

# Keystone Edge Workforce Development Region



Erie, Crawford, Warren, Venango, Forest, Clarion,  
Lawrence, and Mercer Counties

One Year Transitional WIOA Regional Plan



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**1.1 INTRODUCTION**

*A. Provide a reference name for the planning region;*

*B. Identification of the local workforce development areas that comprise the planning region*

The Keystone Edge Workforce Development Region (the region) is comprised of the Northwest Pennsylvania Workforce Development Area (NW 170) governed by the Northwest Pennsylvania Workforce Development Board (NW PA WDB) & West Central Workforce Development Area (NW 145) governed by the West Central Pennsylvania Workforce Development Board (WC PA WDB).

*C. Identification of the county(s) each local workforce development area serves*

- NW 170 serves Erie, Crawford, Warren, Venango, Forest, and Clarion Counties
- NW 145 serves Lawrence and Mercer Counties.

*D. Identification of the key planning region committee members charged with drafting the regional plan;*

*E. Indication of the local workforce development area each committee member is associated with*

West Central		Northwest	
Name	Title	Name	Title
<b>Sam Giannetti</b>	Executive Director, West Central Job Partnership	<b>Janet Anderson</b>	Director, Partners for Performance
<b>Gail Steck</b>	District Administrator, Office of Vocational Rehabilitation	<b>Joy Sherry</b>	Director of Human Resources, Ainsworth Pet Nutrition
<b>William O'Brien</b>	VP of Continuing Education, Butler County Community College	<b>Jill Foys</b>	Executive Director, Northwest Commission
<b>Gary Grant</b>	Owner, PABCOR	<b>John Wingerter</b>	Operations Manager, The Warren Company
<b>Chuck Jackson</b>	Area Manager, First Energy Corporation	<b>Linda Schell</b>	BWPO Assistant Regional Director - Western Region
<b>Linda Schell</b>	BWPO Assistant Regional Director - Western Region		

*F. A list of key planning region committee meeting date(s). [WIOA Sec. 106 (a) and (c)]*

The Planning Committee met on the following dates in order to develop this Transitional Plan:

- January 28, 2016; February 18, 2016; March 24, 2016; and April 14, 2016

## 1.2 LABOR MARKET AND ECONOMIC ANALYSIS

### A. Economic Conditions

The following sections (1.2A through 1.2F) include an analysis of the Keystone Edge Region's: population, median household income, unemployment rate, labor participation rate, industry analysis, occupational analysis, emerging occupations, workforce development activities, education and skill level of the workforce including individuals with barriers, and sector-based initiatives.

The population trend in the nine counties of the Keystone Edge Region differ from that of the State of Pennsylvania as a whole. In the past ten years, the region saw a decrease in population of 15,740 (2%) and is projected to continue that trend over the next five years, losing an estimated 9,743 (1%)<sup>1</sup>. This trend has the opposite effect for the state as a whole where population numbers have increased in the past ten years by 368,122 (3%) and is projected to continue growing by 1%.

Data indicates that the region has an aging population. Over the past ten years, the population of 55 years-and-older has increased significantly while the population in the other age groups, with the exception of 20-34 year olds have decreased. The only age groups projected to grow within the region are those over 65 and those under five. The projected decrease in population for all working-age groups will have an impact on the availability of labor in this region in the near future. The tables and charts below indicate the age distribution and the change in population for both the Keystone Edge Region and the State of Pennsylvania.

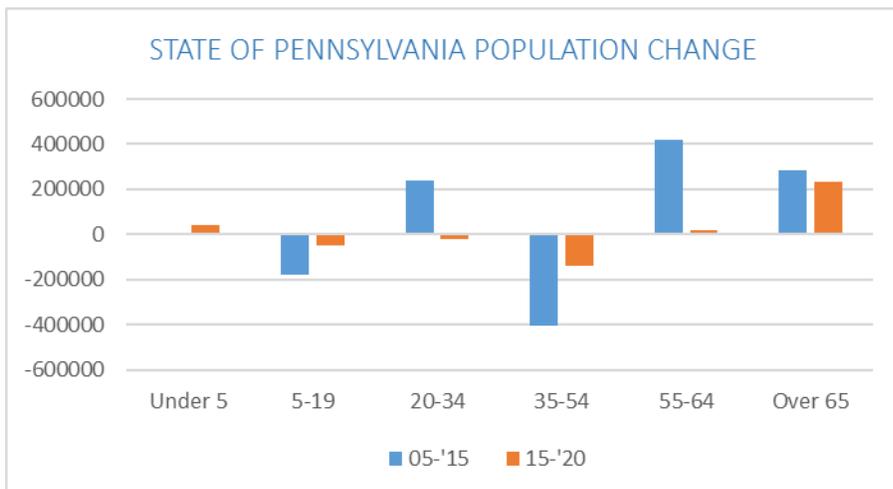
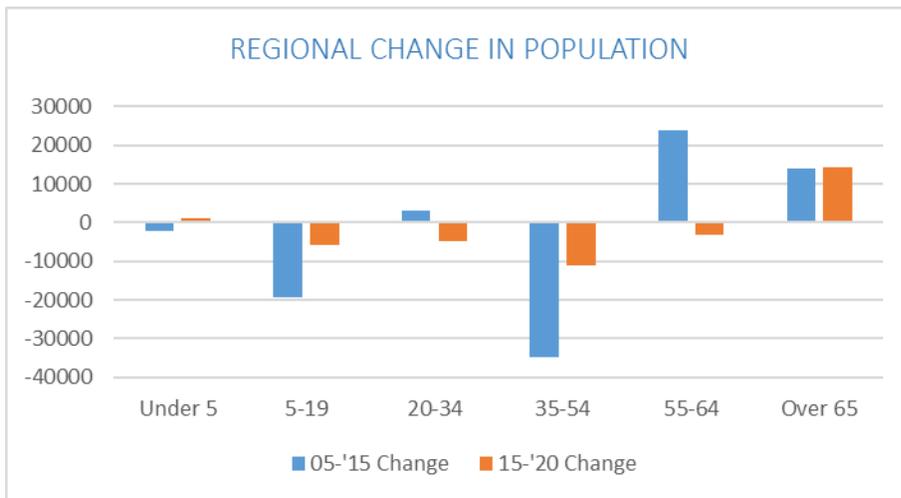
#### REGIONAL AGE DISTRIBUTION

Age	2015 Population	Change, 2005-2015		Change, 2015-2020	
Under 5	38,400	-2,213	-5%	1,034	3%
5-19	128,950	-19,376	-13%	-5,879	-5%
20-34	130,796	2,926	2%	-4,956	-4%
35-54	173,467	-34,905	-17%	-11,072	-8%
55-64	106,170	23,835	29%	-3,074	-3%
Over 65	130,126	13,994	12%	14,202	11%
<b>TOTAL</b>	<b>707,907</b>	<b>-15,740</b>	<b>-2%</b>	<b>-9,743</b>	<b>-1%</b>

<sup>1</sup> EMSI Analyst, data run 2016.

## STATE OF PENNSYLVANIA AGE DISTRIBUTION

Age	2015 Population	Change, 2005-2015		Change, 2015-2020	
Under 5	724,511	2,350	0%	43,042	6%
5-19	2,328,302	-175,990	-7%	-51,541	-2%
20-34	2,526,480	241,446	11%	-21,997	-1%
35-54	3,272,136	-404,444	-11%	-139,016	-4%
55-64	1,794,202	419,298	30%	21,232	1%
Over 65	2,172,468	285,464	15%	234,274	11%
<b>TOTAL</b>	<b>12,818,096</b>	<b>368,122</b>	<b>3%</b>	<b>85,997</b>	<b>1%</b>



Median household income in the Keystone Edge Region between 2008 and 2012 varied from about \$36,500 to just under \$45,250.<sup>2</sup> All eight counties fell below the state and national average for median household income. However, this could be offset by a less expensive cost of living. Erie County took the lead for the highest median household income over those years, but still had a poverty rate above the state and national average. Comparatively, while having a median household income of \$36,686, Forest County's poverty rate of 12.8 percent was second lowest in the region. The lowest poverty rate belonged to Warren County at 12.0 percent.

