



CHESTER COUNTY
WORKFORCE INVESTMENT BOARD

Advancing Chester County's Workforce

**THE CHESTER COUNTY WORKFORCE
INVESTMENT BOARD
FIVE YEAR PLAN**

JULY 1, 2012-JUNE 30, 2017

**Submitted to the
Pennsylvania Department of Labor & Industry
Bureau of Workforce Development Partnership**

August 2013

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**Chester County Workforce Investment Board
5 Year Plan July 1, 2012- June 30, 2017**

SECTION I: STRATEGIC PLAN

A. VISION

The Chester County Workforce Investment Board's vision is to offer a JOBS First approach for both employers and job seekers, with an emphasis on strong ties between economic development and workforce development initiatives. The employment opportunities in any community begin with the employers. Fortunately, Chester County is home to many healthy and vibrant employers in many industries. Consequently, a priority of the Chester County WIB is to ensure that the employers have skilled workers to compete in the global economy.

Our workforce is strong, with job-seekers and incumbent workers that have a wealth of transferrable experiences and quality contributions. Those experiences create a valuable base to fill skill gaps and train workers to fill the openings that exist today and will grow into the future. With funding reductions and a desperate need to get valued workers into a fulfilling, family-sustaining job quickly, the Chester County Workforce Investment Board (WIB) is committed to finding new and creative ways to serve the job-seeker and employer populations.

The Chester County WIB also understands that the future workforce, our young people, needs to be educated on the future occupations and industries in order for them and the education system to prepare to meet these future workforce needs. Consequently, the Chester County WIB will facilitate on-going dialogue between the local education institutions and the employment community to create appropriate curriculum within the education system and career awareness events that communicate future employment opportunities to the youth.

Finally, it is very important to the Chester County WIB that all customers: employers, job seekers and incumbent workers are served through an integrated and comprehensive delivery system, which in Pennsylvania is called the PA CareerLink® system. Moving forward, the Chester County WIB will work to improve this delivery system by coordinating community resources and utilizing technology. The Chester County WIB will use the committee structure currently in place and explained later in this Five-Year Plan to evaluate the effectiveness of the workforce investments being made in the community.

B. OVERARCHING STRATEGIES

The Chester County WIB's Vision will be implemented on a daily basis using the following four overarching strategies. These overarching strategies are very much in line with Governor Corbett's JOBSFirst PA initiative.

1. Focus on Employers
 - a. Maximize the job matching services for employers within the Commonwealth workforce Development System with all Chester County WIB programs required to participate.

- b. Outreach and engage employers through all programs and partners possible including the PA CareerLink® – Chester County, Business Services Team, the Chester County Economic Development Council through the Hire One Initiative and Industry Partnerships, the Chester County Chamber of Business and Industry and the workforce developers of the EARN, WorkReady and WIA Youth (The HOOD).
 - c. Identify career opportunities and pathways through the Industry Partnerships.
 - d. Identify skill gaps in occupations through the Hire One employer survey, which requests employers to communicate positions that they are having problems filling due to the applicant’s skill gaps.
 - e. Prioritize training funds to meet the skill gaps identified by Employers.
 - f. Assist employers with marketing job and career opportunities to adult job-seekers, students (K-12) and teachers (K-12).
2. Focus on the Job-Seekers
- a. Priority on obtaining employment (JOBSFirst PA). The PA CareerLink® - Chester County and all workforce programs will consistently encourage job-seekers to pursue appropriate employment.
 - b. Maximize the job matching services for job-seekers within the Commonwealth Workforce Development System.
 - c. Encourage training that leads directly to meaningful employment (family sustaining wage jobs).
 - d. The Chester County WIB and PA CareerLink® - Chester County will continue to stay attuned to the hiring methods being used by employers and adjust programs to meet the needs of the job-seekers to compete for these jobs.
3. Return on Investment
- a. The Chester County WIB’s committees will be charged with establishing appropriate and meaningful measurements to determine the return on investment of all Chester County WIB funded programs.
 - b. Chester County WIB staff will utilize the Commonwealth Workforce Development System and other data sets (such as Hire One surveys) to collect and present the return on investment to the Chester County WIB at regular meetings.
 - c. If necessary, Chester County WIB staff will develop new systems to efficiently capture data from employers and job-seekers using Chester County WIB funded programs.
4. Financial Stability Center
- a. Expand the PA CareerLink® model to include other related services. Over the last two years, the Chester County WIB has been working with the United Way of Chester County to create a Financial Stability Center to provide services to address three items: Increase income, increase assets and decrease debt.

- b. The Chester County WIB understands that the county geographically, with 760 square miles, is a large area to provide workforce programming. Consequently, moving forward, the Chester County WIB wants to encourage mobile programming with an emphasis on technology. The Chester County Library system will play an important role in ensuring that all parts of the county are provided with workforce development programs.
- c. The Financial Stability Center model is a tremendous example of coordination along with maximizing and leveraging resources. Appropriate partners within the Financial Stability Center will not only co-locate services, but also collaborate on the delivery of services to individuals that need more than just workforce development services.

C. ECONOMIC & LABOR MARKET ANALYSIS

At the beginning of the Great Recession (December 2007), Chester County's unemployment rate was 3.4%. In July 2012, the unemployment rate has increased to 6.3%, an increase of 2.9 percentage points since December 2007. Between December 2007 and July 2012, the number of people employed in Chester County fell by 10,200 people and the number of unemployed people increased by 7,500 during this timeframe.

In addition, there have been significant hits in the BioScience and Information Technology industries. During this time period, the number of people in the labor force dropped by 2,700. The economic downturn over the last four years has negatively affected the labor force throughout Pennsylvania. Although Chester County has maintained one of the lowest unemployment rates of Pennsylvania's 67 Counties over this time, investments in workforce development are an important factor for strengthening the economic competitiveness of Chester County and the Philadelphia region.

Even with the recent economic set-backs, Chester County continues to have strong economic indicators. For example, from second quarter 2010 to second quarter 2011, Chester County experienced over-the-year employment growth in the following industries.

1. Advanced Materials & Diversified Manufacturing
2. Building & Construction
3. Business & Financial Services
4. Energy
5. Health Care
6. Information & Communication Services

In addition, Agriculture & Food Production, Business & Financial Services, Bio-Medical, and Information & Communication Services all have a national location quotient greater than the state's national location quotient, and continue to be the backbone of the County's economy.

Chester County ranks in the top 50 among the 326 largest counties in the United States for average wages (Source: Bureau of Labor Statistics, 2010-2011). Chester County has been named by Forbes.com as one of America's best places to raise a family and is ranked the healthiest county in Pennsylvania by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute.

The skills needs in Chester County are as varied as the industry base. Some of these skills needs, such as Microsoft Office and Licensed Practical Nurses, are addressed on a small scale through the ITA process. Others, such as welding or industrial systems technology, are available through the ITA program, but do not drum up large amounts of interest.

Part of the disconnect between the skills needs and the supply of job seekers has to do with preconceived notions of a major regional industry; manufacturing. To that end, the Chester County Workforce Investment Board has contracted with the Chester County Economic Development Council to complete a skills gap analysis for the manufacturing industry. That analysis will be conducted from March of 2013 through December of 2013, with the results intended to direct training investments in manufacturing, as well as public awareness of manufacturing careers. Should the skills gap analysis require a shift in current direction, a modification of this plan will be submitted to include those results.

Additionally, we have noticed a gap in the soft skills of our job seekers. While they may have the skills necessary to fulfill a job description, they are not as knowledgeable in such skills as; interviewing, online job applications, and networking. These skills gaps are being addressed through our Employment Essentials workshop series and other workshop offerings.

Business and Financial Services is the top sector of employment in Chester County, with Healthcare and Education being the next largest sectors of employment. For a full picture of Chester County's population and workforce, please reference the following pages.

ECONOMIC CONDITIONS, CRITICAL BUSINESSES & INDUSTRIES, POPULATION AND WORKFORCE TRENDS AND ECONOMIC CHALLENGES

Based on the data table below (source: PA Department of Labor), from second quarter 2010 to second quarter 2011 Chester County experienced over-the-year employment growth in the Advanced Materials & Diversified Manufacturing, Building & Construction, Business & Financial Services, Energy, Health Care and Information & Communication Services industry clusters.

Agriculture & Food Production, Business & Financial Services, Bio-Medical, and Information & Communication Services all have a national location quotient greater than the state’s national location quotient, and are the real backbone of the County’s economy.

Chester County ranks in the top 50 among the 326 largest counties in the United States for average wages (Source: Bureau of Labor Statistics, 2010-2011).

Chester County has been named by Forbes.com as one of America’s best places to raise a family and is ranked the healthiest county in Pennsylvania by the Robert Wood Johnson Foundation and the University of Wisconsin Population Health Institute.

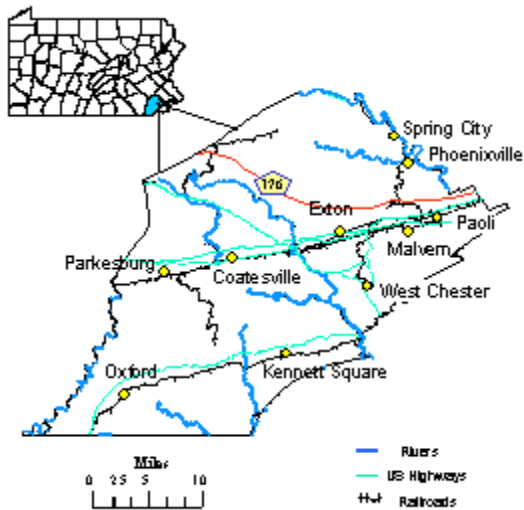
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Industry Cluster Statistics for Chester County WIA (2nd Quarter 2011)											
	AFP	AMDM	BC	BFS	BM	ED	ENGY	HC	ICS	LT	LWP
Area Employment	10,398	10,351	11,613	41,253	6,871	23,897	1,609	27,359	17,754	4,136	1,359
Percent Area Employment	4.36%	4.34%	4.87%	17.29%	2.88%	10.02%	0.67%	11.47%	7.44%	1.73%	0.57%
Employment Growth (Q2 2010 - Q2 2011)	-13	247	205	1,183	-172	-509	10	382	389	-37	-83
2010 Annual Average Wage (\$)	38,016	67,989	58,064	92,373	125,347	43,958	83,727	52,451	101,214	46,991	48,655
National Location Quotient (Q2 2011)	1.30	0.95	0.94	1.44	2.43	0.94	0.39	0.90	1.75	0.73	0.72

- AFP Agriculture & Food Production
- AMDM Advanced Materials & Diversified Manufacturing
- BC Building & Construction
- BFS Business & Financial Services
- BM Bio-Medical
- ED Education
- ENGY Energy
- HC Health Care
- ICS Information & Communication Services
- LT Logistics & Transportation
- LWP Lumber, Wood & Paper

In addition to current workforce statistics, the following County Profile report identifies four sectors with employment of over 20,000 people. Those sectors are Manufacturing, Retail Trade, Professional and Technical Services, and Health Care and Social Assistance.

Following the County Profile, Local Area Unemployment Statistics are provided in order to show workforce trends in employment levels.



Population ¹	County	Pennsylvania
Total Population	503,897	12,742,886
Male	247,522	6,214,562
Female	256,375	6,528,324
Population by Race		
White	87.7%	83.8%
Black	6.4%	11.3%
Other	5.9%	4.9%
Hispanic Origin (all races)	6.7%	5.9%
Population by Age		
Ages 0-14	101,031	2,257,025
Ages 15-19	37,399	886,367
Ages 20-34	85,485	2,431,172
Ages 35-49	108,072	2,502,867
Ages 50-64	105,715	2,683,890
Ages 65 and Older	66,195	1,981,565

¹ U.S. Census Bureau - 2011 Census

Overview ¹	
Land Area in Square Miles	750.5
Persons per Square Mile	671.4
Urban Population Percent	86.7%
Rural Population Percent	13.3%
Urban Area Percent	46.7%
Rural Area Percent	53.3%

¹ U.S. Census Bureau - 2010 Census

Labor Force ¹	County	Pennsylvania
Civilian Labor Force	269,100	6,542,000
Employed	253,300	6,030,000
Unemployed	15,800	512,000
Unemployment Rate	5.9%	7.8%

¹ Preliminary November 2012 - Seasonally Adjusted

Income	County	Pennsylvania
Per Capita Personal Income ¹	\$59,467	\$42,291
Total Personal Income (in thousands) ¹	\$29,965,229	\$538,908,724
Median Household Income (2011 dollars) ²	\$86,264	\$51,651
Median Family Income (2011 dollars) ²	\$104,475	\$65,105

¹ Bureau of Economic Analysis - 2011
² U.S. Census Bureau - 2007-2011 American Community Survey



Major Employers ¹	Industry Sector
VANGUARD GROUP INC	Finance and Insurance
SIEMENS MEDICAL SOLUTIONS USA INC	Professional and Technical Services
QVC NETWORK INC	Retail Trade
COUNTY OF CHESTER	Public Administration
THE CHESTER COUNTY HOSPITAL	Health Care and Social Assistance
MAIN LINE HOSPITALS	Health Care and Social Assistance
PA STATE SYSTEM OF HIGHER EDUCATION	Educational Services
CHESTER COUNTY INTERMEDIATE	Educational Services
GIANT FOOD STORES LLC	Retail Trade
WEST CHESTER AREA SCHOOL DISTRICT	Educational Services

¹ 4th Quarter 2011

Center for Workforce Information & Analysis
 651 Boas Street
 Room 220
 Harrisburg, PA 17121-0001

 877-4WF-DATA
www.paworkstats.pa.gov

Employment and Wages by Industry Sector ¹

	NAICS Industry Sector	Employer Units	Employment	County Wage	PA Wage
	Total , All Industries ²	14,904	236,419	\$61,659	\$47,035
11	Agriculture, Forestry, Fishing and Hunting	206	5,966	\$32,397	\$28,930
21	Mining	11	162	\$59,187	\$72,958
22	Utilities	19	630	\$108,888	\$100,311
23	Construction	1,326	9,204	\$58,879	\$54,652
31-33	Manufacturing	617	20,498	\$73,721	\$55,238
42	Wholesale Trade	1,103	11,461	\$101,301	\$68,717
44-45	Retail Trade	1,476	27,012	\$33,700	\$25,287
48-49	Transportation and Warehousing	250	6,169	\$41,310	\$39,788
51	Information	263	4,988	\$93,758	\$65,805
52	Finance and Insurance	1,009	19,189	\$98,061	\$75,016
53	Real Estate and Rental and Leasing	443	3,699	\$75,591	\$48,648
54	Professional and Technical Services	2,327	24,649	\$100,647	\$79,112
55	Management of Companies and Enterprises	172	7,821	\$152,193	\$106,939
56	Admin/Support, Waste Mgmt/Remediation Svcs	907	10,882	\$40,034	\$31,313
61	Educational Services	213	5,796	\$39,643	\$49,667
62	Health Care and Social Assistance	1,719	28,577	\$42,768	\$43,369
71	Arts, Entertainment, and Recreation	215	3,734	\$22,943	\$29,452
72	Accommodation and Food Services	898	14,320	\$16,953	\$15,485
81	Other Services, except Public Administration	1,373	9,195	\$26,543	\$28,133
99	Unclassified	1	0	N/A	\$44,724
	Federal Government	64	2,974	\$61,727	\$68,053
	State Government	21	2,756	\$56,970	\$53,028
	Local Government	275	16,737	\$49,343	\$44,518

¹ 2011 Annual Average

² County total includes Private, Federal, State and Local Government

Average Annual Wages by Major Occupational Group ¹

SOC Code	Major Occupational Group	County Wage	PA Wage
00-0000	Total, All Occupations	\$52,030	\$44,070
11-0000	Management Occupations	\$131,550	\$107,860
13-0000	Business and Financial Operations Occupations	\$77,460	\$66,900
15-0000	Computer and Mathematical Occupations	\$86,310	\$74,580
17-0000	Architecture and Engineering Occupations	\$75,850	\$72,120
19-0000	Life, Physical, and Social Science Occupations	\$73,540	\$64,470
21-0000	Community and Social Services Occupations	\$40,960	\$40,620
23-0000	Legal Occupations	\$93,040	\$102,100
25-0000	Education, Training, and Library Occupations	\$51,590	\$54,250
27-0000	Arts, Design, Entertainment, Sports, and Media Occupations	\$53,420	\$47,200
29-0000	Healthcare Practitioners and Technical Occupations	\$73,770	\$69,820
31-0000	Healthcare Support Occupations	\$29,090	\$27,180
33-0000	Protective Service Occupations	\$44,450	\$42,010
35-0000	Food Preparation and Serving Related Occupations	\$23,450	\$21,970
37-0000	Building and Grounds Cleaning and Maintenance Occupations	\$29,380	\$26,470
39-0000	Personal Care and Service Occupations	\$23,840	\$23,920
41-0000	Sales and Related Occupations	\$50,510	\$38,490
43-0000	Office and Administrative Support Occupations	\$39,240	\$34,090
45-0000	Farming, Fishing, and Forestry Occupations	\$29,000	\$30,710
47-0000	Construction and Extraction Occupations	\$52,740	\$45,300
49-0000	Installation, Maintenance, and Repair Occupations	\$48,300	\$42,110
51-0000	Production Occupations	\$37,770	\$35,350
53-0000	Transportation and Material Moving Occupations	\$35,430	\$33,360
55-0000	Military Specific Occupations	N/A	N/A

¹ May 2011 Occupational Employment Survey

Local Area Unemployment Statistics – U.S. Bureau of Labor Statistics

Series

Id: LAUPS42025003, LAUPS42025004, LAUPS42025005, LAUPS42025006

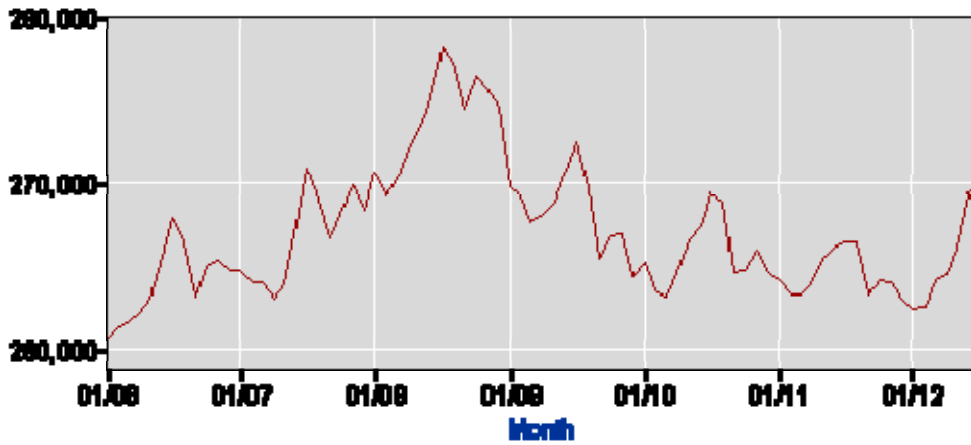
Not Seasonally Adjusted

Area: Chester County, PA

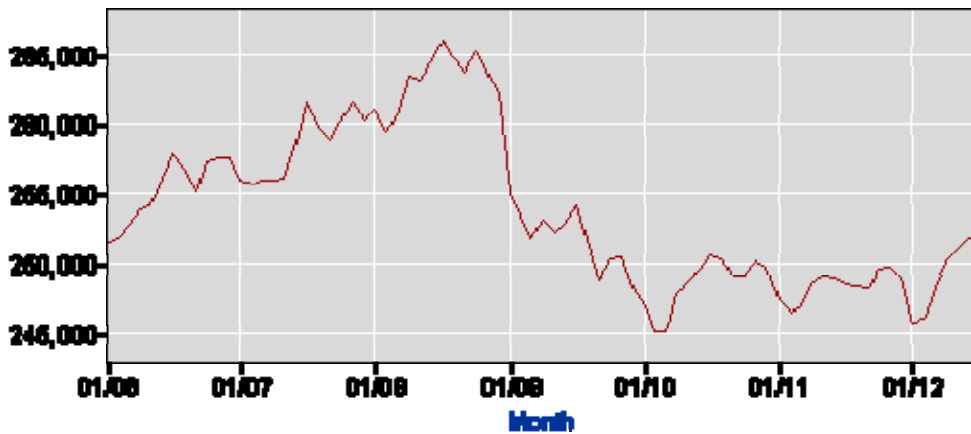
Area Type: Counties and equivalents

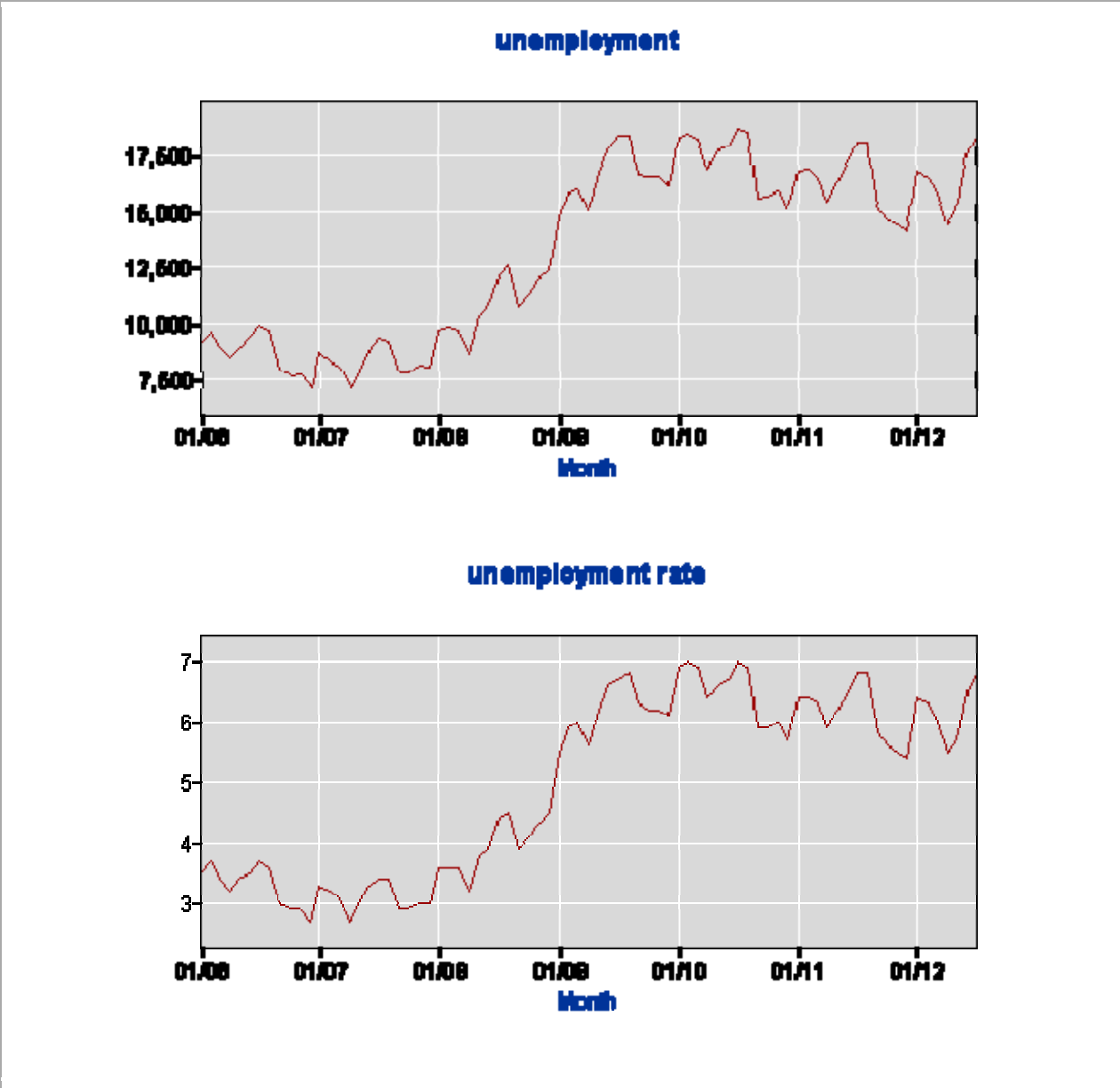
State/Region/Division: Pennsylvania

labor force



employment





The above graphs documents rising unemployment beginning in 2008 within Chester County’s labor market. This general trend is shared throughout the entire country, and Chester County has showed relative resilience when compared with most other areas.

ANALYSIS OF LOCAL ECONOMY, LABOR POOL AND LABOR MARKET

QWI Quick Facts	Chester (Q1) 2012	Chester (Avg:Selected + 3 Prior qtrs)	Pennsylvania (Q1)	Pennsylvania (Avg:Selected + 3 Prior qtrs)
Total_Empt	228,642	227,559	5,319,380	5,407,183
Net_Job_Flows	5,848	4,532	-16,445	42,979
Job_Creation	16,084	17,964	277,883	344,420
New_Hires	25,708	28,873	592,564	711,115
Separations	29,324	37,144	788,520	914,514
Turnover	9.40%	9.50%	8.40%	9.10%
Avg_Monthly Earnings	\$5,014.00	\$4,839.50	\$3,964.00	\$3,893.50
Avg_New_Hire Earnings	\$2,732.00	\$3,004.25	\$2,260.00	\$2,452.50

Age Group = 14-99; County = 029 Chester; Geographic Grouping = county; Industry = All NAICS Sectors; Owner = All (1-5); Quarter = Q1; Sex = Male and Female; State = Pennsylvania; Year = 2012;

Source: U.S. Census Bureau – Local Employment Dynamics

The above table indicates fluctuations in Chester County’s labor market. Net Job Flows displays the difference between current employment and the average of employment during the three previous quarters in order to examine whether the labor market shows expansion or contraction. Overall, employment increased in Chester County between Quarter 1, 2011 and Quarter 1, 2012.

In 1st Quarter 2012, Job Creation and New Hires numbers remained relatively stable, when compared with the average of the four quarters (Quarter 1, 2011 to Quarter 1, 2012). Overall, a positive trend in employment is noted, based on Net Job Flows having increased by over 1,000 when compared to the year’s average.

Although the above analysis covers a brief timeframe (1 year), when paired with the Local Area Unemployment Statistics graphs in the previous section, it can be assumed that it may take more time for the labor force to fully recover to pre-2008 levels of stability.

CURRENT ECONOMIC BASE BY INDUSTRY

County Business Patterns for Chester County, Pennsylvania

Accommodation and food services : 936
Admin & support & waste mgmt & remediation svcs : 917
Agriculture, forestry, fishing and hunting : 46
Arts, entertainment, and recreation : 210
Construction : 1,342
Educational services : 208
Finance and insurance : 1,022
Health care and social assistance : 1,404
Information : 293
Management of companies and enterprises : 127
Manufacturing : 538
Mining, quarrying, and oil and gas extraction : 8
Professional, scientific, and technical services : 2,294
Real estate and rental and leasing : 431
Retail trade : 1,475
Transportation and warehousing : 245
Utilities : 19
Wholesale trade : 983
Industries not classified : 17
Other services (except public administration) : 1,272

Figures represent business locations with paid employees

Z - Indicates a percentage of total businesses that is less than 0.05%

Source: U.S. Census County Business Patterns (CBP) program and the 2010 Census.

CBP data for 2010 were released in June, 2012.

Above lists the number of Chester County employers by industry classification. Professional, scientific and technical services is the leading industry employer in Chester County, with Retail trade, Health care and Social assistance, Construction, Other services, and Finance and insurance industries following in order.

The chart below further identifies the top Chester County industries, noting average quarterly employment and growth in employment over one year. These numbers can fluctuate from year to year, but they provide a general description about the core makeup of Chester County employment.

Current Economic Base by Industry

High Growth Industries
Top 20 industries ranked on the greatest employment
State=Pennsylvania, County=029 Chester, Sex=Male and Female, Age=14-99
Private Firms Only

Rank	Industry	Average Quarterly Employment (2010Q3,2010Q4, 2011Q1,2011Q2)	Growth in Employment (%) (2010Q2,2011Q2)
	All NAICS subsectors	213,657	0.4 %
1	541 Professional, Scientific, and Technical Services	26,332	1.5 %
2	722 Food Services and Drinking Places	12,491	-1.1 %
3	561 Administrative and Support Services	10,715	9.0 %
4	621 Ambulatory Health Care Services	9,629	2.5 %
5	525 Funds, Trusts, and Other Financial Vehicles	8,424	3.9 %
6	551 Management of Companies and Enterprises	7,813	4.6 %
7	623 Nursing and Residential Care Facilities	7,549	-0.0 %
8	611 Educational Services	6,255	-14.1 %
9	423 Merchant Wholesalers, Durable Goods	6,108	0.4 %
10	238 Specialty Trade Contractors	5,434	-0.6 %
11	445 Food and Beverage Stores	5,261	-10.2 %
12	624 Social Assistance	4,847	0.1 %
13	524 Insurance Carriers and Related Activities	4,795	-4.6 %
14	111 Crop Production	4,583	2.9 %

Source: U.S. Census Bureau, Local Employment Dynamics

High Growth Industries
Top 20 industries ranked on the greatest employment
State=Pennsylvania, County=029 Chester, Sex=Male and Female, Age=14-99
Private Firms Only

Rank	Industry	Average Quarterly Employment (2010Q3,2010Q4, 2011Q1,2011Q2)	Growth in Employment (%) (2010Q2,2011Q2)
15	622 Hospitals	4,583	-30.7 %
16	813 Religious, Grantmaking, Civic, Professional, and Similar Organizations	4,038	-9.3 %
17	424 Merchant Wholesalers, Nondurable Goods	3,560	7.4 %
18	325 Chemical Manufacturing	3,505	-3.6 %
19	425 Wholesale Electronic Markets and Agents and Brokers	3,401	2.8 %
20	452 General Merchandise Stores	3,132	7.0 %

Source: U.S. Census Bureau, Local Employment Dynamics

INDUSTRIES EXPECTED TO GROW OR DECLINE (see additional appendices for occupation projections)

NAICS	Industry Title	Employment		Change		Avg Annual
		2008	2018	Level	Percent	Change
	TOTAL JOBS	252,100	257,940	5,840	2.32	585
	GOODS PRODUCING	39,100	37,230	-1,870	-4.78	-187
23	Construction	11,150	11,600	450	4.04	45
31-33	Manufacturing	22,760	20,270	-2,490	-10.94	-249
	SERVICES-PROVIDING	198,520	205,590	7,070	3.56	707
42	Wholesale Trade	11,590	11,180	-410	-3.54	-41
44-45	Retail Trade	28,690	28,850	160	0.56	16
51	Information	4,670	4,720	50	1.07	5
52	Finance & Insurance	11,620	10,620	-1,000	-8.61	-100
53	Real Estate & Rental & Leasing	3,940	3,930	-10	-0.25	-1
54	Professional & Technical Services	26,240	24,350	-1,890	-7.2	-189
55	Management of Companies & Enterprises	6,820	7,190	370	5.43	37
56	Administrative & Waste Services	11,530	12,940	1,410	12.23	141
61	Educational Services	18,490	20,300	1,810	9.79	181
62	Health Care & Social Assistance	28,260	32,290	4,030	14.26	403
71	Arts, Entertainment & Recreation	3,620	4,160	540	14.92	54
72	Accommodation & Food Services	14,730	15,850	1,120	7.6	112
81	Other Services, Except Public Administration	12,590	13,390	800	6.35	80
99	Government	8,420	8,300	-120	-1.43	-12
	Self-Employed Workers	13,900	14,510	610	4.39	61
	Unpaid Family Workers	580	610	30	5.17	3

Source: PA Department of Labor - Center for Workforce Information & Analysis
Chester County WIA Industry Employment Estimated 2008 Projected 2018

Goods-producing industries are projected to decrease by 4.8% by 2018. These projections show the manufacturing sector may expect an 11% reduction in the workforce by 2018.

Service-providing industries are expected to grow by 3.6% by 2018. While most industries in this category are expected to grow, wholesale trade, finance and insurance, real estate and rental and leasing, government, and professional and technical services are all projected to decrease their employment by 2018. The Health care and social assistance industry is projected to experience the greatest growth by 2018, with Educational Services, Administrative and Waste Services and Accommodation and Food Services also showing significant growth potential.

CURRENT AND PROJECTED EMPLOYMENT OPPORTUNITIES

Estimated Employment Openings Due to Growth

<u>Growth Over 25 people</u>	<u>Growth over 50 people</u>	<u>Growth over 75 people</u>	<u>Growth over 100 people</u>
Management Occupations	Elementary School Teachers	Business Operations Specialists	Business & Financial Operations Occupations
Other Management Occupations	Registered Nurses	Computer & Mathematical Occupations	Primary, Secondary, & Special Education School Teachers
Management Analysts	Health Technologists & Technicians	Computer Specialists	Education, Training, & Library Occupations
Computer Software Engineers, Applications	Home Health Aides	Nursing, Psychiatric, & Home Health Aides	Primary, Secondary, & Special Education School Teachers
Life, Physical, & Social Science Occupations	Sales & Related Occupations	Other Personal Care & Service Workers	Healthcare Practitioners & Technical Occupations
Community & Social Services Occupations	Customer Service Representatives	Office & Administrative Support Occupations	Health Diagnosing & Treating Practitioners
Counselors, Social Workers, & Other Social Service Specialists		Information & Record Clerks	Healthcare Support Occupations
Postsecondary Teachers			Food Preparation & Serving Related Occupations
Nursing Aides, Orderlies, & Attendants			Food & Beverage Serving Workers
Other Healthcare Support Occupations			Personal Care & Service Occupations
Cooks & Food Preparation Workers			
Waiters & Waitresses			
Building & Grounds Cleaning & Maintenance Occupations			
Personal Appearance Workers			
Hairdressers, Hairstylists, & Cosmetologists			
Child Care Workers			
Retail Sales Workers			
Retail Salespersons			
Farming, Fishing, & Forestry Occupations			
Agricultural Workers			
Construction & Extraction Occupations			
Construction Trades Workers			
Installation, Maintenance, & Repair Occupations			
Transportation & Material Moving Occupations			
Motor Vehicle Operators			

Source: PA Department of Labor - Center for Workforce Information & Analysis
 Chester County WIA Occupational Employment Estimated 2008 Projected 2018

In the above table, with the exception of construction (goods-producing) occupations, the occupations projected to grow by 2018 are generally service-providing occupations. In particular, healthcare, information technology, education, transportation, and food related occupations generally encompass this list of occupations projected to expand specifically due to growth (not due to replacement).

OCCUPATIONS THAT HAVE A DEMAND FOR SKILLED WORKERS

Please see Chester County 2012 High Priority Occupations List in additional appendices.

JOB SKILLS NECESSARY TO OBTAIN EMPLOYMENT OPORTUNITIES FOR THE AVAILABLE, CRITICAL AND PROJECTED JOBS (INCLUDING SKILLS GAP ANALYSIS)

The Chester County WIB has contracted with the Chester County Economic Development Council to perform skills gap analyses for targeted industries, to better target programming and funds.

CURRENT AND PROJECTED DEMOGRAPHICS OF AVAILABLE LABOR POOL

Population by Age and Sex for Chester County, Pennsylvania

Male : 245,161

Female : 253,725

Under 18 : 124,055

18 and over : 374,831

20-24 : 30,284

25-34 : 54,473

35-49 : 110,391

50 -64 : 101,690

65 & over : 63,875

Source: U.S. Census County Business Patterns (CBP) program and the 2010 Census.

CBP data for 2010 were released in June, 2012.

Chester County's workforce is generally in the 35-49, 50-64, and even the 65 & over age brackets at this time. It is expected that as older workers retire, replacements for their positions will be needed.

In terms of numeric growth, Chester County is projected to add the most people of all PA counties to its population by 2030 (Source: PA State Data Center, November 3, 2008 Research Brief).

DVRPC 2040 Regional and County Population Forecasts in Five-Year Increments, adopted January 26, 2012.

