violation of the WIA

Training providers may submit an appeal to the Northern Tier WIB not later than **20 working days** from the date of the rejection notice or notice of suspension of eligibility. Any documentation supporting the training provider's case must be available upon request by the Northern Tier WIB and/or the Department of Labor & Industry.

The appeal shall be filed electronically through the CWDS website (www.pacareerlink.state.pa.us). For those training providers who do not have Internet access, the appeal must be submitted in writing to:

Sherry Felten
Workforce Program Manager
Northern Tier Workforce Investment Board
NTRPDC
312 Main Street
Towanda, PA 18848

The Northern Tier WIB will issue a decision no later than **20 working days** from the date the appeal request was received.

State Level Review – First Appeal

If the training provider is dissatisfied with the WIB's decision, the training provider may file a request for a state level review by the Department of Labor & Industry. An appeal at this level includes: 1) The rejection of training course/program of study by the Northern Tier WIB; 2) The denial of continued eligibility due to unsatisfactory performance for a period of one year; 3) Suspension of eligibility due to non-compliance or violation of the WIA for a period for two years; 4) Termination of eligibility.

The training provider will have **20 working days** from the date of the Northern Tier WIB's decision to electronically file a request for a review by the Department of Labor & Industry, BWDP, through the CWDS website (www.pacareerlink.state.pa.us).

For those training providers who do not have Internet access, the appeal must be submitted in writing to:

The Pennsylvania Department of Labor & Industry
Bureau of Workforce Development Partnership
651 Boas Street
Harrisburg, PA 17121

The request for review must set forth specifically and in detail the grounds and the reasons upon which it is claimed that the rejection, denial, suspension or termination was erroneous. BWDP will not consider any factual or legal grounds for relief that are not set forth in the appeal. BWDP will determine whether a fact finding hearing is necessary. BWDP will issue a decision not later than **45 working days** from either the date an in-person hearing is held, or the date the appeal request is received.

Reapplication Process

Training providers who have had training courses/programs of study removed from the statewide ETPP list may reapply for recertification as follows:

Performance – Providers may reapply to have training courses/programs of study recertified **one (1) year** from the date of the final action taken either at the local or state level.

Violations of WIA – Providers may reapply to have training courses/programs of study recertified **two (2) years** from the date of the final action taken either at the local or state level.

Appendix K

Grievance Policy for PA CareerLink® Customers

Grievance procedures give the enrolled students the means to appeal any unfair conditions, adverse management actions and Equal Opportunity Complaints while enrolled in any of the WIA funded employment and training programs.

Grievance Procedures: All PA CareerLink® customers have the right to file a grievance. However, grievances have to be written, and must allege a violation of the Workforce Investment Act, its regulations, or any grant or other agreements under the Act, at minimum. A program customer may file a grievance by following the procedures below. Again, each step must be completed before moving to the next.

Step 1: The aggrieved party shall attempt to resolve the dispute with his/her immediate supervisor.

Step 2: If there can be no resolution, the grievance must be referred to the program contractor for review in accordance with the agency grievance procedure policy with a decision rendered within ten (10) working days.

Step 3: If the matter cannot be settled at the program contractor level, the matter may then be appealed in writing to the Northern Tier Regional Planning and Development Commission (NTRPDC), in accordance with the grievance procedure. This appeal must be made within five working days. The appeal should be directed to:

Equal Opportunity Officer
312 Main Street
Towanda, PA 18848
(570) 265-9103

Upon receipt of the appeal, the complaint will be assigned within ten working days to the appropriate staff member to investigate. The parties involved will be interviewed and, if necessary, within thirty (30) calendar days, arrangements will be made for an informal hearing. The Hearing Officer will issue a written hearing determination within sixty (60) calendar days of the filing of a complaint, outlining a decision and recommendations.

Step 4: If unacceptable to one or both parties, the decision may then be appealed to:

Pennsylvania Department of Labor & Industry
Bureau of Workforce Development Partnership
651 Boas Street, 12th Floor
Harrisburg, PA 17121

Note: All time limits imposed will be strictly adhered to, unless it is not possible due to schedule limitations. All complaints will be handled in strict confidence.

Appendix L

The PA CareerLink® grievance procedure is as follows:

If a PA CareerLink® staff member has an issue he/she wishes to be addressed, we maintain an “open door” policy whereby any problem or grievance can be brought to the attention of the PA CareerLink® Program Supervisor and/or PA CareerLink® Administrator. We are available to meet and discuss problems, improvements, suggestions, etc., regarding processes or operations. We have encouraged staff members to feel comfortable in approaching management. If the problem cannot be resolved at this level, action listed below will occur.

All Bureau of Workforce Development Partnership staff members have union representation and must follow the steps to file a grievance. Each comprehensive site has a union shop steward, who is the first point of contact. If a formal grievance is filed, the PA CareerLink® Administrator has 15 days to respond, per union contract regulations.

If the PA CareerLink® Program Supervisor and/or PA CareerLink® Administrator are unable to resolve an issue for a Partner agency staff member, the supervisor or administrator will contact the Partner agency supervisor for further resolution.

Attachment M

Individual Training Account Policy and Procedure Adult/Dislocated Worker/Out of School Youth

Training services may be made available to unemployed and underemployed adults, dislocated workers and out of school youth who have met the following criteria.