MEDIAN HOUSEHOLD INCOME	
Clarion	\$43,059
Crawford	\$41,664
Erie	\$45,249
Forest	\$36,686
Lawrence	\$44,079
Mercer	\$43,589
Venango	\$41,814
Warren	\$43,108
PA	\$52,267
U.S.	\$53,046

*B. Labor force employment and unemployment data;*

*Labor Force Participation Rate*

The labor force participation rate is a major indicator of the labor market. It represents the proportion of the population that is in the labor force. Labor force participation rates are affected by various factors, including demographic composition of the population as well as structural changes in the economy.

EMPLOYMENT, 1994-2014<sup>3</sup>

<b>Peak</b>	June 2000 342,029	+4.7% (compared to Sept 2014)
<b>Trough</b>	January 1994 309,451	-5.3% (compared to Sept 2014)
<b>Sept 2014</b>	326,820	4.9% Unemployment as of Sept. 2014

About 345,000 workers participate in the regional labor force. Of these, just under 330,000 are employed. Over the last 20 years, employment in the region reached its peak in June of 2000 and was at its lowest in January 1994. The unemployment rate for the region as of December, 2015 is 5.3 percent, which is higher than the rate for both Pennsylvania (4.8 percent) and the U.S. (5.0 percent).

Labor force participation rate is sensitive to demographic change because the participation rates vary across age, gender, and race. Based on 2009-2013 ACS estimates, the national labor force participation rate for those 55-years-and-older was 39.2 percent, compared with a labor force participation rate of 81.9 percent for those between 25 and 54. The labor force participation

<sup>2</sup> U.S. Census Bureau 2008-2012

<sup>3</sup> U.S. Bureau of Labor Statistics, 1994.9-2014.9. <http://www.bls.gov/data/>

rates for these two age groups in the region are both slightly lower than the national rate.<sup>4</sup> 79.7 percent of the Keystone Edge population between 25 and 54 participate in the labor force, and 35.6 percent of those over 55 join in the labor force.

In addition to the national and state data provided by the American Community Survey, one can derive the county and regional labor force participation rate via population and labor force statistics. The national labor force participation rate has decreased since 2000, a trend that is expected to continue in the next decade. One major reason for the decline is the aging of the baby-boomer generation. In 2000, baby boomers were the heart of the workforce, falling into the high participation rate group of 36-to-54 years old. However, as this group of individuals began to retire, it effected the overall participation rate. It is worth mentioning that the participation rate of older workers has been increasing in the past ten years, but it is still significantly lower than those of the middle age groups.

#### LABOR FORCE PARTICIPATION RATE

County	Labor Force Participation Rate
Erie	62.30%
Clarion	57.00%
Crawford	58.20%
Forest	27.30%
Lawrence	58.70%
Mercer	57.20%
Venango	59.40%
Warren	59.00%
Region	59.4%

The older worker population (55 years and older) in the Keystone Edge Region is estimated to be 92,902 in 2014.<sup>5</sup> These older workers are expected to retire in the next ten years. The aging workforce calls for sustainable planning for workforce development in the region.

### C. Information on labor market trends;

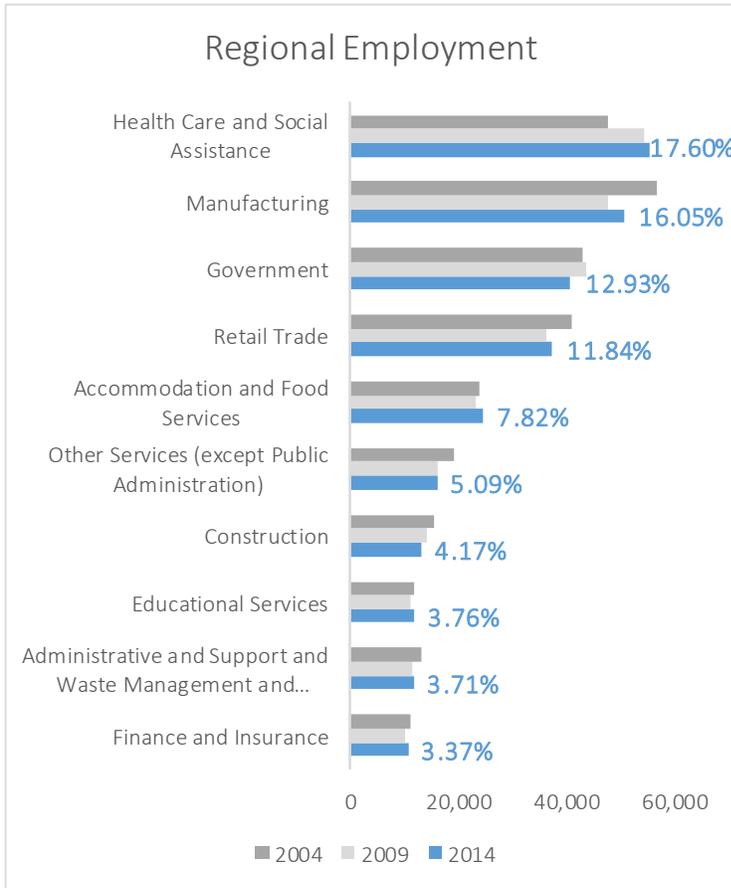
#### INDUSTRY ANALYSIS

The broad industry sectors employing the most workers in the region are Health Care and Social Assistance (55,603, 17.60 percent), Manufacturing (50,709, 16.05 percent), Government (40,851, 12.93 percent), Retail Trade (37,407, 11.84 percent), and Accommodation and Food Services (24,718, 7.82 percent).<sup>6</sup> Among these top five industries, Manufacturing has experienced the most change, losing more than 9,000 jobs between 2004 and 2009 but also gaining just under 3,000 back in the five years since. The Health Care and Social Assistance sector, on the other hand, has grown steadily since 2004, adding more than 7,000 jobs in 10 years.

<sup>4</sup> 2009-2013 American Community Survey Five-Year Estimates

<sup>5</sup> The older worker population (55 years and older) in NWPA is estimated by multiplying the population of this age group by the corresponding labor force participation rate.

<sup>6</sup> These industries are by 2-digit NAICS code. EMSI Analyst 2014.



Diving a bit deeper, the tables on the following page show the top ten largest industries by employment in the region.<sup>7</sup> Among these key industries, Individual and Family Services is expected to have the highest growth over the next five years, followed by Nursing Care Facilities (Skilled Nursing Facilities); Colleges, Universities, and Professional Schools; and Other General Merchandise Stores. Within the Manufacturing industry sector, the industries that are expected to experience the highest growth include Railroad Rolling Stock Manufacturing, Machine Shops; Turned product; and Screw, Nut, and Bolt Manufacturing; and Other Fabricated Metal Product Manufacturing.

Among these top industries, average earnings vary widely, from under \$15,000 per year for Restaurants and Other Eating Places, to almost \$100,000 per year for Offices of Physicians. The average earnings in key manufacturing industries range from \$44,378 (Other Wood Product Manufacturing) to \$97,152 (Railroad Rolling Stock Manufacturing).