County	2000 Census	2010 Census	2015 Forecast	2020 Forecast	2025 Forecast	2030 Forecast	2035 Forecast	2040 Forecast	Absolute Change 2010- 2040	Percent Change 2010- 2040
<i>Chester County</i>	433,512	498,886	516,581	538,809	573,108	607,407	629,635	647,330	148,444	29.8%

Source: Delaware Valley Regional Planning Commission

**DP-1-Geography-Chester County,
2010 Demographic Profile Data**

<u>Subject</u>	<u>Number</u>	<u>Percent</u>
SEX AND AGE		
Total population	498,886	100.0
Under 5 years	31,126	6.2
5 to 9 years	34,929	7.0
10 to 14 years	35,717	7.2
15 to 19 years	36,401	7.3
20 to 24 years	30,284	6.1
25 to 29 years	27,323	5.5
30 to 34 years	27,150	5.4
35 to 39 years	31,765	6.4
40 to 44 years	37,168	7.5
45 to 49 years	41,458	8.3
50 to 54 years	40,118	8.0
55 to 59 years	33,997	6.8
60 to 64 years	27,575	5.5
65 to 69 years	20,010	4.0
70 to 74 years	14,006	2.8
75 to 79 years	11,293	2.3
80 to 84 years	9,299	1.9
85 years and over	9,267	1.9
Median age (years)	39.3	(X)
Male population	245,161	49.1
Under 5 years	15,954	3.2
5 to 9 years	17,691	3.5
10 to 14 years	18,318	3.7
15 to 19 years	18,817	3.8
20 to 24 years	15,186	3.0
25 to 29 years	13,885	2.8
30 to 34 years	13,462	2.7
35 to 39 years	15,609	3.1
40 to 44 years	18,101	3.6
45 to 49 years	20,315	4.1
50 to 54 years	19,842	4.0
55 to 59 years	16,704	3.3
60 to 64 years	13,418	2.7
65 to 69 years	9,583	1.9
70 to 74 years	6,506	1.3
75 to 79 years	4,978	1.0
80 to 84 years	3,756	0.8
85 years and over	3,036	0.6
Median age (years)	38.1	(X)

<u>Subject</u>	<u>Number</u>	<u>Percent</u>
Female population	253,725	50.9
Under 5 years	15,172	3.0
5 to 9 years	17,238	3.5
10 to 14 years	17,399	3.5
15 to 19 years	17,584	3.5
20 to 24 years	15,098	3.0

25 to 29 years	13,438	2.7
30 to 34 years	13,688	2.7
35 to 39 years	16,156	3.2
40 to 44 years	19,067	3.8
45 to 49 years	21,143	4.2
50 to 54 years	20,276	4.1
55 to 59 years	17,293	3.5
60 to 64 years	14,157	2.8
65 to 69 years	10,427	2.1
70 to 74 years	7,500	1.5
75 to 79 years	6,315	1.3
80 to 84 years	5,543	1.1
85 years and over	6,231	1.2

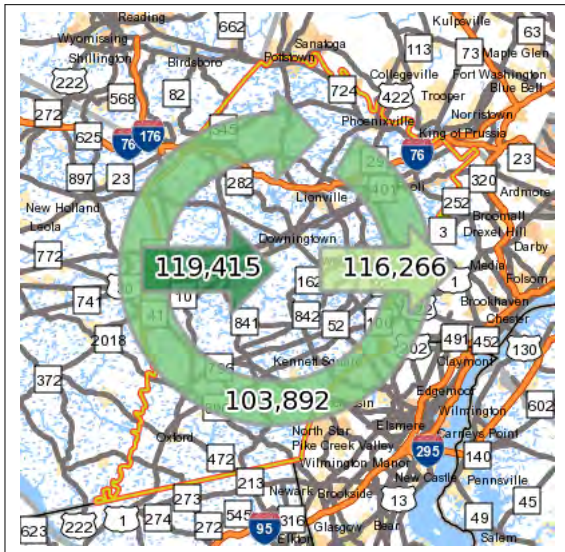
Median age (years)	40.3	(X)
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RACE		
Total population	498,886	100.0
One Race	489,856	98.2
White	426,707	85.5
Black or African American	30,623	6.1
American Indian and Alaska	862	0.2
Asian	19,296	3.9
Asian Indian	8,480	1.7
Chinese	5,122	1.0
Filipino	1,112	0.2
Japanese	308	0.1
Korean	1,689	0.3
Vietnamese	1,196	0.2
Other Asian [1]	1,389	0.3
Native Hawaiian and Other	161	0.0
Native Hawaiian	35	0.0
Guamanian or Chamorro	56	0.0
Samoan	10	0.0
Other Pacific Islander [2]	60	0.0
Some Other Race	12,207	2.4
Two or More Races	9,030	1.8
White; American Indian and	1,014	0.2
White; Asian [3]	1,924	0.4

<u>Subject</u>	<u>Number</u>	<u>Percent</u>
White; Black or African	3,033	0.6
White; Some Other Race [3]	1,163	0.2
Race alone or in combination		
White	434,580	87.1
Black or African American	34,958	7.0
American Indian and Alaska	2,767	0.6
Asian	21,917	4.4
Native Hawaiian and Other	417	0.1
Some Other Race	14,034	2.8
HISPANIC OR LATINO		
Total population	498,886	100.0
Hispanic or Latino (of any	32,503	6.5
Mexican	18,860	3.8
Puerto Rican	7,225	1.4
Cuban	720	0.1
Other Hispanic or Latino [5]	5,698	1.1
Not Hispanic or Latino	466,383	93.5
HISPANIC OR LATINO AND		
Total population	498,886	100.0
Hispanic or Latino	32,503	6.5
White alone	17,146	3.4
Black or African American	1,235	0.2
American Indian and Alaska	327	0.1
Asian alone	80	0.0
Native Hawaiian and Other	44	0.0
Some Other Race alone	11,607	2.3
Two or More Races	2,064	0.4
Not Hispanic or Latino	466,383	93.5
White alone	409,561	82.1
Black or African American	29,388	5.9
American Indian and Alaska	535	0.1
Asian alone	19,216	3.9
Native Hawaiian and Other	117	0.0
Some Other Race alone	600	0.1
Two or More Races	6,966	1.4

Source: U.S. Census Bureau, 2010 Census.

Inflow/Outflow Report

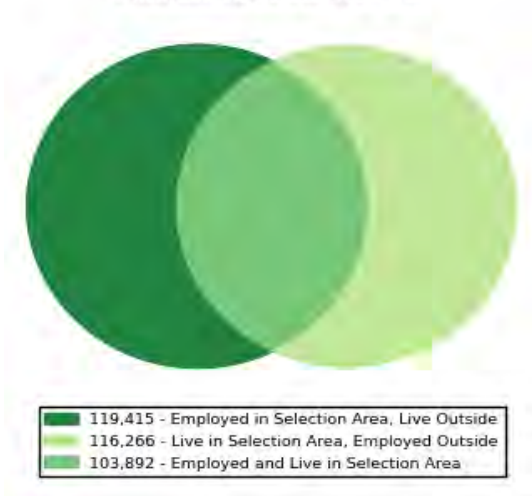


Analysis Selection

Note: Overlay arrows do not indicate directionality of worker flow between home and employment locations.

- ➔ Employed and Live in Selection Area
- ➔ Employed in Selection Area, Live Outside
- ➔ Live in Selection Area, Employed Outside

Inflow/Outflow Job Counts in 2010



Inflow/Outflow Job Counts (Primary Jobs)

	2010	
	Count	Share
Employed in the Selection Area	223,307	100.0%
Employed in the Selection Area but Living Outside	119,415	53.5%
Employed and Living in the Selection Area	103,892	46.5%
Living in the Selection Area	220,158	100.0%
Living in the Selection Area but Employed Outside	116,266	52.8%
Living and Employed in the Selection Area	103,892	47.2%

Source: U.S. Census Bureau, OnTheMap Application and LEHD Origin-Destination Employment Statistics (Beginning of Quarter Employment, 2nd Quarter of 2002-2010).

Notes:

1. Race, Ethnicity, Educational Attainment, and Sex statistics are beta release results and only available for 2009 and 2010 data.
2. Educational Attainment is only produced for workers aged 30 and over.

According to data gleaned from CWDS job postings from September of 2011 through September of 2012, industries experiencing the highest number of posted openings are: Transportation and Warehousing; Professional, Scientific, and Technical Services; Health Care and Social Assistance; and Accommodation and Food Services. These industries have not only reported consistently greater numbers of job postings over the past quarter, but either steady numbers of postings or significant growth in the numbers of postings over the last 12 months. Occupational data from the same timeframe, indicate the largest number of occupational openings come from the following occupational groups; Food Preparation and Serving; Healthcare Support; Office and Administrative Support; and Personal Care and Service.

According to the most recent report from our HireOne initiative Job Seeker Survey, the majority of Job Seekers in Chester County are age 40-59, have a Bachelor's degree, and had an annual income in the \$20,000-\$59,000 range prior to being laid off. The majority of those job seekers worked in non-management roles and were dislocated from the sales, marketing, and healthcare fields, with a slightly smaller percentage from manufacturing and pharmaceuticals. This is also corroborated by information gleaned from the Data Warehouse, which tells us that 44% of active CWDS users in Chester County are over age 50.

Job Seekers surveyed listed education and training, job search assistance, and resume and cover letter writing as their greatest needs. Employers surveys listed recruiting, screening, and training new recruits as their biggest needs. The Chester County WIB will be examining its programming to ensure that those needs are being met to the fullest extent possible.

D. KEY PRIORITIES AND GOALS

Key Priorities

1. Focus on the Employers
 - a. Utilize the job matching services within the Commonwealth Workforce Development System
 - b. Identify career opportunities and pathways
 - c. Identify skill gaps in occupations
 - d. Prioritize training funds to meet the skill gaps identified by Employers
 - e. Assist employers with marketing these career opportunities (focus on youth)
2. Focus on the Job-Seekers
 - a. Priority on obtaining employment (JOBSFirst PA)
 - b. Utilize the job matching services within the Commonwealth Workforce Development System
 - c. Encourage training that leads to meaningful employment (family sustaining wage)
3. Return on Investment
 - a. Establish consistent – pertinent data to measure the return on investment
 - b. Capture data from Employers and Job-seekers
 - c. Use technology to organize and present the return on investment

4. Financial Stability Center
 - a. Expand the PA CareerLink® model to include other related services
 - b. Revisit the PA CareerLink® service delivery model with an emphasis on mobility and technology

Strategies and Goals – Key Priorities

The Chester County WIB had a new Chair and Vice-Chair assume these positions during the Wednesday, September 26, 2012 Chester County WIB meeting. During August and September, the new Chair and Vice-Chair have worked with the previous Chair and Vic-Chair to understand the issues and opportunities currently facing the Chester County WIB. In response, the new Chair and Vice-Chair have established some very specific Priorities and Goals, which will guide them in their new leadership positions. Each of the following Priorities and Goals connect very clearly with Governor Corbett’s vision and the Pennsylvania WIA Plan.

Key Priority One - Engage Employers

The Chester County WIB’s Focus on Employers begins with the Business Services Team (BST). The Business Services Team is charged with establishing relationships with employers and making sure that the employers are aware of all governmental services that might assist them with growing their business. It is very important the Business Services Team is responsive to the employer’s needs – even if the employer’s needs aren’t currently met by an existing program. The Business Services Team is responsible for the coordination of the direct services to employers.

During the 2012-2013 program year, the Chester County WIB has committed funds to the Hire One initiative to provide committed outreach to the employers. Hire One is responsible for outreach to employers to connect them to the appropriate direct services offered through the Business Services Team. In addition, the Chester County WIB has committed WIA Adult and Dislocated Worker funds for a continuation of the On-the-Job Training (OJT) program. Generally speaking, the OJT program provides the employer with the incentive of hiring an individual they otherwise would not hire due to limited dollars available for training new hires. The OJT program will play a vital role in assisting employers with their immediate hiring needs. There is a specific focus to use the OJT funds to address any skill gaps identified by employers from the Hire One surveys that are completed.

Strategies

- Increase employer workshops on the use of CWDS and Job Gateway.
- Make technical assistance for employers more accessible.
- Outreach will be performed by the Business Services Team at the PA CareerLink® - Chester County.
- WIB and PA CareerLink® - Chester County staff will increase presence at Industry Partnership meetings and events to further engage and connect with participating employers.
- The BST and HireOne will work together to identify and document skill gaps, so that training funds can be prioritized.

- Increase number of WIB and PA CareerLink® - Chester County sponsored job fairs and networking events.

Goal A: Maximize the job matching services for employers within the Commonwealth Workforce Development System by increasing the number of employers that use it.

Goal B: Identify skill gaps in specific occupations. A primary method for doing this will be through the Hire One employer survey, which requests employers to communicate positions that they are having problems filling due to applicants' skill gaps. Additional methods will also be explored.

Goal C: Prioritize training funds (OJT or Individual Training Accounts) to meet the skill gaps identified by Employers.

Goal D: Assist employers with marketing job and career opportunities to adult job-seekers, students (K-12) and teachers (K-12).

Key Priority Two - Assist Job-Seekers

The Chester County WIB feels strongly that the best way to support job-seekers is by connecting them to a job, which is obviously very much in line with Governor Corbett's JOBSFirst PA initiative. The PA CareerLink® - Chester County and all workforce programs will consistently encourage job-seekers to pursue appropriate employment by maximizing the job matching services for job-seekers within the Commonwealth Workforce Development System. Training that leads directly to meaningful employment (family sustaining wage jobs) will be stressed.

The Chester County WIB and PA CareerLink® - Chester County will continue to stay attuned to the hiring methods being used by employers and adjust programs to meet the needs of the job-seekers who compete for these jobs. For example, over the last eighteen months, the Chester County WIB has partnered with Penn State – Great Valley to provide workforce programs for the target audience of recently laid-off professional workers in the Information Technology and Bio-Science industries.

Chester County strives to deliver PA CareerLink® services to all customers through integrated service teams structured around function, not individual funding streams; this philosophy drives services delivery to all Special Population customers. In addition, the Chester County WIB has established an Advocacy, Communication and Education (ACE) committee, which is tasked with developing strategies and action items to ensure that the workforce development system maximizes the diverse talent in Chester County, including specific populations. Members of this committee represent local community based agencies, PA Department of Public Welfare – County Assistance Office staff, disability service agencies and financial assistance agencies. These members volunteered to serve on the committee in order to ensure that the full range of employment and training programs and services delivered through the PA CareerLink®-Chester County are accessible to and will meet the needs of their typical clients.

The Chester County WIB recognizes the importance of connecting to individuals with multiple barriers to employment and low-income populations, and the need to provide transformational

efforts for these populations. The benefit of the ACE committee is that the members can communicate the needs of these specific populations, such as migrant and seasonal farm workers, women and minorities, veterans, etc. and in turn the Chester County WIB can modify the delivery of services in order to connect to these populations.

Strategies

- Increase offerings of the Employment Essentials workshop series to give job seekers the tools needed to get back to work faster.
- Utilize available data to prioritize training funds for those careers most in demand and most able to pay a family-sustaining wage.
- Target training programs to address documented skill gaps.
- Increase number of WIB and PA CareerLink® - Chester County sponsored job fairs and networking events.
- Frequently evaluate workshop offerings to ensure the needs of current job seekers are being addressed in a timely and effective manner.

Goal A: Maximize the job matching services for job-seekers within the Commonwealth Workforce Development System by increasing the number of job-seekers that use it.

Goal B: Prioritize training funds to job-seekers that need specific training to fill current job openings.

Goal C: Inform job-seekers about job and career opportunities within the local economy.

Key Priority Three - Future Workforce

To better prepare youth for the careers of tomorrow the Chester County WIB has representation on local career and technical education advisory committees, which support industry-aligned equipment and curriculum upgrades. The WIB will leverage relationships with partners to further align adult education, job training, postsecondary education, registered apprenticeships, career advancement and supportive services with economic and community development strategies.

Focus will be specifically geared to out-of-school youth and those most at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities.

In order to ensure that every youth has an opportunity to develop and achieve career goals through education and workforce, training will be sought through the networking and partnering efforts with the five Chester County Industry Partnerships, the Chester County WIB, Department of Children, Youth and Families, Juvenile Probation, community based organizations, and the PA CareerLink® - Chester County's Business Service Team. The Chester County WIB has and will continue to serve an increased number of youth through intensified outreach efforts to offer youth, in particular at-risk and disabled youth, connections to career resources and training, wrap-around services and employment options in Chester County.

Strategies

- Ensure HOOD staff are connected with the BST and employer activities to act as an advocate and information source for youth participants.
- Increase the dissemination of information about the local labor market, not only to youth program participants but to youth and parents throughout the County.
- Develop a listing of active partner employers willing to work with youth in various capacities (hiring, job shadowing, guest speakers, etc.).
- When appropriate, include youth program participants in job fair activities.
- Continue to offer showcases, career fairs, and other activities geared to youth exploration.

Goal A: Maximize the job matching services for youth job-seekers within the Commonwealth Workforce Development System by increasing the number of employers that use it, assisting youth in accessing those services, and ensuring that there are job postings available that can provide youth with the experience needed to succeed.

Goal B: Prioritize training funds to connect the youth with employment opportunities that will directly lead to a job.

Goal C: Inform youth about job and career opportunities within the local economy.

Goal D: To prepare youth for postsecondary education, advanced training, and career readiness.

Key Priority Four – Resources and Collaboration

As the Local Workforce Investment Area with the lowest allocation in the Commonwealth, the Chester County WIB fully understands the importance of leveraging resources to ensure the needs of specific populations and sub-populations. Chester County's integrated cross program strategy requires the participation of key agencies that provide services to these special populations, in the planning, implementation and delivery of programs at the PA CareerLink® - Chester County. Goodwill Industries (serving the 55+ population), OVR (serving the disabled population), PA DPW – County Assistance Office (serving individuals receiving public assistance), Chester County OIC (providing literacy services on site), Family Services (providing workshops and services for job-seekers with anxiety and other emotional difficulties brought on by job loss) and Pathstone Inc (serving the migrant population) are just some of the agencies that are partners with the PA CareerLink®-Chester County and provide services on site. We find it is critical that all customers have equal access to all services and programs, and strive to do so by having these key agencies as partners in our service delivery system.

Moreover, the Chester County WIB will collaborate with the members of all of its committees to assure that local community organizations are aware of the full range of employment and training services for low-income individuals and recipients of public assistance under the WIA Adult program. In fact, the Chester County WIB is very much aligned with the Decade to Doorways Plan – the community's 10-Year Plan to prevent and end homelessness in Chester County.

The Chester County WIB's committees will be charged with establishing appropriate and meaningful measurements to determine the return on investment of all Chester County WIB funded programs. Chester County WIB staff will utilize the Commonwealth Workforce Development System and other data sets (such as Hire One surveys) to collect and present the return on investment to the Chester County WIB at regular meetings. If necessary, Chester County WIB staff will develop new systems to efficiently capture data from employers and job-seekers using Chester County WIB funded programs.

Strategies

- Develop and utilize a tracking system capable of providing performance and ROI data by funding stream, program, provider, and population served.
- Develop a database of all partners; community organizations, employers, employers, economic development agencies, etc. engaged with the workforce system and the services and contributions they make.
- Increase utilization of CWDS ad hoc reports to determine job seeker and hiring data to better target programming and outreach.
- Develop and share a listing of workforce and career development online resources.

Goal A: Determine a reasonable tracking method for return on investment for all WIB initiatives.

Goal B: Track demographics of those receiving workforce services to ensure that all populations in the county are being reached.

Goal C: Engage additional community-based organizations and initiatives to develop mutually beneficial relationships and the sharing of resources.

Goal D: Explore additional funding sources and opportunities.

Key Priority Five - Financial Stability Center

The Chester County WIB has a strong desire to see the PA CareerLink®-Chester County connect into a larger one-stop service center, which is locally being called the Financial Stability Center. Over the last two years, the Chester County WIB has been working with the United Way of Chester County, the Chester County Department of Human Services and the PA CareerLink®-Chester County to plan for the creation of a Financial Stability Center, which would provide services to address three items: increase income, increase assets and decrease debt.

The Chester County WIB understands that the county, geographically, with 760 square miles is a large area to provide workforce programming. Consequently, moving forward, the Chester County WIB wants to encourage mobile programming with an emphasis on technology. The Chester County Library system will play an important role in ensuring that all parts of the county are provided with workforce development programs.

The Financial Stability Center model is a tremendous example of coordination along with maximizing and leveraging resources. Appropriate partners within the Financial Stability Center

will not only co-locate services, but also collaborate on the delivery of services to individuals that need more than just workforce development services.

Strategies:

- Locate a suitable location for the Financial Stability Center.
- Increase and engage partners for the Financial Stability Center.
- Research best practices for mobile- and technology-based services to reach a greater geographic area of the County.
- Outreach to partners in outer geographic areas of the County to host workforce and career development activities and workshops.

Goal A: Establish a Financial Stability Center.

Goal B: Provide workforce development services to more of Chester County by being more mobile and using additional technology.

Additional Strategies and Goals

The revitalization of the Business Services Team and the Chester County WIB's commitment to supporting the On-the-Job Training program will lend itself well to increasing engagement with business and industry. From a business engagement perspective, the Business Services Team will use the On-the-Job Training program as a tool to increase employer participation in our programs. On-the-Job Trainings provide the employer with the incentive of hiring an individual they otherwise would not hire due to limited dollars available for training new hires. OntheJob Trainings will play a vital role in assisting employers with their immediate hiring needs.

Chester County strives to deliver PA CareerLink® services to all customers through integrated service teams structured around function, not individual funding streams; this philosophy drives services delivery to all Special Population customers.

As a Local Workforce Investment Area with one of the lowest allocations in the Commonwealth, the Chester County WIB fully understands the importance of leveraging resources to ensure the needs of specific populations and sub-populations are met. Chester County's integrated cross program strategy requires the participation of key agencies that provide services to these special populations, in the planning, implementation and delivery of programs at the PA CareerLink®-Chester County. Goodwill Industries (serving the 55+ population), the Office of Vocational Rehabilitation (serving the disabled population), the County Assistance Office (serving individuals receiving public assistance), the Chester County OIC (proving literacy services on site) and Pathstone Inc. (serving migrant population) are just some of the agencies that are partners with the PA CareerLink®-Chester County and provide services on site. By having these key agencies as partners in our service delivery system, we find it is critical that all customers have equal access to all services and programs.

The Chester County WIB has an Advocacy, Communication and Education (ACE) committee, which is developing strategies and action items for the Chester County WIB so that the workforce development system maximizes the diverse talent in Chester County to meet

regional employer needs. Members of this committee represent local community service agencies, public assistance agencies, disability service agencies, financial assistance agencies, and more. These members volunteered to serve on the committee in order to ensure that the full range of employment and training programs and services delivered through the PA CareerLink®-Chester County are accessible to and will meet the needs of their typical clients.

The Chester County WIB recognizes the importance of connecting to individuals with multiple barriers to employment and low-income populations, and the need to provide transformational efforts for these populations. The benefit of the ACE committee is that the members can communicate the needs of these specific populations, such as migrant and seasonal farm workers, women and minorities, veterans, etc. and in turn the Chester County WIB can modify the delivery of services in order to connect to these populations. In order to assess the progress of the ACE committee, as well as all other WIB committees, the Chester County WIB Director released a survey to all committee members. Feedback was positive and survey results proved that committees were progressing. However, comments and suggestions were also provided that would help strengthen the results of the committees. One result of these suggestions is recruiting select members of the ACE committee's target groups serve on the committee. This is another method that can increase the diversity of representation by a variety of organizations. The Chester County WIB will collaborate with the members of all of its committees to assure that local community organizations are aware of the full range of employment and training services for low-income individuals and recipients of public assistance under the WIA Adult program.

As progress is made towards the Financial Stability Center, additional partners will be recruited and involved for that venture. Employer outreach will increase, as will outreach to and inclusion of new and more varied community partners. The Department of Community Development's role in the Decade to Doorways initiative will also open doors to the involvement of new partners in the workforce system. Additionally, each committee is targeting and reaching out to those whom they feel can contribute to the committee mission and the workforce system as a whole.

Youth

To better prepare youth for the careers of tomorrow the Chester County WIB has representation on local career and technical education advisory committees, which support industry-aligned equipment and curriculum upgrades. The Chester County WIB will leverage relationships with partners to further align adult education, job training, postsecondary education, registered apprenticeships, career advancement and supportive services with economic and community development strategies.

Focus will be specifically geared to out-of-school youth and those most at risk of dropping out, youth in and aging out of foster care, youth offenders and those at risk of court involvement, homeless and runaway youth, children of incarcerated parents, migrant youth, Indian and Native American youth, and youth with disabilities.

Ensuring that every youth has an opportunity to develop and achieve career goals through education and workforce training will be sought through the networking and partnering efforts with the five Chester County Industry Partnerships, the Chester County WIB, the Department of Children, Youth and Families, Juvenile Probation, community based organizations, and the Business Services Team. The Chester County WIB will has and will continue to serve an increased number of youth through intensified outreach efforts to offer youth, in particular at-risk and disabled youth, connection to career resources and training, wrap-around services and employment options in Chester County.

E. DESIRED OUTCOMES

In addition to the nine WIA performance Common Measures, which are found in Appendix A, the Chester County WIB has also developed additional measures for employer services. Our Business Services Team has developed a set of performance measurements, which will be reported to the WIB regularly. These measures are:

- Increase the creation of New Business Folders by 15% annually (businesses who have signed up to use the CWDS System for employment postings)
- Increase the number of New Job Orders by 10% annually (new hires documented in CWDS)
- Call-ins (applicant matches using CWDS)
- Referrals (applicants who have applied for job postings using CWDS)
- Increase the number of job seekers accessing Job Gateway in their job search by 15% annually
- Employer Market Penetration and Job Seeker Market Penetration– The WIB will work with the Business Services Team to increase their employer and job seeker penetration percentages at the rate of ½ to 1 percent increase each year. The data for this measure is provided through the PA CareerLink® Operations Reports.
- Increase in employment for people with disabilities by 12%
- Increase enrollment of disabled veterans by 20%

Additionally, our HireOne employer services contract includes the following annual benchmarks:

- HireOne staff will establish a minimum of 75 new business folders in the Commonwealth Workforce Development System (CWDS).
- HireOne staff will establish a minimum of 100 job orders and work with PA CareerLink® - Chester County staff to run and refine job matches according to employer needs with a final list of qualified candidates to employers.
- HireOne staff will document and provide data on 40 new job placements; 40% of established job orders.

Beyond the benchmarks that are programmatically defined to improve program performance, the Chester County WIB and Department of Community Development are also participating in

and subject to the performance benchmarks found within the Chester County Strategic Business Plan. The performance benchmarks are reviewed annually, and updated as needed. The Department of Community Development's activities, included in the full Strategic Business Plan, go far beyond workforce, however, workforce has an impact on all of the measures in some way.

Workforce-specific measures in the Strategic Business Plan are:

- 77% of adults who receive workforce training services will be placed into and retain employment for 6 months.
- 80% of people trained through workforce investment act services will find self-sustaining employment (based on PA Pathways Study) in Chester County
- 5% increase in the number of Chester County employers participating in workforce investment initiatives.
- 54% of participating youth who increase one grade level in math or reading
- 47% of participating youth will be placed in post-secondary education/advanced training
- 47% of participating youth who secure employment
- 5% increase in the number of low and moderate income residents who use housing, workforce development and community services

The newly negotiated performance levels, detailed in Appendix A, demonstrate that Chester County has a strong workforce system in place. The performance goals have been increased for 2012 by a significant amount due to increased success over the past few years. The performance numbers of recent years reflect the improvements Chester County has made and the increased targets for Program Year 2012 reflect Chester County's vision to continually improve our system of service.

Regional performance is tracked through the collaborative efforts of the 5 Southeastern PA Workforce Investment Areas. Currently, the only regional initiatives the Chester County WIB is participating in directly are the Industry Partnerships. The 5 regional partnerships administered in Chester County track individual performance through CWDS as required, as well as aggregate reporting for information tracking and sharing.

F. PLAN DEVELOPMENT

The Chester County WIB has a very active Board and committee structure. All committees meet on a regular basis to discuss the specific programming, Return on Investment, performance, and other issues under their jurisdiction. Information and feedback gathered from all committees have been utilized in the completion of this plan. The overarching priorities of the Board have also been incorporated.

Some examples of committee input are; WIB Director Executive Sessions with elected officials and their staff; WIB and Council for the Workforce of Tomorrow meeting discussions; pre-contracting bidders conferences for WIA Youth Service Providers; the WIB Self-Assessment

process; and feedback from regular meetings of the industry partnerships. Additional and more specific committee input is detailed throughout the plan. We are also fortunate to now have the Vice Chair of our CEO, Commissioner Kathi Cozzone, serve as a member of our Workforce Investment Board, and provide valuable input on a regular basis.

The Chester County Economic Development Council has also been instrumental in providing data obtained through employer and job seeker surveys so that we are able to better understand the needs of our most engaged populations.

The Chester County WIB was presented with the draft of this plan on September 20, 2012, five days prior to meeting. At the Chester County WIB meeting on September 26, discussion centered around the Vision, Key Priorities, Strategies, and Goals. All Board member comments were recorded for incorporation into the plan. At the September 26th meeting, the Board approved the plan in draft form, and the plan was formally approved at the November 28th meeting. At the November 28th meeting, the Board also expressed a desire to revisit the plan annually during the fourth quarter of the program year to discuss if any revisions need to be made, with a focus on accomplishments, projections, and programming changes.

The draft of the plan was made available for public comment on September 27, 2012. The public comment period ran from Thursday, September 27 through Friday, October 26. It was advertised in the Daily Local News, as well as through Chester County WIB and Department of Community Development e-newsletter announcements.

SECTION II: OPERATIONAL PLAN

A. OVERVIEW OF THE LOCAL WORKFORCE SYSTEM: STRUCTURE

The Local Workforce System

The Local Elected Official (LEO) relevant to the governance and implementation of WIA in Chester County is the three member board of Chester County Commissioners. Each January, one of the three commissioners is designated as the chairman, and then he/she is considered to be the chief elected official (CEO) for that calendar year. Additionally, as of January, 2012, Katthi Cozzone, one of the Chester County Commissioners, is a member of the Chester County WIB.

The Commissioners have been actively involved in WIA since first submitting the County's single-county workforce area designation request to the state, during the JTPA to WIA transition in December of 1998. The commissioners solicit names from local organizations as stipulated in the law, and make appropriate fixed and staggered-term appointments to the Chester County WIB. They have also executed the required Local Elected Official Agreement.

In March 2008, the Chester County Board of Commissioners signed a Resolution, committing to the development of a strategic plan which would help address the future direction of the county. Chester County has undergone major growth and rapid change over the last decade. This growth led to a decision by the Commissioners to review the government's priorities for the future. The Commissioners also set themselves a goal to increase accountability, transparency and performance in Chester County government. This strategic plan has added an additional level of accountability to the Chester County WIB and its activities, as well as deepening the relationship and sharing of information between the Chester County WIB and the Commissioners.

Since the agency that is designated to be the WIA Fiscal Agent and to provide staff support to the Chester County WIB (the Chester County Department of Community Development) is a department of county government, it is audited and monitored by the County, ensuring that it operates in compliance with all county policies and procedures.

The Chester County Department of Community Development (DCD) has been designated by the Chester County Commissioners to be the WIA Fiscal Agent and, therefore, is responsible for the safeguarding and disbursement of grant funds. Contact information for DCD is as follows:

Chester County Department of Community Development
601 Westtown Road, Suite 365
P.O. Box 2747
West Chester, PA 19380
Patrick Bokovitz, Director
Phone: 610-344-6900 Fax: 610-344-6925
Email: pbokovitz@chesco.org

An organizational chart is attached that delineates the relationship between the local agencies involved in the Workforce Development System. It shows the separation between governance and service delivery structure and is consistent with the state's LWIB Staffing Policy. The LWIB/One-Stop Partner Agreement lists PA CareerLink® contributing partners. The Council for the Workforce of Tomorrow is appointed by and reports to the WIB, and the PA CareerLink®-Chester County reports to the WIB as well.

In addition, the fact that the Chester County Department of Community Development serves not only as the WIA Fiscal Agent and staff to the WIB, but is also the County's Community Action Agency, the County's administrator of HUD Community Development Block Grant funds, and a number of other state, local, and federal funds which promote affordable housing, urban revitalization, attainment of self-sufficiency, and elimination of homelessness, provides ongoing opportunities to collaborate and promote understanding and support for these related initiatives amongst county administrators, community-based agencies, elected officials, education, and business. Community leaders are regularly invited to make presentations at WIB meetings on critical issues of interest to foster a better understanding of issues and search for strategic solutions to common problems.

The Role of the Local Workforce Investment Board

The Chester County Workforce Investment Board is a 25-member volunteer board with no separate organizational paid staff that exists outside the structure of the Fiscal Agent, as encouraged by Department of Labor and Industry Policy. It is not incorporated as a separate 501c3 entity. Its membership includes representation from all required organizations and individuals. The Board performs all functions required by statute, including but not limited to: a visionary and leadership function in which the WIB plays a leading role in developing the mission, strategy, objectives and policies of the Local Workforce Investment Area; a technical function, in which the WIB, along with key local decision makers, stakeholders and experts in various disciplines who comprise its membership, provides guidance in the development of effective and responsive workforce development programs; an oversight function in which the WIB reviews and ensures the effective operation of the local PA CareerLink®-Chester County, the efficient and proper expenditure of local WIA dollars and the monitoring of the performance of training providers of local WIA activities for adults, youth, dislocated workers and incumbent workers; a community relations function in which the WIB has developed and nurtures strong relationships with all workforce development stakeholders in the County; and a leveraging of resources function in which the WIB not only effectively uses resources under its direct control, but attempts to influence the effective use of other related funds in the area, to promote better community development, economic growth, prioritizing of services, identification of needs and barriers to workforce participation, and non-duplication of effort.

All criteria established for the appointment of local WIB members are followed. The Chester County Commissioners (CEO) solicit appropriate entities in the local area for nominations to appoint WIB members and/or fill vacancies from business, local education entities and labor organizations. All nominations must be in writing on agency letterhead to the CEO from the appropriate group. Members are appointed for fixed and staggered terms. Local Chamber of Commerce and Economic Development entities especially are asked to nominate private sector

WIB members representing the targeted industry cluster employers in the local area. An appointment/re-appointment letter is sent to the individuals confirming the appointment for a defined term. A copy of that letter is kept on file.

The Chester County WIB is comprised of 25 members. As required, there is majority representation from the private sector as well as representation from all mandatory members. The membership includes key community leaders from business, education, labor, economic development, community-based organizations and the public sector, working together to address key workforce issues. A membership matrix is maintained to ensure diversity in the industries represented by private sector board members.

The Chester County WIB has adopted the same Conflict of Interest Code that was developed by the State WIB for its membership, and has incorporated that policy into its by-laws. All WIB and Council for the Workforce of Tomorrow members are required to sign a Conflict of Interest Code Form upon appointment and the signed form is maintained at the WIB office, and is available for review by the Department of Labor and Industry's Bureau of Workforce Development staff. WIB members also complete the Financial Disclosure Form annually, as required by the State. In general, a WIB or Council for the Workforce of Tomorrow member must advise the WIB of any potential conflict of interest and must recuse himself/herself from any Board duties when the matter is before the Board.

The Chester County WIB has implemented an annual evaluation survey, which allows Board members to provide feedback, both on how they perceive their level of participation, as well as how the Board functions and fulfills its mission. The results of the first annual survey will be presented to the Board in September of 2012 and Board meeting and committee activities will be designed and updated to address member any member concerns or requests. Annual conduction of this survey will allow the Board and staff to ensure the Chester County WIB is doing the best job it can in the most effective manner.

The Chester County WIB currently has nine active committees, all of which are chaired by a Board member. All committees meet regularly, with a minimum of one meeting between full Board meetings. In addition to the nine committees, the PA CareerLink® Operators/Partners consortium provides reports to the Board at every full meeting. The committees are as follows;

- **Advocacy, Communication, and Education:** This committee is dedicated to helping the workforce of Chester County reach financial self-sufficiency, and to ensuring that "disadvantaged" populations in Chester County are included in and benefit from WIB initiatives. This group works closely with the EARN and Work Ready programs, as well as the Department of Community Development Community Services Team.
- **Budget:** This group monitors the WIB's budget, including allocation recommendations and spend-down levels, and recommends cost-saving measures whenever possible.

- **Employer Engagement Committee:** This group provides connections, brokering, and coaching to the BST staff in order to improve employer engagement and satisfaction and further the goals of the Board.
- **Council for the Workforce of Tomorrow:** The CWT, formerly the Youth Council, is charged with overseeing all workforce programming for youth. They have a separate oversight and governance structure and report to and make recommendations for the Board.
- **Executive Committee:** This group sets the vision and agenda for the Board. It is composed of the Executive Director, Chair, Vice Chair, and two members of the private sector.
- **Governance Committee:** The purpose of the governance committee is to assist the Board by; keeping the Board informed of current best practices in corporate governance, reviewing governance trends for their applicability to the Board, updating the Chester County WIB's governance principles and governance practices, and advising those responsible for appointing member to the Board on the skills, qualities, and experiences necessary to be effective.
- **Industry Partnerships:** This group reports to the Board on the activities of the Industry Partnerships currently funded by the state through the CCWIB, as well as regional Industry Partnership activities.
- **Marketing, Data, and Outreach:** This group handles marketing and outreach for both CCWIB and PA CareerLink® – Chester County initiatives and is charged with implementing a marketing plan. Additionally, the MDO committee is responsible for the dissemination of data to Board members and the community at large.
- **Training & Quality Assurance:** This group oversees and discusses issues related to WIA programming for the Title I Adult, Dislocated Worker, and Rapid Response funding streams. The TQA focuses its efforts on services for job seekers. Primary responsibilities include: issues related to the Individual Training Account policy, Workforce Investment Act Performance Measures, accurate tracking and accountability of WIA clients, and the facilitation of program monitoring.

A function taken on by the Board that is not specifically required by statute is the annual participation in the evaluation and the provision of support letters for the PA Department of Community and Economic Development's WEDnet grant program. The WEDnet program trains Incumbent Workers in basic skills and information technology topics. The Chester County WIB meets with the three local WEDnet educational entities (Cheyney University, Delaware County Community College and West Chester University) that administer funds in our area, to ensure that WEDnet awards made to Chester County businesses and industries are in alignment and compatible with other workforce development priorities in the area.