- Are a resident of Bradford, Sullivan Susquehanna, Tioga or Wyoming County
- Have met the WIA eligibility requirements, have received at least one intensive service and have been determined to be unable to obtain or retain employment through such services.
- *Score at a proficient level on the WorkKeys® Assessment for the occupational profile for which they are requesting training.
- Do not already possess a **marketable** degree. Prior approval from NTRPDC must be obtained for customers that have a degree but may be in need of additional training to obtain employment (See *ITA Approval request Form*).
- Are unable to obtain grant assistance from other sources to pay the cost of training including DPW program funds, TAA, and PELL, or require WIA assistance in addition to other sources of grant assistance.
- Have selected a training program that appears on the CWDS Statewide List of Eligible Training Programs; is a high priority occupation in the Northern Tier Region, or for occupations in contiguous areas if there is a proven demand and the customer has expressed a willingness to relocate or commute (see *ITA Approval Request Form*); and, that provides a sustainable wage.
- The individual has not received WIA funded training in the past.
- The individual has not defaulted on a student loan. The customer must have the default status removed prior to the approval of ITA funding.
- All eligible youth must receive their GED or diploma prior to receiving training funds.
*Note: In addition to taking the WorkKeys® assessment, all OSY must be TABE tested per WIA program guidelines.

The maximum amount of Individual Training Account (ITA) funds is \$5,000 per customer for a maximum of two years.

The Northern Tier Workforce Director may waive conditions contained in this policy under extraordinary circumstances and/or funding considerations for best utilization of training funds.

The customer must submit a completed *Application for Individual Training Account* at least four (4) weeks prior to the start of classes. This application includes:

- A written justification for the training
- Documentation of employment opportunities in the local area

- A listing of total cost of training, including tuition, fees, supplies, tools, books, etc.

Customers **must** apply for the federal Title IV (PELL) grant program, given that the training provider is eligible to receive and the specific program is qualified for Title IV funds. Failure to complete the Title IV application, or re-application in the second academic year, or missing a training institution deadline for the submission of student aid will result in the suspension and/or termination of the ITA. The customer must present the PA CareerLink® Staff with a copy of the Student Aid Report (SAR) as received by the student. If unavailable, verification must first be received from the training institution.

All other forms of Federal, State or local aid (Title IV, PELL, PHEAA, SEOG, etc.) will be used first to offset the cost of the ITA. The Northern Tier Workforce Investment Board will neither duplicate, nor pay in addition to, Title I funds that have been awarded by another Workforce Investment Area.

The PA CareerLink® Staff must track all ITA expenditures and obligation on the *ITA Calculation Sheet*. Note: The *ITA Calculation Sheet* does not take the place of the cost sheet included in the ITA packet.

The customer is responsible for repayment of the ITA should Title IV aid (or other state/local aid) be received after the disbursement of ITA funds.

All ITA's are limited to funding for (1) training provider and (1) training program. Should subsequent training be required, or if special circumstances require that the customer change training providers, prior approval must be received from the Northern Tier WIB.

The WIA Title I provider will issue a contract with the training institution for all customers approved for training. The training institution will invoice the WIA Title I provider for amount of tuition in contract minus expenses covered by other funding sources. Should the customer not complete the program for any reason, the standard refund policy of the provider institution will apply.

The customer must maintain at least a 2.0 GPA on a 4.0 scale or meet the training institutions minimum requirement (if more strict). Academic probation will suspend the ITA until such time that the student is no longer on an academic probation.

The customer must agree to contact the PA CareerLink® Career Advisor at least once per month and provide school time and attendance records, grades, progress reports, and verification of diploma or certificate upon training completion. Failure to do so may result in the discontinuation of funding.

ITA Approval Request

County: _____ Date: _____

Participant Name: _____

Participant ID#: _____

Course/Program: _____

Trainer Information:

Name: _____

Address: _____

Requesting an ITA for a customer that already has a degree

Describe job search activities to date: _____

Requesting an ITA for training that does not support a high priority occupation in the Northern Tier LWIA

Attach supporting documentation that this training program supports occupations that are high priority in surrounding region.

Is the participant willing to relocate or commute to employment after training is completed: Yes____ No____

Client did not complete training program

Amount of ITA: \$_____ Amount Paid to Training Provider: \$_____

Reason client dropped out of training: _____

Northern Tier WIB Staff Use Only:

APPROVAL: _____ DENIAL: _____ DATE: _____

REASON FOR DENIAL: _____

Keep signed copy in customer file

ITA Calculation Sheet

Approved ITA Amount: \$5,000.00

Semester
Dates:

Tuition	\$0.00
Plus Educational Expenses	\$0.00
Less Grants	\$0.00
Amount Due	\$0.00
ITA Balance	\$5,000.00

Semester
Dates:

Tuition	\$0.00
Plus Educational Expenses	\$0.00
Less Grants	\$0.00
Amount Due	\$0.00
ITA Balance	\$5,000.00

Semester
Dates:

Tuition	\$0.00
Plus Educational Expenses	\$0.00
Less Grants	\$0.00
Amount Due	\$0.00
ITA Balance	\$5,000.00

Semester
Dates:

Tuition	\$0.00
Plus Educational Expenses	\$0.00
Less Grants	\$0.00
Amount Due	\$0.00
ITA Balance	\$5,000.00

Attachment N: Self-Sufficiency Policy

The LWIB has established self-sufficiency as 235% above the Federally established poverty guidelines. Policy is examined and adjusted immediately after receiving updated Lower Living Standard income Level as published in the Federal Register. Details regarding self-sufficiency and priority policy can be found in Appendix G of this document.