**OCCUPATION ANALYSIS**

The region’s top occupations by employment include Office and Administrative Support Occupations, Sales and Related Occupations, Production Occupations, Food Preparation and Serving Related Occupations, and Healthcare Practitioners and Technical Occupations.<sup>8</sup> The median hourly earnings range from \$9.34/hour for Food Preparation and Serving Related Occupations to \$34.55/hour for Management Occupations.<sup>9</sup>

<sup>7</sup> These industries are by 4-digit NAICS code.  
<sup>8</sup> These occupations are by 2 digit SOC code (Standard Occupational Classification System).  
<sup>9</sup> EMSI Analyst 2014.

The tables below display the top occupations that are most often required to staff companies within manufacturing in the region and earnings in key industries.<sup>10</sup>

#### TOP OCCUPATIONS IN MANUFACTURING BASED ON EMPLOYMENT LEVELS

Occupation	2014 Employment	Median Hourly Earnings
Machine Tool Cutting Setters, Operators, and Tenders, Metal and Plastic	2,970	\$15.54
Miscellaneous Assemblers and Fabricators	2,619	\$13.13
Machinists	2,446	\$17.68
Welding, Soldering, and Brazing Workers	2,296	\$16.25
Laborers and Material Movers, Hand	1,995	\$11.16
Miscellaneous Production Workers	1,909	\$12.32
Electrical, Electronics, and Electromechanical Assemblers	1,842	\$12.70
First-Line Supervisors of Production and Operating Workers	1,802	\$24.44
Inspectors, Testers, Sorters, Samplers, and Weighers	1,564	\$14.43
Maintenance and Repair Workers, General	1,307	\$15.29

Median hourly earnings for these occupations in the region range from \$11.16 at the low end for Laborers and Material Movers, Hand to \$24.44 at the high end for First-Line Supervisors of Production and Operating Workers. Among 50,709 manufacturing workers in the region, approximately a quarter of them (12,548) are older workers (55 years and older). These workers are expected to retire in the next ten years. The key manufacturing industry that is expected to have the greatest retiree population is Railroad Rolling Stock Manufacturing.

#### ESTABLISHMENTS AND EARNINGS IN KEY INDUSTRIES

Industry	2014 Jobs	Total Earnings	Establishments
Restaurants and Other Eating Places	19,059	\$14,514	1,010
Education and Hospitals (Local Government)	15,515	\$67,613	390
General Medical and Surgical Hospitals	11,758	\$52,655	17
Local Government, Excluding Education and Hospitals	9,756	\$54,363	410
Individual and Family Services	8,422	\$23,525	1,644
Colleges, Universities, and Professional Schools	8,338	\$28,827	10
State Government, Excluding Education and Hospitals	6,523	\$83,923	152
Offices of Physicians	6,235	\$99,877	530
Nursing Care Facilities (Skilled Nursing Facilities)	5,814	\$36,300	53
Other General Merchandise Stores	5,552	\$26,329	143

In terms of future outlook for regional employment, as of 2015 there was a total of 74 occupations with 1000 jobs within the region. Of these top 74 occupations, there is a projected

<sup>10</sup> Occupations are by 4 digit SOC code.

growth average of six percent in the number of jobs between 2015 and 2020. This projection indicates that the top 2015 regional occupations will, on average, grow by six percent.

The following three charts<sup>11</sup> identify the occupations, from 2015 to 2020, which are projected to grow by the largest percentage, percentage while paying a minimum of \$20 per hour, and decrease by the largest percentage. Half of the top eight growing occupations pay a wage of at least \$20 per hour. Median hourly earnings for the top eight growing occupations ranging from \$36.70 (Electrical and Electronics Engineers) to \$10.90 (File Clerks). Interestingly, three-fourths of the top growing occupations actually shrunk between 2005 and 2015. Only Civil Engineers and Highway Maintenance Workers show growth during both timeframes.

#### LARGEST PROJECTED % INCREASE FROM 2015 TO 2020 (MINIMUM 200 JOBS IN 2015)

Description	2015 Jobs	2005 - 2015 Change	2005 - 2015 % Change	2015 - 2020 % Change	Median Hourly Earnings
Civil Engineers	337	13	4%	31%	\$31.21
Highway Maintenance Workers	736	8	1%	28%	\$17.65
Accountants and Auditors	1,962	(88)	(4%)	27%	\$24.51
Electrical and Electronics Engineers	317	(26)	(8%)	27%	\$36.70
Structural Metal Fabricators and Fitters	275	(40)	(13%)	25%	\$18.55
File Clerks	237	(34)	(13%)	25%	\$10.90
Clinical Laboratory Technologists and Technicians	672	(62)	(8%)	23%	\$22.25
Tellers	1,347	(107)	(7%)	21%	\$11.23

#### LARGEST PROJECTED % INCREASE FROM 2015 TO 2020 WITH A MINIMUM MEDIAN HOURLY EARNINGS OF \$20.00 (MINIMUM 200 JOBS IN 2015)

Description	2015 Jobs	2005 - 2015 Change	2005 - 2015 % Change	2015 - 2020 % Change	Median Hourly Earnings
Civil Engineers	337	13	4%	31%	\$31.21
Accountants and Auditors	1,962	(88)	(4%)	27%	\$24.51
Electrical and Electronics Engineers	317	(26)	(8%)	27%	\$36.70
Clinical Laboratory Technologists and Technicians	672	(62)	(8%)	23%	\$22.25
Management Analysts	442	4	1%	13%	\$28.74
Physician Assistants	207	23	13%	13%	\$39.31
Real Estate Brokers and Sales Agents	256	(48)	(16%)	11%	\$22.58
Postsecondary Teachers	2,845	501	21%	9%	\$31.88

<sup>11</sup> EMSI Analyst, data run 2016.2

**LARGEST PROJECTED % DECREASE FROM 2015 TO 2020 (MINIMUM 200 JOBS IN 2015)**

Description	2015 Jobs	2005 - 2015 Change	2005 - 2015 % Change	2015 - 2020 % Change	Median Hourly Earnings
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	245	(8)	(3%)	0%	\$19.06
Firefighters	227	7	3%	0%	\$21.01
Food Service Managers	325	15	5%	0%	\$21.99
General and Operations Managers	3,038	(264)	(8%)	0%	\$37.21
Medical Records and Health Information Technicians	330	(4)	(1%)	1%	\$15.22
Order Clerks	668	(171)	(20%)	1%	\$10.90

A major finding from the projected changes in occupations is that no occupation with at least 200 jobs as of the year 2015 is expected to shrink by the year 2020. Only four occupations show zero percent growth with all others showing one percent or more with an average growth just over six percent. This, coupled with the statement above of a projected six percent growth in the largest occupations, is a sign of the level of future job growth projected across the region.

While the charts above focus on the projected changes through the year 2020, the chart below<sup>12</sup> indicates the occupations which grew the most between the years 2005 and 2015. The top occupation growth during this time stems from various sectors. Each of these occupations also show projected growth through the year 2020.