Chester County WIB members also serve on various career and technical education committees and advisory groups, such as the Carl D. Perkins Consortium, the Chester County Tech-Prep Consortium, the School to Careers Committee and the Local Management Committee for the

EARN program, which all help to coordinate and guide the investment of non-WIA funds into the region's high priority occupational areas.

In addition, the fact that the Chester County Department of Community Development serves not only as the WIA Fiscal Agent and staff to the WIB Board, but is also the County's Community Action Agency, the County's administrator of HUD Community Development Block Grant funds, and a number of other state, local, and federal funds which promote affordable housing, urban revitalization, attainment of self-sufficiency, and elimination of homelessness, provides ongoing opportunities to collaborate and promote understanding and support for these related initiatives amongst county administrators, community-based agencies, elected officials, education, and business. Community leaders are regularly invited to make presentations at WIB meetings on critical issues of interest to foster a better understanding of issues and search for strategic solutions to common problems.

Chester County WIB meetings and information regarding Board activities are made accessible to the public. Each year, the Chester County WIB adopts a meeting schedule, which is shared with our partners and posted online. Chester County WIB meetings are open to the public and advertised in advance in the County's local newspaper, *The Daily Local News*, and on the Department of Community Development's website: www.chesco.org/ccdcd. Meetings are held in locations accessible to persons with a disability. Accommodations are made upon request to enable a person with a disability to participate in the meeting. Meeting minutes, handouts, and other information is placed on the Chester County WIB's website. To ensure timely, open and effective sharing of information, all WIB meetings are held in compliance with the Sunshine Act.

Recently, the Chester County WIB's e-newsletter "Workforce Developments," along with the Department of Community Development's e-newsletter "Community Developments," won the 2012 County Commissioners Association of Pennsylvania Award for Electronic Newsletter of the Year. The e-newsletter is used to communicate brief updates and announcements to over 1,000 partners and members of the general public, on a regular and as-needed basis.

The Chester County WIB also benefits from membership in state and national professional organizations such as PA Partners, the PA WIB Association, the National Association of Workforce Boards, the National Association of Counties, the National Association of Workforce Development Professionals, and the Community Action Association of PA, which helps in the sharing of information on critical issues.

The Youth Council

The Council for the Workforce of Tomorrow is a participant in the statewide system of youth workforce preparation in Pennsylvania. The Council is committed to enhancing workforce preparation opportunities for Chester County youth. It is the mission of the Chester County Council for the Workforce of Tomorrow (CWT) to facilitate a workforce development system designed to provide youth with access to opportunities for educational enrichment and career exploration. The Chester County CWT supports youth during the dynamic transition from adolescence to adulthood through the provision of services offering academic, career, and post-

secondary preparation; and leadership training. In order to facilitate the mission, the Chester County CWT collaborates with many organizations throughout the County to achieve the best outcomes for the youth enrolled in our programs.

The Chester County CWT facilitates collaboration between employers and educators to maximize the alignment between identified employer needs and education mandates and needs. (Experiential learning opportunities, apprenticeships, internships, job shadowing, service learning and volunteerism). The Chester County CWT works with educators and employers to develop, communicate, and assist with the transition from education to careers.

In Chester County, the CWT is regarded as a committee of the WIB. The CWT Chair is present at all WIB Meetings to report on youth activities and recommendations. Many organizations represented on the WIB, such as the Chester County Intermediate Unit and Chester County Opportunities Industrialization Center, are also represented on the CWT, though not always by the same member.

PA CareerLink® Operator

The current local PA CareerLink® operator was selected under the consortium model option of three or more of the mandated WIA partners, and consists of the Department of Labor and Industry, Veterans Services, Office of Vocational Rehabilitation, and the Department of Public Welfare. This option was selected at the institution of WIA and approved by the WIB. While there are no anticipated changes to the operator, any change would be voted on by the consortium if needed. Future selection of the operator will take into consideration the success of this consortium model, performance reviews by the WIB, customer satisfaction reports, partner commitments and systems development.

The operator of the PA CareerLink®-Chester County is a consortium of the following mandated WIA partners (only three are needed to qualify under the consortium model). These are: Bureau of Workforce Development Partnership (BWDP), Veteran Services, the Office of Vocational Rehabilitation, the Chester County Department of Public Assistance, Chester County department of Community Development and the State Dislocated Worker Rapid Response Unit. Other contributing partners are not part of the operating consortium.

The PA CareerLink® – Chester County partnership enjoys both agency and individual partnering experience over the past twenty years. The current management of the Operating Consortia, as well as the other partners, have known and worked with one another over that time frame first as operations staff and now as management.

The PA CareerLink®-Chester County has formed a management committee comprised of the four main Operators; i.e., Bureau of Workforce Development Partnership, Office of Vocational Rehabilitation, County Assistance Office and DCD. Management/Supervisors from this group provide leadership to the various staff housed in the PA CareerLink® office through the PA CareerLink® Administrator, who is responsible for the daily operation of the office.

Mandated Partners:

- Programs under Title I WIA: full time staff paid by Title I WIA funds will be at the PA CareerLink® - Chester County site every day to assist adults, dislocated workers and youth in receiving WIA services. A Job Corps representative uses the PA CareerLink® site as a recruitment and meeting center.
- Wagner-Peyser Act Program: full time Bureau of Workforce Development Partnership staff is located at the site to provide core and some intensive services.
- Programs authorized under Title I of the Rehabilitation Act of 1973: full time staff of Office of Vocational Rehabilitation is located at the site.
- Activities under Title V of the Older American's Act: part time staff is located at the site
- Veterans Services: full time staff is located at the site with outreach on a weekly basis at the local Veterans Administration Medical Center.
- Unemployment Compensation: one courtesy telephone with a direct "dial down" to the UCSC is provided along with an internet connected pc provided for electronic filing;
- Title II of WIA (Adult Education): literacy and GED classes are provided on site.

Optional Partners:

- The Department of Public Welfare: part time staff providing information on how to access their services.
- Economic Development: the county's Economic Development Agency coordinates the HireOne program with the Business Services Team.

The local PA CareerLink® partnership addresses the needs of dislocated workers, low income individuals such as public assistance recipients, women, minorities, individual training for non-traditional employment, veterans and individuals with multiple barriers to employment (including older individuals, people with limited English speaking ability and people with disabilities) through the collective resources of the partner agencies and a referral network of community services.

The One-Stop Operator is responsible for implementation and operation of Chester County's PA CareerLink® System. The management committee is comprised of all required partners and other eligible/interested partners.

The key responsibilities of the One-Stop Operator include:

- identifying and evaluating customers needs;
- approving services and delivery;
- establishing local operational policies;
- oversight of site operation;
- coordination of delivery of employer services;
- staff capacity building;
- continuing charting activity

The Chester County Title I Adult and Dislocated Worker Contractors have been grandfathered from JTPA. They are county staff and report directly to the PA CareerLink® Site Administrator and Consortium. While they are Employees of the County of Chester, they do not fall under the organization chart of the Department of Community Development.

The Chester County Title I Youth Contractor is selected by a Request For Proposal Process. A timeline is developed, and program requirements, performance, and objectives are established among key stakeholders. These objectives are included in the RFP guidance and instructions. A Bidders Conference may take place once the RFP is released to the public. During the Bidder's conference, an RFP overview is given to all attendees; questions are documented and posted on the WIB website for all to review.

An evaluation team is selected and the team meets to evaluate and score all proposals received. Declination and Award letters are generated and sent to the proposers. Awarded providers attend a pre-contract meeting to discuss the feedback from given by the evaluation team, and a schedule for contract execution is provided to the contractor.

Organization

The Chester County Workforce Investment Board is responsible for administrative oversight of activities and programs funded by WIA, Title 1 Youth, Title 1 Adult and Dislocated Worker programs; these share the same system of record, CWDS, to capture, track and report participant data, personnel and administrative oversight. The accountability structure helps to ensure that the goals and policies of integrated service delivery are aligned both at the state, federal and local regulations. As the fiscal agent, we assure the streamlining of services of the Workforce Investment Act. The LWIB annually develops a strategic investment strategy on how WIA funds are to be allocated and disbursed. Proposals are taken into consideration, scored and presented to the LWIB for consideration annually. The budget is developed based on the Resource Sharing Agreement for the PA CareerLink® - Chester County, Indirect Costs levied by the County of Chester, personnel and infrastructure costs. The remaining program dollars are allocated based on a Request for Proposal system and allocations for Individual Training Accounts and On the Job Trainings. This process is overseen by the Budget Committee of the Workforce Investment Board and executed by the Fiscal Team of the Department of Community Development. Costs are allocated to individual grants based on purpose for actual expense.

The infrastructure supports staff to the WIB, procurement of services for participants needing employment and training services and activities that support the overall state mandatory delivery of services.

Regional Activities

In 2007 the five Executive Directors of Workforce Investment Boards in the Southeast decided to form a Regional Collaborative that would enable them to develop regional plans for fund raising, services to employers, services to job seekers, analyze WIA training investments and share resources where possible. The Regional Collaborative is managed by a Regional Director who implements the program priorities established by the Executive Directors. The Regional

Collaborative meets monthly to discuss the performance of those projects. The Regional Collaborative also gives the Executive Directors a forum to discuss best practices and strategies to be more efficient with decreasing resources.

The accomplishments of the Regional Collaborative include increased funding for pilot projects in the Southeast Region (MOST Program), a coordinated approach to implementing Industry Partnerships, an analysis of Individual Training Accounts and a vehicle to apply for National Emergency Grants and Rapid Response funds for dislocated workers. The Regional Collaborative is committed to continuing this innovative approach to developing regional strategies and researching best practices. The work product of the Regional Collaborative has resulted in better investment decisions for training (which ITA programs are most successful, utilizing funds for OJT programs), more employer engagement in Industry Partnerships and more federal and state funding for dislocated workers.

As resources continue to be constrained, the Regional Collaborative will play a critical role in implementing the integration of EARN and PA CareerLink® services. The review of best practices across the Southeast Region will help local WIB Executive Directors make appropriate decisions for their various customers.

Communication & Implementation

Strategic direction and performance goals are communicated primarily through our committee structure, as well as the frequent sharing of information via email. Committees usually meet monthly and are required to meet at least once between Board meetings. Communication through the committee structure travels in both directions, with direction and goals communicated down to workgroups and front line staff, and suggestions, performance and progress reports communicated back up to the Board. The PA CareerLink® Operators/Partners consortium is especially key in communicating Board direction to all partners involved with programming at the PA CareerLink® - Chester County.

To ensure connection to the above WIB-created vision, mission, goals and objectives the PA CareerLink®-Chester County will provide quality testing, assessment and case management services to job seeker customers. The goal is to maximize their placement into appropriate employment and training programs. This approach will also be applied to employer customers to ensure continuing workforce development to meet their current and future needs. This will also ensure the continued economic development of Chester County.

Intensive services are delivered to customers based on identified needs either through self-referral, staff assessment or program based eligibility. Currently, intensive services are measured by individual partner agencies with informal lines of communication among staff, the means for sharing common information. The local partnership will develop a more PA CareerLink® based measurement tool within the next year. The driving force will be to develop a more pro-active customer demand driven approach to identify, deliver and measure the success of the various intensive services we offer. This improved outcome measurement will allow better responsiveness to the changing needs of the employer and improve alignment

with the Chester County WIB's goals. The Business Services Team will communicate employers' current and future workforce needs to all Partners with feedback to identify effectiveness. Currently the PA CareerLink® offers a customized Job Search Workshop for professional level job seekers. The program has resulted in over 700 individuals obtaining employment, through this workshop, annually for the past several years. Chester County has traditionally received the lowest amount of WIA training funds in the Commonwealth. This is based on the application of the funding formula to our local economic conditions. Due to this low funding level, we have historically funded only high growth occupational skills training. PA CareerLink®-Chester County requires that customers requesting training funds research, visit, and report on a minimum of three training providers. This process weeds out the customer who is not truly interested in success.

The WIB exercises oversight responsibilities over the PA CareerLink® -Chester County system, the expenditure of WIA dollars and other mandated WIA-related activities. The WIB also provides oversight and support to various Workforce Development Initiatives, including:

- Formula-funded WIA initiatives for Economically Disadvantaged and Dislocated Workers; and
- Industry Partnership and Incumbent Worker Training Activities; and
- WIA Youth Programs
- Department of Public Welfare (DPW) Programs

The Chester County Department of Community Development (DCD) is the administrative entity and fiscal agent for Workforce Investment Act and Department of Public Welfare funded activities in Chester County. The DCD, acting as staff to the Workforce Investment Board (WIB), will be responsible for the monitoring and oversight of all activities/programs during their period of program operation.

The DCD has developed a written monitoring/oversight format that includes supporting documentation for all WIA-funded programs and activities. Specific monitoring tools have been developed for each type of program and are available upon request.

Monitoring Reports and results will be made available to the WIB and its subcommittees to assist with strategic planning efforts. These reports will enable the WIB and Youth Council to assess provider compliance, plan future technical assistance activities and adjust local policies to reflect emerging economic conditions and opportunities in Chester County. In addition, monitoring reports will be made available for State and Federal review. Upon request, monitoring reports will also be made available to providers at the conclusion of monitoring.

All Monitoring Tools are considered a *Work in Progress*. Enhancements will be made on an as-needed basis and will be reviewed by the Training and Quality Assurance Subcommittee of the WIB prior to WIB approval.

Currently, monitoring tools for all providers will include;

- *Risk Assessment Analysis*, which shows the vendor's classification as High or Low Risk
- *Desk Review Questionnaire*, which is to be completed prior to the monitoring visit and includes such information as the amount of the contract, insurance certificates, and enrollment levels.
- *Interview Topic Guide*, which is to be completed during the monitoring visit and includes questions for the Provider, as well as information regarding a tour of the facility.
- *Deficiencies/Corrective Action Summary*, summary page listing any deficiencies found by the monitor, a corrective action plan, and a timeframe for implementation of those corrective actions.

At minimum, all sub recipients must be monitored for compliance according to the Risk Assessment Policy. Included in each monitoring report should be:

- Fiscal and Procurement
- Administrative and Programmatic Accountability
- Compliance with contract provisions
- Compliance with EEO requirements
- Compliance with ADA requirements

The Chester County Workforce Investment Board (WIB) will conduct oversight of the PA CareerLink®-Chester County and has designated WIB staff to perform that function. /The LWIB staff's charges include; becoming and remaining familiar with products and services offered through the PA CareerLink® -Chester County and system of satellite sites; monitoring the progress of One-Stop Service Plan and it's relationship to the WIB's Strategic Plan; tracking employer and job seeker usage of PA CareerLink®-Chester County, performance metrics; and making recommendations for changes or improvements.

B. OPERATING SYSTEMS AND POLICIES: SERVICE DELIVERY SYSTEM

There is one, comprehensive, full service PA CareerLink® site chartered in Chester County, located at 250 E. Harmony Street in Coatesville, PA. The building is a state General Services Administration-owned building and was the physical site of the former Chester County Job Center. The current PA CareerLink® Chester County Site Administrator is Walter Urban, Jr. and the current PA CareerLink® Supervisor is John Brunken. A network of Points of Access to the PA CareerLink® system enhances it across the County. A PA CareerLink® Quality Review Self-Assessment of this site was completed in June 2005, and can be provided upon request. There is an approved Combined Business Plan Agreement, a Resource Sharing Agreement, and an approved ADA assessment of this site. The PA CareerLink® site is well known in the community and is easily accessible to all residents.

The Chester County WIB will assess the effectiveness of the PA CareerLink®-Chester County by completing an annual Quality Assurance and Oversight/Monitoring report. This report will examine issues regarding: Partnership Leadership, Information and Analysis, HR Development and Management, Process Management, Business Results, Customer Focus and Satisfaction and ADA Requirements. Any areas of improvement or deficiencies that are noted are cited in

this annual report and the PA CareerLink® must provide a corrective action plan within a designated time period.

The effectiveness of the PA CareerLink® is also assessed on an ongoing basis by the Operating Consortium and local partnership. Bi-monthly partner meetings are held to discuss issues related to the infrastructure of the facility, PA CareerLink® programming, and customer satisfaction. These meetings are critical in that they allow the members of the partnership to discuss and recommend ideas for continuous improvement.

The PA CareerLink®-Chester County Partners and Operating Consortium meet on a bi-monthly basis to discuss issues surrounding the effectiveness and delivery of services to job seekers and employers. They continuously evaluate workshop attendance, foot traffic and customer surveys to understand the need and interest of various programming (workshops, office hours, etc.).

PA CareerLink®-Chester County is also an active member of the Chester County WIB's HireOne Initiative and actively participates on the job seeker and employer committees. Through the HireOne initiative, job seekers are surveyed to determine the demographics of the Unemployed and Underemployed in Chester County. Information related to education status, age, industry worked in, occupation, wage levels and information surrounding workshop needs is assembled and shared with HireOne board members to better understand the needs of job seekers.

Training and employment activities through the PA CareerLink® - Chester County, are provided in a variety of ways. In addition to the Individual Training Account (ITA) process, On the Job Training is offered. As an intensive service, a full complement of workshops is offered on a monthly basis, from resume writing to social networking in the job search, to basic computer skills. A special 3-part workshop is the Employment Essentials workshop, which packages a variety of skills needed to find, apply for, and obtain employment, as well as technical assistance and a job search component.

A referral network to community services is available at PA CareerLink®. The Community Service Council has developed a service provider resource reference, which is used by staff. The County also has a web-based resource listing. The local area believes that workforce development activities should be part of a comprehensive approach, which minimizes duplication of effort and is responsive to the needs of local employers. Maximum advantage will be taken of the linkages to local economic development initiatives, which ultimately create job opportunities for PA CareerLink® customers. The PA CareerLink® system will help eliminate barriers to employment and assist all customers in becoming self-sufficient. Core, intensive and training services will assist in this transition, to the extent each is needed and available.

Seamless Delivery and Operational Collaboration

It is the goal of the local PA CareerLink® system to integrate the services of both federally mandated partners and optional partners into a seamless delivery system in order to better meet the needs of both employers and job seekers. Some partners will provide a full range of

services and be physically located at the comprehensive PA CareerLink®. Others are linked electronically to provide easy access to information so clients can be referred to the right location to obtain the comprehensive services that they need. The following are examples, but not a comprehensive list, of how these services will be provided. Any new partners will be added via the approval of the investor partners and operating consortium. Revised cost allocations or facilities operating agreements will be completed as necessary.

- Workforce Investment Act Programs for adults, youth and dislocated workers... full-time staff paid by Title I funds are on-site every day to provide core and intensive services, plus referral to training operators/programs.
- Wagner-Peyser Act Program...full-time BWPD staff is on-site every day to provide core and intensive services.
- Title I of Rehabilitation Act of 1973...full-time staff from the Office of Vocational Rehabilitation are on-site every day.
- Title V of the Older Americans Act...part time staff person is located at the Site. Area Agency on Aging also provides funding assistance for a greeter position.
- Carl Perkins Act...information and electronic linkages are provided to the vocational education system.
- Veterans Employment Services...full-time staff is located at the site with weekly outreach also at the local Veteran's Administration Medical Center.
- Federally-funded Adult Education and Literacy Programs...local education agency provides adult education and literacy activities on-site at PA CareerLink® with its own staff.
- Unemployment Compensation...one courtesy telephone with a direct dial down to the U.C. Call Center are provided for clients.
- Community Development Block Grant (CDBG) and Housing and Urban Development (HUD) employment and training activities...the County agency that administers these funds is a PA CareerLink®-Chester County partner. Information on CDBG and HUD employment and training activities will be available on-site.

To address issues as it relates to seamless delivery of services to employers and job seekers and to continuously improve operational collaboration of WIA activities and programs, PA CareerLink®-Chester County partner staff participate in bi-monthly Information and Coordination meetings for the purposes of sharing information regarding partner initiatives, programs, workshops and organization offerings. The core purpose of these meetings is to further develop the partnership among partner staff and to ensure seamless delivery of services to job seekers and employers. Meeting have included information sharing on various initiatives including GED/ABE/ESL programming, informational sessions on education and family savings programs, disability awareness training, updates from Labor and Industry staff on recent/new job postings.

These ICM meetings have played a crucial role in both educating and updating partner staff on various programming. This has lent itself well to ensuring seamless referral of customers to partner services.

PA CareerLink®-Chester County also administers an electronic newsletter and communicates to both job seekers and employers regularly information regarding job postings, job fairs, employer workshops and employer services to ensure access to programs.

WIA and PA CareerLink® - Chester County staff also participate on the WIB's ACE Committee (Accountability, Communication and Education Committee). The goal of the ACE Committee is to ensure that those most in need of services receive them in the most effective and efficient way possible.

Funding from the Adult, Dislocated Worker, and Rapid Response streams will support strategies such as; increasing the number of job fairs and networking events, increasing the offerings of Employment Essentials, targeting training programs, and developing a tracking system, resource list, and partner database. Funding from the Youth stream will support the strategies found under the "Future Workforce" priority. Costs are allocated to individual grants based on purpose for actual expense.

The Chester County WIB's vision directs investment in services for youth, job seekers, and employers. Partnerships are promoted regionally and at the county level to ensure all aspects of the current and future workforce are served in alignment with that vision. The following resources and programs are drawn on to that end;

- *Employment and Training activities carried out under the Community Services Block Grant Act*
As the local Community Action Agency, the Chester County Department of Community Development, which also serves as staff to the Chester County WIB, is in a unique position to ensure cooperation and integration of services. Among CSBG programs working with workforce development are the Chester County OIC's Certified Nurse Aide training program and the Preparing for Independence Program, which is a work readiness and support program primarily targeting the homeless population of the county.

- *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.

- *Programs authorized under State unemployment compensation laws*

BWDP operates programs authorized under the State Unemployment Compensation laws. Services include the Profile Re-Employment Program (PREP) and Re-Employment Assessment (REA) orientations, dissemination of information on the State Unemployment Compensation Law, 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. Chester County OIC has a presence throughout the county to ensure the delivery of high-quality literacy services and GED preparation.

- *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. The Department of Community Development receives funding from HUD and ensures communication, sharing of information, and availability of services throughout the county.

- *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 persons with disabilities.

- *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 Goodwill and Pathstone, Inc. These services are targeted to seniors in partnership with 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® system. The Technical College High School's three campuses and Delaware County Community College are the Carl D. Perkins entities in Chester County. Both are represented on the Workforce Investment Board and PA CareerLink® - Chester County Operators/Partners and WIB staff are members of the Perkins committees for both entities.

- *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 County Assistance Office currently co-locates staff at the PA CareerLink® - Chester County on a part-time basis.

- *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.

Rapid Response

Staff from PA CareerLink®-Chester County coordinates with the PA Dept of Labor & Industry (L&I) Rapid Response Coordination Services Regional Representative in addressing the needs of employers and employees when there is a major business closing or reduction in workforce.

PA CareerLink® - Chester County staff accommodate the Rapid Response Regional Representative at all Rapid Response events and provide an overview of local PA CareerLink® - Chester County services to customers affected by dislocation. When necessary, the Chester County WIB pays the cost of the meeting facilities, refreshments, copying, etc.

Information from Rapid Response sessions is used in preparing grant applications for discretionary Rapid Response funds. Rapid Response staff regularly attends PA CareerLink® Partners meetings and WIB meetings to share information on Rapid Response activity. Participation by Rapid Response staff is critical in various meetings to ensure that the WIB is continuously evaluating whether its programs are meeting the needs of both the employer community and our job seekers.

C. OPERATING SYSTEMS AND POLICIES: BUSINESS SERVICES

The Business Services Team (BST) unites PA CareerLink® - Chester County staff and contracted direct service providers to coordinate and share outreach and services to local employers. The Business Services Team consists of local PA CareerLink® staff including Veteran and OVR staff, EARN and Youth One-Stop, EDSI's Job Locator, and members of HireOne task force. These staff members are responsible for business outreach and direct service to employers and meet frequently to discuss updates, avoid duplication of outreach, and plan for upcoming employer activities. The BST is overseen by the local PA CareerLink® administrator, and the PA CareerLink® BWDP Program Supervisor. Despite the different agencies comprising the BST, the goal of the Business Services Team is to deliver PA CareerLink® - Chester County services, not individual agency services to the employer customer.

The team meets on a regular basis to coordinate which employers to visit based on the WIB's strategic plan of serving high growth occupation based employers, discuss results of the visits, share those results among the BST and other appropriate staff housed in the PA CareerLink® - Chester County office, ensure proper services are offered and delivered with follow-up performed to ensure customer satisfaction. Another goal of the Business Services team is to deliver PA CareerLink® - Chester County services, not individual agency services to the employer customer. Business customers are interested in long term workforce development services while our employer customers have more immediate needs. The distinction between "business services" and "employer services" is subtle but an important one.

Our BST provides the outreach services to employers to discuss their short and long term needs, assist with developing services to meet those needs and then meet with staff to share that information. The PA CareerLink® BST staff provide direct services to all employers to meet the county's workforce development objectives.

Communication between the Chester County Workforce Investment Board and the Business Services Team is done through the Employer Engagement Committee of the Board. This committee includes members of the private sector and the Chester County Chamber of Business and Industry, as well as the PA CareerLink® Administrator, in order to communicate the priorities of the Board and the needs and opinions of engaged members of the local business community to the BST. The goal of the Employer Engagement committee is to provide connections, brokering, and coaching to the BST staff in order to improve employer engagement and satisfaction and further the goals of the Board.

Due to limited staff at the PA CareerLink® - Chester County, the Chester County Workforce Investment Board feels that business services has not received the attention it needs in recent program years. To that end, the Board has contracted with the Chester County Economic Development Council to implement the HireOne program. The HireOne program was initially designed to convince business "champions" to either hire one person or reduce an anticipated layoff by one position. Through those efforts, HireOne has grown into an entity which provides a large portion of initial outreach to Chester County and regional businesses. Once HireOne has determined the needs of a local business and informed the business of the services available through the PA CareerLink® - Chester County, that business is then referred to the Business Services Team for direct service. Additionally, the Board has contracted with EDSI to provide a staff member to work as a liaison between the BST and the job seekers to place more participants directly into a job.

The Hire One initiative of the WIB is to assist with employer outreach and connect employers to the PA CareerLink® - Chester County system. The Industry Partnership meetings also involve employer outreach and work in coordination with the Hire One partnering employers who are a part of the Hire One taskforce. Industry Partnerships ensure that those employers in targeted sectors are engaged with the PA CareerLink® system. All Industry Partnership employers are required to register in CWDS and are assigned a staff liaison at the PA CareerLink® in order to assist with additional services. This ensures that employers in targeted sectors are actively

engaged with the PA CareerLink® system. Targeted sectors within Chester County include healthcare, bioscience, smart energy, technology, and agriculture. There is also a local initiative, separate from the Industry Partnerships, which focuses on manufacturing and is following the same model of PA CareerLink® engagement and referral.

Our local WIB has partnered with neighboring WIBs in several training projects, such as advanced manufacturing, involving multiple employers from the region with shared job skill requirements. The PA CareerLink® - Chester County's involvement is to recruit new workers to fill vacancies based on the advancement of the incumbent worker's training or new hires requiring advance worker training to effectively use new technology.

Presentations are given regularly by BST staff to local professional service organizations, such as the Chester County Chamber of Business and Industry. This introduces employers from a variety of sectors to the services available to them through the PA CareerLink®. Presentations have also been given to local educators, introducing them to the services available to both employers and job seekers and connecting educators to engaged employers for job shadowing opportunities and industry information. In this way, the Chester County WIB connects various partners. Trade organizations are engaged through representation on the Workforce Investment Board (AFSME, IBEW) as well as through the Industry Partnerships.

The PA CareerLink®-Chester County office has a history of providing customized workforce development and recruitment for local business customers. It is the exclusive, initial entry point for all job seekers for Pepperidge Farm and Mittal Steel and have partnered with Berks County to recruit for Carpenter Tech. It has provided onsite recruitment for numerous employers throughout Chester County and provide assessment testing, such as the TABE, for specific employers. PA CareerLink®-Chester County has partnered with the Chester County Chamber of Business and Industry to meet new employers in Chester County and the Chester County Economic Development Council to both recruit and retain a diverse business population. They also have assigned specific staff to provide exclusive services to individual business customers. The client companies then have one staff person to act as their single point of contact for all services.

Members of the BST use various web sites, employer relationships and participant knowledge to identify local employers who employ those critical occupations, coordinate visits to those employers, share the information and develop services to sell based on that local market research. The goal of this integrated approach is improved employer market penetration as measured on the PA CareerLink® - Chester County Operations Report.

The PA CareerLink®-Chester County's goal is to provide a full range of economic and workforce development services through our partnering agencies to meet the needs of our employer customer. The PA CareerLink®-Chester County office offers on-site recruitment services to all employers at no charge. The employer may use desk/office space, telephone, fax and copier as well as pre-screening services from staff. A comprehensive calendar is kept on the supervisor's desk with access for all to schedule employers. This process has prevented employer conflicts and overlap, providing quality service to both the employer and the job seeker. They have also

used staff from other PA CareerLink® offices as needed; such as bi-lingual staff to assist with mushroom industry workers. Partners have assisted with space and staff to conduct specialized recruitment, job fairs and Job Search Workshops.

The Business Service Team assists the employer community through first identifying their needs, developing services to meet those needs then revisiting the employers as a sales team to offer the required services. These services may include On-the-Job Training, Keystone Works, Veterans services, and OVR services. Skill shortages may be addressed through OJT, ITA offerings, and customized job training. The BST facilitates conversations with business partners regarding services that may assist them in achieving the fulfillment of their needs.

Employer customers are provided with technical assistance and trained to use the CWDS so that they can more efficiently accomplish their workforce objectives.

Industry-recognized credentialing is an integral part of all workforce services within Chester County, especially Industry Partnership and Youth services. Incumbent worker trainings through the Industry Partnerships require a certification or credential. Our youth program, through outreach to employers done through their own staff and shared in the forum of the BST, has incorporated a number of industry-recognized credentials into its offerings. These credentials include; Certified Nurse Aide, Phlebotomy, Home Health Aide, the National Retail Foundation's Customer Service Certificate, the ServSafe certification, and Microsoft Digital Literacy certification. All certification programs offered by the WIA youth program are in response to employer demand discovered and shared through the BST.

Over the last few years, the Business Services Team has provided meaningful customized service delivery to local employers. In two examples, the service delivery and collaboration was exceptionally strong.

First, the Business Services Team partnered with the Marriott Hotel in Coatesville on screening applicants to fill approximately 30 full time positions within the hotel. The Business Services Team's involvement was especially important since the City officials wanted city residents to have an opportunity to fill the positions. Thru the good work of the Business Services Team, Marriott used the PA CareerLink® facility and CWDS to screen and ultimately select candidates for the hotel's open positions. At the end of the hire-up , Marriott had hired around 50% of their new employees with Coatesville addresses.

In another example, the Business Services Team partnered with a local manufacturer – RV Industries and a national training provider - MOST to offer a two week on-the-job training program, which led to nine dislocated workers being trained and hired by RV Industries. The Business Services Team coordinated the screening of hundreds of candidates for RV Industries to select nine individuals that participated in the two-week training and all of these nine individuals were hired after the two week training.

Services for business and employer customers:

Core Services:

- Listing of job orders on the Commonwealth Workforce Development System (CWDS)
- Technical assistance with the use of CWDS
- Provision of information and/or referral to community resources
- Labor Market Information
- Recruitment and maintenance of a qualified applicant base
- Basic skills testing
- Information on hiring incentives and training resources
- Foreign Labor certification
- Maintenance of Equal Opportunity hiring efforts
- Rapid response services as appropriate
- Federal Bonding information

Intensive Services

- Applicant search by pre-screening of job seekers
- Assistance in identifying appropriate training resources
- Job Development, subsidized employment and post-placement follow-up
- Customized recruitment
- Job Fairs
- Veteran Job Fairs
- Recruitment/Interview space
- Desk/office space, telephone, fax and copier at the PA CareerLink® - Chester County Office
- Staff assisted on-site recruitment services
- Advertisements in local newspapers, professional publications
- Employer support for WOTC and EIC tax credit programs
- Employer support for export-import issues

Training Services:

- WEDNet
- Employee advancement training for incumbent workers and
- Training services for new workers
- H1-B grant funded training for specific occupations

The local oversight model for Workforce Investment Act funds allows areas to prioritize funding and programs based on the needs of job seekers and employers in their region. With those needs in mind, the Chester County Workforce Investment Board provides the following programs.

Workshops

PA CareerLink® - Chester County offers a variety of workshops daily to demonstrate to job seekers skills they need to succeed as they compete in the job market. Workshops are free of

charge, but advance registration is required of all attendees. Workshops have also played a critical role in providing employers with the information and skills they need in today's workforce environment.

On the Job Training Grants

This program is available for employers, will reimburse 50% of an eligible new hire's salary while they are trained to fill any skill gaps.

Job Fairs

Job fairs are hosted both for the general public as well as for specific populations, including Veteran Job Fairs and Job Fairs for People with Disabilities.

Rapid Response Services

These services are targeted to industries or employers experiencing mass layoffs.

Business Services

Business Services include, but are not limited to; outreach to local employers to determine skill gaps, staffing needs, assessments, applicant pre-screenings, job postings and job match services, and customized services.

Other Services

In addition to the services listed above, the PA CareerLink®-Chester County offers several other services through the cooperative partnership that exists on-site at 250 E. Harmony Street in Coatesville. These services also play an instrumental role in preparing individuals for employment:

- Literacy Skills and GED Preparation
- Career Counseling Services
- Employment and Re-Employment Services for Veterans
- Career Counseling for Individuals with Disabilities
- Job Placement Services for Older Workers 55+
- Job Corps Orientation
- Industry Partnership and Incumbent Worker Training Activities

The Workforce Investment Board, through its Training and Quality Assurance and Employer Engagement Committees, conducts frequent monitoring and oversight of all Business Service Team activities. Activity reports are submitted and reviewed on a regular basis, and monitoring reports are completed per the WIB's Oversight and Monitoring Policy. The Training and Quality Assurance and Employer Engagement Committees strive for continuous improvement in BST services and the oversight of those services.

The PA CareerLink®-Chester County Administrator is a member of the WIB and the Point of Contact for the Operator/Partner Consortium. He is in daily contact with the WIB Director and

other partners as needed. This relationship facilitates the alignment of career services to the Strategic Plan of the WIB.

Additionally, employer engagement numbers, such as new employers and number of job orders, are reported to the WIB at their regularly-scheduled meetings. Customer satisfaction surveys and employer need surveys are collected from employers in an ongoing attempt to improve business services. Employers receiving On the Job Training funds are monitored by PA CareerLink® and LWIB staff.

In addition to the nine WIA performance Common Measures, which are found in Appendix A, the Chester County WIB has also developed additional measures for employer services. Our Business Services Team has developed a set of performance measurements, which will be reported to the WIB regularly. The standardized performance metrics the Business Services Team are responsible for, but are not limited to;

- Increase the creation of New Business Folders by 15% annually (businesses who have signed up to use the CWDS System for employment postings)
- Increase the number of New Job Orders by 10% annually (new hires documented in CWDS)
- Call-ins (applicant matches using CWDS)
- Referrals (applicants who have applied for job postings using CWDS)
- Increase the number of job seekers accessing Job Gateway in their job search by 15% annually
- Employer Market Penetration and Job Seeker Market Penetration– The WIB will work with the Business Services Team to increase their employer and job seeker penetration percentages at the rate of ½ to 1 percent increase each year. The data for this measure is provided through the PA CareerLink® Operations Reports.
- Increase in employment for people with disabilities by 12%
- Increase enrollment of disabled veterans by 20%

Additionally, our HireOne employer services contract includes the following annual benchmarks:

- HireOne staff will establish a minimum of 75 new business folders in the Commonwealth Workforce Development System (CWDS).
- HireOne staff will establish a minimum of 100 job orders and work with PA CareerLink® - Chester County staff to run and refine job matches according to employer needs with a final list of qualified candidates to employers.
- HireOne staff will document and provide data on 40 new job placements; 40% of established job orders.

Beyond the benchmarks that are programmatically defined to improve program performance, the Chester County WIB and Department of Community Development are also participating in and subject to the performance benchmarks found within the Chester County Strategic Business Plan. The performance benchmarks are reviewed annually, and updated as needed. The Department of Community Development's activities, included in the full Strategic Business Plan, go far beyond workforce, however, workforce has an impact on all of the measures in some way.

Workforce-specific measures in the Strategic Business Plan are:

- 77% of adults who receive workforce training services will be placed into and retain employment for 6 months.
- 80% of people trained through workforce investment act services will find self-sustaining employment (based on PA Pathways Study) in Chester County
- 5% increase in the number of Chester County employers participating in workforce investment initiatives.
- 54% of participating youth who increase one grade level in math or reading
- 47% of participating youth will be placed in post-secondary education/advanced training
- 47% of participating youth who secure employment
- 5% increase in the number of low and moderate income residents who use housing, workforce development and community services

Currently, the only regional initiative the Chester County WIB is participating in directly are the Industry Partnerships. Regional performance of the Industry Partnerships is tracked through the collaborative efforts of the 5 Southeastern PA Workforce Investment Areas. The 5 regional partnerships administered in Chester County, as well as the other partnerships throughout the region, track individual performance through CWDS as required, as well as aggregate reporting for information tracking and sharing.