**Largest % Increase From 2005 to 2015 (minimum 200 regional jobs in 2015)**

Description	2015 Jobs	2005 - 2015 Change	2005 - 2015 % Change	2015 - 2020 % Change	Median Hourly Earnings
Derrick, Rotary Drill, and Service Unit Operators, Oil, Gas, and Mining	290	148	104%	9%	\$19.86
Physical Therapist Assistants and Aides	395	130	49%	5%	\$16.58
Nursing, Psychiatric, and Home Health Aides	9,009	2,111	31%	8%	\$10.54
Postsecondary Teachers	2,845	501	21%	9%	\$31.88
Security Guards and Gaming Surveillance Officers	1,900	302	19%	4%	\$10.24
Pipelayers, Plumbers, Pipefitters, and Steamfitters	940	144	18%	3%	\$20.89
Therapists	1,532	234	18%	3%	\$30.60
Power Plant Operators, Distributors, and Dispatchers	260	37	17%	5%	\$31.93

<sup>12</sup> EMSI Analyst, data run 2016.3

#### D. Workforce development activities;

Partners in the Keystone Edge Region have identified several innovative workforce development activities, including:

- **Skills Gap Analysis** – Funded by the Northwest Commission, a regional economic development partner, this study is a good illustration of the strong collaboration that exists between workforce and economic development partners in the region. The analysis identified areas of economic opportunity and related industry and occupational demand as well as disconnects between skill needs and programming available. Much of this work is now being applied to inform the WIOA regional plan.
- **Oh-Penn Interstate Region** – Lawrence and Mercer Counties are part of the first interstate region in the nation, which was created in 2009. The designation of this region—and the relationships that were developed and strengthened as a result—created a platform that continues to identify a common regional workforce and economic development agenda and successfully attract additional resources to support identified priorities and innovation. The Interstate Region most recently invited others to participate in what is now known as the Greater Oh-Penn Interstate Region (adding NW PA WDA and three additional counties in Ohio), to expand the footprint to a total of 14 counties.
- **USDOL investments** – The region has received three large federal grants over the past three years to support innovation. They include the Oh-Penn Workforce Innovation Fund grant administered by West Central Job Partnership, the NW PA WDB Workforce Innovation Fund Grant and, most recently, the Greater Oh-Penn Network’s American Apprenticeship Initiative (AAI) grant, which includes the entire Keystone Edge region plus six counties just across the border in Ohio.
- **Strong Sector Partnerships** – As mentioned in section F below, the region boasts a number of sector partnerships, including three in manufacturing. The strong level of employer engagement has enabled the region to tackle manufacturing workforce skills shortages on a number of fronts, including:
  - **Pipeline Development** – including IndustryNeedsYou.com, Industry Career Fairs, occupational videos as well as Guidance Counselor Boot Camps, Educator in the Workplace programs, etc. A recent Educational Partnership grant in Mercer and Lawrence Counties will support some of these activities moving forward.
  - **Career Pathways** – Through the Oh-Penn Workforce Innovation Fund grant, partners laid out a comprehensive career pathway model that depicts a progression of skill acquisition as related to wage progression and corresponding job titles. Grant staff worked with education and training providers to address programmatic gaps, incorporate industry-recognized credentials to validate skills,

and improve curriculum. This work will continue under the American Apprenticeship Initiative grant.

- ***American Apprenticeship Initiative (AAI)*** – Through this five-year USDOL grant project, five sector partnerships will work with manufacturers to create new apprenticeship programs resulting in 300 apprentices across 14 counties.
- ***Oh-Penn Manufacturing Readiness Program*** – The Manufacturing Readiness Program (MRP) was designed to prepare individuals with the basic, fundamental competencies needed to enter into a manufacturing career pathway. The program combines “soft skills” training and contextualized remediation with four weeks of skill training, which includes OSHA-10 and Certified Production Technician critical production functions. Participants receive training in Safety, Manufacturing Processes and Production, Quality Practices and Measurement and Maintenance Awareness. In addition, each participant will also earn a WorkKeys National Career Readiness Credential. The program is now being updated and repurposed to act as a pre-apprenticeship program throughout the region as part of the AAI grant and being considered as a potential strategy relative to the NW PA WDB’s Workforce Innovation Fund grant, and additional partners - including ABLE - are committed to leveraging funding to support the sustainability of the program.
- ***Mobile CareerLink*** – The Mobile Careerlink (MCL) is a proactive approach to providing offsite services. The approach involves partners preselecting clients and arranging appointments with the MCL staff. These are clients with barriers that have indicated an interest in training or employment. The MCL staff goes to the location where the client is comfortable and has a support system to insure their progress when the MCL staff is not on site. Gainful employment is the goal of the MCL. The funding of the MCL comes from Title 1 dollars and the funding for the partner organization.
- ***Career Street*** – Career Street is a comprehensive program that helps Erie County youth consider their career interests, explore various careers, and understand what is necessary to pursue, obtain and maintain a career they are interested. Manufacturers in the region found such value in the organized “speakers bureau” type approach that they included it as one of their initial three priorities and gained 100% participation by all 20 founding companies.
- ***Summer JAM*** – The JAM Program is a collaborative effort of Erie County, Erie County Gaming Revenue Authority, the Erie Community Foundation, the NW PA WDB, and supportive individuals who have recognized and are willing to address the lack of job readiness and employment opportunities for the disconnected youth population. The program connects youth with summer employment opportunities.
- ***Area Blueprint Initiatives*** – Area Blueprint Communities work to develop stronger local leadership, engage local residents and businesses, develop a clear vision and strategic plan for change and attract investments to build healthier, sustainable communities. The

six communities include: the City of New Castle, Clarion Borough, the Curwensville Group (Bloom Township, Curwensville Borough, Penn Township and Pike Township), the Huntingdon County Group (Mapleton Borough, Mount Union Borough and Shirley Township), the Oil Region Group (the City of Parker, Emlenton Borough and Foxburg Borough) and Reynoldsville Borough.

- **Crawford County Roundtable** – Crawford County Roundtable develops an action plan to improve the foundation skills of all its citizens. The Roundtable discusses ways business, industry, government, educational institutes, and community organizations may explore the economic and social case for reskilling adults so they may enter the workforce.
- **Erie Together** – Erie Together is a movement of hundreds of local individuals, organizations, and businesses working together in strategic ways to prevent and reduce poverty, elevate prosperity, and make the Erie region a community of opportunity where everyone can learn, work and thrive.

*E. The educational and skill levels of the workforce, including individuals with barriers; and*

**EDUCATION AND SKILL LEVEL FOR HIGH DEMAND JOBS**

Among high demand jobs in NWPA, approximately one-fourth require less than a high school degree. Over 40 percent require a high school diploma or equivalent, 10 percent require a postsecondary non degree award, and the final 24 percent require an associate’s degree or higher.<sup>14</sup> Just under 70 percent of these jobs require some type of training. Most employers prefer candidates that already have additional educational experience and/or training rather than having to provide on-the-job training.

Educational Attainment (Q4 2015) <sup>13</sup>		
Education Level	2015 Population	2015 Percent
Less Than 9th Grade	18,237	3.7%
9th to 12th Grade	37,053	7.5%
High School Diploma	219,816	44.7%
Some College	74,777	15.2%
Associate's Degree	38,707	7.9%
Bachelor's Degree	67,551	13.7%
Graduate Degree and Higher	36,016	7.3%

**EDUCATIONAL ATTAINMENT AND DISTRIBUTION**

The regional data on educational attainment shows that approximately 55% of individuals within the region have a high school diploma or less, with 29% having completed at least an associate’s degree.

<sup>13</sup> EMSI Analyst 2015.

<sup>14</sup> A total of 50 occupations with the highest projected job growth from 2014-2019 are included in this analysis. These occupations are with 5 digit SOC code. EMSI Analyst 2014.

When analyzing the distribution of educational attainment in terms of number of individuals employed at each level, the largest group is comprised of those with short-term on-the-job training. When projecting out by ten years, the distribution of education attainment stays relatively the same.

## INDIVIDUALS WITH BARRIERS

### Educational Distribution by Educational Attainment Level <sup>15</sup>

Area	Educational Grouping	Employment (2012)	Projected Employment (2022)
Northwest	Advanced degree	8,960	10,090
Northwest	Bachelor's degree	27,210	28,910
Northwest	Associate degree	8,570	10,050
Northwest	PS education or experience	28,730	31,090
Northwest	Long-term training	14,960	16,010
Northwest	Moderate-term OJT	33,070	34,840
Northwest	Short-term OJT	88,710	94,920
West Central	Advanced degree	2,300	2,640
West Central	Bachelor's degree	9,290	9,750
West Central	Associate degree	3,030	3,460
West Central	PS education or experience	11,040	12,120
West Central	Long-term training	4,830	5,170
West Central	Moderate-term OJT	11,370	11,950
West Central	Short-term OJT	33,370	35,240

### Educational Attainment for Individuals with Disabilities<sup>16</sup>

<sup>15</sup> Long-Term Occupational Employment Projections (2012-22)

<sup>16</sup> US Census Bureau, American Community Survey, Table S1811, 2010-2014 5-Year Estimates

County	Individuals with Disabilities					
	% of Pop. with a Disability	% of Disabled not in Labor Force/ Unemployed	Less than H.S.	H.S. Grad.	Assoc. Degree or some College	Bachelor's Degree
Clarion	---	---	---	---	---	---
Crawford	19.0%	74.6%	22.5%	48.3%	20.0%	9.2%
Erie	14.2%	72.8%	20.7%	45.4%	21.9%	11.9%
Lawrence	17.0%	77.2%	20.5%	53.5%	16.8%	9.2%
Mercer	18.6%	75.1%	20.8%	50.7%	19.5%	8.9%
Forest	---	---	---	---	---	---
Venango	19.6%	75.1%	24.0%	49.8%	18.2%	7.9%
Warren	---	---	---	---	---	---

Educational attainment data relating to individuals with disabilities is not reported for Clarion Forest, and Warren counties due to insufficient sampling sizes.

### Individuals Living in Poverty and English Language Learners<sup>17</sup>

County	Individuals Living in Poverty		English Language Learners
	% of Pop. Living In Poverty	% of in Poverty not in Labor Force/ Unemployed	Speak English Less than "Very Well"
Clarion	17.5%	69.3%	1.1%
Crawford	13.4%	72.4%	2.0%
Erie	14.5%	69.2%	2.5%
Forest	13.3%	81.2%	1.9%
Lawrence	12.7%	74.8%	1.5%
Mercer	11.7%	70.9%	1.7%
Venango	12.8%	68.8%	0.5%
Warren	11.3%	70.7%	1.1%

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

Three industry sector initiatives exist in the region to address manufacturing workforce skills shortages:

**The Advanced Materials and Diversified Manufacturing Industry Partnership of Lawrence and Mercer Counties** was formed in 2004 in order to advance the efforts and increase the competitiveness of the Manufacturing Industry throughout the region. The focus for the

<sup>17</sup> US Census Bureau, American Community Survey, Tables B17005, 2010-2014 5-Year Estimates and B16001, 2010-2014 5-Year Estimates

collaborative is to develop human resources internally and to track and support local educational initiatives toward the development of a highly-skilled local workforce that will continue to keep Western Pennsylvania competitive in the increasingly global marketplace.

**The Advanced Diversified Manufacturing Industry Partnership in Northwest Pennsylvania** is dedicated to bringing together employers from the Metals, Plastics, Electronics and Food Industries in order to improve our regions manufacturing competitiveness. Through industry partnership, businesses fully understand that a better-educated workforce means a more competitive company and more competitive companies create a stronger economy. The industry partnership concept is not just about worker training; it is about constantly evaluating labor-market data and information to stay competitive on the local, state, national and global levels. It focuses on:

- Youth Development: Providing exposure of manufacturing careers to today's youth
- Pipeline Development: Providing career pathways to today's existing workforce
- Industry Advocacy: Providing a collective voice for regional manufacturers

**The Erie Regional Manufacturer Partnership (ERMP)** was self-formed in 2014 by a group of local manufacturers to develop and implement a plan that will result in the ability to identify, qualify, and recruit individuals for employment and training to meet the skilled workforce needs of regional manufacturers and to create greater opportunities for individuals in the community to enter into and advance along manufacturing career pathways. This grassroots effort is led by industry to collectively identify needs and champion solutions as it relates to developing a robust pipeline and producing a skilled workforce. The founding companies contributed \$6,000 each as seed funding to support the initial formation and coordination. The partnership is now opening up to additional supporters and envisions a more regional, demand-driven collaboration that also will include a variety of organizations—including other manufacturers, suppliers, education and training providers, workforce and economic development agencies, government and others interested in addressing manufacturing workforce issues.

As mentioned earlier, these three groups are collaborating in a number of ways, including a focus on apprenticeships through the AAI grant project as well as sharing best practices and exploring sustainability strategies. Additionally, the AMDMIP of Mercer and Lawrence Counties continues to coordinate efforts across the state border with the Mahoning Valley Manufacturers Collaborative under the joint umbrella brand, Oh-Penn Manufacturing Collaborative.

Industry Partnerships in Construction and Building Trades are also active in Northwest PA. In West Central PA, the Building Trades and Healthcare Industry Partnerships have sustainability funding remaining. They are working on pre-apprenticeship programs for these industries, coupling basic skills training with entry-level technical training.

### 1.3 VISION AND STRATEGIC GOALS

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

In an effort to enhance economic and workforce development in the region, joint planning with regional and local organizations such as chambers of commerce, economic development, and industry based coalitions will be further intensified to ensure the road to prosperity will be paved with relevant workforce, education, and training programs. Through this systematic engagement, both curricula and program design will be infused with the necessary skilled knowledge to develop abilities to support current industry, grow the economy, advance incumbent worker skill sets, as well as facilitate the pipeline for Pennsylvanians' seeking to locate or relocate themselves in jobs.

A top priority for the Keystone Edge Region is to align education and training initiatives with current and future regional industry demand. This priority fueled the creation of our regional vision:

*The Keystone Edge Region will align education and training initiatives with industry demand and increase outreach to job seekers to form a skilled workforce that is responsive to the current and future needs of the region.*

Investments in workforce preparation, skill development, education, and training will be guided by market-based data as well as information derived from employer-driven industry partnerships focused on high priority and in-demand occupations in order to create innovative workforce development services. Our regional goals align with the five goals highlighted by the Governor. The Governor's goals strive to improve the state's workforce through five focus areas: improving career pathways, developing industry partnerships, increasing work-based learning opportunities, engaging employers to help close skills gaps, and strengthening data sharing across state agencies. Through alignment with the Governor's goals and our desire to develop a demand-driven workforce development system, our region identifies four key goals that cross various actionable areas within the greater strategic initiatives:

**Regional Goal #1:** Create and grow a competitive workforce by engaging knowledgeable, employer-focused leadership that promotes and advocates for business and industry to address the critical workforce challenges of the region.

- Aligns with the Governor's goals of increasing employer engagement to help close skill gaps, assist with curriculum development, increase work-based learning opportunities, and develop industry partnerships to address in-demand skill needs.

**Regional Goal #2:** Continually enhance the workforce development pipeline by promoting high-demand industry sectors, career pathways, and building a pipeline of talent through outreach.

- Aligns with the Governor’s goals of developing the workforce pipeline, improving career pathways, and increasing work-based learning opportunities.

**Regional Goal #3:** Maintain a commitment to continuous improvement of the workforce development network by increasing data sharing across various WIOA and partner programs.

- Aligns with the Governor’s goal of strengthening data sharing between state agencies.

**Regional Goal #4:** Increase the alignment of education and training programs with employer demand.

- Aligns with the Governor’s goals of improving career pathways and engaging employers to help close skills gaps.