D. OPERATING SYSTEMS AND POLICIES: PRIORITY OF SERVICE

Veteran Priority of Service is utilized for all PA CareerLink® - Chester County programs, including ITAs and workshops. Proof of veteran status is collected for all veterans and spouses of veterans at the time of eligibility determination. They receive priority in processing speed, as well as priority when funds are limited. Eligible veterans and spouses of veterans are given priority of service for core and intensive services. Eligible veterans and spouses of veterans are always granted space at workshops and other events.

Due to already limited training dollars in Chester County, the priority of service policy is put into place for training services when enough funds remain in a funding stream for one maximum ITA grant. The priority policy is used to determine which participant receives the final training award, if more than one training proposal is submitted at the same time or on the same day. Eligible veterans and spouses of veterans are given first priority of service, if neither of the final

submissions is a veteran, priority is given to the eligible participant with the most additional barriers to employment. Eligible participants are those receiving public assistance or at or below 235% of the poverty level. The full Priority of Service policy can be found in the attachments of this plan.

E. SERVICES TO ADULTS AND DISLOCATED WORKERS

The PA CareerLink® – Chester County partnership enjoys both agency and individual partnering experience over the past twenty years. The current management of the Operating Consortia, as well as the other partners, have known and worked with one another over that time frame first as operations staff and now as management.

It is the goal of the local PA CareerLink® partnership to integrate the services of both federally mandated partners and optional partners into a seamless delivery system in order to better meet the needs of both employers and job seekers. Towards that end, the local PA CareerLink® partners have eliminated duplication where possible, developed a common application for use, combined resources to provide universal core services and share in the operating cost of the PA CareerLink® - Chester County site. Some partners provide a full range of services and are physically located at the PA CareerLink® - Chester County Office. Others are linked electronically to provide easy access to information so clients can be referred to the right location to obtain information or the comprehensive services needed. The following are examples, but not a comprehensive list of how these services are provided. Any new partners are added via the approval of the investor partners and the operating consortium.

Intensive services are delivered to customers based on identified needs either through self-referral, staff assessment, customer surveys or program based eligibility. Additionally, intensive services are measured by individual partner agencies with informal lines of communication among staff, the means for sharing common information, particularly how it relates to how services are impacting customers. As a means of continuous improvement and pressing forward, the driving force will be to develop a more pro-active customer demand driven approach to identify, deliver and measure the success of the various intensive services we offer.

In order to leverage resources and provide increased access, participants are made dually eligible whenever possible. This allows more participants to take advantage of a broader range of services that may normally be restricted to a single funding stream or eligibility category. The Industry Partnership and Incumbent Worker Training programs save space in their aggregate trainings for Dislocated Workers from application industries, whenever possible. Additionally, Community Service Block Grant funds, also administered through the Department of Community Development, are used to provide trainings through a local Certified Nurse Aide Program, and alleviate any additional cost burden on ITA participants for that program, as well.

The Eligible Training Provider Program (ETPP) guides all selections made by recipients of Individual Training Accounts. The performance information entered by the training providers is made available to participants to assist in their selection of an appropriate provider. When

applications are submitted by providers, via CWDS, the local approval policy mirrors the statewide approval policy in all aspects. The Training and Quality Assurance committee of the Chester County WIB regularly revisits the possibility of imposing further performance requirements on programs in order to ensure limited training dollars are spent in the most effective manner possible. Moving forward, data is being collected by the Industry Partnerships and HireOne program, as well as requests made through On the Job Trainings, so that outreach can be done to increase the local training offerings to better serve the needs of businesses and industries in Chester County.

At this time, the Chester County Workforce Investment Area does not implement the waiver of the statutory exclusion and regulatory prohibition of using ITAs for out-of-school youth, but does reserve the right to do so in the future.

OJT, Customized Training, and Apprenticeships

The Chester County WIB has reaffirmed its commitment to the On-the-Job Training (OJT) program by allocating \$100,000 in WIA Title I Adult and Dislocated Worker funds in Program Year 2012. In order to continue to respond to the skill needs of employers and create an environment for expanding opportunity and security for our local workforce, we Local Workforce Investment Board has reaffirmed its commitment to the OJT program by allocating funding for this initiative in Program Year 2012 and the future. With continued support, the OJT initiative will play a substantial role in expanding the competitive position of our business community.

With collaboration between companies and the PA CareerLink®-Chester County, an OJT contract will be limited to an agreed-upon period of time required for a participant to become proficient in the occupation for which the training is being provided. In determining the appropriate length of a contract, consideration will be given to the skill requirements of the occupation, the academic and occupational skill level of the participant, prior work experience and the participant's individual employment plan. This plan will be developed by the participant and the PA CareerLink®-Chester County staff.

A limited amount of OJT will be provided to a participant while engaged in productive work, with training specifically developed as appropriate to the occupation. To estimate sufficient timeframes for OJT, CCWIB will take into account the content of the training, the prior work experience of the participant, and service strategy of the participant. CCWIB will examine the transferable skills of job seekers and work to fit them into our local labor market.

The method for determining the length of OJT training will be decided between the employer and PA CareerLink®-Chester County, but trainings should range between 12 and 16 weeks.

As a condition of an OJT contract, an employer will need to assure that the training to be provided will be in accordance with federal wage and labor standards. Additionally, CCWIB will ensure quality control over OJT contracts, such as regularly scheduled monitoring visits.

The Chester County WIB will place primary strategic assistance for the OJT project behind businesses in high-growth industries that can most effectively achieve retention of a stabilized and capable workforce through the help of OJT. The identification suitable businesses, whose productivity is projected to be vital to fueling our regional economy, will be considered the principal factor in determining where OJT Grant dollars should be directed. OJT Grant funds will make it feasible for an employer in need of more workers to quickly get their new employees trained and competent in their positions. Employers will also benefit by keeping their screening costs down since CCWIB will make screening services available directly through PA CareerLink®-Chester County.

OJT Grant funds will provide strategic assistance to dislocated workers. Use of these funds will be targeted for individuals who are hired as new employees with the need for specific OJT. These employees must possess basic skills required to begin a job, but who will also need to go through specific on-the-job training to further their skills. PA CareerLink®-Chester County will work closely with potential employees to connect them to an appropriate occupation. PA CareerLink®-Chester County staff will work with potential employers to educate and prepare workers for OJT.

There is no current or planned use of WIA funds for apprenticeships at this time; however, the PA CareerLink® - Chester County has held informational sessions (and will continue to do so) on Apprenticeship programs thru the Office of Apprenticeships (Ron Leonard). Workshops have been held for Employers on this topic in the past, and we hope to do so in the future.

F. SERVICES TO SPECIFIC POPULATIONS

Population	Services
Dislocated Workers	<ul style="list-style-type: none"> • Managing Your Career Transitions Events • PREP and REA Orientations • Resume-reinvention Workshops • Targeted workshops, such as; Basic Computer Skills, Wearing the Right Attitude
Displaced Homemakers	<ul style="list-style-type: none"> • Individual Training Accounts • Other participation as eligible
Low Income Individuals	<ul style="list-style-type: none"> • Job Locator Services • Wings for Success referrals • Employment Essentials • Referrals to Preparing for Independence Program
Migrant/Seasonal Farm Workers	<ul style="list-style-type: none"> • Migrant and Seasonal Farm Workers (MSFW) will receive qualitatively equivalent and quantitatively

	<p>proportionate services equal to those provided to all other customers. 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, the PA CareerLink® Chester County will consider the preferences, needs, and skills of individual MSFWs. Additionally, as an added referral source, two of the Chester County WIB's key partners; the Chester County Intermediate Unit and Pathstone, Inc. provide services specifically geared toward the MSFW population in Chester County.</p>
Women	<ul style="list-style-type: none"> • Wings for Success referrals • Other participation as eligible
Minorities	<ul style="list-style-type: none"> • Participation as eligible in all PA CareerLink® services
Veterans	<ul style="list-style-type: none"> • Veteran-specific Job Fairs • Referral to VOIP Representative located at PA CareerLink® - Chester County • Other participation as eligible
Public Assistance Recipients	<ul style="list-style-type: none"> • Referral to the EARN Program • Other Low Income services as listed above • DPW Staff now co-located at the PA CareerLink® - Chester County
Individuals with Multiple Barriers	<ul style="list-style-type: none"> • "Removal of Real Life Barriers to Employment" workshop
Older Individuals	<ul style="list-style-type: none"> • SCSEP Program • Workshops targeted to those with 25 or more years of experience
Persons with Limited English Proficiency	<ul style="list-style-type: none"> • Referrals to local LEP literacy providers • Translation services utilized as needed
Persons with Disabilities	<ul style="list-style-type: none"> • Referrals to the Office of Vocational Rehabilitation as needed • Assistive Technology present; TTY, JAWS, Zoomtext, etc.
Ex-offenders	<ul style="list-style-type: none"> • Maintain a list of employers who are

	hiring ex-offenders and distributes to ex-offenders as necessary <ul style="list-style-type: none"> • Job Locator services
Youth	In addition to the services outlined in Section II, G; <ul style="list-style-type: none"> • Providing youth outreach in the form of showcase activities to expose youth career opportunities. • Work with the Industry Partnerships to connect with appropriate companies who are accustomed to working with a youth population. • Care is taken to ensure non-traditional exposure to showcase and outreach opportunities whenever possible.

Re-employment Services

PA CareerLink®-Chester County offers a variety of services to special populations that are geared to getting customers back into the workforce. The re-employment services for these populations include:

Profile Re-Employment Program (PREP), Re-Employment Eligibility Assessment Program and PA CareerLink® Orientations

The *Profile Re-Employment Program (PREP)* and the *Re-Employment Eligibility Assessment (REA)* program are offered weekly at the PA CareerLink®-Chester County.

The PREP program is an orientation that presents PA CareerLink® - Chester County services to individuals most likely to exhaust their unemployment benefits prior to finding employment. Additional one-on-one services (a.k.a. – triage services) are provided to customers immediately following the orientation

The REA program provides individuals specific orientation, eligibility and assessment services to individuals transitioning to Tier 1 or Tier 2 emergency unemployment compensation benefits are required to participate in the new REA program. In this program, customers receive an orientation to program services.

General PA CareerLink® - Chester County Orientations are held on a weekly basis and provide all interested customers with an overview of all services offered through PA CareerLink®-Chester County. These orientations are helpful in providing customers an understanding of the services available to them as job seekers.

As required by state law, the Unemployment Compensation (UC) Work Test is the requirement under which UC beneficiaries search for new jobs. The PA CareerLink® - Chester County offers

support to all UC beneficiaries in compliance with this requirement. Additionally, the PREP and REA programs offer a point of entry by way of invitation for those subject to this requirement to take advantage of all services available.

Workshops

PA CareerLink® - Chester County offers a variety of workshops daily to demonstrate to job seekers the skills they need to succeed as they compete in the job market. Workshops are free of charge, but registration but advance registration is required of all attendees. Workshops have played a critical role in provide job seekers a foundation for their job search. Workshops that customers may be able to access include:

Resume Writing	Interview Skills	Cover Letter Writing
Networking in 21 st Century	Job Gateway Enrollment	How to Apply for Govt Jobs
Coping with Job Loss	Job Search/Networking On-Line	Job Corps
Using Social Media in Job Search	10 Indispensible Career Management Tips	

PA CareerLink® - Chester County has also implemented a new Employment Essentials Workshop Series that focuses on customer soft skills Employment Essentials is a series of three workshop seminars that address the most frequently requested re-employment services: resume writing, interview skills, networking and job search. The seminars are sequential and build skills utilizing a learner-centered model that features interactive exercises.

Individual Training Account (ITA) Grants

Through funding received under the Workforce Investment Act (WIA), job seekers may be eligible for tuition assistance in the form of an Individual Training Account (ITA) grant. Customers who meet eligibility and suitability requirements may qualify for tuition assistance of up to \$4,000 for education and/or training services at a state-approved training vendor. Eligibility and Suitability requirements include:

- Attendance at a PA CareerLink® - Chester County Orientation
- Meeting WIA Federal Eligibility Requirements (Title I or Dislocated Worker)
- Meeting KeyTrain and WorkKeys® assessment requirements
- Completing research requirements of three similar program
- Completing an Individual Service Strategy
- School and Program must appear on statewide-approved list
- Submission of a training proposal

The PA CareerLink® – Chester County and the Chester County Workforce Investment Board (WIB) view the awarding of an ITA as “making an investment” into a job seeker’s career. To fully consider one’s request for these funds, we ask that the job seeker make a similar investment in time so that their request for the ITA can be fully considered.

Funds are awarded annually, and are limited. The awarding of these funds will be made to eligible and suitable customers on a first-come, first-serve basis. Priority of service will be given to veterans, recently separated veterans and their spouses

Other Services

In addition to the services listed above, the PA CareerLink®-Chester County offers several other services through the cooperative partnership that exists on-site at 250 E. Harmony Street in Coatesville. These services also play an instrumental role in preparing individuals for employment:

- Literacy Skills and GED Preparation
- Career Counseling Services
- Employment and Re-Employment Services for Veterans
- Career Counseling for Individuals with Disabilities
- Job Placement Services for Older Workers 55+
- Job Corps Orientation

Rapid Response Services

Staff from PA CareerLink®-Chester County assists the Rapid Response staff in addressing the needs of employers and employees when there is a major business closing or reduction in workforce. Presentations are made to affected employees either on-site at the employer's location or at a neutral site. When necessary, the local area pays the cost of the meeting facilities, refreshments, copying, and etc.

Information from Rapid Response sessions is used in preparing grant applications for discretionary Rapid Response funds. Rapid Response staff regularly attends PA CareerLink® Partners meetings and WIB meetings to share information on Rapid Response activity. Participation by Rapid Response staff is critical in various meetings to ensure that the WIB is continuously evaluating whether it's programs are meeting the needs of both the employer community and our job seekers.

Trade Act Services

There are assigned PA CareerLink®-Chester County staff who provide **Trade Adjustment Assistance (TAA)** services to workers who lose their jobs or whose hours of work and wages are reduced as a result of increased imports or whose firms have been affected by, or are threatened to be affected by, shifts in production to foreign countries. Staff at PA CareerLink®-Chester County assists customers by providing:

- Career counseling services - Staff are able to provide TAA customers with guidance and local labor market information needed in order for them to make informed choices about employment and training opportunities.
- Training Services – Staff are capable of guiding customers through the process for accessing and applying for federal Trade dollars for skills training

- Allowances – Staff guide customers in the application of special allowances, which may include a relocation allowance and a job interview allowance.

G. SERVICES TO YOUTH

The Chester County WIB promotes collaboration across many systems to include Youth Council members representing Juvenile Justice, Children, Youth, and Families, Human Services, education, Economic Development, business and community partners. We work with our five Industry partners to convey opportunities to partner, connect with business, and listen to skill gaps identified by business. We actively participate in STEM activities throughout the county to include Girls Exploring Tomorrow’s Technology and Health Care Career week. The Chester County WIB will continue to promote STEM and other career related activities for youth.

Each Program Year, the Council for the Workforce of Tomorrow, on behalf of the WIB, issues a Request for Proposal (RFP) to select potential youth service providers (a copy of the RFP is available upon request). The criteria used for awarding grants for youth activities involves the annual release of an RFP, announcement of the open grant, proposals submitted, evaluations from a review team, pre-contract negotiations with the selected provider, and contract signage by all parties. The submitted proposal must support the WIB vision, include provisions to deliver the 10 WIA elements, serve WIA eligible youth, has the capacity to oversee a reimbursement contract, and meet or exceed all 3 established program outcomes. Priority was also given to proposals that most effectively provided a plan to transition youth into: Employment and/or advanced training; Post secondary education, and Credential or industry recognized certificate. Effective programs meet the contractual agreements to include meeting or exceeding the WIA Youth Outcomes. The staff to the Chester County Department of Community Development, including employees at the PA CareerLink®-Chester County is responsible for the monitoring and oversight of these programs. Using a Uniform Monitoring Package, staff members complete contractual reviews and site visits throughout the year to ensure program effectiveness. Should problems arise, a corrective action is put into place. Ineffective programs are terminated or, depending on the timing, the contract period ends.

The local area ensures compliance with applicable Safety and Child Labor Laws in WIA activities in the following ways: language in all subcontracts require compliance; abstracts of Child Labor Laws are provided to subcontractors and worksites; information is posted at worksites; working papers will be required for applicable youth; worksite placements take into consideration Child Labor Law age restrictions; and monitors perform on-site reviews for compliance. Site visits and monitoring visits ensure compliance. Labor law posters are placed in public viewing areas; staff reviews the policies and adheres to them.

Intake, Assessment, Case Management, and Eligibility

Eligibility - The Youth Service Provider will meet with the potential participant to determine if the youth is a fit for the program and if the program is a fit for the youth.

► If not, refer the youth to another agency/organization that is better suited for his/her needs (I.E. Office of Vocational Rehabilitation (OVR), PA CareerLink® - Chester County, County Assistance Office (CAO), the Intermediate Unit (IU), etc.)

► If so, have the participant complete the eligibility process.

- They complete and sign application (parent or guardian to sign if under 18 y/o)
- Eligibility documentation is collected from the participant (refer to checklist). The participant must be both low income and have a significant barrier to employment or have a documented disability. If documentation cannot be produced, hold off application entry/services until documentation is obtained.
- The participant is assisted with the creation of a base record in CWDS
- The participant is scheduled for HOOD orientation

Assessment - After eligibility is complete and the participant is deemed appropriate for the program, an assessment is performed via the Test for Adult Basic Education (TABE). Participants testing below an 8.9 are considered Basic Skills Deficient (BSD) and must receive academic enrichment until their assessment test score is above 9.0. Participants testing at 9.0 or higher are not basic skills deficient but may require academic enrichment should they not have completed secondary level education and hold a High School diploma. The academic enrichment will prepare a participant to successfully pass their GED.

Case Management - Case Management is an on-going process for all youth in the WIA Title I program. The initial meeting with the youth is to determine the natural supports they may have and to assess what they need in order to achieve success in reaching their determined program goals. It may be transportation needs, child care, food or shelter, clothing or mental health services; the needs vary from participant to participant. Linkages and collaborative agreements with other community agencies and County departments are relied on to assist in providing the necessary services.

ISS - The Individual Service Strategy (ISS) is used along with the Case Management assessment to assist the participant in goal setting. Determinations are made on the vocational skills and interests of the participant, the educational goals, employment goals, and when they wish to achieve the stated goals. An Action Step plan for program participation is then formulated with the goals in mind. The ISS is a working document and is revisited and updated as necessary.

The framework for our youth programming includes the following key activities;

- **Preparing youth for post-secondary education**

Assessment is an important component of a participant's overall plan and goal setting. All participants who are assessed basic skills deficient receive academic enrichment until they are able to meet or exceed the basic skills level. Students receive rigorous academic instruction to prepare them for the GED test if needed. All students receive

case management services to assist them in achieving their goals. Barriers are eliminated as much as possible to help insure success in their goal attainment.

- **Connecting academic and occupational learning**

Participants of the program are exposed to post-secondary education opportunities by bringing training programs to the Youth OneStop, touring post secondary campuses, and exposure to options they may not have otherwise considered. Students are counseled on the importance of academic achievement in reaching their goals. Students who do not have a high school diploma or GED are ineligible for many of the training opportunities offered. The linkage between a high school diploma, GED and Post Secondary degrees is routinely discussed and reiterated with participants.

- **Preparing youth for unsubsidized employment opportunities**

Participants of the program are benchmarked prior to offer job openings to them. Attendance, attitude, the willingness to learn and grow are important benchmarks for participants to achieve prior to the job search component is introduced.

- **Connecting youth to the business community through intermediary entities**

Continuous development and maintenance of strong, established intermediaries, such as schools, youth groups and economic development organizations that are closely connected to the employer community. Feedback from employers is the key to designing better and more relevant programs designed for the purpose of employing youth.

Additionally, Chester County's WIA Youth programming is designed to ensure the inclusion of the ten required youth program elements in a meaningful way. Some examples of the activities surrounding those elements are;

- 1. Tutoring, study skills training, instruction leading to secondary school completion, including drop-out prevention**

Academic enrichment is offered in a classroom setting with individual or small group sessions as required by students. The group may be led by the Academic Enrichment Instructor or another student leader who has mastered a particular component. Drop-out prevention is an integral part of the in-school-youth training that takes place. The importance of completing high school is stressed along with a delivery of study skills to help the youth successfully navigate through high school.

- 2. Alternative secondary school services**

Enhancements to existing academic and training delivery are benchmarked with other organizations to ensure material content and methods of delivery are up-to-date. The Youth OneStop has put in place internet based components to enhance the delivery of such training to address different levels of participants and different learning skills. The Academic Enrichment component includes Delaware Community College's on-site GED testing, GED practice testing both in hard copy and internet-based sites, as well as McGraw-Hill and GED 1120 CD-Rom practice testing.

3. Summer employment opportunities linked to academic and occupational learning

The Youth OneStop continuously performs outreach efforts to identify local businesses and organizations to help train and mentor participants. Efforts have also been ramped up to heighten exposure of best practices of The HOOD and its achievements, to date, to identify:

- Summer employment opportunities directly linked to academic and occupational learning
- Paid and unpaid work experience, including internships and job shadowing
- Skills assessment and skills upgrade opportunities for the participants; we help our participants know their skills, improve their skills, and get the best job possible with their skills
- Work Readiness instruction to help them be prepared for their first job
- Guidance to assist participants in educational planning including: high school completion. GED attainment and post secondary learning opportunities.
- Mentoring with outreach to assist the participants with in achieving their goals and overcoming barriers in their lives

4. Paid and unpaid work experiences

Relationships have been established with several companies such as Exotic Customs, Successful Aging, Pioneer International, etc. to explore participant internships. Participants that were given CNA training also conducted offsite clinical training at a healthcare facility. These opportunities have allowed participants to be exposed to various job sites for skill matching and experience training and exposure.

5. Occupational skills training

The Youth OneStop works closely with local employers to develop in-depth programs that prepare participants for jobs in High Priority occupations. Several trainings at the site include National Retail Certification in Customer Service, Phlebotomy training, ServSafe Management training, and Certified Nursing Assistant training.

6. Leadership development opportunities

The Youth OneStop connects with community partners to provide assistance to those in need and create a valuable learning environment. Staff encourages participants to assist peers in tutoring, workshops, and in the computer lab. The participants learn and develop skill sets and teamwork while they are assisting to meet a need.

7. Comprehensive guidance and counseling

The Youth OneStop has developed relationships with local community supportive services to compliment our training and participant's assistance needs. Relationships have been garnered with Young Moms, Triskeles, Chester County Food Bank, juvenile

and adult probation, Art of Hope, Healthy Hip-Hop, Children, Youth and Families, Transition Aged Youth Program, the Garage, The Lighthouse, each of the 12 school districts, shelters, domestic relations, etc.

8. Adult mentoring

The HOOD has an open door policy for participants. Staff is accessible for ad hoc meetings with all participants to answer questions or assistance. The HOOD's foundation of mentoring is based on the methodology that if caring, concerned staff is available to young adults, these young adults will be more likely to become successful adults themselves. Staff has invested paid and personal time in the development and livelihood of our participants.

9. Supportive services

When participants have attained their individual educational and employment goals, their next step is to start on their actual transition to employment or further education. The intensity of follow-up services varies based on the needs of individual participants. Some participants need very little assistance in their transition, while others need substantial support. As with services provided before the participant's completion of training, follow-up services must be based on each participant's needs. There is no "one size fits all" follow-up services plan, just as there is no single employment or education plan that works for every participant. The purpose of follow-up services is to provide continued assistance to participants as needed after completion of participation. That continued assistance helps ensure that each participant's transition to employment or further education is successful – that the participants receives appropriate help in facing challenges that come up on the job, in post secondary education, or in occupational skill training. Follow-up includes any service or activity needed to help participants succeed in employment or further education. In fact, any program activity that was provided while a participant was enrolled at a HOOD participant can also be provided after completion of participation if that activity is needed to help ensure the participant's success.

10. Follow-up services:

The Youth OneStop assists participants in overcoming barriers that may interfere with the achievement of their career objectives, provides proactive and reactive interventions to encourage participant retention in post secondary education or employment, provides supportive services to assist in a participant's advancement to better jobs or postsecondary education and training, and helps troubleshoot employment and personal issues preventing successful employment

Services to non-WIA eligible youth under the 5% exception are identical to the WIA eligible youth. Serious barriers to employment are described in WIIN 3-99. All youth participants who are in the WIA Title 1 program are required to provide a verification source to insure at least one of the barriers (Basic Skills Deficient; School Dropout; Homeless, Runaway, or Foster Child;

Pregnant or Parenting; Offender; Is an individual who requires additional assistance to complete and educational program or to secure and hold employment) are met.

The Chester County LWIA does not have a Job Corps in our County. We coordinate services with many other youth programs in collaborating with events, sharing space for GED testing, providing resources, etc.

H. ADMINISTRATION AND PERFORMANCE

It is the goal of the local PA CareerLink® - Chester County partnership to integrate the services of both federally mandated partners and optional partners into a seamless delivery system in order to better meet the needs of both employers and job seekers. Towards that end, the local PA CareerLink® - Chester County partners have eliminated duplication where possible, developed a common application for use, combined resources to provide universal core services and share in the operating cost of the PA CareerLink® - Chester County site. Some partners provide a full range of services and are physically located at the PA CareerLink® - Chester County Office. Others are linked electronically to provide easy access to information so clients can be referred to the right location to obtain information or the comprehensive services needed.

Data and Monitoring

All performance data is tracked by Chester County WIB staff. The staff reviews all participant case files, eligibility documentation and other paperwork concerning WIA eligibility. Services for the participant are entered into CWDS and local tracking software. All outcomes are data entered into both systems. Local tracking information consists of the proposal, contract, and invoicing data, as well as participant data. With both systems, a variety of reports can be run to provide a complete picture of performance and expenditures.

The Chester County WIB uses a risk assessment process for monitoring. In compliance with WIIN 3-00, Change 2, all providers are monitored once every two years, and providers deemed "High Risk" are monitored annually. The Risk Assessment Analysis takes into account such factors as; changes in personnel, direct and indirect provision of services, allocation, customer complaints, completion of contractual obligations, and corrective action history. Chester County utilizes a single monitoring report, which includes programmatic, fiscal, and site monitoring questions. Monitoring is prepared during the second quarter of the program year, and all efforts are made to conduct monitoring visits during the third quarter of the program year. Monitoring visits are conducted by all members of the workforce team, and we endeavor not to have the same person monitor the same provider twice in a row. The Monitoring and Oversight Policy, which includes the Risk Assessment, is attached at the end of this plan.

Grant Awards

The local area will use a competitive Request for Proposal procurement process to award grants and contracts for activities under Title I of WIA that are not covered by the Individual Training Accounts. The same process will be used for adults, youth, and dislocated workers. Potential

bidders are made aware of the availability of proposal packages for grants and contracts through direct mailings to interested parties (over 700 on mailing list) who have operated programs in the past or expressed an interest in receiving RFPs. A public notice on the availability of the RFP package is also published in *The Daily Local News*, the County's newspaper with the largest circulation, and posted on DCD's website at www.chesco.org/ccdcd.

The fundamental criteria to be utilized in determining the selection of these service providers (those agencies whose primary function is that of delivering employment and/or training services), are standards based on past performance in achieving planned program goals; likelihood of meeting performance goals; ability to meet the program design specifications at a reasonable cost; quality of training; the ability to provide or arrange for appropriate supportive services, including child care; established fiscal controls; fiscal accountability of state and federal funds in previous program (no outstanding audits or significant uncorrected administrative deficiencies); and the ability of providers to provide services that can lead to employment of participants.

Service providers will be contracted from year to year only when their performance is deemed satisfactory, and when the training they provide to participants continues to be in demand. Planned performance is based on negotiated WIA performance levels. Performance is tracked through the submission of outcome forms and other reports. Comparison of planned versus actual performance, as defined in the Scope of Services in contractual agreements, will be one of the methods used to evaluate service providers. Written contractual agreements will be entered into with all service providers. Agreements are for a one-year minimum term.

The local area agrees to cooperate fully with all current and future U.S. Department of Labor, and State Department of Labor and Industry procurement reviews and where deficiencies or areas of concern are identified, to negotiate their satisfactory resolution with the Federal or State parties involved.

Specifically, in the case of selection of service providers, the local area certifies that:

- The procurements shall be conducted in a manner providing full and open competition;
- The use of sole source procurements shall be minimized to the extent practicable, but in every case shall be justified;
- Procurements shall not provide excess program income (for non-profit and governmental entities) or excess profit (for private-for-profit entities), and that appropriate factors shall be utilized in determining whether such income or profit is excessive;
- Procurements shall clearly specify deliverables and the basis for payment;
- Written procedures shall be established for procurement transactions;
- No grantee, contractor, subgrantee or subcontractor shall engage in any conflict of interest, actual or apparent, in the selection, award, or administration of a contract or grant under this act.
- All grantees and subgrantees shall conduct oversight to ensure compliance with procurement standards; and

- Procurement transactions between units of state or local governments, and any other entities organized principally as the local Administrative entity, shall be conducted on a cost reimbursement basis.

The local area has established contacts with many businesses and business organizations throughout the County, which facilitates the overall coordination and development of local employment and training plans and program development.

In addition, the RFP issued for training program providers requires bidders to justify the local labor market need for the type of training being provided, and whenever possible, include hiring commitments or proposal endorsements from the prospective employers of training program graduates.

Many of the public education facilities utilized by the local area for training have Employer Advisory Boards that provide input to, and review of, training curriculum and its relevance to the local labor market.

Through its affiliation with local education and economic development initiatives, the local area is able to provide insight into training program development, similar to the input provided by other economic development related agencies and local Chambers of Commerce, which all help to identify current trends and future labor needs of businesses considering expansion or relocation into Chester County. In general, the local area may utilize local education agencies, community-based organizations, vocational technical schools, private proprietary schools, community colleges, universities, and private sector employers to provide the activities to be offered.

Our Grants Information Financial Tracking System (GIFTS) allows for electronic application submissions for procurement of services. The local area ensures that it will comply with the requirements of the WIA and its regulations and the State's policies in regard to procurement. In 2009, DCD began using an electronic submission format. Applicants are encouraged to study the information available on DCD's website www.chesco.org/dcdgrants prior to starting the application process. DCD staff members are available for technical assistance. The successful bidders are held to specific performance goals that may be higher than the state standards.

As a County government agency, the DCD is also subject to the local County policies and regulations on procurement, bidding procedures, and overall purchasing policy. The County Commissioners have established written policies regarding bidding and non-bid purchases. The entire County of Chester Purchasing Manual is on file at DCD and available upon request.

Appeals

The Chester County WIB's provider appeals policy, which can be found in the attachments, complies with WIIN No. 1-07, Change 1. It provides for an electronic appeal through CWDS and ensures a committee review, and a written response from the Executive Director. If the appeal

response is not found to be satisfactory, the provider is free to appeal at the statewide level. Program Coordinator staff will provide technical assistance for any appeal.

The participant appeal policy, which is also included in the attachments section, provides an opportunity to appeal both for a denial of services or the denial of eligibility. In the event that services are denied, a participant is welcome to submit any required eligibility and programmatic paperwork, as well as a letter or email detailing the reasons they feel they should be considered or included in the program. Upon committee review, the PA CareerLink® Site Administrator will provide a written response. Should a participant have a difficult time proving any aspect of eligibility, they are welcome to locate and submit additional paperwork to show they are eligible to receive services. Technical assistance will be provided as to the types of documentation necessary to establish eligibility.

Fiscal

The Chester County Department of Community Development has been selected by the Chief Elected Officials (Chester County Commissioners) to be the Fiscal Agent and serve as staff to the WIB Board. DCD has over 40 years of experience in managing state and federal grants. As a department of County government, DCD is subject to all financial checks and balances established by the County Commissioners. Independent auditors review the Department and all of its programs annually. There are no outstanding audit exceptions or compliance issues. In accordance with WIA requirements, no one on DCD's Organization Chart provides direct services to WIA clients. In addition to WIA funds, the Department also administers funding from Housing and Urban Development, the Department of Public Welfare, the Department of Community and Economic Development, and locally funded County initiatives. The key staff of the Fiscal Agent who will be working with WIA funds include the Executive Director, Workforce Manager, Accounting Supervisor, Fiscal Coordinator, and Account Clerk. County oversight of all of DCD's financial systems and transactions involves staff from the County's Finance Department, Controllers Office, Treasurers Office, and Department of Procurement and General Services.

The WIB Chair, WIB Director, and committee members may provide recommendations for investing WIA funds at Board meetings. The Council for the Workforce of Tomorrow Chair, with support from the Department of Community Development's Workforce Manager, makes recommendations regarding the utilization of youth funds.

As stated above, the WIB Chair, WIB Director, DCD Workforce Manager and the Council for the Workforce of Tomorrow Chair are the primary individuals that make recommendations for Board action. Once the Board approves activities, the DCD Workforce Manager prepares contract documents for all service/training providers. These contracts are processed following County of Chester procedures, and contain all required WIA assurances and certifications. Contractors then submit invoices for reimbursements of expenditures according to the stipulations of the contract and payments are then processed through the County's "People Soft" financial management system. This system provides an easy audit trail and is backed up

daily. This system supports a general ledger with invoices, a chart of accounts, a check register with bank reconciliation and cancelled checks, and a cost allocation plan. There is an approved Indirect Cost Rate annually and a payroll register with timesheets. Staff time is input into the Kronos system on a daily basis. Job descriptions for WIA and TANF funded staff are available, as well as the most current Single Audit. A disaster recovery plan has been developed. The procurement system for equipment and supplies, as well as for youth program services is in compliance with all local County policies and WIA regulations. Fiscal controls are in place to safeguard and ensure the proper use of funds. DCD staff does not issue checks. Staff review invoice documentation submitted which supports the expenditures, and if satisfactory, submit vouchers to the County Controller's Office recommending payment. The County Controllers office reviews the documentation again before authorizing the County Treasurers Office to issue payment. DCD staff monitors individual contractor's performance.

Representing the Fiscal Agent, the DCD Director and Workforce Manager provide financial updates at WIB meetings. The Fiscal Agent is accountable for the safeguarding of all funds. DCD fiscal staff prepares and submits all monthly financial status reports to the proper state or federal grantor agency in the required formats. These show cumulative monthly program and administrative expenditures for each award. Fiscal staff is bonded per County of Chester policies. Fiscal staff members have participated in WIA and DPW training on the various enhancements and improvements to the internet-based financial management system. This new system allows secure access from any internet-based computer. Fiscal staff must also pass a PA State Police Criminal Record check. Only authorized Fiscal Agent staff is permitted to process vouchers for payments to contractors and draw down funds from grantor agencies for deposit into County accounts.

DCD, as the designated Fiscal Agent, administers all funds. The funding decisions of the DPW EARN program Local Management Committee are presented to the WIB and also to the Chester County Commissioners Office, and coordination activities are discussed. Periodically, applications for discretionary workforce development funds, over and above any formula allocations received, are submitted for WIB considerations, and their benefit to the local area, if received, are discussed by the WIB Director at WIB meetings. Recent examples of this include incumbent worker grants, industry partnership grants, and Rapid Response funds.

In an effort to help eliminate duplicative administrative costs, the WIB utilizes the staff of the DCD (Fiscal Agent) to provide the staff-to-the-Board function, and has not established or procured a separate entity to do so, per the recommended policy issued by the Department of Labor and Industry.

A Fiscal Coordinator on DCD's staff is responsible for the WIA property management system. Any property purchased with WIA funds that have a unit value of \$5,000 or more is tagged and inventoried, in accordance with state policies. Where applicable, WIA property tags are used. An inventory report is submitted to the state annually, as required. There has been no real estate purchased with WIA funds. As a department of County government, DCD must also follow a more stringent County property and inventory control policy, particularly as it relates

to computer equipment owned by the County, which was not purchased with WIA funds, but which is used by DCD staff. DCD also follows state and County policies regarding the disposition of surplus property.

Chester County Workforce Investment Board
5 Year Plan July 1, 2012-June 30, 2017
Section III: Assurances

Assurances and Attachments – Planning Process and Public Comment

1. The LWIB established processes and timelines to obtain input into the development of the Local Plan and to give opportunity for comment by representatives of LEOs, LWIB members, businesses, labor organizations, other primary stakeholders, and the general public.

The Chester County WIB established processes and assignments for staff during the development of the Local Plan. All stakeholders were given the opportunity to comment, and the Chester County WIB read, commented on, and approved the Local Plan submission. The timeline for plan development can be found at:

<http://pa-chestercounty.civicplus.com/DocumentCenter/View/12263>

2. The LWIB afforded opportunities to those responsible for planning or administering programs and activities covered in the Local Plan to review and comment on the draft plan.

All Chester County WIB and PA CareerLink® - Chester County staff were afforded the opportunity to contribute to the plan, either during the initial writing or public comment stage. Community-based organizations and other participants in workforce programming were afforded the same opportunity.

3. The final Local Plan and any attachments are available and accessible to the general public following approval by the commonwealth.

The draft plan is posted online at www.chesco.org/wib and will be updated with the final plan once it is approved by the Commonwealth.

4. The LWIB established a written policy and procedure to ensure public access (including people with disabilities) to board meetings and information regarding board activities, such as board membership and minutes.