#### 1.4 REGIONAL STRATEGIES

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

The Region identifies various strategies to help achieve each regional goal and ensure the Governor’s goals are accomplished. Additionally, these strategies aim to maximize and leverage resources and increase coordination to develop a high-demand, skilled workforce which will support the needs of business and industry across the region. While some strategies may help achieve more than only one goal, the following breakdown helps identify how each goal will be met.

**Regional Goal #1** Create and grow a competitive workforce by engaging knowledgeable, employer-focused leadership that promotes and advocates for business and industry to address the critical workforce challenges of the region.

- **Strategy 1.1: Continue to build on employer-driven partnerships with industry in the region**  
This will be achieved by engaging employers to continuously analyze and identify the skills and occupational needs of targeted industry clusters and emerging industries as a focus toward developing a competitive workforce.
- **Strategy 1.2: Develop a demand-driven implementation structure** – Developing a cohesive and unified employer engagement strategy will bring industry and education, workforce, and economic development partners together and will build credibility over time. Demand-driven structures also tend to hold all partners accountable. The existing sector partnerships (described in Section F) can serve as a foundation and, with a concerted effort to engage and empower additional industry leaders, can realize greater impact. The Advanced Diversified Manufacturing Industry Partnership in Northwest Pennsylvania, the Erie Regional Manufacturer Partnership, and the Advanced Manufacturing Industry

Partnership of Lawrence and Mercer Counties are in place and will work together on joint projects, identify opportunities to share information and best practices, and leverage resources as appropriate. These partnerships should be revisited to explore ways they can re-energize and evolve further by continuing to identify common needs, build additional relationships with industry, and lead solutions at a grassroots level. When solutions are suggested from within the partnerships, members have a vested interest to see the success, encourage colleagues to join in the solution, and become more demand-driven. Recommendations include identifying and engaging industry champions, employing a peer-to-peer approach to elicit additional employer involvement, defining roles and responsibilities, drafting and implementing a formalized action plan, adopting “strategic doing” practices, and replicating this approach with other industries.

- **Strategy 1.3: Collapse and re-energize Advisory Committees** – Educational providers can garner more effective and comprehensive feedback from employers by partnering with one another and forming regional sector oversight committees with one committee for each sector in each Local Workforce Area. This will allow the educational providers to obtain consistent feedback, exhibit its partnership to employers, and potentially engage additional employers because of the reduced time commitment. Furthermore, it will enhance coordination among educational partners along the educational spectrum (e.g., K-12, career and technical centers, community colleges, universities) to create more seamless career pathways. Additionally, partners should focus on the most in-demand career pathways and identify opportunities to strengthen and streamline the pathways (e.g. merge competing but unfilled training programs).

**Regional Goal #2** Continually enhance the workforce development pipeline by promoting high-demand industry sectors, career pathways, and building a pipeline of talent through outreach.

- **Strategy 2.1: Ensure career planning for every youth** – The region should aim to provide academic and career plans for all students by the 8<sup>th</sup> grade and update them on an annual basis. Creation of a spectrum of community-based, employer-based and connected learning experiences via school districts would serve as a strong awareness and recruitment tool for employers. Career exploration activities should be embedded throughout the school experience. Ninth grade career exploration is recommended as a curriculum requirement. In the 11<sup>th</sup>/12<sup>th</sup> grade an introduction elective course (at least ½ year) is recommended for industry exploration including a mix of career understanding and core skills and technology in respective fields, industry connections, guest speakers, and site visits. The course could be designed in conjunction with local employers, providing opportunities for employer engagement. Key concepts in engineering, manufacturing, and technology that relate to local industries could be explored. Each high school could offer “Engineering by Design” and “Careers in Health” courses.
- **Strategy 2.2: Increase adult education and training opportunities** – Expand the availability of Associate Degrees of Applied Science across the region, including the use of CTC

facilities for remote lab space. The Northwest Pennsylvania Technical Education and rural community college initiatives can be further explored to address the issue of increasing adult education and training opportunities. Also, the Butler County Community College Campuses in Mercer and Lawrence Counties will be encouraged to expand offerings based upon employer need and, when necessary, partner with the Career and Technical Centers for lab space and equipment.

- **Strategy 2.3: Coordinate a regional career awareness campaign** – Each Workforce Board already develops an “In-demand Occupation List”. This list can serve as a starting point and can be vetted with employers to ensure it represents the most current industry trends. Partners should create a regional awareness campaign to promote it widely throughout the community, linking from partner web sites, partner e-newsletters, and other publications. Furthermore, partners should organize professional development opportunities for teachers and guidance counselors to not only ensure they are aware of the list, but also understand the jobs that are on it and the career pathways for individuals to become prepared for those jobs. Additionally, cross-sector career development working groups could be created to coordinate career development activities among K-12, post-secondary education and training, workforce system, and other community-based organizations.

**Regional Goal #3** Maintain a commitment to continuous improvement of the workforce development network by increasing data sharing across various WIOA and partner programs.

- **Strategy 3.1: Making informed decisions** - This will be a basic principle at all levels of the system. PA CareerLink® staff, business and job seeker customers, program participants, one-stop operators, managers and mandated partners, Local Workforce Development Area (LWDA) administrators and staff, Local Workforce Development Board (LWDB) board members, education and economic development agencies, local elected officials, contracted organizations, as well as other community partners, will be responsible for working toward the goal of responsible stewardship in their dealings related to the workforce development system.
- **Strategy 3.2: Establishing aggressive communication** - Communication is not a unidirectional movement but requires that all parties engage respectfully in the interaction. The end product should be a result that is in the best interest of all parties involved although not necessarily the desired outcome of any one party of the interaction.
- **Strategy 3.3: Promoting a culture of continuous quality improvement** - Expediency, traditional bias toward a specific habitual approach or mere unwillingness to change in the face of diminished returns should not hinder the transformational processes undertaken to elevate the workforce system to higher levels of achievement. Keystone Edge Workforce Development Region will strive to meet or exceed all state-negotiated Common Measures performance standards.

- **Strategy 3.4: Empower a convener** – To address the region’s thirst for action, the region should identify, empower, and stand behind a convener to act as an intermediary among education and training providers, employers, and workforce and economic development partners. The role of the convener is paramount to the success of implementation of recommendations; the region is ready for a strong entity to lead the region to the next phase.
- **Strategy 3.5: Start small and gain momentum** – The initial action plan should prioritize a few key initiatives, allow partners to focus on initial small steps, and gain momentum. By focusing on only a few things, the partners will be able to witness progress, gain credibility, and move forward to the next initiative. Funding streams from various resources should be explored to determine where alignment and braided funding is possible. Funds can be linked and leveraged for greater impact.
- **Strategy 3.6: Leverage the Industry Needs You campaign** – To Increase youth’s awareness of career pathways in manufacturing across the region using an online website. This campaign can also serve as a model to support non-manufacturing sector partnerships.

**Regional Goal #4** Increase the alignment of education and training programs with employer demand.

- **Strategy 4.1: Enhance workforce development services to meet employers’ needs** - This will be achieved through the implementation of innovative design and technology. This includes creating data-driven, innovative workforce strategies to: support regional economic competitiveness, engage employers, build career pathways, and increase work-based learning opportunities across the region.
- **Strategy 4.2: Ensuring cooperative workforce development service delivery** - This will be achieved via the Commonwealth Workforce Development System (CWDS) which serves as the primary database and system of record for numerous workforce development programs tracking and recording services, activities, and outcomes. The region uses data collected through CWDS to generate performance reports for programs. Regional efforts will be centered on aligning itself with statewide service delivery efforts.
- **Strategy 4.3: Link and leverage resources** – Build upon existing strengths and pockets of innovation by partnering with regional partners with similar goals and aligning existing services and resources. As partners begin planning together, they may identify gaps in services/resources, and pursue funding to support innovation. Linking the efforts could assist with grant funding requests, reflecting the unity of the region—minimizing competition within the region for similar funding opportunities and strengthening the competitiveness of those submitted.
- **Strategy 4.4: Develop a strategy to support foundational skill development (basic skills and employability skills)** - Many best practices exist in readiness, pre-apprenticeship, and contextualized remediation programs. Partners should explore additional ways to

address this critical gap by leveraging existing partner resources, including Community Education Councils, Adult Basic Education, WIOA, and TANF funding. Particular focus should be given to those industries that provide the most opportunity for individuals to enter into and advance along career pathways.

#### 1.6 ADMINISTRATIVE COST ARRANGEMENTS

*Describe how the planning region will define and establish administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region. [WIOA Sec. 10]*

The region has created a process to define and establish administrative cost arrangements. The Northwest and West Central Boards, in agreement with their respective Chief Elected Officials, will designate individuals to negotiate and obtain the required approvals to establish a memorandum of understanding (MOU) that defines cost arrangements for ongoing collaborative activities as well as ad hoc projects that will institute a framework based upon need, scope of work, and benefits received. This may include ongoing shared functions such as monitoring and/or planning, as well as provisions for emerging regional projects.

A joint committee will be responsible for reviewing and crafting opportunities for increased efficiencies. The committee will meet quarterly to evaluate its processes to ensure that all measures aimed at decreasing inefficient processes are being met.

#### 1.8 REGIONAL TRANSPORTATION

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

With more than 44,500 workers commuting in and just under 65,000 commuting out, NWPA is a net exporter of workers.<sup>18</sup> The region sends the most workers working outside of the area to Butler County (8,077, 2.9 percent), Beaver County (4,132, 1.5 percent), and Mahoning County, Ohio (2,883, 1.0 percent). Most of the workers coming from outside of the region are from Allegheny County (5,629, 2.2 percent), Butler County (4,753, 1.8 percent), and Trumbull County (1.4 percent). Over 258,000 workers are employed in the region, with over 214,500 workers both living and working in the area, and almost 45,000 commuting in from outside the region other counties.

Workforce System guidance No. 02-2014 provided guidance to Pennsylvania's local workforce investment areas on how to evaluate their local areas. Capacity and access to public/private transportation resources was identified as a factor for consideration. Certain populations within Pennsylvania are adversely affected due to transportation issues. This has been identified as a

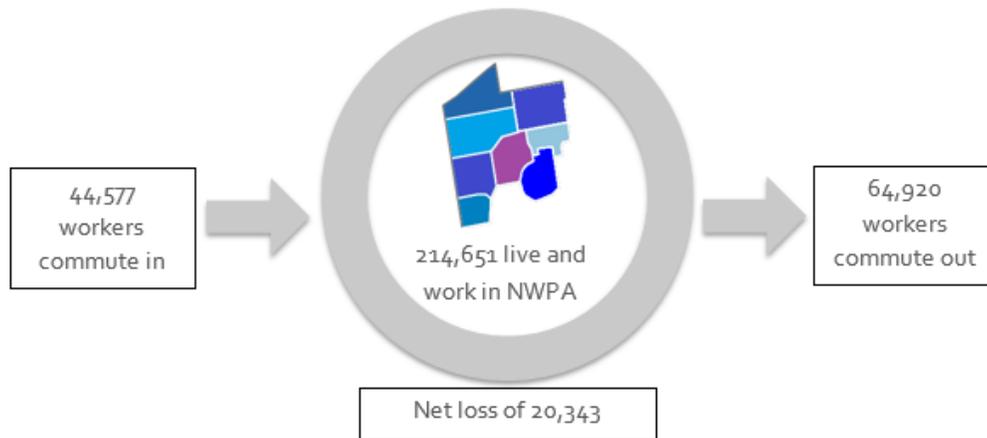
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<sup>18</sup> U.S. Census Bureau, OnTheMap, 2012 (most recently available). <http://onthemap.ces.census.gov/>

barrier to employment for farmworkers and youth workers, which limits their access to jobs and supportive services. Public and mass transit options are minimal and the region has very little funding to expand mass transit at this time. Currently there are no public transportation options to the east or west of Erie. Much of the region’s transportation provides access to and from Pittsburgh rather than to and from areas within the region.

The region includes Interstates 79, 80, 86, 90, and 376; however, gaps in transportation still exist for persons without reliable methods of personal transportation.

Improving the transportation system within the region is integral to improving the overall economic health and promoting both economic and workforce development opportunities. The two workforce boards along with the Local Development District which acts as the fiscal agent for the Department of Community and Economic Development (DCED) for the Northwest Partnerships for Regional Economic Performance (PREP) Region will seek to convene a task group of publicly funded mass transportation agencies throughout the eight counties—including PennDOT District 1—and other relevant parties. This group will analyze and strategize on the problems and possible means for addressing linkage for both rural and high poverty areas with centers of mass employment such as retail outlets and concentrated industrial parks in order to facilitate transport bridging supply and demand. A consortium proposal for federal transportation funding from US Health and Human Services, Department of Transportation, and/or private foundations may be targeted to create busing route runs and schedules that are conducive to servicing individuals in entry level, first step pathway jobs.



<sup>3</sup> U.S. Census Bureau 2008-2012

<sup>4</sup> U.S. Census Bureau, [OnTheMap](http://onthemap.ces.census.gov/), 2012 (most recently available). <http://onthemap.ces.census.gov/>

## 1.9 ECONOMIC DEVELOPMENT COORDINATION STRATEGIES

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

To promote coordination and collaboration amongst economic and community development partners, DCED established the PREP, which include eight county economic development corporations, an incubator association, two industrial resource centers, three small business development centers, a local development district, a PennTAP office, one Benjamin Franklin Technology Partners (BFTP) office, PREP partners, and two Workforce Development Boards, have a long history of collaboration. This effort is strengthened by the fact that several partners are located in the same offices, allowing easy access to services.

PREP partners are working more closely than ever through an effective information and referral-sharing process facilitated by Executive Pulse. Executive Pulse is a cloud based customer relation management (CRM) software platform designed to help manage and coordinate partner outreach with employers. The region's economic and workforce development agencies are also engaged in multiple collaborative projects that will provide better service to businesses looking to expand operations or to relocate to Northwest Pennsylvania. Furthermore, the partnership is exploring new ways to involve social media promotion of the region in an effort to enhance client services.

A regional coordinating committee made up of senior staff of the public workforce system representing the boards, Chief Elected Officials, fiscal agents, one stop partners program staff, as well as the Local Development Districts (LDD) and designated local economic development agencies will be established and meet at least twice annually, or on an as needed basis, to specifically focus on workforce and economic development regional projects. This may be coordinated with the PREP partnership.

In keeping with the commonwealth's goal of making Industry Partnerships and similar multi-employer partnerships are the primary means of connecting the workforce development system to the needs of employers, DCED will collaborate with L&I to link WEDnetPA more closely to those partnerships during the coming years.

## 1.10 PERFORMANCE AND ACCOUNTABILITY MEASURES

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

*Note: The Department, the local board and the CEO reach agreement on local targets and levels based on the negotiation process before the start of each program year. While the CEO remains ultimately responsible for ensuring the local area meets or exceeds such local*

*targets and levels, performance negotiations must be coordinated regionally, requiring each planning region to establish an agreement describing how the region will collectively negotiate performance goals with the Department.*

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

Subsequent to each local area reaching agreement with the PA Department of Labor and Industry on performance levels for their respective jurisdictions, senior staff for each area will convene to review and analyze the performance levels of the two areas. Additionally, these staff will propose a joint regional level for each required regional performance criteria with the approval of their respective boards and CEOs.