The Chester County WIB follows the Chester County policy for accessibility at public meetings. A sample of the accessibility language used in all public meeting notices can be found at:

<http://pa-chestercounty.civicplus.com/DocumentCenter/View/12263>

Assurances and Attachments – Required Policies and Procedures

5. The LWIB made available to the public the local policies & requirements for the public workforce system, including policy for the use of WIA Title I funds

All applicable ITA and workforce program policies are provided at PA CareerLink® - Chester County Orientation. They are also available on the Chester County WIB's website at www.chesco.org/wib

6. The LWIB has established local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy using the most recent “Lower Living Standard Income Level” (LLSIL) as published in the Federal Register.

The Chester County Department of Community Development, which includes the Chester County Workforce Investment Board, follows the PA Pathways guidelines for self-sufficiency. An income guideline sheet, which includes the LLSIL is maintained, updated, and shared for all of the DCD’s programs.

7. The LWIB established local Individual Training Account policy including ITAs for Youth, as applicable. Include procedures to ensure that exceptions to the use of ITAs, if any, are justified.

The Chester County WIB’s Individual Training Account Policy can be found at:
<http://pa-chestercounty.civicplus.com/DocumentCenter/View/12263>

8. The LWIB established a written policy and procedure that identifies circumstances that might present a conflict of interest for any LWIB member or the entity that s/he represents, and provides for the resolution of conflicts.

The Chester County WIB follows the Commonwealth’s Conflict of Interest Policy. This policy is included in our By-Laws, which can be found at:
<http://pa-chestercounty.civicplus.com/DocumentCenter/View/12263>

9. The LWIB complies with the state’s established written policy and procedure that set forth criteria to be used by chief elected officials for the appointment of LWIB members.

The Chester County WIB complies will all provisions found in WIIN 3-03, Change 2, regarding the appointment of WIB members.

10. The LWIB follows the state’s established written policies and procedures that set forth criteria to be used to ensure PA CareerLink® centers are certified.

There is one PA CareerLink® center in Chester County, located in Coatesville. It has been certified in accordance with the state’s policies and procedures.

11. The LWIB has established procedures to ensure the Eligible Training Provider/ Program system is used to provide improvement of education and training opportunities in response to the needs of business and industry. Include the policies and procedures to determine eligibility of local level training providers, the use of performance information to determine continued eligibility, update or revise system information, and the agency responsible for these activities.

The Chester County WIB follows the guidelines found in WIIN 1-07, Change 1 for the Eligible Training Provider Program. Local checklists and records are kept to ensure that all programming approved locally meets performance. These checklists are available for review. The ETPP provider appeal process can also be found in Appendix J of this Plan.

12. All partners in the workforce and education system described in this plan will ensure the physical, programmatic, and communications accessibility of facilities, programs, services,

technology, and materials for individuals with disabilities in PA CareerLink® centers as detailed in PA's Methods of Administration for Equal Opportunity in WIA Programs (MOA).

The EO Officer for Title I funded activities in the local area is Ms. Lila Singleton, the Workforce Development Manager, c/o the Chester County Department of Community Development, 601 Westtown Road, Suite 365, P.O. Box 2747, West Chester, PA 19380. Tel: 610-344-6900. Ms. Singleton is a senior level, full-time employee of DCD, and her EO duties are performed on a part-time, as necessary basis. A job description is available at DCD, which describes this. The low level of EO work and available administrative dollars do not justify having a full-time EO Officer.

Equal opportunity performance monitoring will be accomplished through an on-going review of customer characteristics compiled from the PA CareerLink® registration and case management process, and through routine monitoring review of systems and vendors; the adequacy of EO poster and policy dissemination; the adequacy of EO record keeping procedures; the adequacy of complaint procedures; the adequacy of civil rights appraisals; the adequacy of program accessibility. The County prominently displays posters and includes EO statements in publications used for outreach, recruitment and general information.

The LWIA Equal Opportunity Officer shall meet with the complainant or his/her authorized representative within ten (10) business days from the date of receipt of the written allegations, to conduct a fact finding or investigation of the circumstances underlying the allegations and attempt to informally resolve the issue(s). The LWIA EO Officer's findings will be submitted in writing to the complainant not later than ten (10) business days following the fact-finding/investigation. The written notification shall include notice of the complainant's right to request a formal investigation by the EO Officer at the state level if a satisfactory resolution is not accomplished at the local level.

If the Complainant is dissatisfied with the attempted informal resolution, he/she must inform the LWIA EO Officer and the EO Officer at the State level within five (5) business days of receipt of the unsatisfactory decision and request a formal investigation by the State Equal Opportunity Office.

13. The LWIB ensures that outreach is provided to populations and sub-populations who can benefit from PA CareerLink® centers.

The CCWIB has created an Advocacy, Communication and Education (ACE) subcommittee, who is developing strategies and action items for the CCWIB so that the workforce development system maximizes the diverse talent in Chester County to meet regional employer needs. Members of this subcommittee represent local community service agencies, public assistance agencies, disability service agencies, financial assistance agencies, and more. These members volunteered to serve on the subcommittee in order to ensure that

the full range of employment and training programs and services delivered through the PA CareerLink® - Chester County are accessible to and will meet the needs of their typical clients.

The initial contact with the job seeker is enrollment into the PA CareerLink® operating system, an assessment of the customer's needs and the dissemination of information to meet those needs. The customer may receive information through one-on-one interviews, group orientations (i.e. WIA, EARN, PREP, Veteran Services) or outreach activity (i.e. Rapid Response, Ex-offender, special recruitment and job fairs). All staff provide information on services available through the PA CareerLink® office, not only their particular agency. Several partners participate in staffing the Career Resource Center on a regularly scheduled rotation.

Intensive services are delivered to customers based on identified needs either through self-referral, staff assessment or program based eligibility. Currently, intensive services are measured by individual partner agencies with informal lines of communication among staff, the means for sharing common information. The local partnership will develop a more PA CareerLink® based measurement tool within the next year. The driving force will be to develop a more pro-active customer demand driven approach to identify, deliver and measure the success of the various intensive services we offer. This improved outcome measurement will allow better responsiveness to the changing needs of the employer and improve alignment with the WIB's goals. The Business Services Team will communicate employer's current and future workforce needs to all Partners with feedback to identify effectiveness.

14. The LWIB implements universal access to programs and activities to all individuals through reasonable recruitment targeting, outreach efforts, assessments, services delivery, partnership development, and numeric goals.

The Chester County WIB communicates its priorities and expectations to local service providers through dissemination of the high priority occupation list; through sharing of information with staff from multiple agencies that attend regularly scheduled County-wide case manager's meetings; through RFPs that it issues; through oral presentations at pre-contracting bidders conferences; through scope of services language in executed contracts; through the Council for the Workforce of Tomorrow's practice of requiring providers to present activity updates at Council for the Workforce of Tomorrow meetings; through recommendations for provider's staff to attend training on best-practices; through on-site monitoring and review of provider's performance.

The Chester County WIB's vision and the driving force for the PA CareerLink® partners is to produce workers better equipped to compete in the global economy; to continue to be perceived as a destination of choice and a desirable place to invest, live and work; and to continue to sustain a coordinated workforce and economic development system. Priorities

include supporting the development of industry partnerships and material describing career pathways; supporting the continuous improvement of the PA CareerLink®-Chester County and staff credentialing process; investing workforce dollars in high priority occupations; supporting the skills upgrading of incumbent workers; and providing entrepreneurial opportunities.

15. The LWIB complies with the nondiscrimination provisions of WIA Section 188 and the state's MOA.

All complaints filed at the local level must be documented on the WIA/SESA local complaint log that is submitted to the State Equal Opportunity Office on a quarterly basis.

Procedures for Complaint Processing at the Local Workforce Investment Area are as follows:

Acceptance of Complaint

If it is determined that the OEO has jurisdiction over the complaint/allegation filed, within ten (10) days of receipt, the Equal Opportunity Officer will send an acknowledgment of receipt of the letter to the complainant and advise him/her of the following:

- (1) Their right to be represented in the complaint process;
- (2) A list of the issues raised in the complaint;
- (3) A statement of whether the issue will be accepted for investigation or rejected by the OEO; if rejected, the reason for the rejection; and
- (4) The right to seek resolution through the Mediation/ Alternate Dispute Resolution (ADR) process. NOTE: If the complainant elects resolution through ADR, the complaint will be forwarded to a Mediator.

The Respondent will be notified that a complaint alleging discrimination has been filed and is being processed. He/she will also be advised if the complainant elects mediation as the means of resolution.

Otherwise the Equal Opportunity Officer will meet with the complainant and/ or his/her authorized representative and the respondent, within 15 days from the date of receipt of the written allegations, to initiate a fact finding or investigation of the circumstances underlying the allegations, and attempt to informally resolve the issue(s). If the complaint is resolved informally, the resolution will be documented and maintained in the OEO files.

If the Complainant is dissatisfied with the attempted informal resolution or prefers to have a formal investigation, an investigator will be assigned to the case. The investigator will interview the complainant, respondent and witnesses for both parties as identified by the parties. At the conclusion of the investigation, a *Notice of Final Determination* will be issued. *The Notice of Final Determination* will be strictly based on the evidence obtained during the investigation. The notice will be issued within 90 days of filing the complaint. The written notice will include, for each issue raised, a decision on the issue(s), an explanation of the reasons underlying the decision, or a description of the way the parties resolved the issue(s) and notification of recourse.

If by the end of the 90 days, the OEO has not completed processing the complaint or fails to issue a notice of Final Determination, the complainant or his/her representative may, within 30 days of the expiration of the 90-day period, file a complaint with the Director, Civil Rights Center (CRC) who may extend the 30 day time period for good cause shown.

If the Notice of Final Determination is issued during the 90-day period and the Complainant is dissatisfied with the decision, the complainant is advised of his/her right to file a complaint with the CRC within 30 days of the date on which the complainant received the *Notice of Final Determination*.

Non-Acceptance of Complaint

If a complaint is not within the jurisdiction of the OEO or CRC, is not timely filed, or does not have apparent merit, the complainant will be immediately notified in writing stating the reason for the lack of jurisdiction, i.e.

- ✓ the basis for the complaint is not covered by the prohibitions, set forth by 29 CFR Part 37;
- ✓ the complaint was not filed within the prescribed 180-daytime-frame or
- ✓ the complaint is against an entity that is not a recipient of WIA

Title I financial assistance as defined by 29 CFR Part 37.

If the complaint is not within the jurisdiction of the Office of Equal Opportunity or the Civil Rights Center, but within the jurisdiction of another federal grant making agency, the complaint will be returned to the complainant, stating the reason(s) for the lack of jurisdiction. The complainant will be advised of the appropriate agency that handles the complaint.

If a complaint alleges discrimination by an entity that operates a program or activity financially assisted by a federal grant agency other than DOL but participates as a partner in a PA CareerLink®, the following will apply:

- ✓ If the complaint alleges discrimination on a basis prohibited by Section 188 or Civil Rights laws, the OEO and the grant making agency will have dual jurisdiction over the complaint.
- ✓ If the complaint alleges discrimination on a basis that is prohibited by Section 188 of WIA but not by any Civil Rights laws enforced by the federal grant-maker, the complaint will be referred to CRC who has sole jurisdiction over the complaint.

16. The LWIB collects and maintains data necessary to show compliance with nondiscrimination provisions of WIA Section 188 and the state's MOA.

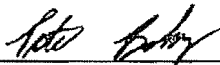
The Chester County WIB compares participant data from the CWIA with demographic information from the Census bureau and other sources to determine if all populations are being served. While this comparison has taken place in an informal manner previously, moving forward that comparison will be done as a formal report to the WIB.

17. The LWIB established written fiscal-control and fund-accounting procedures, and ensures such procedures are followed to ensure the proper disbursement and accounting of funds paid to the sub-recipients through funding allotments made for WIA Adult, Dislocated Worker, and Youth programs, and the Wagner-Peyser Act.

The Chester County WIB follows the County of Chester's fiscal control and fund-accounting procedures. These procedures are available upon request.

18. The LWIB ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each sub-recipient or contractor for services.

Yes. The Monitoring and Oversight Policies and Procedures can be found at:
<http://pa-chestercounty.civicplus.com/DocumentCenter/View/12263>



Patrick Bokovitz, Executive Director

6/4/2013

Date

Required Appendices

Appendix A: LWIA Common Measures Negotiated Performance Goals

PY 2012 Common Measures Performance Negotiation Worksheet

Chester 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	75.0	74.0	74.5	74.0	69.6	73.0	73.0
Adult Retention	82.4	84.0	89.3	84.0	90.5	84.0	86.0
Adult 6 month Avg Earnings	\$12,435	\$13,500	\$14,217	\$13,500	\$17,788	\$13,500	\$14,000
DW EER	76.1	87.0	77.1	85.0	81.0	78.0	78.0
DW Retention	75.0	90.0	91.7	90.0	88.7	90.0	90.0
DW 6 month Avg Earnings	\$20,225	\$16,750	\$19,627	\$16,750	\$19,673	\$16,750	\$18,000
Youth Placement	28.0	46.0	53.1	46.0	57.6	46.0	62.0
Youth Attnmt of Deg or Cert	100.0	52.0	76.2	63.0	79.5	63.0	78.0
Youth Literacy/Numeracy	27.3	54.0	44.2	53.0	51.1	53.0	60.0

Pennsylvania 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	Approved Level
Adult EER	70.3	83.0	70.6	83.0	69.8	73.0	73.0
Adult Retention	80.0	82.0	81.6	82.0	82.9	82.0	82.0
Adult 6 month Avg Earnings	\$11,192	\$12,500	\$11,691	\$12,500	\$14,575	\$12,500	\$13,000
DW EER	69.2	88.0	68.2	82.0	74.3	75.0	75.0
DW Retention	87.0	90.0	88.7	90.0	88.5	90.0	90.0
DW 6 month Avg Earnings	\$14,483	\$15,750	\$15,902	\$15,750	\$17,412	\$15,750	\$16,500
Youth Placement	50.5	62.0	56.6	58.0	65.5	58.0	60.0
Youth Attnmt of Deg or Cert	66.8	65.0	74.8	65.0	83.9	65.0	76.0
Youth Literacy/Numeracy	46.4	52.0	48.7	52.0	59.0	52.0	55.0

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: Published Notice(s)

name was Mark Basseley Rouseff. He said he'd been using that name since 2002, even though he went by Nakoula in his fraud case.

The full story about Nakoula and the video "Innocence of Muslims" still isn't known more than two weeks after violence erupted in Egypt and Libya, where Ambassador Christopher Stevens and three others were killed in Benghazi. Violence related to the film has since spread, killing dozens more.

Citing a lengthy pattern of deception and the potential to flee, U.S. Central District Chief Magistrate Judge Suzanne Segal ordered Nakoula to remain in prison without bond until another judge can hold a hearing to determine if he broke the terms of his probation.

"The court has a lack of trust in this defendant at this time," Segal said.

Prosecutors noted Nakoula had eight probation violations, including lying to his probation officers and using aliases. He could face new charges that carry a maximum two-year prison term.

After his 2010 conviction, Nakoula was sentenced to 21 months in prison and was barred from using computers or the Internet for five years without approval from his probation officer, though prosecutors said none of the violations involved the Internet. He also wasn't supposed to use any name other than his true legal name without the prior written approval of his probation officer.

Three names, however, have been associated with Nakoula this month alone.

identity to Nakoula, a former gas station owner with a drug conviction and a history of using aliases. Federal authorities later confirmed there was no Bacile and that Nakoula was behind the movie.

Some of the false statements in Nakoula's alleged probation violations had to do with the film, Assistant U.S. Attorney Robert Dugdale said. Nakoula told probation officials his role was just writing the script, and denied going by the name Sam Bacile in connection with the film, Dugdale said.

Before going into hiding, Nakoula acknowledged to the AP that he was involved with the film, but said he only worked on logistics and management.

Nakoula, a Christian originally from Egypt, then went into hiding after he was identified as the man behind the trailer, which depicts Muhammad as a womanizer, religious fraud and child molester. He met with federal probation officials two weeks ago, led out of his home in suburban Cerritos in the middle of the night, flanked by Los Angeles County sheriff's deputies and cloaked in heavy clothing to protect his identity.

The public got their first good look at Nakoula on Thursday, although the news media was banned from the courtroom and reporters had to watch the proceedings on a TV in a nearby courthouse.

Nakoula wore beige pants and a colored shirt when he was led into the courtroom handcuffed and shackled. He appeared relaxed, smiling at one point before the hearing and conferring with his attorney.

PUBLIC NOTICE

Chester County Workforce Investment Board Five Year Plan

The draft of the *Chester County Workforce Investment Board Five Year Plan, July 1, 2012-June 30, 2017* will be available for public review from September 27, 2012 through October 26, 2012 at the Chester County Department of Community Development, 601 Westtown Road, Suite 365, West Chester, PA, and on the Chester County Workforce Investment Board's website: www.chesco.org/wib

Written comments will be accepted until 4:00 PM on October 26, 2012 and should be directed to:

Patrick Bokovitz, Director
Department of Community Development
601 Westtown Road, Suite 365
P.O. Box 2747
West Chester, PA 19380-0990
or ccwib@chesco.org

If you are a person with a disability who wishes to review or comment on the *Chester County Workforce Investment Board Five Year Plan* and require an auxiliary aid, service, or other accommodation to do so, please contact the Department of Community Development by phone at (610) 344-6900, TDD through (800) 654-5984, or e-mail at ccwib@chesco.org to discuss how your needs may be accommodated.

Appendix C: Public Comments Received and Addressed

The September 2012 Chester County Workforce Investment Board Minutes, which include discussion on the Local Plan Draft, are attached. No other public comments were received.

**Workforce Investment Board
November 28, 2012 Meeting**

5 Year Plan Discussion

Feedback provided by Marybeth DiVincenzo

- Needs to emphasize the connections with the Industry Partnerships
- There is too much focus on disadvantaged youth. Funding should be set aside for all youth in the County
- A formal employer needs assessment needs to be done annually
- Wording should say that we will “explore all available options for employment services” to compliment the PA CareerLink®
- HireOne is the only program with metrics that is mentioned by name. All programs and their metrics should be included in the Plan. And all programs should include a placement metric.

It was suggested that the program metrics could be moved to an appendix so that they can be updated as needed.

The Board agreed to review the Plan annually in April or June.

The official motion was as follows:

Move to approve the Plan with the following Board-recommended changes:

- Addition of program metrics for all programs
- Add wording to “explore the expansion of youth services” beyond the disadvantaged population
- Add wording that we will “explore all available options for employment services” to compliment the PA CareerLink®
- Add additional language connecting the IPs and the PA CareerLink®.
- Incorporate a formal employer needs assessment annually.

Appendix D: LWIB/CEO Agreement

AGREEMENT

Between

THE CHESTER COUNTY WORKFORCE INVESTMENT BOARD

And

THE COUNTY OF CHESTER

This Agreement is made and entered into by and between the County of Chester, State of Pennsylvania, hereinafter referred to as the County, and the Chester County Workforce Investment Board, hereinafter referred to as the WIB; and

WHEREAS: the United States Congress has enacted the Workforce Investment Act (WIA) and charged the State of Pennsylvania with establishment of local Workforce Areas; and

WHEREAS: the County of Chester has been designated as a single county workforce area under the WIA by the Governor of the State of Pennsylvania; and

WHEREAS: the Chairman of the Chester County Commissioners is the Chief Elected Official (CEO) of the local workforce area; and

WHEREAS: the WIA requires the establishment of a WIB in each local workforce area and requires the CEO to appoint members of the WIB; and

WHEREAS: the WIA establishes the WIB and the Chief Elected official as local partners in the implementation of the WIA; and

WHEREAS: the State Human Resource Investment Council has, at its August 25, 1999 meeting, chartered the Chester County Workforce Investment Board; and

WHEREAS: the parties desire to enter into an agreement describing the respective roles and responsibilities of the parties:

1. The CEO and the WIB agree that the County shall be the grant recipient or fiscal agent for the receipt and disbursement of all funds received pursuant to the Act and shall be accountable for their use according to the provisions of the Act.
2. The CEO and the WIB agree that the staff of the County's Office of Employment and Training, operating within the structure of County government, shall be responsible for the day to day fiscal responsibilities of the grant recipient.
3. The CEO and the WIB agree that the Director of the Office of Employment and Training shall provide and coordinate the staff support and administrative responsibilities for the WIB. These duties shall include but not be limited to:
 - Assisting the WIB in developing its strategic vision and plans necessary for the full implementation of the WIA.
 - Maintaining relationships with funding sources.
 - Assisting the WIB in its performance oversight responsibilities.
 - Selection and hiring of OET staff.
 - Receipt and disbursement of funds related to program operations.
 - Monitoring and evaluating program operations.
 - Contracting with vendors and other service providers.
 - Coordinating the development of the approved vendors list.
 - Procuring audits of funds as required, and resolving any questions which arise from said audit.
4. The CEO and the WIB agree to review the governance, staffing, and training requirements of WIA, and establish the appropriate requirements.
5. The CEO and the WIB will consult and agree on the appointment of a Youth Council in accordance with the requirements of the Act.
6. The CEO and the WIB agree to support the continued development of the Team PA CareerLink (One Stop) system.
7. The CEO and the WIB endorse and designate as the Chester County One-Stop Operator, the consortia of CareerLink Partners described in the business plan submitted to the state and developed under the planning and implementation grants issued to the County.
8. The CEO and the WIB endorse and designate as the Chester County One Stop Site, the former Chester County Job Center location at 250 E. Harmony Street in Coatesville, PA. Said site received its charter from the state's Human Resources Investment Council (HRIC) prior to the certification of the WIB. The WIB further acknowledges its oversight responsibility of the performance of the One Stop Operator and One Stop Site. And, in accordance with the Act, may recommend and implement changes.
9. The CEO and the WIB agree to develop and execute an Agreement (memorandum of understanding) with each of the local CareerLink partners relating to the operation of the One Stop System.

- 10. The CEO and the WIB agree that the day to day CareerLink operation will be reviewed by a local steering committee comprised of senior representatives of all investor partners. The current Job Center manager will serve as the day to day official in charge of the site.
- 11. The CEO and the WIB agree that the WIB shall elect its own chairperson and construct its by-laws.
- 12. The CEO and the WIB agree that any disputes between the partners in this Agreement shall be resolved by mutually satisfactory negotiation.
- 13. The CEO and the WIB agree that it is the shared responsibility and authority of each partner to stimulate the active, effective participation of all sectors of the community to ensure an effective delivery of services which address the workforce development needs of the County.
- 14. By acceptance of appointments, the WIB members acknowledge that they have not offered or given any gratuity to any official or Agent of the County, or any political party, with the purpose of securing anything of value, or favorable treatment, or affecting any determination with respect to the performance of their duties or responsibilities.
- 15. It is understood and agreed that the entire Agreement between the parties is contained herein and that this Agreement supercedes all oral agreements and negotiations between the parties relating to the subject matter herein. Any modification or addition hereto shall not become binding upon either party until accepted by both parties, reduced to writing, and attached hereto as amendment to this prime agreement.

APPROVED:

William E. Buntle 9/29/99
 Chairman, Chester County Workforce
 Investment Board

APPROVED:

Robert J. [Signature] 9/29/99
 Chairman, Chester County
 Commissioners

GUIDELINES FOR THE LOCAL ELECTED OFFICIAL-WORKFORCE INVESTMENT BOARD AGREEMENT

The Local Elected Officials must enter into an agreement with the Workforce Investment Board within 30 days of the certification of the Local Workforce Investment Board by the Governor and submit a copy of the Agreement to the Department of Labor and Industry. The Local Elected Official-Workforce Investment Board Agreement should outline the parameters of the local partnership for oversight of the workforce development system within the Local Workforce Investment Area. At a minimum, the Local Elected Official-Workforce Investment Board Agreement must include the following:

1. Provide the name that will be used to identify the new Workforce Investment Act local area. For instance, the Berks County Workforce Investment Area or the Southern Alleghenies Workforce Investment Area Consortium.
2. Describe the parameters of the partnership between the Local Elected Officials and the Workforce Investment Board to govern the workforce development activities within the Local Workforce Investment Area.
3. Identify the responsibilities of the – Local Elected Officials and Workforce Investment Board - within the Local Workforce Investment Area.
4. Describe how differences of opinion between The Local Elected Officials and Workforce Investment Board will be handled in regards to the oversight of Workforce Investment Act resources within the Local Workforce Investment Area.
5. Other. Include any other areas which are deemed necessary to include in the agreement by the Local Elected Officials or the Workforce Investment Board.

Appendix E: Organization Charts

Site Administrator

Functional Teams

Business Services Team

Team Leader
Walter Urban
John Brunken

BWDP
Kenneth Costello
Tracy Robinson

WIA
Bill Thigpen
Janice McConnell

VETS
Donna Acker

OVR
Denise Brown
Brian Horst

Pathstone
Evelyn Rodriguez
Marliessa Armentrout

EDSI
Bill O'Brien

Career Resource Center /Customer Services

Team Leaders
Walter Urban
John Brunken

BWDP
Kenneth Costello
Tracy Robinson

VETS
Donna Acker

WIA
Janice McConnell
Tracy Dougherty
William Thigpen

Experience Works
Sharon Purcell

Goodwill Industries
Dorothy Marshall
David Katch
Sarah Pendleton

Receptionists
Irene Reese
Wesley Eggleston
Sarah Pendleton

Employment Essentials Team

Team Leader
John Brunken

BWDP
Kenneth Costello
Tracy Robinson

VETS
Donna Acker

WIA
Bill Thigpen

Rapid Response

Team Leader
Jean Andrews
Dept of Labor

CL/WIA
Janice McConnell

UC
Current rep

Trade Services

Team Leader
Kenneth Costello

BWDP
Kenneth Costello
Tracy Robinson

Veteran Services

Team Leaders
John Brunken
Walter Urban

VETS
Donna Acker

BWDP
Kenneth Costello
Tracy Robinson

WIA
Janice McConnell
Tracy Dougherty
Bill Thigpen

Intensive and Training Services

Team Leader
Walter Urban

WIA
Janice McConnell
Tracy Dougherty
Bill Thigpen

OVR
Denise Brown
Brian Hoerz

Workshop Presenters
Monarch Staffing
SCORE
AV Pros
Lee Gamelin
Family Services
OIC- GED
+others

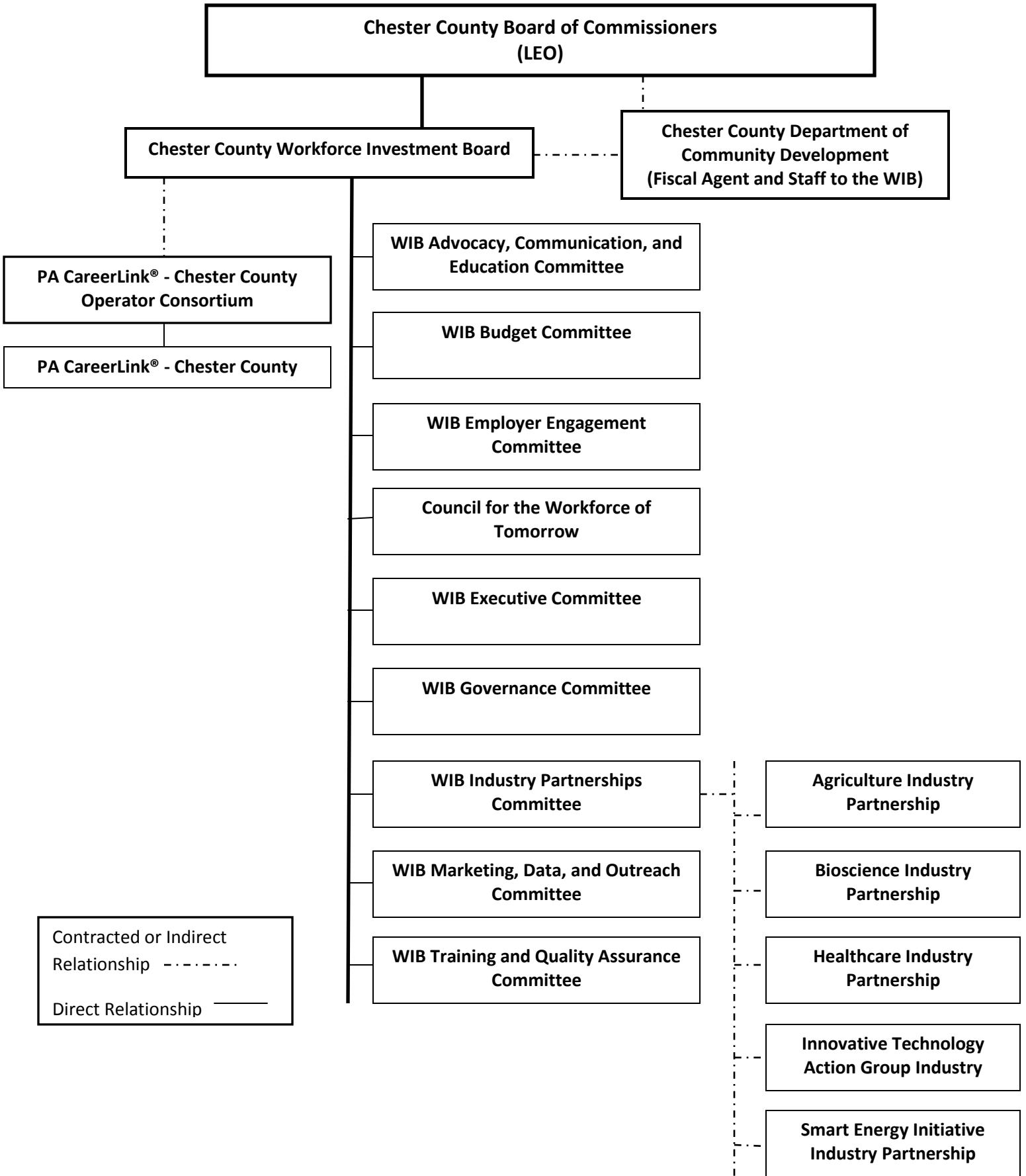
CAO/MCHC
Sally Crespo
CAO Rep

PREP and REA Orientations

Team Leader
Tracy Robinson

BWDP
Kenneth Costello

VETS
Donna Acker



Appendix F: LWIB/One-Stop Partner Agreement

CHESTER COUNTY WORKFORCE INVESTMENT BOARD

AND

PA CareerLink - Chester County®

**Chester County One-Stop Partner Agreement (OSPA)
2012 – 2014**



July 1, 2012 – June 30, 2014

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1. Purpose

The Local Workforce Investment Board for the Chester County Local Workforce Investment Area, as designated within the Commonwealth of Pennsylvania, is the Chester County Workforce Investment Board and is hereafter referred to as CCWIB.

This Agreement, known as the One-Stop Partner Agreement (OSPA) serves as an Agreement between and among various One-Stop partners hereafter referred to as "partner" and the CCWIB. The provisions and terms of this OSPA are subject to change as mandated by federal and/or state regulation and/or policy or as negotiated by the partners and CCWIB.

This OSPA sets forth the terms for cooperation and support in regards to the CCWIB One-Stop system as defined in the Chester County Local Workforce Investment Area's Local Plan. The parties to this Agreement will work cooperatively to help local businesses find skilled workers, provide high quality workforce development services that are customer-focused and help residents find and use the tools, information and services they need to manage their careers.

Vision and Mission

The CCWIB vision is to be a unified organization that provides innovative leadership and exhibits best practices in workforce development in Chester County, PA.

Our mission is to be responsive to employer and worker needs, flexible to the changing environment, and driven by principles of quality, continuous improvement, customer satisfaction, and fiscal responsibility.

To this end the CCWIB will utilize available resources to support local workforce and economic development by engaging a guiding coalition that links strategic measures to tactical operations.

Additionally, the CCWIB will maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the local area through partnership activities. All groups under the guidance of the CCWIB design curricula and deliver individual training around the high priority occupations.

Finally, the CCWIB will engage business, industry, education, economic development, and community organizations to participate with the public workforce system.

2. Governance

The parties to this Agreement recognize the following roles and responsibilities.

CCWIB

The CCWIB is charged with developing the Local Plan that identifies and describes policies, procedures and local activities that are carried out in the Chester County Workforce Investment Area, that are consistent with the State Plan. The CCWIB Local Plan identifies a strategy to serve the interests of all Chester County employers and residents seeking employment in an efficient, effective, and well-coordinated manner. The CCWIB aspires to have a high-quality, cost-effective and productive One-Stop system. The CCWIB roles and responsibilities include, but are not limited to:

- Oversight of the One-Stop system, youth activities and all employment and training activities under Title I of the Workforce Investment Act to ensure compliance with the CCWIB Local Plan as well as State and Federal policies and regulations;
- Perform duties as the designated Fiscal Agent appointed by the Local Elected Officials (LEO);
- Develop and implement administrative and fiscal policy and procedures;
- Approve budgets and expenditures of all contracted funds received or passed-through the CCWIB;
- Set the strategic vision and mission for One-Stop system delivery;
- Network and establish relationships with business and economic development community;
- Select the Regional Chester County PA *CareerLink*® One-Stop Operator Consortium, hereafter referred to as "Operator Consortium" with agreement of the LEO;
- Negotiate OSPA with partners with agreement of the LEO;
- Negotiate the One-Stop Service Plan (OSSP) for certification as a PA@*CareerLink* site;
- Establish and negotiate federal performance measures and goals with agreement of LEO;
- Conduct ongoing overall evaluation of the One-Stop system operations to evaluate outcomes and consider modifications;
- Actively seek grants and additional funds to support the One Stop System.

Operator Consortium

The Operator Consortium is held accountable for the implementation and operations of the CCWIB Local Plan's service delivery system. The Operator Consortium further agrees to manage, integrate, coordinate and conduct oversight of all services and resources in the Chester County Workforce Investment Area in cooperation with the CCWIB and in accordance with the CCWIB Local Plan. The CCWIB and Operator Consortium have entered into a CCWIB/One-Stop Operator Agreement (OSOA) that details the relationship and is incorporated into this Agreement by reference. The Operator Consortium roles and responsibilities include, but are not limited to:

- Develop, maintain and continually review service delivery structures for the PA *CareerLink*®-Chester County site to ensure adequate levels of service proportional to customer needs;
- Manage, oversee and interface with all partners to coordinate the delivery of services as part of the system;
- Assist CCWIB in determining partners that are required to have OSPA, OSSP and Resource Sharing Agreement (RSA) with the CCWIB;
- Work, in conjunction with CCWIB, and partners in recommending the site location and negotiate OSSP and RSA for Chartering and Certification of PA *CareerLink*®-Chester County;
- In conjunction with CCWIB and the partners, evaluate available resources and develop comprehensive operational service delivery plans designed to meet the needs of the labor market;
- Select a PA *CareerLink*®-Chester County Administrator.

PA CareerLink®-Chester County Administrator

The CCWIB/One-Stop Operator Agreement and the PA CareerLink - Chester County® Administrator position description, incorporated by reference and attached to this agreement, further details the Administrator's roles and responsibilities and include, but are not limited to:

- Direct, manage and coordinate all functions and operations of a PA *CareerLink*® site on a daily basis to ensure compliance and alignment with:
 - Commonwealth of Pennsylvania Workforce Investment Board's strategic plan and certification requirements;
 - CCWIB Local Plan, Agreements, OSSP, Policies and Procedures;

- Demonstrate superior skills in the seven key areas as detailed in the PA CareerLink® Administrator Position Description, incorporated by reference:
 - Leadership, local planning, workforce connections, job seeker service delivery, business services, resource management, and facility maintenance.
 - Convene and chair the PA CareerLink - Chester County® Partners Group. This committee will be responsible for reviewing and making recommendations to the Operator Consortium and CCWIB for various operational processes that include, but are not limited to:
 - OSSP operations
 - RSA and RSA Budget
 - CareerLink Assessment Review
 - Performance reporting
 - Personnel Issues

Partners

Each Partner will provide its program operations within the CCWIB Local Plan's service delivery system. The Partner further agrees to manage, integrate, coordinate and conduct oversight of its program services and resources in accordance with the CCWIB Local Plan. The Partner roles and responsibilities include the following, but are not limited to:

- Prepare and sign the attached "Partner Responsibilities and Signature Sheet", which will document the following:
 - Details of the products and/or services that will be provided at the PA CareerLink - Chester County® in which the partner will provide its products and/or services in accordance with this Agreement and each OSSP;
 - Identification of a contact person for each OSSP, who will participate on the PA CareerLink - Chester County® Partners Group and possesses the authority to make program management decisions;
 - Authorized signature which commits the partner to the terms of this agreement and each individual OSSP.
- Work cooperatively and in conjunction with the Operator Consortium and CCWIB in recommending the site location and negotiating of OSSP and Resource Sharing Agreement (RSA) for Chartering and Certification of PA CareerLink - Chester County®;
- Authorize the PA CareerLink - Chester County® Administrator to have functional supervision over PA CareerLink - Chester County® operations, while not usurping organizational supervision of the employer of record.
 - When fulfilling services for the One-Stop system, all partners are under the functional direction of the PA CareerLink - Chester County® 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 - Chester County® Administrator.
 - At the time that a co-located Partner begins to provide One-Stop services, co-located staff falls under the functional direction of the PA CareerLink - Chester County® Administrator, in accordance with the formal PA CareerLink - Chester County® Administrator job description.
- Integrate systems and coordinate services for PA CareerLink - Chester County®, as directed by the CCWIB Local Plan;
- Evaluate the performance and implement required actions to meet standards as defined by CCWIB Local Plan.
 - Participate in the compliance of and assist in the completion of the PA CareerLink - Chester County® Self Assessment to meet re-chartering and re-certification criteria.

- Identify customer satisfaction and needs not being addressed through the system.
- Authorize staff to enter data into a computer-based data collection system and follow communications process as they are developed;
- Participate in cross-training and other staff capacity building activities to ensure that each partner's staff is trained in the delivery of services.
 - Address and identify training needs of both new and current staff, including, but not limited to:
 - standardized PA CareerLink - Chester County® Training curriculum;
 - interagency and team-building training;
 - technology related training.

Partners that want to be a member of the Operator Consortium may send a request to the Operator Consortium. The Operator Consortium will consider new memberships on an annual basis. The Operator Consortium will then forward Partner information to CCWIB for approval. CCWIB approval must be obtained before the Partner can be an Operator Consortium member.

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 (RSA).

The RSA resources will be used to provide the core services to the overall operations of the PA CareerLink system and Partners assume full responsibility for their respective costs associated with implementing terms of this Agreement.

4. Services

The partner will participate as a partner in the OSSP by either co-location of staff to PA CareerLink - Chester County® or through an agreed upon referral method. The OSSP is incorporated into this Agreement by reference.

5. Referrals

Partners will ensure that all customers will be made aware of all the programs and services for which they may be eligible.

The partners will provide the referral system as detailed in the OSSP.

6. Terms of the Agreement

This OSPA is for the period starting July 1, 2012 and ending June 30, 2014, unless otherwise terminated by action of law or amended pursuant to the provisions of this Agreement. The CCWIB may, but is not obligated, to extend this Agreement by written notification to the parties.

The CCWIB may terminate this Agreement either by individual partner or in its entirety upon ninety (90) days written notice to the parties, with or without cause.

Cause includes, but is not limited to:

- Failure to meet the OSSP or RSA requirements;
- Failure to meet the required CCWIB performance and outcome standards;

- Failure to meet the chartering and certification requirements;
- Non-Compliance with this Agreement in regard to policies and standard operating procedures as established by CCWIB Local Plan;
- Non-Compliance with the partner's individual funding programs regulations and procedures.

Termination of this Agreement will also terminate the OSSP either by individual partner or in its entirety.

CCWIB may terminate this Agreement upon date of the written notice to the partner for circumstances that would constitute a breach of this Agreement and render it null and void. These circumstances include:

- Violation of the Workforce Investment Act;
- Program abuse, fraud or other criminal activity on the part of the parties;
- Lack of funding by any or all parties;
- Violation of state and federal grant requirements, including but not limited to, nondiscrimination, accessibility, federal lobbying act, state and federal debarment and policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry, Bureau of Workforce Development Partnership.

A partner may elect to be released from this Agreement upon written notice to the CCWIB within ninety (90) days with or without cause. For purposes of equity and to allow predictability in budget planning, withdrawal of a Partner shall not relieve the Partner of the obligation to continue to support the PA CareerLink - Chester County® budget through the remainder of the current budget year on the basis projected in the Resource Sharing Agreement at the beginning of the budget year.

7. Modification

CCWIB may incorporate a modification to this agreement upon Board action.

Any partner may request a modification to this Agreement by the issuance of a written amendment request. The modification request must be approved by the CCWIB prior to incorporation into this Agreement.

Upon CCWIB approval of modifications to this Agreement, a notification of the modifications will be made in writing to all parties for incorporation by reference.

Upon CCWIB disapproval of modifications to this Agreement, a notification of the reasons why the request was denied will be made in writing to the party who made the request. The party will have the right to appeal through the Impasse Resolution process.

8. Impasse Resolution

Any substantial difference must be documented in writing to the parties which reach an impasse, after which the following process will be implemented:

- Between CCWIB and the Partner – CCWIB may negotiate modifications to this Agreement, terminate this Agreement or forward the impasses to the Operator Consortium for resolution;
- Between Operator Consortium and Partner – the Operator Consortium will document the impasse issues and notify the CCWIB in writing at least ten (10) days prior to the next scheduled CCWIB appropriate committee meeting for resolution;
- Between Partners and the PA CareerLink - Chester County® Administrator – the Administrator will forward the impasses to the Operator Consortium for resolution.

All parties acknowledge and agree to abide by the "CCWIB Complaint/Grievance and Equal Opportunity Policy and Procedure" for other impasse resolutions.

9. Compliance Reference Documents

The parties warrant that the performance of all obligations specified in this Agreement are in accordance with the terms and conditions of any and all Federal and State rules and regulations now existing or hereafter promulgated. Official publication of such rules and regulations shall be deemed to be sufficient notice.

All parties to this Agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, 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 referenced documents:

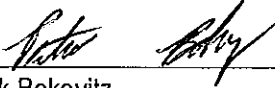
- Workforce Investment Act of 1998 and any revisions or compliance requirements;
- Commonwealth of Pennsylvania State Operational Plan and related *PACareerLink*® policies and procedures.
- CCWIB Local Plan;
- CCWIB/*PACareerLink*® Policy and Procedures;
- One-Stop Service Plans and Resource Sharing Agreements;
- CCWIB plans, guides and manuals as they pertain to the operations of the CCWIB Local Plan.

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

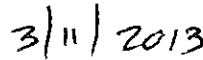
One-Stop Partner Agreement 2012-2014

Authority and Signatures

This signature page reflects the following plans and agreements: The One-Stop Partner Agreement, The Resource Sharing Agreement, The One-Stop Operator Agreement and The One-Stop Service Plan. The signed parties acknowledge that they have the authority to fully execute these plans on behalf of their respective organizations and that they will exercise due diligence and good faith in carrying out the principles and obligations stated herein, covering the period starting July 1, 2012 and ending June 30, 2014, unless otherwise terminated by action of law or amended pursuant to the provisions of these plans.



Patrick Bokovitz
Chester County Workforce Investment Board (CCWIB)
Chester County Department of Community Development (DCD)



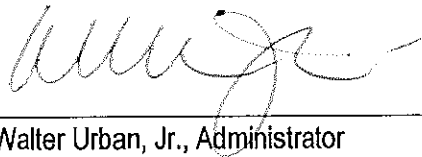
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Chester County Workforce Investment Board
and
PA CareerLink - Chester County®

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Walter Urban, Jr., Administrator
PA CareerLink – Chester County®

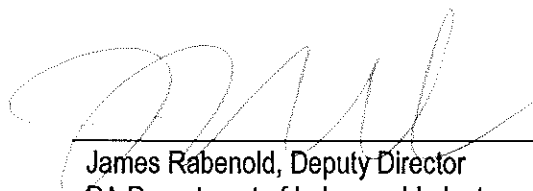
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date

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®
One-Stop Partner Agreement 2012-2014**

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James Rabenold, Deputy Director
PA Department of Labor and Industry
Bureau of Workforce Development Partnership

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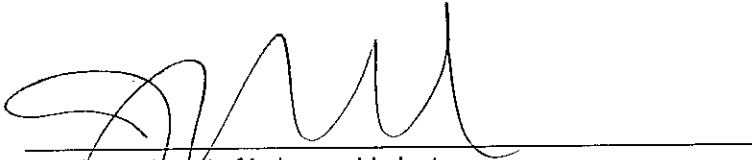
date

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

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PA Department of Labor and Industry
Unemployment Compensation
Partner Member

3-13-13

date

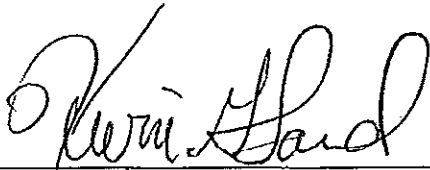
James Rabenold, Deputy Director
PA Department of Labor & Industry
Bureau of Workforce Development
Partnership

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

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Kevin Sand, District Administrator
PA Office of Vocational Rehabilitation

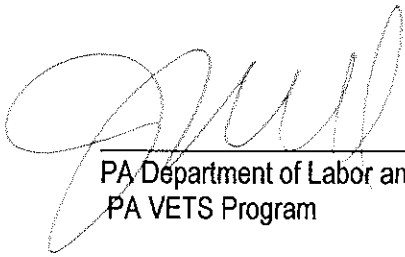
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date

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

One-Stop Partner Agreement 2012-2014

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PA Department of Labor and Industry
PA VETS Program

3-13-13

date

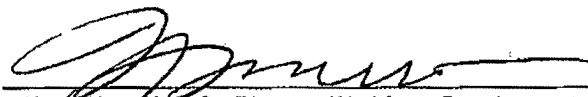
James Rabenold, Deputy Director
PA Department of Labor & Industry
Bureau of Workforce Development Partnership

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

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Nita D'Agostino, Sr. Director, Workforce Development
Pathstone, Inc.

3/15/13

date

Chester County Workforce Investment Board
and
PA CareerLink - Chester County®

One-Stop Partner Agreement 2012-2014

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Burroughs Mack, Executive Director
Family Service of Chester County

3/8/2013

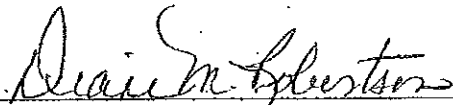
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**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

One-Stop Partner Agreement 2012-2014

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Diane Robertson, Executive Director
PA Department of Public Welfare
Chester County Assistance Office (CAO)



date

**Chester County Workforce Investment Board
and
PA CareerLink - Chester County®**

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Joyce Clatter, President and CEO
Chester County OIC, Inc.
Partner Member

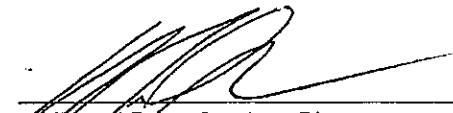
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Chester County Workforce Investment Board
and
PA CareerLink - Chester County®

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Michael Ross, Services Director
Goodwill Keystone Area

03/19/13

date

Appendix G: Priority of Service Policy



Priority of Service Policy

Core Services

Core services will remain available on a continual *and* universal basis for all individuals regardless of eligibility requirements as long as funding is available to support such services.

Intensive/Training Services

In the event that allocated funds become limited, priority of service shall be given to eligible recipients, who are defined as those receiving public assistance or are at 235% of the poverty level or below, most in need of services in the following order, particularly:

1. Veterans and eligible veteran spouses

- Eligible veterans and eligible spouses of veterans will be given preference on all job orders received by PA CareerLink® - Chester County and will be given priority of service by receiving the first opportunity to respond to new job orders.
- Eligible veterans and eligible spouses of veterans will be given priority of service when applying for/accessing Individual Training Account (ITA) grants when funds become limited.

2. Individuals that possess *multiple* barriers to employment as defined by WIA. Barriers to employment may include the following:

- Individual with Disability
- Basic Skills Deficient
- Single Parent
- Institutionalized
- Long-term Unemployed (15+ weeks)
- UC Exhaustee
- Older Individual (55+)
- School Dropout
- Limited English Language Proficiency
- Homeless or near-homeless individual
- Any other at-risk characteristic which may limit employability

Appendix H: Youth Eligibility

**Chester County Workforce Investment Board Policy for
Eligibility Determination for WIA Title I Youth**

The Subrecipient (Contracted Provider) will perform eligibility determination of youth seeking services through The HOOD, WIA Title I Youth One-Stop.

The Subrecipient will collect all eligibility documentation as part of the youth's file. A checklist on the inside sleeve of the participant file will be checked and initialized by the Subrecipient.

The Subrecipient will complete the CWDS WIA Application for the eligible youth.

The Subrecipient will supply a copy of the CWDS Base Record with all necessary documentation to the Recipient (Chester County Department of Community Development Youth Workforce Coordinator).

The Recipient will review the file for eligibility determination, and initialize the checklist found in the inside sleeve of the participant file.

After Eligibility Determination is verified, the Recipient will then approve and enter services into the CWDS system.

The Participant file will remain at the Recipient's office.

Priority of Service for WIA Title I Youth

Those youth who are determined most in need due to income eligibility and at least one of the following barriers: at risk of dropping out of school, in or aging out of foster care, offenders, parents who are incarcerated, homeless, basic skills deficient, out of school or migrant youth will receive a priority of service.

Appendix I: Procurement Policy

PROCUREMENT POLICY STATEMENT

Procurement for the County of Chester will be carried out in an effective, economical, open, fair and impartial manner. Ethical business standards and full legal compliance will be maintained through established procedures. Authority relating to the purchase of goods and services required by the County, regardless of fund sources, shall be exercised by the Department of Procurement & General Services or the Board of Commissioners under the provisions of the 3rd Class County Code.

PROCUREMENT PLANNING

In order to aid County personnel in planning their purchasing requirements, the following guidance is given:

Dollar Limitation	Quote/Bid Requirements	Order Processing Time
Less than \$1,000	1 written or telephone quotation (may obtain 2 quotations to determine price justification)	3 working days
\$1,000 - \$4,000	3 written or telephone quotations are recommended	3 - 15 working days
\$4,000 - \$9,999	3 written quotations	5 - 20 working days
\$10,000 & over	Public bidding process	60 or more working days

- Splitting an order to circumvent the dollar limitations provided above is prohibited.
- The County's purchases as a whole, not each department's purchases, determines whether the above limitations have been exceeded.
- Non-emergency repairs and maintenance require an estimate, insurance certificate on file and Procurement's approval before work begins.

PURCHASE ORDER PROCESS

- A Purchase Requisition must be entered into the PeopleSoft Financial system.
- All purchases must be secured by Purchase Order or contract.

- Confirming Purchase Orders are to be issued for emergency purposes **ONLY**.
- Freight is to be included in cost.
- Vendors are to put Purchase Order number on their invoice.

PLEASE NOTE: No product and/or service shall be delivered/performed by a vendor unless they have a Purchase Order number issued by the Department of Procurement and General Services.

OFFICE SUPPLIES

The County has an established contract with one vendor to provide a full range of office supplies. End users are required to submit requisitions via PeopleSoft.

- Please utilize Office Supply Catalog on the County intranet web site.

BID PROCESS

- Services and purchases in excess of \$10,000 must be bid.
- Series of smaller purchases to avoid bid is illegal. Small purchases must be consolidated for bidding process.
- Bids must be approved and awarded by County Commissioners.
- Bids must be publicly advertised.

EXEMPTIONS FROM BIDDING

The following purchases are exempt from bidding requirements:

- Maintenance, repairs or replacements for water, electric light, or other public works of the County where they do not constitute new additions, extensions or enlargements of existing facilities and equipment.
- Improvements, repairs and maintenance of any kind, made or provided by the County through its own employees.
- Proprietary goods.
- Policies of insurance or surety company bonds, public utility service under tariffs on file with the Pennsylvania Public Utility Commission.
- Professional services.

- Purchases made from the Federal Government, any state, or any local entity of the Commonwealth of Pennsylvania.

The Department of Procurement and General Services will make the final determination as to the applicability of these special situations in the procurement of goods and services. These items are included in greater detail under Definitions.

CONTRACT APPROVAL AUTHORITY

The Chester County Commissioners have officially implemented the following policy for delegation of approval authority for certain contracts and other transactions:

- The Director of Procurement and General Services is authorized to approve and sign contracts for routine goods and services for amounts up to \$20,000.
- Department Heads are authorized to approve and sign contracts for routine goods and services for amounts up to \$5,000. This authority may be delegated by department heads to deputies or assistant managers only.
- Department Heads are authorized to approve and enter into agreements for training for their staff for amounts up to \$20,000 per transaction. Expenses for travel, meals and other incidentals are in addition to this amount. Department Heads must obtain approval from the Chief Administrative Officer or the Chief Management Officer/Chief Clerk when travel will be to any states other than Pennsylvania, Maryland, Delaware, New Jersey, New York, Washington, DC and Metropolitan area.

- The Department of Procurement and General Services is authorized to issue blanket purchase orders where partial payments will be issued. The Department of Procurement and General Services will determine which types of transactions are appropriate for blanket purchase orders.
- When there is a question as to interpretation of these policies, the following are authorized to

interpret these policies and rule on validity of expenses, contracts or purchases: the Chief Administrative Officer, the Chief Management Officer/Chief Clerk, or the Director of Procurement and General Services.

CONTRACT MANAGEMENT

It is the responsibility of the requisitioning department to provide the Controller's Office with authorization to initiate payment. Such authorization should be given only after the following conditions are met:

- Services have been completed in full *or* goods have been received in full as required by the contract/purchase order.
- Amount invoiced reflects the amount set forth in the contract/purchase order.

For purchase orders, authorization to initiate payment shall be communicated to the Controller's Office via receiving through PeopleSoft. For contracts, authorization shall be communicated by attaching vendor's invoice with contract I.D. number to County Voucher form, signing/approving Voucher and forwarding it to the Controller's Office within forty-eight hours of receipt.

CONTRACT APPROVAL PROCEDURE

All contracts that require Commissioner approval must be delivered to the Department of Procurement and General Services at a minimum of 3.5 business days prior to the Commissioners' Sunshine Meeting.

CERTIFICATE OF INSURANCE

Contractors and/or service providers must have a current Certificate of Insurance on file in the Department of Procurement and General Services.

SURPLUS

The Department of Procurement and General Services is responsible for the legal disposal of County surplus. Policy guidelines include:

- Any asset recommended for disposal must be reported to the Department of Procurement and General Services for approval.
- Assets will be offered to other departments when advantageous.
- Trade-Ins will be recommended.
- Any sale will be advertised and managed by the Department of Procurement and General Services.
- Asset(s)/County property may not be purchased or given away unless by Resolution.

The Department of Procurement and General Services will make all final determinations as to the final disposition of County assets. The use of an asset as a trade-in on its replacement is the preferred method of disposal.

RESOLUTION OF UNACCEPTABLE GOODS/SERVICES

User must notify carrier immediately if possible, and vendor upon receipt of non-conforming, broken or damaged materials. Notification must cite the purchase order number and be in sufficient detail to enable the vendor to offer a resolution. Until a resolution is achieved, the material should be held in a secure place in the original shipping container. PLEASE NOTE: Do not receive in PeopleSoft until resolution is met. Do not submit voucher for payment. Please notify via written communications the Department of Procurement and General Services regarding any vendor who is non-conforming, along with recommendation to continue *or* discontinue as a future vendor.

PENNSYLVANIA PUBLIC OFFICIAL and EMPLOYEES ETHICS ACT 65 Pa. C.S.A. § 1101 et seq.

No elected official or employee of the County, their spouse or child or any business in which the person is associated shall enter into any contract valued at \$500 or more with the County or any subcontract

valued at \$500 or more, unless the contract has been awarded through an open and public process, including prior public notice and subsequent public disclosure of all proposals considered and contracts awarded. In such case, the elected official or employee shall not have any supervisory or overall responsibility for the implementation or administration of the contract.

It is the responsibility of elected officials and employees of the County to advise the Department of Procurement and General Services of their spouse or child's complete or partial ownership in any business that the County utilizes as a vendor for goods or services.

For further clarification please reference County of Chester Employee Handbook.

VIOLATION OF PROCEDURES

Violation of the procedures contained in this guide may result in a violation notice being sent to the County Commissioners. Per County Code, purchase order and contract authority is delegated to only the County Commissioners or their designated agent. Unauthorized purchases will not be paid by the County and will be returned to the vendor.

DEFINITIONS

Sole Source Purchases - Those procurements which are available from only one vendor and only that vendor's product/service will fulfill the user's requirements.

Proprietary Purchases - A purchase that restricts the acceptable products to those produced only by one manufacturer under patent or copyright protection and where there is absolutely no competitor manufacturing the same type of class of product. This does not include automobiles. This type of purchase is normally used only when the products being purchased must be compatible with existing products.

Professional Services - Includes services in the fields of accounting/auditing, engineering, insurance, law, and medicine. These services are exempted because professional qualifications, capabilities and experience differ. Services to be provided cannot be defined by precise specifications, nor compared solely on the basis of price.

Emergency Purchases - An emergency is a sudden or unexpected occurrence that demands immediate action to correct a dangerous Public Safety/Health situation. This does not include a situation where there is a potential problem not requiring instant action, nor where the condition has been ongoing for some time in the past.

Maintenance to Public Works - Includes maintenance, repairs, or replacements of public works. Excludes new additions, extensions or enlargements of existing facilities and equipment.

State Contract Purchases - Various goods and services are available for piggyback purchase through existing state contracts. State contract purchases are not subject to bidding requirements.

Capital Purchase - Purchase of assets exceeding \$5,000.00 per/unit cost.

QUESTIONS

When in doubt about the correct procedure for any procurement, please contact the Department of Procurement and General Services. We will be happy to assist you in expediting your request in an effective and efficient manner.

WEBSITE

For more information regarding this Purchasing Guide and other procurement opportunities, please visit us at www.chesco.org.

PROCUREMENT TEAM

Robin P. Davis	Peter Knebel
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Thank you for your cooperation!

COUNTY OF CHESTER



PURCHASING GUIDE

Department of Procurement and General Services

**2 N. High Street, Suite 145
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Website: www.chesco.org**

REVISED: 07/2009

Appendix J: Training Provider Appeal Policy

Chester County Workforce Investment Board
Training Provider Appeal Policy

In the event that a training provider decides to challenge the Local Workforce Investment Board's decision to reject a program for the inclusion on the Eligible Training Provider Program statewide list or deny continued eligibility, that training provider is welcome to submit an appeal through the following process:

- The appeal must be filed electronically through the CWDS website within 20 business days of the notice of rejection or denial.
- Any supporting documentation for the appeal must be made available up on request by the Chester County Workforce Investment Board or Bureau of Workforce Development Partnership.
- The Local Workforce Investment Board Training and Quality Assurance Committee will review the appeal and provide recommendations to the Executive Director, who has the final say. A written decision to the training provider explaining the reasoning for the decision, and signed by the WIB's Executive Director will be provided within 20 business days of the submission of the appeal.
- If a provider is still dissatisfied with the decision, they are free to complete a state appeal via the CWDS website, at which point the state will review the appeal and issue a decision.

Appendix K: Participant Appeal Policy

Chester County Workforce Investment Board
Participant Appeal Process

Should an eligible participant be denied training or other services, they are welcome to appeal that decision in the following manner:

- All relevant eligibility and programmatic paperwork should be submitted to the Program Coordinator, along with an appeal letter or email, stating the reasons the participant feels the decision should be reconsidered.
- The Program Coordinator will share the information with the Training and Quality Assurance Committee, which will discuss the appeal at its next meeting. The decision of the TQA will be communicated with the participant by the PA CareerLink® Site Administrator.
- This process will also be applied to those who have received an ITA in the past and are requesting consideration for a second ITA.

Should a participant be denied training or other services due to an inability to establish eligibility in a satisfactory manner, that participant will be afforded every opportunity to obtain additional documentation to prove their eligible status.

Please note that funding is limited and a positive decision on an appeal or the eventual establishment of eligibility does not guarantee funding.

Appendix L:
PA CareerLink[®] Staff
Grievance
Procedure/Policy

The PA CareerLink® – Chester County has established procedures for resolving both **general complaints** and **discrimination complaints**. These procedures will help maintain open communication and successful operations.

General Complaint

What is a General Complaint?

A general complaint is an expression of dissatisfaction when an employee believes that the administration of a policy, procedure, rule or condition of employment has resulted in unfair treatment.

When you and your Supervisor/Manager cannot informally resolve an issue, the following formal complaint procedure should be adhered to:

1. Contact in Writing, your Supervisor/Manager. You must do this within 180 days of the alleged violation. The written complaint must contain the details, regarding the date, time, location and names of individuals involved of the complaint in order to be properly reviewed.
2. The Supervisor/Manager will work with all individuals necessary to resolve the complaint. The Supervisor/Manager will promptly and thoroughly investigate the matter and take immediate corrective action if warranted or appropriate. A written outcome and resolutions will be completed within ten (10) business days.
3. If the complaint is not resolved to your satisfaction at the local level, notify the PA CareerLink® Administrator in writing and describe prior efforts to resolve the complaint and attach any prior correspondence with your Supervisor/Manager. Notification should be made to:

PA CareerLink®-Chester County Administrator
250 E. Harmony Street
Coatesville, PA 19320

4. The PA CareerLink® Administrator will promptly and thoroughly investigate the situation and will take immediate corrective action if appropriate. A written outcome and resolutions will be completed within ten (10) business days.
5. To the extent possible, complaints, and subsequent investigations will be handled in confidence. However, total confidentiality is usually not possible if a complaint is to be resolved. In order to conduct a proper investigation, your Supervisor/Manager or others may be contacted and questioned.
6. It is PA CareerLink® policy that no staff member will prohibit or inhibit a staff member from registering a complaint. It is also PA CareerLink® policy that there will be no retaliation toward a staff member who registers a complaint or who becomes a witness in the investigation of a complaint.

7. If you register a complaint and believe it has not been satisfactorily resolved by the PA CareerLink® Administrator, you may notify an appropriate investigating agency of the local, state or federal government.

Discrimination Complaint

What is a Discrimination Complaint?

A discrimination complaint is based on race, color, religion, sex, national origin, age, disability, political affiliation or belief.

When you believe you have been discriminated based on one of the areas above:

1. Contact in writing the Equal Opportunity Officer. You must do this within 180 days of the alleged violation. The written complaint must contain details regarding the date, time, location and names of individuals involved of the complaint and must include your name and address in order to be reviewed. The **Chester County EO Liaison** is:

John Brunken, EO Liaison
PA CareerLink®-Chester County
250 E. Harmony Street
Coatesville, PA 19320

2. The EO Liaison will work with all PA CareerLink® staff necessary to resolve the complaint. The EO Officer will promptly and thoroughly investigate the situation and will take immediate corrective action if warranted or appropriate. A written outcome and resolutions will be completed within ten (10) business days from the completion of the investigation and will be mailed to the complainant
3. If the complaint is not resolved to your satisfaction at the local level, notify the EO Officer in writing and describe prior efforts to resolve the complaint. The **Chester County EO Officer** is:

Lila Singleton, EO Officer
Chester County Department of Community Development
Government Services Center
601 Westtown Road, Suite 365
PO Box 2747
West Chester, PA 19380

4. The EO officer will promptly and thoroughly investigate the situation and will take the immediate corrective action if appropriate. A written outcome and resolutions will be completed within ten (10) business days of the completion of the investigation and mailed to the complainant.
5. To the extent possible, complaints and subsequent investigations will be handled in confidence. However, total confidentiality is usually not possible if a complaint is to be resolved. In order to conduct a proper investigation, your Supervisor/Manager or others may be contacted or questioned.

Appendix M: LWIB Individual Training Account (ITA) Policy

GUIDELINES FOR INDIVIDUAL TRAINING ACCOUNTS WORKFORCE INVESTMENT ACT (WIA)

Individual Guidelines

- The Chester County Workforce Investment Board (WIB) can only consider Individual Training Accounts (ITAs) after an individual has demonstrated through core and intensive services at the PA CareerLink that he/she cannot obtain employment.
- Funding is reserved for individuals who need to update their skills in order to obtain employment. Funding is not intended for those who are attempting a career change.
- Individuals must meet federal eligibility requirements, and provide supporting documentation of that eligibility, in order to receive WIA training funds.
- Prior to approval for training funds, individuals must participate in *either* the Employment Essentials Workshop series *or* three other WIB-sponsored workshops.
- In order to be approved for training funds, individuals are required to research and document their visit to their selected training provider. Additional visits to other training providers are encouraged, but not required.
- In order to be considered for training funds, individuals must submit a typed Statement of Need, no more than 1 page in length, detailing the reasons for requesting the training funds.
- Individuals approved for ITAs must agree to seek full time employment once their training has been completed, and report that employment to the Program Coordinator at the CareerLink. Individuals must also cooperate with periodic progress reports and follow-up contact to assess customer and training provider satisfaction and performance.
- ITAs will be provided on a first-come, first-serve basis to the extent funding is available. Once funding is exhausted, a waiting list will be maintained until new funding is available.
- Individuals seeking more than one ITA will be considered on an individual basis. No one is guaranteed more than one ITA.
- The Chester County WIB Training and Quality Assurance Committee shall have the final approval and may deny any ITA request for good cause.

Training Guidelines

- Only vendors on the statewide training list, found at www.cwds.state.pa.us/cwdsonline can be considered as training providers. Vendors within the local area or within reasonable daily commuting distance will receive priority.
- ITAs will only be issued for training programs that align with the state-issued High Priority Occupation List for Chester County.
- Training should be no less than 40 hours and no more than 2 years in length. When a training is separated into "terms," the ITA will be issued for the last \$4,000.
- The WIB will consider distance learning programs on a case-by-case basis, contingent upon program meeting CWDS application and approval requirements.

Funding Guidelines

- The maximum amount of each ITA will be \$4,000. This includes the cost of tuition, fees, books, and supplies necessary to take the course.
- All tuition payments will be made directly to the training provider by the WIB upon completion of contracting requirements and submission of a proper, itemized invoice.
- Training costs above the maximum ITA amount are the responsibility of the individual. A written statement acknowledging this responsibility, signed by the individual, will be obtained in all cases where the training cost exceeds the ITA award. No customer will be encouraged to enroll in any training activity whose cost exceeds the ITA cap.
- The WIB encourages individuals to apply for PELL funds and any other scholarship or grant opportunities available, and, if eligible, a review will be conducted to assess any customer supportive service needs (childcare, transportation, etc.) that may be required in order to ensure that the participant will be able to complete a training program. Where no other funding needs are identified, customers who are eligible for a Pell Award will be encouraged to apply Pell funds toward the cost of total tuition. The PA Careerlink will work with individual customers to assist them in understanding all sources of tuition assistance (PELL grants, scholarships, foundations, etc.). The level of funding provided for each customer will be determined by examining all sources of funding. The availability of funding will dictate the manner and exact mix of resources provided to each customer.
- The WIB will not make retroactive payments for classes taken before training approval.
- Once a request for funding has been submitted, please allow 10 days for approval by the WIB for programs appearing on the statewide approved list. For schools not on that list, please allow at least 30 days for the application process.

Assessment Guidelines

- All participants seeking an ITA must complete the KeyTrain assessment and achieve the minimum competency scores for the training they are planning to attend.
- Those participants who do not meet the minimum scores in KeyTrain will be required to participate in remediation and re-test.

Appendix N: Self-Sufficiency Policy



Chester County LWIA Self-Sufficiency Policy

Chester County’s definition of self-sufficiency will be tied to the “Self-Sufficiency Standard for Pennsylvania” analysis compiled by Pathways PA. The full Self-Sufficiency Guide can be found at http://www.pathwayspa.org/10-11_SS_Standard.pdf The Pathways PA *Pennsylvania Family Economic Self-Sufficiency* project assists low-income families in building paths out of poverty by providing training, research and advocacy that offers ways in which self-sufficiency can be achieved.

The self-sufficiency wage chart contained in the link above (Chester County – page 44) will also help the WIB in its assessment of the effectiveness of local training providers and programs, by analyzing data to see if the wages of program completers exceed the Chester County self-sufficiency wage rate.

Title I Adult Programs

Employment that pays at least the Self-Sufficiency wage as defined by Pathways PA report, for Chester County, will be considered self-sufficiency for Title I Adult programs. Clients whose income is below that amount will be eligible for Title I training programs.

Dislocated Worker Programs

The self-sufficiency definition for dislocated workers will be attainment of at least 75% of the pre-layoff wage level, in cases where the pre-layoff wage is above the Lower Living Standard Income Level (LLSIL). In instances where the pre-layoff wage is below the LLSIL, the self-sufficiency definition for dislocated workers would be the same as that for Title I stated above.

Pathways data is updated approximately every two years and the local policy will be reviewed with that update

Additional Appendices

**Chester County WIA
Industry Employment
Estimated 2008 Projected 2018**

NAICS	Industry Title	Employment*		Change		Avg Annual
		2008	2018	Level	Percent	Change
	TOTAL JOBS	252,100	257,940	5,840	2.32	584
	GOODS PRODUCING	39,100	37,230	-1,870	-4.78	-187
111	Crop Production	1,940	1,990	50	2.58	5
112	Animal Production	2,690	2,750	60	2.23	6
113	Forestry & Logging	10	30	20	200.00	2
1133	Logging	10	30	20	200.00	2
115	Agricultural & Forestry Support Activities	350	390	40	11.43	4
23	Construction	11,150	11,600	450	4.04	45
236	Construction Of Buildings	2,650	2,810	160	6.04	16
2361	Residential Building Construction	1,700	1,800	100	5.88	10
2362	Nonresidential Building Construction	950	1,010	60	6.32	6
237	Heavy & Civil Engineering Construction	1,170	1,270	100	8.55	10
2371	Utility System Construction	380	430	50	13.16	5
2379	Other Heavy Construction	220	250	30	13.64	3
238	Specialty Trade Contractors	7,330	7,520	190	2.59	19
2381	Building Foundation/Exterior Contractors	1,440	1,460	20	1.39	2
2382	Building Equipment Contractors	3,110	3,210	100	3.22	10
2383	Building Finishing Contractors	1,390	1,410	20	1.44	2
2389	Other Specialty Trade Contractors	1,390	1,450	60	4.32	6
31-33	Manufacturing	22,760	20,270	-2,490	-10.94	-249
311	Food Mfg	1,410	1,420	10	0.71	1
312	Beverage & Tobacco Product Mfg	80	80	0	0.00	0
3121	Beverage Mfg	70	70	0	0.00	0
3122	Tobacco Mfg	10	10	0	0.00	0
313	Textile Mills	140	70	-70	-50.00	-7
3133	Textile & Fabric Finishing & Fabric	50	30	-20	-40.00	-2
314	Textile Product Mills	20	10	-10	-50.00	-1
3141	Textile Furnishings Mills	10	10	0	0.00	0
315	Apparel Mfg	160	70	-90	-56.25	-9
3151	Apparel Knitting Mills	30	10	-20	-66.67	-2
3152	Cut & Sew Apparel Mfg	130	60	-70	-53.85	-7
322	Paper Mfg	740	630	-110	-14.86	-11
323	Printing & Rel. Support Activities	1,780	1,500	-280	-15.73	-28
3231	Printing & Rel. Support Activities	1,780	1,500	-280	-15.73	-28
325	Chemical Mfg	3,300	3,320	20	0.61	2
3252	Resin, Rubber & Synthetic Fibers	400	360	-40	-10.00	-4
3253	Agricultural Chemical Mfg	150	150	0	0.00	0
326	Plastics & Rubber Products Mfg	770	730	-40	-5.19	-4
331	Primary Metal Mfg	1,050	820	-230	-21.90	-23
3314	Nonferrous Metal Production & Processing	10	10	0	0.00	0
332	Fabricated Metal Product Mfg	2,050	1,750	-300	-14.63	-30
3328	Coating, Engraving & Heat Treating Metal Mfg	60	50	-10	-16.67	-1
333	Machinery Mfg	1,860	1,660	-200	-10.75	-20
3333	Commercial & Service Ind. Machinery Mfg	520	510	-10	-1.92	-1
3339	Other General Purpose Machinery Mfg	680	620	-60	-8.82	-6
334	Computer & Electronic Product Mfg	3,210	2,760	-450	-14.02	-45
3342	Communications Equipment Mfg	620	530	-90	-14.52	-9
3344	Semiconductor & Electronic Component Mfg	460	460	0	0.00	0
3345	Electronic Instrument Mfg	630	590	-40	-6.35	-4