### 1.13 TARGET POPULATION AND INDIVIDUALS WITH BARRIERS TO EMPLOYMENT

*Describe how the planning region will connect any regional targeted populations to occupational demands including individuals with barriers to employment. [proposed 20 CFR 679.540(b)]*

In its WIOA state plan, Pennsylvania identified the goal of investing in talent and skills for targeted industries. The Commonwealth will use data and will work with employers to identify the skills and competencies necessary to attain family-sustaining employment and will offer high quality training to individuals to obtain those skills.

Today, it is estimated that just 48 percent of Pennsylvanians have a college credential or industry-recognized certification. By 2025, it is projected that fully 60 percent of good-paying, reliable Pennsylvania jobs will require such credentials. Governor Wolf has established a goal of 60 percent of Pennsylvanians in the labor force will have postsecondary credentials or certificates by 2025 in order to meet expected demand. Concerted efforts will be made to ensure opportunities are available to all individuals with barriers who are seeking employment.

#### **Career Pathways**

A number of outreach efforts to educate the community regarding in-demand career pathways are being conducted throughout the Keystone Edge Region. The Youth Program and Youth Council in Northwest PA are increasing career awareness through efforts such as Industry Club, Industry Club Expo, and Career Camp as well as the development of a video for youth that highlights area industries, in an effort to educate youth on the various career opportunities available in the region. Through the Oh-Penn Workforce Innovation Fund grant, partners refreshed the Industry Needs You website, which includes a wealth of information regarding manufacturing career pathways to help guide career decisions. Additionally, there are multiple post-secondary efforts to align skills training with industry demand already underway across the region.

## **NW PA Workforce Innovation Fund (WIF) Grant**

Northwest PA is aligning modular, stackable training with in-demand career pathways. Through this WIF grant initiative, the region will increase co-enrollments of job seekers between partnering funding streams to create a more seamless service delivery experience for participants who need help from multiple programs.

The region will utilize this grant initiative to increase and advance intensive case management, mentoring, and wrap-around support services for job seekers with multiple barriers, as well as Job Readiness and Manufacturing Readiness in partnership with ABLE (originally funded by Oh-Penn WIF, now being re-examined as potential pre-apprenticeship model).

## **American Apprenticeship Initiative**

Through the AAI grant, partners are developing concerted outreach strategies to targeted populations, including women, minorities, veterans, low-skilled individuals, and foster children.

## **PA CareerLink®**

The PA CareerLink® offices throughout the region maintain working relationships with organizations that provide services to individuals with barriers and targeted populations. Both local areas will designate points of contact within the PA CareerLink® Centers in their respective jurisdictions for specific targeted populations to facilitate and aggregate information regarding occupational demands and establish a network of advocates that may provide support to members of such targeted groups within the region. This may be a function of each board by way of a standing committee.

## **Office of Vocational Rehabilitation**

The Office of Vocational Rehabilitation (OVR) provides services to individuals with disabilities to help them secure and maintain employment and independence. These services are designed to ensure individuals with disabilities become qualified trained members of the workforce increasing regional workforce diversity and the overall number of skilled workers available to business in the region. Additionally, OVR provides multiple services and technical assistance to the business community designed to assist them with hiring and retaining employees with disabilities.

## APPENDIX A: REGIONAL PLAN PUBLIC COMMENTS RESPONSE

#	Comment	Response
1	Regarding Janet Anderson; Might be helpful to add job titles for everyone. (1. Introduction, <i>D. Identification of the key planning region committee members charged with drafting the regional plan</i> , Page 1)	Made the Requested Change to the Regional Plan.
2	Regarding Linda Schell; May be confusing—Add another line under WC. (1. Introduction, <i>D. Identification of the key planning region committee members charged with drafting the regional plan</i> , Page )	Made the Requested Change to the Regional Plan.
3	Regarding second sentence in paragraph. This comment is counter-productive. The idea is to show need. The statement needs to be removed because it is not accurate to that the cost of living is less because mane of the individuals in NW PA have gone for years without a pay increase but all of the living expenses have gone up. (1.2 Labor Market and Economic Analysis, <i>A. Economic Conditions</i> , Page )	No Change.
4	Need new data with GE and JOY. (1.2 Labor Market and Economic Analysis, <i>C. Information on labor market trends</i> , Industry Analysis, Page )	No Change.
5	IS THIS STILL TRUE because of the layoffs in the Railroad Industry caused by the down turn in the coal industry, heavy machine industry, and energy industry? (1.2 Labor Market and Economic Analysis, <i>C. Information on labor market trends</i> , Industry Analysis, Page )	No Change.
6	What about all of the Joy and GE dislocated Workers? Please do not forget to include them. (1.2 Labor Market and Economic Analysis, <i>C. Information on labor market trends</i> , Occupation Analysis, Page)	No Change.
7	Regarding last sentence in paragraph. Wording doesn't make sense. (1.2 Labor Market and Economic Analysis, <i>D. Workforce development activities</i> , Skill Gap Analysis, Page )	No Change.
8	Break Sentence into two or three sentences. (1.2 Labor Market and Economic Analysis, <i>D. Workforce development activities</i> , Oh-Penn Manufacturing Readiness Program, Page)	No Change.
9	Confusing- please clarify (1.2 Labor Market and Economic Analysis, <i>D. Workforce development activities</i> , Mobile CareerLink, Page)	No Change.
10	Regarding first sentence in paragraph. Where did this stat come from and is it true that they don't need a high school education? (1.2 Labor Market and Economic Analysis, <i>E. The educational and skill levels of the workforce, including individuals with barriers; and</i> , Education and Skill Level for High Demand Jobs, Page)	No Change.

11	First paragraph add—“Community Education Councils”, after Economic Development. (1.3 Vision and Strategic Goals, Page)	No Change.
12	“The Community Education Councils (CECs) network (Corry Higher Education Council, Lawrence County Learning Center, Keystone Community Education Council and Warren/Forest Higher Education Council) as designated by PDE, will align training development efforts with the overarching strategies of the commonwealth to increase the education and training delivery to residents of rural communities. The CECs have historically leveraged other state and local funding to implement sector based training provided through a variety of educational institutions in rural communities where campus locations are non-existent. CECs serve as an intermediary and broker of training programs based on identified need and demand. The CECs will extend program development activities with postsecondary institutions to ensure that residents of rural communities have access to credential bearing training opportunities. (1.4 Regional Strategies, Regional Goal #2, Strategy 2.2, Page)	No Change.
13	If the Keystone Edge is to follow through with Strategy 3.4 then they should appoint the Community Education Councils as the Convener. The following is the actual legislation for the Community Education Councils. “Powers and Duties of Community Education Council.—(a) Community education councils shall identify, implement and oversee new or innovative efforts to provide access to postsecondary education opportunities in educationally underserved communities within this Commonwealth. Postsecondary educationally opportunities may include, but are not limited to, any of the following: Community education councils shall also assist the provision of the resources and serve as a vehicle for employment opportunities which meet the community’s current and future economic development needs. “Institutionally neutral.” Having no exclusive legal affiliation with any provider of postsecondary education or a branch campus, branch location outreach center of provider of postsecondary education.” (1.4 Regional Strategies, Regional Goal #3, Strategy 3.4, Page)	No Change.
14	Need to refer to the Community Educational Council Legislation and there purpose. (1.4 Regional Strategies, Regional Goal #4, Strategy 4.1, Page)	No Change.
15	Add in—“Community Education Councils,” before Adult Basic Education, WIOA, and TANF. (1.4 Regional Strategies, Regional Goal #4, Strategy 4.4, Page)	No Change.