**Chester County WIA
Industry Employment
Estimated 2008 Projected 2018**

NAICS	Industry Title	Employment*		Change		Avg
		2008	2018	Level	Percent	Annual Change
3346	Magnetic Media Manufacture & Reproducing	990	850	-140	-14.14	-14
335	Electrical Equip. & Appliance Mfg.	570	460	-110	-19.30	-11
3351	Electric Lighting Equip. Mfg	10	10	0	0.00	0
336	Transportation Equipment Mfg	1,590	1,470	-120	-7.55	-12
3364	Aerospace Product & Parts Mfg	730	800	70	9.59	7
337	Furniture & Rel. Product Mfg	710	520	-190	-26.76	-19
339	Miscellaneous Mfg	1,800	1,680	-120	-6.67	-12
3391	Medical Equip. & Supplies Mfg	1,460	1,350	-110	-7.53	-11
3399	Other Miscellaneous Mfg	350	330	-20	-5.71	-2
	Services-Providing	198,520	205,590	7,070	3.56	707
42	Wholesale Trade	11,590	11,180	-410	-3.54	-41
423	Merchant Wholesalers, Durable Goods	6,220	6,000	-220	-3.54	-22
4231	Motor Vehicle/Part Merchant Wholesalers	490	470	-20	-4.08	-2
4233	Lumber & Supply Merchant Wholesalers	370	380	10	2.70	1
4234	Commercial Goods Merchant Wholesalers	2,710	2,470	-240	-8.86	-24
4236	Electric Goods Merchant Wholesalers	750	730	-20	-2.67	-2
4237	Hardware & Plumbing Merchant Wholesalers	320	340	20	6.25	2
4238	Machinery & Supply Merchant Wholesalers	860	880	20	2.33	2
4239	Misc Durable Goods Merchant Wholesalers	380	390	10	2.63	1
424	Merchant Wholesalers, Nondurable Goods	3,330	3,350	20	0.60	2
4242	Druggists' Goods Merchant Wholesalers	720	710	-10	-1.39	-1
4243	Apparel/Piece Goods Merchant Wholesalers	240	210	-30	-12.50	-3
4244	Grocery & Rel. Product Wholesalers	1,360	1,520	160	11.76	16
4247	Petroleum Products Merchant Wholesalers	160	130	-30	-18.75	-3
4248	Alcoholic Beverage Merchant Wholesalers	90	90	0	0.00	0
4249	Misc Nondurable Goods Merchant Wholesalers	300	270	-30	-10.00	-3
425	Electronic Markets & Agents & Brokers	2,040	1,830	-210	-10.29	-21
4251	Electronic Markets & Agents/Brokers	2,040	1,830	-210	-10.29	-21
44-45	Retail Trade	28,690	28,850	160	0.56	16
441	Motor Vehicle & Parts Dealers	3,190	3,050	-140	-4.39	-14
4411	Automobile Dealers	2,630	2,480	-150	-5.70	-15
4412	Other Motor Vehicle Dealers	150	160	10	6.67	1
4413	Automotive Parts, Accessories & Tire Stores	410	410	0	0.00	0
442	Furniture & Home Furnishings Stores	980	1,030	50	5.10	5
4421	Furniture Stores	510	540	30	5.88	3
4422	Home Furnishings Stores	470	490	20	4.26	2
443	Electronics & Appliance Stores	890	920	30	3.37	3
4431	Electronics & Appliance Stores	890	920	30	3.37	3
444	Building Material & Garden Supply Stores	2,490	2,630	140	5.62	14
4441	Building Material & Supplies Dealers	1,860	1,960	100	5.38	10
4442	Lawn & Garden Equip. & Supplies Stores	640	670	30	4.69	3
445	Food & Beverage Stores	6,180	6,110	-70	-1.13	-7
4451	Grocery Stores	5,540	5,560	20	0.36	2
446	Health & Personal Care Stores	1,610	1,870	260	16.15	26
4461	Health & Personal Care Stores	1,610	1,870	260	16.15	26
447	Gasoline Stations	1,020	930	-90	-8.82	-9
4471	Gasoline Stations	1,020	930	-90	-8.82	-9
448	Clothing & Clothing Accessories Stores	1,900	1,890	-10	-0.53	-1
4481	Clothing Stores	1,440	1,450	10	0.69	1
451	Sporting Goods/Hobby/Book/Music Stores	1,340	1,290	-50	-3.73	-5

**Chester County WIA
Industry Employment
Estimated 2008 Projected 2018**

NAICS	Industry Title	Employment*		Change		Avg
		2008	2018	Level	Percent	Annual Change
4511	Sporting Goods/Musical Instrument Stores	940	950	10	1.06	1
4512	Book, Periodical & Music Stores	410	350	-60	-14.63	-6
452	General Merchandise Stores	3,490	3,330	-160	-4.58	-16
453	Miscellaneous Store Retailers	1,490	1,460	-30	-2.01	-3
4532	Office Supplies, Stationery & Gift Stores	590	520	-70	-11.86	-7
4539	Other Miscellaneous Store Retailers	610	650	40	6.56	4
454	Nonstore Retailers	4,110	4,340	230	5.60	23
4543	Direct Selling Establishments	580	480	-100	-17.24	-10
481	Air Transportation	20	30	10	50.00	1
4812	Nonscheduled Air Transportation	20	30	10	50.00	1
484	Truck Transportation	1,840	2,030	190	10.33	19
4841	General Freight Trucking	1,140	1,260	120	10.53	12
4842	Specialized Freight Trucking	700	770	70	10.00	7
485	Transit & Ground Passenger Transportation	1,800	1,890	90	5.00	9
4853	Taxi & Limousine Service	80	80	0	0.00	0
4854	School & Employee Bus Transportation	1,290	1,370	80	6.20	8
486	Pipeline Transportation	120	130	10	8.33	1
4862	Pipeline Transportation Of Natural Gas	100	100	0	0.00	0
4869	Other Pipeline Transportation	30	30	0	0.00	0
487	Scenic & Sightseeing Transportation	20	20	0	0.00	0
4871	Scenic/Sightseeing Transportation, Land	20	20	0	0.00	0
488	Support Activities For Transportation	420	420	0	0.00	0
4889	Other Support Activities For Transportation	10	10	0	0.00	0
492	Couriers & Messengers	1,280	1,100	-180	-14.06	-18
493	Warehousing & Storage	1,210	1,350	140	11.57	14
4931	Warehousing & Storage	1,210	1,350	140	11.57	14
51	Information	4,670	4,720	50	1.07	5
511	Publishing Industries	1,310	1,370	60	4.58	6
5111	Newspaper, Book & Directory Publishers	650	530	-120	-18.46	-12
5112	Software Publishers	650	850	200	30.77	20
512	Motion Picture & Sound Recording Ind.	210	230	20	9.52	2
515	Broadcasting	50	20	-30	-60.00	-3
5151	Radio & Television Broadcasting	50	20	-30	-60.00	-3
517	Telecommunications	1,900	1,910	10	0.53	1
5171	Wired Telecommunications Carriers	1,510	1,430	-80	-5.30	-8
5182	Data Processing, Hosting & Rel. Services	1,060	900	-160	-15.09	-16
52	Finance & Insurance	11,620	10,620	-1,000	-8.61	-100
522	Credit Intermediation & Rel. Activities	3,180	3,050	-130	-4.09	-13
5222	Nondepository Credit Intermediation	500	470	-30	-6.00	-3
5239	Other Financial Investment Activities	1,720	1,830	110	6.40	11
524	Insurance Carriers & Rel. Activities	5,790	4,850	-940	-16.23	-94
5241	Insurance Carriers	2,330	2,220	-110	-4.72	-11
5242	Insurance Agencies, Brokerages & Support	3,470	2,630	-840	-24.21	-84
53	Real Estate & Rental & Leasing	3,940	3,930	-10	-0.25	-1
531	Real Estate	2,160	2,100	-60	-2.78	-6
5311	Lessors Of Real Estate	1,190	1,130	-60	-5.04	-6
5312	Offices Of Real Estate Agents & Brokers	640	570	-70	-10.94	-7
5313	Activities Rel. To Real Estate	330	400	70	21.21	7
5322	Consumer Goods Rental	330	340	10	3.03	1
54	Professional & Technical Services	26,240	24,350	-1,890	-7.20	-189

**Chester County WIA
Industry Employment
Estimated 2008 Projected 2018**

NAICS	Industry Title	Employment*		Change		Avg
		2008	2018	Level	Percent	Annual Change
541	Professional & Technical Services	26,240	24,350	-1,890	-7.20	-189
5411	Legal Services	1,860	1,840	-20	-1.08	-2
5412	Accounting & Bookkeeping Services	1,560	1,440	-120	-7.69	-12
5415	Computer Systems Design & Rel. Services	10,730	10,270	-460	-4.29	-46
5416	Management & Technical Consulting Services	3,390	4,370	980	28.91	98
5417	Scientific Research & Development Services	3,430	3,670	240	7.00	24
5419	Other Professional & Technical Services	1,640	1,990	350	21.34	35
55	Management Of Companies & Enterprises	6,820	7,190	370	5.43	37
551	Management Of Companies & Enterprises	6,820	7,190	370	5.43	37
5511	Management Of Companies & Enterprises	6,820	7,190	370	5.43	37
56	Administrative & Waste Services	11,530	12,940	1,410	12.23	141
561	Administrative & Support Services	10,780	12,060	1,280	11.87	128
5611	Office Administrative Services	260	310	50	19.23	5
5613	Employment Services	4,470	5,320	850	19.02	85
5614	Business Support Services	630	730	100	15.87	10
5616	Investigation & Security Services	750	800	50	6.67	5
5617	Services To Buildings & Dwellings	3,900	4,110	210	5.38	21
5619	Other Support Services	260	260	0	0.00	0
562	Waste Management & Remediation Services	750	880	130	17.33	13
5629	Remediation & Other Waste Services	380	460	80	21.05	8
61	Educational Services	18,490	20,300	1,810	9.79	181
611	Educational Services	18,490	20,300	1,810	9.79	181
6111	Elementary & Secondary Schools	13,870	15,260	1,390	10.02	139
6113	Colleges, Universities & Professional Schools	2,810	3,160	350	12.46	35
6116	Other Schools & Instruction	500	490	-10	-2.00	-1
62	Health Care & Social Assistance	28,260	32,290	4,030	14.26	403
621	Ambulatory Health Care Services	9,320	10,350	1,030	11.05	103
6211	Offices Of Physicians	3,450	3,720	270	7.83	27
6212	Offices Of Dentists	1,580	1,690	110	6.96	11
6213	Offices Of Other Health Practitioners	1,420	1,640	220	15.49	22
6214	Outpatient Care Centers	1,230	1,370	140	11.38	14
6216	Home Health Care Services	950	1,190	240	25.26	24
622	Hospitals	7,020	7,750	730	10.40	73
6221	General Medical & Surgical Hospitals	6,090	6,680	590	9.69	59
623	Nursing & Residential Care Facilities	7,320	8,820	1,500	20.49	150
6232	Residential Mental Health Facilities	1,990	2,300	310	15.58	31
6233	Community Care Facilities For The Elderly	3,250	4,030	780	24.00	78
624	Social Assistance	4,610	5,370	760	16.49	76
6241	Individual & Family Services	2,160	2,550	390	18.06	39
6244	Child Day Care Services	2,090	2,420	330	15.79	33
71	Arts, Entertainment & Recreation	3,620	4,160	540	14.92	54
7112	Spectator Sports	120	140	20	16.67	2
7113	Performing Arts & Sports Promoters	20	20	0	0.00	0
7114	Agents & Managers for Public Figures	10	10	0	0.00	0
713	Amusements, Gambling & Recreation	2,820	3,280	460	16.31	46
7131	Amusement Parks & Arcades	50	60	10	20.00	1
7132	Gambling Industries	50	60	10	20.00	1
7139	Other Amusement & Recreation Ind.	2,720	3,170	450	16.54	45
72	Accommodation & Food Services	14,730	15,850	1,120	7.60	112
721	Accommodation	1,330	1,410	80	6.02	8

**Chester County WIA
Industry Employment
Estimated 2008 Projected 2018**

NAICS	Industry Title	Employment*		Change		Avg
		2008	2018	Level	Percent	Annual Change
7211	Traveler Accommodation	1,220	1,280	60	4.92	6
722	Food Services & Drinking Places	13,400	14,440	1,040	7.76	104
7221	Full-Service Restaurants	7,520	8,080	560	7.45	56
7222	Limited-Service Eating Places	4,270	4,630	360	8.43	36
81	Other Services, Except Public Admin.	12,590	13,390	800	6.35	80
811	Repair & Maintenance	2,060	2,170	110	5.34	11
8111	Automotive Repair & Maintenance	1,670	1,770	100	5.99	10
8113	Commercial Machinery Repair/Maintenance	200	210	10	5.00	1
812	Personal & Laundry Services	2,740	3,030	290	10.58	29
8121	Personal Care Services	1,820	2,020	200	10.99	20
8122	Death Care Services	170	190	20	11.76	2
8123	Drycleaning & Laundry Services	450	470	20	4.44	2
8129	Other Personal Services	300	350	50	16.67	5
813	Membership Associations & Organizations	6,070	6,410	340	5.60	34
8131	Religious Organizations	2,670	2,510	-160	-5.99	-16
8134	Civic & Social Organizations	2,520	2,910	390	15.48	39
8139	Professional & Similar Organizations	510	580	70	13.73	7
8141	Private Households	1,710	1,790	80	4.68	8
99	Government	8,420	8,300	-120	-1.43	-12
4911	Postal Service	1,680	1,460	-220	-13.10	-22
9991	Federal, Except USPS	110	120	10	9.09	1
	Self-Employed Workers	13,900	14,510	610	4.39	61
	Unpaid Family Workers	580	610	30	5.17	3

FOOTNOTES:

-Data may not add to totals due to rounding.

-Confidential data and industries with employment less than 10 are not shown but are included in all sub-total and total employment values.

-Industry data not comparable to previous projection timeframe (2006-2016) because totals now include self-employed, unpaid family, non-covered agriculture, and religious workers.

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ¹	Due to Replace. ²	Due to Total ³
00-0000	Total, All Occupations	252,100	257,940	2.32	1,499	5,558	7,057
11-0000	Management Occupations	12,250	12,160	-0.73	34	248	282
11-1000	Top Executives	3,040	2,760	-9.21	0	76	76
11-1011	Chief Executives	1,080	980	-9.26	0	30	30
11-1021	General & Operations Managers	1,830	1,660	-9.29	0	44	44
11-1031	Legislators, Including Local Elected Officials	130	120	-7.69	0	3	3
11-2000	Advertising, Marketing, Promotions, Public Relations, & Sales Managers	1,310	1,270	-3.05	0	29	29
11-2011	Advertising & Promotions Managers	70	60	-14.29	0	2	2
11-2021	Marketing Managers	430	420	-2.33	0	10	10
11-2022	Sales Managers	740	720	-2.70	0	17	17
11-2031	Public Relations Managers	70	70	0.00	0	2	2
11-3000	Operations Specialties Managers	2,950	2,900	-1.69	2	60	62
11-3011	Administrative Services Managers	380	370	-2.63	0	10	10
11-3021	Computer & Information Systems Managers	760	740	-2.63	0	12	12
11-3031	Financial Managers	980	960	-2.04	0	14	14
11-3041	Compensation & Benefits Managers	110	110	0.00	0	2	2
11-3042	Training & Development Managers	50	50	0.00	0	1	1
11-3049	Human Resources Managers, All Other	90	100	11.11	1	2	3
11-3051	Industrial Production Managers	300	280	-6.67	0	10	10
11-3061	Purchasing Managers	180	180	0.00	1	5	6
11-3071	Transportation, Storage, & Distribution Managers	100	100	0.00	1	3	4
11-9000	Other Management Occupations	4,950	5,230	5.66	32	83	115
11-9011	Farm, Ranch, & Other Agricultural Managers	1,080	1,190	10.19	11	8	19
11-9012	Farmers & Ranchers	320	330	3.13	1	3	4
11-9021	Construction Managers	770	830	7.79	6	12	18
11-9031	Education Administrators, Preschool & Child Care Center	100	110	10.00	1	3	4
11-9032	Education Administrators, Elementary & Secondary School	360	390	8.33	3	10	13
11-9033	Education Administrators, Postsecondary	50	60	20.00	0	2	2
11-9039	Education Administrators, All Other	20	20	0.00	0	1	1
11-9041	Engineering Managers	330	290	-12.12	0	7	7
11-9051	Food Service Managers	200	210	5.00	2	5	7
11-9061	Funeral Directors	50	50	0.00	0	1	1
11-9081	Lodging Managers	40	50	25.00	0	1	1
11-9111	Medical & Health Services Managers	340	370	8.82	3	6	9

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
11-9121	Natural Sciences Managers	150	160	6.67	2	3	5
11-9131	Postmasters & Mail Superintendents	40	40	0.00	0	1	1
11-9141	Property, Real Estate, & Community Association Managers	120	120	0.00	1	2	3
11-9151	Social & Community Service Managers	220	240	9.09	2	4	6
11-9199	Managers, Other	780	770	-1.28	0	16	16
13-0000	Business & Financial Operations Occupations	14,130	14,890	5.38	105	250	355
13-1000	Business Operations Specialists	8,320	9,040	8.65	81	154	235
13-1011	Agents of Artists, Performers, & Athletes	40	50	25.00	1	1	2
13-1021	Purchasing Agents & Buyers, Farm Products	20	10	-50.00	0	0	0
13-1022	Wholesale & Retail Buyers	190	170	-10.53	0	4	4
13-1023	Purchasing Agents	580	570	-1.72	0	13	13
13-1031	Claims Adjusters, Examiners, & Investigators	470	430	-8.51	0	12	12
13-1041	Compliance Officers	230	230	0.00	0	3	3
13-1051	Cost Estimators	480	520	8.33	4	10	14
13-1061	Emergency Management Specialists	10	20	100.00	0	0	0
13-1071	Employment, Recruitment & Placement Specialists	790	870	10.13	8	17	25
13-1072	Compensation, Benefits & Job Analysis Specialists	350	350	0.00	0	8	8
13-1073	Training & Development Specialists	680	720	5.88	5	15	20
13-1079	HR, Training, & Labor Relations Specialists, All Other	490	560	14.29	7	11	18
13-1081	Logisticians	420	520	23.81	10	6	16
13-1111	Management Analysts	2,640	2,900	9.85	26	45	71
13-1121	Meeting & Convention Planners	70	70	0.00	1	1	2
13-1199	Business Operations Specialists, Other	880	1,070	21.59	20	9	29
13-2000	Financial Specialists	5,800	5,840	0.69	24	96	120
13-2011	Accountants & Auditors	2,640	2,710	2.65	7	47	54
13-2021	Appraisers & Assessors of Real Estate	60	60	0.00	0	1	1
13-2031	Budget Analysts	120	130	8.33	1	3	4
13-2051	Financial Analysts	720	810	12.50	9	4	13
13-2052	Personal Financial Advisors	440	500	13.64	6	4	10
13-2053	Insurance Underwriters	570	440	-22.81	0	15	15
13-2071	Loan Counselors	70	60	-14.29	0	1	1
13-2072	Loan Officers	720	710	-1.39	0	8	8
13-2081	Tax Examiners, Collectors & Revenue Agents	70	70	0.00	0	2	2
13-2082	Tax Preparers	100	70	-30.00	0	2	2

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
13-2099	Financial Specialists, Other	110	110	0.00	0	3	3
15-0000	Computer & Mathematical Occupations	12,340	12,290	-0.41	78	284	362
15-1000	Computer Specialists	12,070	12,050	-0.17	78	275	353
15-1011	Computer & Information Scientists, Research	90	100	11.11	1	3	4
15-1021	Computer Programmers	2,440	1,880	-22.95	0	51	51
15-1031	Computer Software Engineers, Applications	1,580	1,840	16.46	27	23	50
15-1032	Computer Software Engineers, Systems Software	1,000	1,080	8.00	8	15	23
15-1041	Computer Support Specialists	2,780	2,540	-8.63	0	86	86
15-1051	Computer Systems Analysts	2,110	2,250	6.64	14	56	70
15-1061	Database Administrators	370	410	10.81	4	4	8
15-1071	Network & Computer Systems Administrators	1,020	1,080	5.88	6	23	29
15-1081	Network Systems & Data Communications Analysts	470	640	36.17	17	10	27
15-1099	Computer Specialists, Other	220	230	4.55	1	6	7
15-2000	Mathematical Scientists	270	240	-11.11	0	9	9
15-2011	Actuaries	170	140	-17.65	0	6	6
15-2031	Operations Research Analysts	60	50	-16.67	0	1	1
17-0000	Architecture & Engineering Occupations	5,040	2,910	-42.26	11	119	130
17-1000	Architects, Surveyors, & Cartographers	630	60	-90.48	0	14	14
17-1011	Architects	460	30	-93.48	0	9	9
17-1021	Cartographers & Photogrammetrists	10	10	0.00	0	0	0
17-1022	Surveyors	120	20	-83.33	0	4	4
17-2000	Engineers	2,910	2,110	-27.49	11	71	82
17-2011	Aerospace Engineers	110	120	9.09	1	2	3
17-2031	Biomedical Engineers	80	90	12.50	1	2	3
17-2041	Chemical Engineers	180	190	5.56	1	5	6
17-2051	Civil Engineers	740	70	-90.54	0	20	20
17-2061	Computer Hardware Engineers	180	190	5.56	1	6	7
17-2071	Electrical Engineers	190	160	-15.79	0	4	4
17-2072	Electronics Engineers	170	180	5.88	1	4	5
17-2081	Environmental Engineers	220	180	-18.18	0	6	6
17-2111	Health & Safety Engineers	70	70	0.00	0	2	2
17-2112	Industrial Engineers	400	450	12.50	5	10	15
17-2131	Materials Engineers	70	70	0.00	0	2	2
17-2141	Mechanical Engineers	380	190	-50.00	0	8	8

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
17-2199	Engineers, Other	120	130	8.33	1	2	3
17-3000	Drafters, Engineering, & Mapping Technicians	1,500	750	-50.00	0	34	34
17-3011	Architectural & Civil Drafters	290	30	-89.66	0	8	8
17-3012	Electrical & Electronics Drafters	30	30	0.00	0	1	1
17-3013	Mechanical Drafters	170	140	-17.65	0	5	5
17-3019	Drafters, All Other	50	40	-20.00	0	1	1
17-3022	Civil Engineering Technicians	280	10	-96.43	0	6	6
17-3023	Electrical & Electronic Engineering Technicians	300	260	-13.33	0	6	6
17-3024	Electro-Mechanical Technicians	10	10	0.00	0	0	0
17-3025	Environmental Engineering Technicians	70	80	14.29	0	1	1
17-3026	Industrial Engineering Technicians	100	100	0.00	0	2	2
17-3027	Mechanical Engineering Technicians	100	30	-70.00	0	2	2
17-3029	Engineering Technicians, Except Drafters, All Other	20	20	0.00	0	0	0
17-3031	Surveying & Mapping Technicians	80	10	-87.50	0	2	2
19-0000	Life, Physical, & Social Science Occupations	3,850	4,110	6.75	29	90	119
19-1000	Life Scientists	1,370	1,530	11.68	16	39	55
19-1012	Food Scientists & Technologists	10	10	0.00	0	0	0
19-1013	Soil & Plant Scientists	20	20	0.00	0	1	1
19-1021	Biochemists & Biophysicists	290	330	13.79	4	6	10
19-1022	Microbiologists	40	40	0.00	0	1	1
19-1031	Conservation Scientists	10	10	0.00	0	0	0
19-1041	Epidemiologists	10	10	0.00	0	0	0
19-1042	Medical Scientists	980	1,100	12.24	12	31	43
19-2000	Physical Scientists	680	710	4.41	5	18	23
19-2031	Chemists	440	440	0.00	0	12	12
19-2032	Materials Scientists	20	20	0.00	0	1	1
19-2041	Environmental Scientists & Specialists	170	210	23.53	4	4	8
19-2042	Geoscientists	30	20	-33.33	0	1	1
19-2043	Hydrologists	10	20	100.00	0	0	0
19-3000	Social Scientists & Related Workers	1,230	1,290	4.88	7	14	21
19-3011	Economists	30	30	0.00	0	1	1
19-3021	Market Research Analysts	780	820	5.13	3	5	8
19-3022	Survey Researchers	60	60	0.00	0	0	0
19-3031	Clinical, Counseling, & School Psychologists	250	280	12.00	3	4	7

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

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		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Due to Total ^{3/}
19-3039	Psychologists, All Other	10	10	0.00	0	0	0
19-3051	Urban & Regional Planners	40	40	0.00	0	1	1
19-4000	Life, Physical, & Social Science Technicians	580	590	1.72	2	20	22
19-4011	Agricultural & Food Science Technicians	10	10	0.00	0	0	0
19-4021	Biological Technicians	130	140	7.69	1	5	6
19-4031	Chemical Technicians	320	300	-6.25	0	11	11
19-4061	Social Science Research Assistants	30	30	0.00	0	1	1
19-4091	Environmental Science & Protection Technicians	70	80	14.29	1	3	4
19-4099	Life, Physical, & Social Science Technicians, Other	20	20	0.00	0	1	1
21-0000	Community & Social Services Occupations	3,930	4,370	11.20	47	72	119
21-1000	Counselors, Social Workers, & Other Social Service Specialists	3,350	3,820	14.03	47	62	109
21-1011	Substance Abuse & Behavioral Disorder Counselors	640	790	23.44	15	13	28
21-1012	Educational, Vocational, & School Counselors	400	440	10.00	3	8	11
21-1014	Mental Health Counselors	610	700	14.75	9	12	21
21-1015	Rehabilitation Counselors	270	300	11.11	3	5	8
21-1019	Counselors, All Other	10	10	0.00	0	0	0
21-1021	Child, Family, & School Social Workers	390	400	2.56	1	8	9
21-1022	Medical & Public Health Social Workers	280	310	10.71	3	6	9
21-1023	Mental Health & Substance Abuse Social Workers	140	170	21.43	3	3	6
21-1029	Social Workers, All Other	20	20	0.00	0	0	0
21-1091	Health Educators	100	120	20.00	2	1	3
21-1092	Probation Officers & Correctional Treatment Specialists	100	100	0.00	0	1	1
21-1093	Social & Human Service Assistants	330	400	21.21	7	4	11
21-1099	Community & Social Service Specialists, All Other	60	60	0.00	1	1	2
21-2000	Religious Workers	580	550	-5.17	0	10	10
21-2011	Clergy	260	260	0.00	0	4	4
21-2021	Directors, Religious Activities & Education	240	230	-4.17	0	6	6
21-2099	Religious Workers, All Other	70	70	0.00	0	1	1
23-0000	Legal Occupations	1,930	1,950	1.04	4	34	38
23-1000	Lawyers, Judges, & Related Workers	1,320	1,320	0.00	0	25	25
23-1011	Lawyers	1,110	1,100	-0.90	0	21	21
23-1021	Administrative Law Judges, Adjudicators, & Hearing Officers	20	20	0.00	0	0	0
23-1023	Judges, Magistrate Judges, & Magistrates	200	200	0.00	0	4	4
23-2000	Legal Support Workers	610	630	3.28	4	9	13

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Replace. ^{2/}	Total ^{3/}
23-2011	Paralegals & Legal Assistants	440	480	9.09	4	6	10
23-2091	Court Reporters	10	10	0.00	0	0	0
23-2092	Law Clerks	70	60	-14.29	0	1	1
23-2093	Title Examiners, Abstractors & Searchers	70	60	-14.29	0	1	1
23-2099	Legal Support Workers, Other	20	20	0.00	0	0	0
25-0000	Education, Training, & Library Occupations	14,050	15,720	11.89	168	282	450
25-1000	Postsecondary Teachers	1,560	1,850	18.59	29	27	56
25-1011	Business Teachers, Postsecondary	90	110	22.22	2	2	4
25-1021	Computer Science Teachers, Postsecondary	60	70	16.67	1	1	2
25-1022	Mathematical Science Teachers, Postsecondary	70	80	14.29	1	1	2
25-1032	Engineering Teachers, Postsecondary	10	10	0.00	0	0	0
25-1042	Biological Science Teachers, Postsecondary	70	80	14.29	1	1	2
25-1051	Atmospheric, Earth, Marine, & Space Sciences Teachers, Postsec.	20	20	0.00	0	0	0
25-1052	Chemistry Teachers, Postsecondary	20	20	0.00	0	0	0
25-1054	Physics Teachers, Postsecondary	10	10	0.00	0	0	0
25-1061	Anthropology & Archeology Teachers, Postsecondary	10	10	0.00	0	0	0
25-1063	Economics Teachers, Postsecondary	10	10	0.00	0	0	0
25-1064	Geography Teachers, Postsecondary	10	20	100.00	0	0	0
25-1065	Political Science Teachers, Postsecondary	20	30	50.00	1	0	1
25-1066	Psychology Teachers, Postsecondary	80	100	25.00	2	1	3
25-1067	Sociology Teachers, Postsecondary	30	40	33.33	1	1	2
25-1071	Health Specialties Teachers, Postsecondary	50	60	20.00	1	1	2
25-1072	Nursing Instructors & Teachers, Postsecondary	90	110	22.22	2	2	4
25-1081	Education Teachers, Postsecondary	130	150	15.38	3	2	5
25-1082	Library Science Teachers, Postsecondary	10	10	0.00	0	0	0
25-1111	Criminal Justice & Law Enforcement Teachers, Postsecondary	20	20	0.00	0	0	0
25-1113	Social Work Teachers, Postsecondary	30	40	33.33	1	1	2
25-1121	Art, Drama, & Music Teachers, Postsecondary	130	150	15.38	3	2	5
25-1122	Communications Teachers, Postsecondary	60	80	33.33	1	1	2
25-1123	English Language & Literature Teachers, Postsecondary	130	160	23.08	3	2	5
25-1124	Foreign Language & Literature Teachers, Postsecondary	50	60	20.00	1	1	2
25-1125	History Teachers, Postsecondary	40	50	25.00	1	1	2
25-1126	Philosophy & Religion Teachers, Postsecondary	70	80	14.29	1	1	2
25-1193	Recreation & Fitness Teachers, Postsecondary	80	100	25.00	2	1	3

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
25-1194	Vocational Education Teachers, Postsecondary	160	180	12.50	2	3	5
25-2000	Primary, Secondary, & Special Education School Teachers	8,390	9,450	12.63	107	188	295
25-2011	Preschool Teachers	790	860	8.86	7	13	20
25-2012	Kindergarten Teachers	340	390	14.71	6	6	12
25-2021	Elementary School Teachers	3,570	4,070	14.01	51	78	129
25-2022	Middle School Teachers	1,120	1,260	12.50	15	24	39
25-2023	Vocational Education Teachers, Middle School	30	30	0.00	0	1	1
25-2031	Secondary School Teachers	1,290	1,380	6.98	9	38	47
25-2032	Vocational Education Teachers, Secondary School	40	30	-25.00	0	1	1
25-2041	Special Education Teachers, Pre/Kindergarten/Elementary	620	750	20.97	12	14	26
25-2042	Special Education Teachers, Middle School	200	230	15.00	3	4	7
25-2043	Special Education Teachers, Secondary School	410	450	9.76	4	9	13
25-3000	Other Teachers & Instructors	660	720	9.09	6	7	13
25-3011	Adult Literacy, Remedial Education, & GED Teachers	80	90	12.50	1	1	2
25-3021	Self-Enrichment Education Teachers	320	330	3.13	1	3	4
25-3099	Teachers & Instructors, All Other	260	300	15.38	4	3	7
25-4000	Librarians, Curators, & Archivists	270	280	3.70	1	9	10
25-4021	Librarians	180	190	5.56	1	5	6
25-4031	Library Technicians	80	90	12.50	1	4	5
25-9000	Other Education, Training, & Library Occupations	3,180	3,420	7.55	24	51	75
25-9031	Instructional Coordinators	210	240	14.29	3	3	6
25-9041	Teacher Assistants	2,960	3,170	7.09	21	48	69
25-9099	Education, Training, & Library Workers, All Other	10	10	0.00	0	0	0
27-0000	Arts, Design, Entertainment, Sports, & Media Occupations	3,540	3,660	3.39	23	82	105
27-1000	Art & Design Workers	1,300	1,390	6.92	12	34	46
27-1011	Art Directors	80	90	12.50	0	2	2
27-1013	Fine Artists	50	60	20.00	1	1	2
27-1014	Multi-Media Artists & Animators	220	290	31.82	7	5	12
27-1021	Commercial & Industrial Designers	60	70	16.67	1	2	3
27-1022	Fashion Designers	50	50	0.00	1	1	2
27-1023	Floral Designers	210	240	14.29	2	6	8
27-1024	Graphic Designers	380	370	-2.63	0	10	10
27-1025	Interior Designers	180	160	-11.11	0	5	5
27-1026	Merchandise Displayers & Window Trimmers	30	30	0.00	0	1	1

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27-1029	Designers, All Other	40	40	0.00	0	1	1
27-2000	Entertainers & Performers, Sports & Related Workers	970	990	2.06	5	23	28
27-2011	Actors	20	20	0.00	0	1	1
27-2012	Producers & Directors	50	50	0.00	1	1	2
27-2021	Athletes & Sports Competitors	20	30	50.00	0	1	1
27-2022	Coaches & Scouts	510	550	7.84	4	13	17
27-2023	Umpires, Referees, & Other Sports Officials	10	10	0.00	0	0	0
27-2041	Music Directors & Composers	110	100	-9.09	0	2	2
27-2042	Musicians & Singers	220	210	-4.55	0	5	5
27-2099	Entertainers, Performers, Sports, & Related Workers, Other	20	20	0.00	0	1	1
27-3000	Media & Communication Workers	1,070	1,070	0.00	5	20	25
27-3011	Radio & Television Announcers	20	10	-50.00	0	1	1
27-3022	Reporters & Correspondents	30	30	0.00	0	1	1
27-3031	Public Relations Specialists	490	530	8.16	4	4	8
27-3041	Editors	250	220	-12.00	0	7	7
27-3042	Technical Writers	150	150	0.00	0	5	5
27-3043	Writers & Authors	110	120	9.09	1	2	3
27-3091	Interpreters & Translators	10	10	0.00	0	0	0
27-3099	Media & Communication Workers, Other	20	20	0.00	0	0	0
27-4000	Media & Communication Equipment Workers	200	210	5.00	2	5	7
27-4011	Audio & Video Equipment Technicians	40	30	-25.00	0	1	1
27-4012	Broadcast Technicians	10	10	0.00	0	0	0
27-4021	Photographers	130	140	7.69	1	3	4
27-4032	Film & Video Editors	10	10	0.00	0	0	0
29-0000	Healthcare Practitioners & Technical Occupations	11,690	13,410	14.71	173	219	392
29-1000	Health Diagnosing & Treating Practitioners	7,330	8,430	15.01	111	125	236
29-1011	Chiropractors	120	130	8.33	1	1	2
29-1021	Dentists, General	140	130	-7.14	0	3	3
29-1029	Dentists, All Other Specialists	70	70	0.00	0	1	1
29-1031	Dietitians & Nutritionists	80	80	0.00	0	2	2
29-1051	Pharmacists	460	560	21.74	10	8	18
29-1061	Anesthesiologists	30	30	0.00	0	1	1
29-1062	Family & General Practitioners	250	250	0.00	0	5	5
29-1063	Internists, General	20	20	0.00	0	0	0

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29-1066	Psychiatrists	40	50	25.00	1	1	2
29-1067	Surgeons	100	90	-10.00	0	2	2
29-1069	Physicians & Surgeons, Other	160	190	18.75	3	3	6
29-1071	Physician Assistants	230	270	17.39	4	3	7
29-1081	Podiatrists	230	230	0.00	0	8	8
29-1111	Registered Nurses	4,040	4,690	16.09	65	67	132
29-1122	Occupational Therapists	170	200	17.65	3	3	6
29-1123	Physical Therapists	480	580	20.83	10	6	16
29-1124	Radiation Therapists	20	20	0.00	0	0	0
29-1125	Recreational Therapists	80	90	12.50	1	1	2
29-1126	Respiratory Therapists	130	150	15.38	2	2	4
29-1127	Speech-Language Pathologists	180	200	11.11	2	4	6
29-1129	Therapists, All Other	30	30	0.00	0	0	0
29-1131	Veterinarians	260	350	34.62	8	5	13
29-1199	Health Diagnosing & Treating Practitioners, Other	10	10	0.00	0	0	0
29-2000	Health Technologists & Technicians	4,110	4,710	14.60	60	90	150
29-2011	Medical & Clinical Laboratory Technologists	230	250	8.70	2	4	6
29-2012	Medical & Clinical Laboratory Technicians	290	320	10.34	4	4	8
29-2021	Dental Hygienists	390	450	15.38	6	7	13
29-2031	Cardiovascular Technologists & Technicians	80	90	12.50	1	1	2
29-2032	Diagnostic Medical Sonographers	50	60	20.00	1	1	2
29-2033	Nuclear Medicine Technologists	70	80	14.29	0	1	1
29-2034	Radiologic Technologists & Technicians	260	270	3.85	2	4	6
29-2041	Emergency Medical Technicians & Paramedics	520	550	5.77	3	6	9
29-2051	Dietetic Technicians	10	10	0.00	0	0	0
29-2052	Pharmacy Technicians	660	880	33.33	22	20	42
29-2054	Respiratory Therapy Technicians	20	10	-50.00	0	1	1
29-2055	Surgical Technologists	50	60	20.00	1	2	3
29-2056	Veterinary Technologists & Technicians	330	440	33.33	11	10	21
29-2061	Licensed Practical & Licensed Vocational Nurses	870	940	8.05	7	24	31
29-2071	Medical Records & Health Information Technicians	190	190	0.00	0	5	5
29-2099	Health Technologists & Technicians, All Other	100	100	0.00	1	1	2
29-9000	Other Healthcare Practitioners & Technical Occupations	250	270	8.00	2	5	7
29-9011	Occupational Health & Safety Specialists	70	80	14.29	0	1	1

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29-9012	Occupational Health & Safety Technicians	10	10	0.00	0	0	0
29-9091	Athletic Trainers	20	20	0.00	0	0	0
29-9099	Healthcare Practitioner & Technical Workers, Other	150	170	13.33	2	3	5
31-0000	Healthcare Support Occupations	7,230	8,560	18.40	135	75	210
31-1000	Nursing, Psychiatric, & Home Health Aides	4,800	5,770	20.21	97	43	140
31-1011	Home Health Aides	2,270	2,860	25.99	59	20	79
31-1012	Nursing Aides, Orderlies, & Attendants	2,510	2,880	14.74	37	22	59
31-1013	Psychiatric Aides	30	40	33.33	0	0	0
31-2000	Occupational & Physical Therapist Assistants & Aides	300	370	23.33	6	4	10
31-2011	Occupational Therapist Assistants	60	70	16.67	1	1	2
31-2012	Occupational Therapist Aides	10	10	0.00	0	0	0
31-2021	Physical Therapist Assistants	130	170	30.77	3	2	5
31-2022	Physical Therapist Aides	110	130	18.18	2	1	3
31-9000	Other Healthcare Support Occupations	2,120	2,420	14.15	32	28	60
31-9011	Massage Therapists	190	230	21.05	4	2	6
31-9091	Dental Assistants	450	520	15.56	6	8	14
31-9092	Medical Assistants	920	1,100	19.57	18	11	29
31-9093	Medical Equipment Preparers	30	30	0.00	0	0	0
31-9094	Medical Transcriptionists	80	70	-12.50	0	1	1
31-9095	Pharmacy Aides	100	90	-10.00	0	1	1
31-9096	Veterinary Assistants & Laboratory Animal Caretakers	210	230	9.52	2	3	5
31-9099	Healthcare Support Workers, Other	150	160	6.67	1	2	3
33-0000	Protective Service Occupations	2,520	2,650	5.16	14	80	94
33-1000	First-Line Supervisors of Protective Service Workers	160	160	0.00	1	4	5
33-1011	Supervisors - Correctional Officers	10	10	0.00	0	0	0
33-1012	Supervisors - Police & Detectives	80	80	0.00	0	2	2
33-1021	Supervisors - Fire Fighting & Prevention	30	30	0.00	0	1	1
33-1099	Supervisors - Other Protective Service Workers	40	40	0.00	0	1	1
33-2000	Fire Fighting & Prevention Workers	150	160	6.67	1	5	6
33-2011	Fire Fighters	140	150	7.14	1	5	6
33-3000	Law Enforcement Workers	1,110	1,180	6.31	6	28	34
33-3011	Bailiffs	10	20	100.00	0	0	0
33-3012	Correctional Officers & Jailers	290	320	10.34	3	7	10
33-3021	Detectives & Criminal Investigators	60	60	0.00	1	1	2

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33-3031	Fish & Game Wardens	10	10	0.00	0	0	0
33-3041	Parking Enforcement Workers	20	20	0.00	0	0	0
33-3051	Police & Sheriff's Patrol Officers	720	740	2.78	3	19	22
33-3052	Transit & Railroad Police	10	10	0.00	0	0	0
33-9000	Other Protective Service Workers	1,100	1,160	5.45	7	42	49
33-9021	Private Detectives & Investigators	30	30	0.00	0	1	1
33-9032	Security Guards	580	610	5.17	2	12	14
33-9092	Lifeguards, Ski Patrol, & Other Protective Service Workers	320	360	12.50	4	24	28
33-9099	Protective Service Workers, Other	30	30	0.00	0	2	2
35-0000	Food Preparation & Serving Related Occupations	17,450	19,130	9.63	168	634	802
35-1000	Supervisors, Food Preparation & Serving Workers	1,440	1,550	7.64	11	12	23
35-1011	Chefs & Head Cooks	270	270	0.00	0	3	3
35-1012	Supervisors - Food Preparation & Serving Workers	1,180	1,280	8.47	10	9	19
35-2000	Cooks & Food Preparation Workers	4,070	4,460	9.58	39	119	158
35-2011	Cooks, Fast Food	570	590	3.51	3	15	18
35-2012	Cooks, Institution & Cafeteria	830	920	10.84	9	22	31
35-2014	Cooks, Restaurant	1,290	1,410	9.30	11	35	46
35-2015	Cooks, Short Order	230	240	4.35	1	6	7
35-2021	Food Preparation Workers	1,140	1,290	13.16	15	39	54
35-3000	Food & Beverage Serving Workers	9,740	10,740	10.27	100	390	490
35-3011	Bartenders	960	1,100	14.58	14	35	49
35-3021	Combined Food Preparation & Serving Workers	3,400	3,830	12.65	43	65	108
35-3022	Counter Attendants - Cafeteria, Food Concession, & Coffee Shop	1,360	1,430	5.15	6	95	101
35-3031	Waiters & Waitresses	3,460	3,720	7.51	26	188	214
35-3041	Food Servers, Non-restaurant	560	670	19.64	10	9	19
35-9000	Other Food Preparation & Serving Related Workers	2,200	2,390	8.64	19	113	132
35-9021	Dishwashers	790	860	8.86	7	32	39
35-9031	Hosts & Hostesses - Restaurant, Lounge & Coffee Shop	810	870	7.41	6	55	61
37-0000	Building & Grounds Cleaning & Maintenance Occupations	8,760	9,160	4.57	40	142	182
37-1000	Supervisors, Building & Grounds Workers	770	810	5.19	4	8	12
37-1011	Supervisors - Housekeeping & Janitorial Workers	330	340	3.03	1	5	6
37-1012	Supervisors - Landscaping & Groundskeeping Workers	440	470	6.82	3	3	6
37-2000	Building Cleaning & Pest Control Workers	4,910	5,140	4.68	23	94	117
37-2011	Janitors & Cleaners	3,750	3,910	4.27	15	72	87

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37-2012	Maids & Housekeeping Cleaners	1,160	1,230	6.03	8	22	30
37-2101	Cleaners & Servants, Private Household	690	720	4.35	3	0	3
37-2102	Housekeepers & Butlers, Private Household	180	180	0.00	1	0	1
37-3000	Grounds Maintenance Workers	3,080	3,210	4.22	14	41	55
37-3011	Landscaping & Groundskeeping Workers	2,840	2,970	4.58	13	38	51
37-3012	Pesticide Handlers, Sprayers & Applicators, Vegetation	210	220	4.76	1	3	4
37-3013	Tree Trimmers & Pruners	10	10	0.00	0	0	0
37-3019	Grounds Maintenance Workers, All Other	20	20	0.00	0	0	0
39-0000	Personal Care & Service Occupations	9,070	10,500	15.77	148	196	344
39-1000	Supervisors, Personal Care & Service Workers	240	270	12.50	3	5	8
39-1021	Supervisors, Personal Service Workers	240	270	12.50	3	5	8
39-2000	Animal Care & Service Workers	510	610	19.61	10	9	19
39-2011	Animal Trainers	150	200	33.33	5	3	8
39-2021	Non-farm Animal Caretakers	360	410	13.89	5	6	11
39-3000	Entertainment Attendants & Related Workers	430	470	9.30	4	22	26
39-3031	Ushers, Lobby Attendants, & Ticket Takers	50	50	0.00	0	3	3
39-3091	Amusement & Recreation Attendants	290	330	13.79	3	15	18
39-3093	Locker Room, Coatroom, & Dressing Room Attendants	40	40	0.00	1	2	3
39-3099	Entertainment Attendants & Related Workers, All Other	20	30	50.00	0	1	1
39-4000	Funeral Service Workers	50	50	0.00	0	1	1
39-4021	Funeral Attendants	40	50	25.00	0	1	1
39-5000	Personal Appearance Workers	2,510	3,010	19.92	49	33	82
39-5011	Barbers	620	660	6.45	4	11	15
39-5012	Hairdressers, Hairstylists, & Cosmetologists	1,390	1,660	19.42	27	17	44
39-5092	Manicurists & Pedicurists	260	360	38.46	10	3	13
39-5093	Shampooers	100	120	20.00	2	1	3
39-5094	Skin Care Specialists	140	210	50.00	7	2	9
39-6000	Transportation, Tourism, & Lodging Attendants	120	120	0.00	1	4	5
39-6011	Baggage Porters & Bellhops	20	20	0.00	0	0	0
39-6012	Concierges	10	10	0.00	0	0	0
39-6021	Tour Guides & Escorts	70	80	14.29	0	3	3
39-9000	Other Personal Care & Service Workers	5,210	5,980	14.78	81	122	203
39-9011	Child Care Workers	2,450	2,910	18.78	46	70	116
39-9012	Child Care Workers, Private Household	390	410	5.13	2	0	2

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39-9021	Personal & Home Care Aides	940	1,130	20.21	19	16	35
39-9031	Fitness Trainers & Aerobics Instructors	840	960	14.29	12	16	28
39-9032	Recreation Workers	590	630	6.78	4	11	15
39-9041	Residential Advisors	110	110	0.00	1	3	4
39-9099	Personal Care & Service Workers, Other	290	250	-13.79	0	6	6
41-0000	Sales & Related Occupations	28,160	27,750	-1.46	55	826	881
41-1000	Supervisors, Sales Workers	2,360	2,350	-0.42	1	46	47
41-1011	Supervisors - Retail Sales Workers	1,800	1,800	0.00	1	38	39
41-1012	Supervisors - Non-Retail Sales Workers	570	540	-5.26	0	8	8
41-2000	Retail Sales Workers	14,140	14,260	0.85	43	526	569
41-2011	Cashiers	5,460	5,170	-5.31	0	259	259
41-2021	Counter & Rental Clerks	670	750	11.94	8	26	34
41-2022	Parts Salespersons	280	260	-7.14	0	3	3
41-2031	Retail Salespersons	7,730	8,080	4.53	35	238	273
41-3000	Sales Representatives, Services	3,390	3,230	-4.72	9	75	84
41-3011	Advertising Sales Agents	330	340	3.03	0	6	6
41-3021	Insurance Sales Agents	1,410	1,180	-16.31	0	31	31
41-3031	Securities, Commodities & Financial Services Sales Agents	500	480	-4.00	0	13	13
41-3041	Travel Agents	80	80	0.00	0	1	1
41-3099	Sales Representatives, Services, All Other	1,060	1,150	8.49	9	25	34
41-4000	Sales Representatives, Wholesale & Manufacturing	6,140	5,920	-3.58	0	135	135
41-4011	Sales Representatives, Technical & Scientific Products	1,710	1,640	-4.09	0	38	38
41-4012	Sales Representatives	4,420	4,280	-3.17	0	98	98
41-9000	Other Sales & Related Workers	2,130	2,000	-6.10	3	43	46
41-9011	Demonstrators & Product Promoters	50	60	20.00	1	1	2
41-9021	Real Estate Brokers	20	20	0.00	0	0	0
41-9022	Real Estate Sales Agents	1,000	910	-9.00	0	16	16
41-9031	Sales Engineers	290	290	0.00	0	7	7
41-9041	Telemarketers	390	340	-12.82	0	14	14
41-9091	Door-To-Door Sales Workers & News & Street Vendors	210	200	-4.76	0	3	3
41-9099	Sales & Related Workers, Other	160	180	12.50	2	2	4
43-0000	Office & Administrative Support Occupations	40,600	39,420	-2.91	91	868	959
43-1000	Supervisors, Office & Administrative Support Workers	1,890	1,800	-4.76	0	39	39
43-1011	Supervisors - Office & Administrative Support Workers	1,890	1,800	-4.76	0	39	39

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43-2000	Communications Equipment Operators	160	130	-18.75	0	3	3
43-2011	Switchboard Oprs	130	100	-23.08	0	3	3
43-3000	Financial Clerks	6,780	6,650	-1.92	2	141	143
43-3011	Bill & Account Collectors	410	410	0.00	0	6	6
43-3021	Billing & Posting Clerks & Machine Oprs	1,040	970	-6.73	0	13	13
43-3031	Bookkeeping, Accounting, & Auditing Clerks	3,510	3,480	-0.85	0	55	55
43-3051	Payroll & Timekeeping Clerks	540	500	-7.41	0	14	14
43-3061	Procurement Clerks	140	140	0.00	0	3	3
43-3071	Tellers	1,150	1,160	0.87	2	50	52
43-4000	Information & Record Clerks	10,950	11,280	3.01	77	277	354
43-4031	Court, Municipal, & License Clerks	50	50	0.00	0	1	1
43-4041	Credit Authorizers, Checkers, & Clerks	70	50	-28.57	0	2	2
43-4051	Customer Service Representatives	5,130	5,700	11.11	57	143	200
43-4061	Eligibility Interviewers, Government Programs	30	30	0.00	0	1	1
43-4071	File Clerks	360	180	-50.00	0	10	10
43-4081	Hotel, Motel & Resort Desk Clerks	170	190	11.76	1	7	8
43-4111	Interviewers	220	230	4.55	1	6	7
43-4121	Library Assistants, Clerical	130	140	7.69	1	4	5
43-4131	Loan Interviewers & Clerks	240	190	-20.83	0	4	4
43-4151	Order Clerks	1,330	1,180	-11.28	0	28	28
43-4161	Human Resources Assistants	330	340	3.03	1	2	3
43-4171	Receptionists & Information Clerks	2,380	2,530	6.30	15	58	73
43-4181	Reservation & Transportation Ticket Agents & Travel Clerks	90	90	0.00	0	2	2
43-4199	Information & Record Clerks, All Other	250	230	-8.00	0	4	4
43-5000	Material Recording, Scheduling, Dispatching, & Distributing Workers	6,760	6,050	-10.50	0	158	158
43-5011	Cargo & Freight Agents	80	80	0.00	0	2	2
43-5021	Couriers & Messengers	110	100	-9.09	0	3	3
43-5031	Police, Fire, & Ambulance Dispatchers	70	70	0.00	0	2	2
43-5032	Dispatchers	170	160	-5.88	0	4	4
43-5041	Meter Readers, Utilities	30	20	-33.33	0	1	1
43-5051	Postal Service Clerks	130	120	-7.69	0	3	3
43-5052	Postal Service Mail Carriers	540	490	-9.26	0	16	16
43-5053	Postal Service Mail Sorters & Processors	690	570	-17.39	0	7	7
43-5061	Production, Planning, & Expediting Clerks	440	430	-2.27	0	12	12

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
43-5071	Shipping, Receiving, & Traffic Clerks	1,150	1,110	-3.48	0	28	28
43-5081	Stock Clerks & Order Fillers	3,270	2,830	-13.46	0	78	78
43-5111	Weighers, Measurers, Checkers, & Samplers, Recordkeeping	90	70	-22.22	0	2	2
43-6000	Secretaries & Administrative Assistants	6,220	5,920	-4.82	3	99	102
43-6011	Executive Secretaries & Administrative Assistants	2,020	1,940	-3.96	0	32	32
43-6012	Legal Secretaries	370	370	0.00	0	6	6
43-6013	Medical Secretaries	610	640	4.92	3	10	13
43-6014	Secretaries	3,230	2,970	-8.05	0	51	51
43-9000	Other Office & Administrative Support Workers	7,850	7,590	-3.31	9	151	160
43-9011	Computer Oprs	250	160	-36.00	0	4	4
43-9021	Data Entry Keyers	370	300	-18.92	0	9	9
43-9022	Word Processors & Typists	290	240	-17.24	0	6	6
43-9031	Desktop Publishers	60	60	0.00	0	1	1
43-9041	Insurance Claims & Policy Processing Clerks	260	200	-23.08	0	3	3
43-9051	Mail Clerks & Mail Machine Oprs	390	360	-7.69	0	10	10
43-9061	Office Clerks, General	5,900	6,000	1.69	9	108	117
43-9071	Office Machine Oprs	150	120	-20.00	0	5	5
43-9081	Proofreaders & Copy Markers	10	10	0.00	0	0	0
43-9111	Statistical Assistants	30	30	0.00	0	1	1
43-9199	Office & Administrative Support Workers, All Other	140	120	-14.29	0	3	3
45-0000	Farming, Fishing, & Forestry Occupations	3,720	4,020	8.06	30	92	122
45-1000	Supervisors, Farming, Fishing, & Forestry Workers	150	160	6.67	1	3	4
45-1011	Supervisors - Farming, Fishing & Forestry Workers	150	160	6.67	1	3	4
45-2000	Agricultural Workers	3,540	3,820	7.91	28	88	116
45-2011	Agricultural Inspectors	10	10	0.00	0	0	0
45-2021	Animal Breeders	10	10	0.00	0	0	0
45-2041	Graders & Sorters, Agricultural Products	40	40	0.00	0	1	1
45-2091	Agricultural Equipment Oprs	270	280	3.70	2	7	9
45-2092	Farmworkers & Laborers - Crop, Nursery, & Greenhouse	2,630	2,840	7.98	21	66	87
45-2093	Farmworkers - Farm & Ranch Animals	530	580	9.43	5	13	18
45-2099	Agricultural Workers, All Other	70	70	0.00	0	2	2
45-4000	Forest, Conservation, & Logging Workers	30	40	33.33	1	1	2
45-4011	Forest & Conservation Workers	20	20	0.00	0	1	1
45-4022	Logging Equipment Oprs	10	20	100.00	1	0	1

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
47-0000	Construction & Extraction Occupations	10,650	10,920	2.54	45	177	222
47-1000	Supervisors, Construction & Extraction Workers	990	1,030	4.04	5	14	19
47-1011	Supervisors - Construction Trades & Extraction Workers	990	1,030	4.04	5	14	19
47-2000	Construction Trades Workers	8,340	8,620	3.36	36	134	170
47-2021	Brickmasons & Blockmasons	140	140	0.00	0	3	3
47-2022	Stonemasons	30	30	0.00	0	1	1
47-2031	Carpenters	2,250	2,360	4.89	11	30	41
47-2041	Carpet Installers	130	120	-7.69	0	2	2
47-2042	Floor Layers	230	200	-13.04	0	3	3
47-2044	Tile & Marble Setters	130	140	7.69	1	2	3
47-2051	Cement Masons & Concrete Finishers	210	210	0.00	1	6	7
47-2053	Terrazzo Workers & Finishers	30	30	0.00	0	1	1
47-2061	Construction Laborers	1,780	1,880	5.62	10	13	23
47-2071	Paving, Surfacing, & Tamping Equipment Oprs	240	240	0.00	1	5	6
47-2073	Operating Engineers & Other Construction Equipment Oprs	480	500	4.17	3	9	12
47-2081	Drywall & Ceiling Tile Installers	420	430	2.38	1	6	7
47-2111	Electricians	1,040	1,070	2.88	3	27	30
47-2121	Glaziers	70	70	0.00	0	1	1
47-2131	Insulation Workers, Floor, Ceiling, & Wall	10	10	0.00	0	0	0
47-2141	Painters, Construction, & Maintenance	60	70	16.67	0	1	1
47-2151	Pipelayers	30	30	0.00	0	1	1
47-2152	Plumbers, Pipefitters, & Steamfitters	620	660	6.45	4	13	17
47-2181	Roofers	110	110	0.00	1	2	3
47-2211	Sheet Metal Workers	180	160	-11.11	0	4	4
47-2221	Structural Iron & Steel Workers	50	50	0.00	0	2	2
47-3000	Helpers, Construction Trades	540	540	0.00	1	14	15
47-3011	Helpers - Brick/Block/Stonemasons & Tile/Marble Setters	110	110	0.00	0	3	3
47-3012	Helpers - Carpenters	70	70	0.00	0	2	2
47-3013	Helpers - Electricians	270	270	0.00	0	7	7
47-3015	Helpers - Pipelayers, Plumbers, Pipefitters, & Steamfitters	60	60	0.00	0	1	1
47-3016	Helpers - Roofers	30	20	-33.33	0	1	1
47-4000	Other Construction & Related Workers	760	700	-7.89	4	15	19
47-4011	Construction & Building Inspectors	170	70	-58.82	0	3	3
47-4021	Elevator Installers & Repairers	80	80	0.00	0	2	2

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
47-4041	Hazardous Materials Removal Workers	40	40	0.00	1	1	2
47-4051	Highway Maintenance Workers	270	280	3.70	1	5	6
47-4071	Septic Tank Servicers & Sewer Pipe Cleaners	170	190	11.76	2	3	5
47-5000	Extraction Workers	20	20	0.00	0	1	1
47-5021	Earth Drillers, except Oil & Gas	10	10	0.00	0	0	0
49-0000	Installation, Maintenance, & Repair Occupations	9,310	9,510	2.15	30	156	186
49-1000	Supervisors of Installation, Maintenance, & Repair Workers	580	580	0.00	0	14	14
49-1011	Supervisors - Mechanics, Installers, & Repairers	580	580	0.00	0	14	14
49-2000	Electrical & Electronic Equipment Mechanics, Installers, & Repairers	1,420	1,460	2.82	8	28	36
49-2011	Computer, Automated Teller & Office Machine Repairers	420	390	-7.14	0	5	5
49-2021	Radio Mechanics	20	20	0.00	0	1	1
49-2022	Telecommunications Equipment Installers & Repairers	270	300	11.11	3	7	10
49-2091	Avionics Technicians	20	20	0.00	0	0	0
49-2094	Elec. Repairers - Commercial & Industrial Equipment	140	140	0.00	0	5	5
49-2095	Elec. Repairers - Powerhouse, Substation, & Relay	40	30	-25.00	0	1	1
49-2096	Elec. Equipment Installers & Repairers, Motor Vehicles	150	160	6.67	1	5	6
49-2097	Elec. Home Entertainment Equipment Installers & Repairers	70	70	0.00	0	1	1
49-2098	Security & Fire Alarm Systems Installers	290	330	13.79	3	4	7
49-3000	Vehicle & Mobile Equipment Mechanics, Installers	3,000	3,100	3.33	11	63	74
49-3011	Aircraft Mechanics & Service Technicians	100	120	20.00	2	1	3
49-3021	Automotive Body & Related Repairers	610	610	0.00	0	14	14
49-3023	Automotive Service Technicians & Mechanics	1,320	1,350	2.27	3	26	29
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	570	610	7.02	4	12	16
49-3041	Farm Equipment Mechanics	20	10	-50.00	0	0	0
49-3042	Mobile Heavy Equipment Mechanics	100	100	0.00	0	2	2
49-3053	Outdoor Power Equipment & Other Small Engine Mechanics	50	60	20.00	1	1	2
49-3091	Bicycle Repairers	50	50	0.00	0	1	1
49-3093	Tire Repairers & Changers	60	60	0.00	0	1	1
49-9000	Other Installation, Maintenance, & Repair Occupations	4,300	4,370	1.63	10	51	61
49-9012	Control & Valve Installers & Repairers	10	10	0.00	0	0	0
49-9021	Heating, A/C & Refrigeration Mechanics/Installers	620	620	0.00	0	11	11
49-9041	Industrial Machinery Mechanics	460	490	6.52	3	8	11
49-9042	Maintenance & Repair Workers, General	1,940	1,970	1.55	3	5	8
49-9043	Maintenance Workers, Machinery	60	50	-16.67	0	1	1

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Due to Total ^{3/}
49-9044	Millwrights	30	30	0.00	0	0	0
49-9045	Refractory Materials Repairers	10	10	0.00	0	0	0
49-9051	Electrical Power-Line Installers & Repairers	40	40	0.00	0	1	1
49-9052	Telecommunications Line Installers & Repairers	500	470	-6.00	0	13	13
49-9062	Medical Equipment Repairers	160	170	6.25	2	4	6
49-9091	Coin, Vending, & Amusement Machine Servicers & Repairers	40	40	0.00	0	1	1
49-9098	Helpers - Installation, Maintenance & Repair Workers	150	150	0.00	0	3	3
49-9099	Installation, Maintenance, & Repair Workers, Other	270	280	3.70	2	2	4
51-0000	Production Occupations	15,140	14,180	-6.34	18	303	321
51-1000	Supervisors, Production Workers	1,070	1,010	-5.61	0	18	18
51-1011	Supervisors - Production & Operating Workers	1,070	1,010	-5.61	0	18	18
51-2000	Assemblers & Fabricators	2,350	2,060	-12.34	0	46	46
51-2021	Coil Winders, Tapers, & Finishers	30	30	0.00	0	1	1
51-2022	Electrical & Electronic Equipment Assemblers	460	320	-30.43	0	8	8
51-2023	Electromechanical Equipment Assemblers	230	180	-21.74	0	4	4
51-2041	Structural Metal Fabricators & Fitters	180	150	-16.67	0	3	3
51-2092	Team Assemblers	1,190	1,130	-5.04	0	25	25
51-2099	Assemblers & Fabricators, Other	210	190	-9.52	0	4	4
51-3000	Food Processing Workers	820	860	4.88	4	22	26
51-3011	Bakers	360	380	5.56	2	8	10
51-3021	Butchers & Meat Cutters	130	130	0.00	0	4	4
51-3022	Meat, Poultry & Fish Cutters & Trimmers	130	130	0.00	1	4	5
51-3092	Food Batchmakers	150	170	13.33	2	4	6
51-3093	Food Cooking Machine Oprs	40	40	0.00	0	2	2
51-4000	Metal Workers & Plastic Workers	2,190	1,940	-11.42	0	42	42
51-4011	Computer-Controlled Machine Tool Oprs	80	70	-12.50	0	1	1
51-4021	Extruding & Drawing Machine Oprs	100	90	-10.00	0	3	3
51-4022	Forging Machine Oprs	80	50	-37.50	0	2	2
51-4023	Rolling Machine Oprs	40	40	0.00	0	1	1
51-4031	Cutting, Punching & Press Machine Oprs	160	130	-18.75	0	4	4
51-4032	Drilling & Boring Machine Tool Oprs	20	10	-50.00	0	0	0
51-4033	Grinding, Lapping, Polishing & Buffing Machine Tool Oprs	120	90	-25.00	0	1	1
51-4034	Lathe & Turning Machine Tool Oprs	50	30	-40.00	0	1	1
51-4041	Machinists	470	450	-4.26	0	7	7

**Chester County WIA
Occupational Employment
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		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
51-4051	Metal-Refining Furnace Oprs	60	60	0.00	0	1	1
51-4052	Pourers & Casters, Metal	40	40	0.00	0	1	1
51-4061	Model Makers	10	10	0.00	0	0	0
51-4072	Molding & Casting Machine Oprs	100	80	-20.00	0	2	2
51-4081	Multiple Machine Tool Oprs	200	200	0.00	0	4	4
51-4111	Tool & Die Makers	60	50	-16.67	0	1	1
51-4121	Welders, Cutters, Solderers & Brazers	490	450	-8.16	0	10	10
51-4191	Heat Treating Equipment Oprs	30	20	-33.33	0	0	0
51-4193	Plating & Coating Machine Oprs	30	30	0.00	0	1	1
51-4199	Metal Workers & Plastic Workers, Other	20	10	-50.00	0	0	0
51-5000	Printing Workers	1,120	1,000	-10.71	0	18	18
51-5011	Bindery Workers	90	80	-11.11	0	1	1
51-5021	Job Printers	450	410	-8.89	0	4	4
51-5022	Prepress Technicians & Workers	110	80	-27.27	0	2	2
51-5023	Printing Machine Oprs	460	440	-4.35	0	10	10
51-6000	Textile, Apparel, & Furnishings Workers	1,180	1,150	-2.54	4	22	26
51-6011	Laundry & Dry-Cleaning Workers	270	290	7.41	2	6	8
51-6021	Pressers: Textile, Garment & Related Materials	40	40	0.00	0	0	0
51-6031	Sewing Machine Oprs	290	270	-6.90	0	3	3
51-6051	Sewers, Hand	100	100	0.00	0	2	2
51-6052	Tailors, Dressmakers & Custom Sewers	80	80	0.00	0	1	1
51-6061	Textile Bleaching & Dyeing Machine Oprs	20	10	-50.00	0	0	0
51-6062	Textile Cutting Machine Oprs	190	210	10.53	2	6	8
51-6063	Textile Knitting & Weaving Machine Oprs	30	10	-66.67	0	1	1
51-6064	Textile Winding, Twisting, & Drawing Out Machine Oprs	40	30	-25.00	0	1	1
51-6093	Upholsterers	130	120	-7.69	0	2	2
51-7000	Woodworkers	550	460	-16.36	0	14	14
51-7011	Cabinetmakers & Bench Carpenters	270	220	-18.52	0	8	8
51-7021	Furniture Finishers	130	100	-23.08	0	2	2
51-7041	Sawing Machine Oprs, Wood	30	30	0.00	0	1	1
51-7042	Woodworking Machine Oprs	120	110	-8.33	0	3	3
51-8000	Plant & System Operators	730	740	1.37	4	16	20
51-8021	Stationary Engineers & Boiler Oprs	20	20	0.00	0	0	0
51-8031	Water & Liquid Waste Treatment Plant & System Oprs	430	460	6.98	4	8	12

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

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51-8091	Chemical Plant & System Oprs	130	110	-15.38	0	4	4
51-8092	Gas Plant Oprs	30	40	33.33	0	1	1
51-8093	Petroleum Pump System Oprs, Refinery Oprs & Gaugers	30	30	0.00	0	1	1
51-8099	Plant & System Oprs, Other	30	30	0.00	0	1	1
51-9000	Other Production Occupations	5,140	4,970	-3.31	5	107	112
51-9011	Chemical Equipment Oprs & Tenders	500	510	2.00	2	11	13
51-9012	Separating, Filtering, Clarifying, Precipitating, & Still Machine Oprs	20	20	0.00	0	0	0
51-9021	Crushing, Grinding, & Polishing Machine Oprs	100	90	-10.00	0	2	2
51-9022	Grinding & Polishing Workers, Hand	20	20	0.00	0	0	0
51-9023	Mixing & Blending Machine Oprs	150	140	-6.67	0	2	2
51-9032	Cutting & Slicing Machine Oprs	130	120	-7.69	0	2	2
51-9041	Extruding, Forming, Pressing, & Compacting Machine Oprs	60	60	0.00	0	1	1
51-9051	Furnace, Kiln, Oven, Drier, & Kettle Oprs	10	10	0.00	0	0	0
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	610	570	-6.56	0	9	9
51-9081	Dental Laboratory Technicians	240	220	-8.33	0	4	4
51-9082	Medical Appliance Technicians	10	10	0.00	0	0	0
51-9111	Packaging & Filling Machine Oprs	900	920	2.22	2	17	19
51-9121	Coating, Painting & Spraying Machine Oprs	140	120	-14.29	0	3	3
51-9122	Painters, Transportation Equipment	150	150	0.00	0	3	3
51-9123	Painting, Coating & Decorating Workers	20	20	0.00	0	1	1
51-9131	Photographic Process Workers	30	20	-33.33	0	1	1
51-9132	Photographic Processing Machine Oprs	100	50	-50.00	0	3	3
51-9192	Cleaning, Washing, & Metal Pickling Equipment Oprs	10	10	0.00	0	0	0
51-9194	Etchers & Engravers	30	30	0.00	0	1	1
51-9195	Molders, Shapers, & Casters	360	330	-8.33	0	8	8
51-9196	Paper Goods Machine Oprs	160	140	-12.50	0	4	4
51-9198	Helpers, Production Workers	1,280	1,290	0.78	1	31	32
51-9199	Production Workers, Other	140	130	-7.14	0	3	3
53-0000	Transportation & Material Moving Occupations	15,520	15,390	-0.84	47	332	379
53-1000	Supervisors, Transportation & Material Moving Workers	580	600	3.45	2	12	14
53-1021	Supervisors - Helpers, Laborers, & Material Movers	250	260	4.00	1	5	6
53-1031	Supervisors - Trans. & Material-Moving Machine Oprs	330	340	3.03	1	7	8
53-2000	Air Transportation Workers	20	20	0.00	0	1	1
53-2012	Commercial Pilots	20	20	0.00	0	1	1

**Chester County WIA
Occupational Employment
Estimated 2008 Projected 2018**

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		Estimated 2008	Projected 2018		Due to Growth ^{1/}	Replaces ^{2/}	Total ^{3/}
53-3000	Motor Vehicle Operators	7,430	7,730	4.04	36	122	158
53-3011	Ambulance Drivers & Attendants	70	80	14.29	0	1	1
53-3021	Bus Drivers, Transit & Intercity	520	530	1.92	2	7	9
53-3022	Bus Drivers, School	1,290	1,380	6.98	9	17	26
53-3031	Driver/Sales Workers	190	180	-5.26	0	3	3
53-3032	Truck Drivers, Heavy & Tractor-Trailer	3,350	3,580	6.87	24	59	83
53-3033	Truck Drivers, Light or Delivery Services	1,700	1,650	-2.94	0	30	30
53-3041	Taxi Drivers & Chauffeurs	300	310	3.33	1	4	5
53-3099	Motor Vehicle Oprs, Other	20	20	0.00	0	0	0
53-4000	Rail Transportation Workers	20	20	0.00	0	1	1
53-6000	Other Transportation Workers	220	220	0.00	0	6	6
53-6021	Parking Lot Attendants	200	200	0.00	0	6	6
53-6031	Service Station Attendants	10	10	0.00	0	0	0
53-7000	Material Moving Workers	7,250	6,790	-6.34	9	191	200
53-7021	Crane & Tower Oprs	40	40	0.00	0	1	1
53-7032	Excavating & Loading Machine & Dragline Oprs	120	130	8.33	1	2	3
53-7051	Industrial Truck & Tractor Oprs	580	510	-12.07	0	15	15
53-7061	Cleaners of Vehicles & Equipment	710	720	1.41	1	27	28
53-7062	Laborers & Freight, Stock & Material Movers, Hand	3,520	3,310	-5.97	0	113	113
53-7063	Machine Feeders & Offbearers	310	250	-19.35	0	6	6
53-7064	Packers & Packagers, Hand	1,460	1,260	-13.70	0	18	18
53-7071	Gas Compressor & Gas Pumping Station Oprs	20	20	0.00	0	1	1
53-7081	Refuse & Recyclable Material Collectors	140	140	0.00	1	4	5
53-7199	Material Moving Workers, Other	70	60	-14.29	0	1	1

FOOTNOTES:

Data may not add to totals due to rounding. Confidential data and occupations with employment less than 10 are not shown but are included in all sub-total and total employment values.

1/ Labor force growth openings, except for cases of negative growth where growth openings are expressed as zero.

2/ Labor force net replacements due to death, retirement, disability, or withdrawal for personal reasons.

3/ Total openings equal replacements plus annual growth.



Hire One Job Seeker Survey - Annual Report 2010/2011

October 2010 - June 30, 2011

Total number of respondents 1,323

Which county do you currently live in?

Answer Options	Response Count	Response Percent
Chester	614	89.2%
Montgomery	17	2.5%
Delaware	16	2.3%
Lancaster	12	1.7%
Berks	6	0.9%
Other	6	0.9%
Out-of State	5	0.7%
Bucks	3	0.4%
Philadelphia	3	0.4%
Lehigh	3	0.4%
Northampton	3	0.4%
	<i>answered question</i>	688
	<i>skipped question</i>	635

Which age range do you currently fall within?

Answer Options	Response Count	Response Percent
18-24 years	15	2.2%
24-29 years	67	9.7%
30-39 years	97	14.0%
40-49 years	160	23.1% 2nd
50-59 years	228	32.9% 1st
60-69 years	112	16.2% 3rd
70+ years	14	2.0%
	<i>answered question</i>	693
	<i>skipped question</i>	630

Please list your education level:

Answer Options	Response Count	Response Percent
No High School Degree	51	3.9%
High School/GED Degree	381	29.5% 2nd
Associate's Degree	89	6.9%
Bachelor's Degree	407	31.5% 1st
Master's Degree	179	13.9%
Doctorate Degree	29	2.2%
Some College # Credits/or Technical Training Type:	276	21.4% 3rd
	<i>answered question</i>	1292
	<i>skipped question</i>	31



Hire One Job Seeker Survey - Annual Report 2010/2011

Would you describe yourself as:

Answer Options	Response Count	Response Percent
Unemployed	1199	91.7%
Underemployed	83	6.3%
Employed	26	2.0%
	<i>answered question</i>	1308
	<i>skipped question</i>	15

If you are currently unemployed or underemployed, how long have you been unemployed or underemployed?

Answer Options	Response Count	Response Percent
Less than 3 months	807	62.3%
3-6 months	171	13.2%
6-12 months	99	7.6%
12-18 months	84	6.5%
18-24 months	53	4.1%
More than 24 months	81	6.3%
	<i>answered question</i>	1295
	<i>skipped question</i>	28

Please select the yearly income represented by your most recent job:

Answer Options	Response Count	Response Percent
Less than \$20,000	147	12.0%
\$20,000 - \$39,000	336	27.4%
\$40,000 - \$59,000	267	21.8%
\$60,000 - \$79,000	178	14.5%
\$80,000 - \$99,999	121	9.9%
More than \$100,000	178	14.5%
	<i>answered question</i>	1226
	<i>skipped question</i>	97

Where did you obtain this survey?*

Answers - Please list	Response Count	Response Percent
CareerLink	412	74.1%
Joseph's People	54	9.7%
Business Executives Networking Group (BENG)	28	5.0%
Hire One website	27	4.9%
Managing Your Career Transition	9	1.6%
Other	28	5.0%
	<i>answered question</i>	556
	<i>skipped question</i>	767*

**This question was added to the survey in January 2011*



Hire One Job Seeker Survey - Annual Report 2010/2011

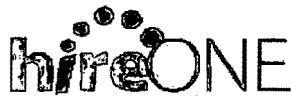
In which type of industry did you most recently work?

Answer Options	Response Count	Response Percent
Sales/Marketing	159	10.8%
Healthcare	151	10.3%
Manufacturing	127	8.7%
Pharmaceutical	120	8.2%
Information/Computer Services	104	7.1%
Finance or Banking	83	5.7%
Architecture/Construction	62	4.2%
Education	56	3.8%
Retail	53	3.6%
Insurance	51	3.5%
Telecommunications	37	2.5%
Government/Public Administration	35	2.4%
Non-Profit	35	2.4%
Engineering	32	2.2%
Hospitality	30	2.0%
Law	29	2.0%
Agriculture	20	1.4%
Food Service	19	1.3%
Automotive Retail/Repair	18	1.2%
Energy	12	0.8%
Customer Service	7	0.5%
Other*	226	15.4%
<i>answered question</i>	975	1466*
<i>skipped question</i>	348	0

**Some respondents indicated more than one industry, causing this number to be larger than the aggregate.*

What was your most recent job title (please list):

Answers - Please list	Response Count	Response Percent
Associate/Non-Management	491	38.6%
Middle Management	301	23.7%
Professional	294	23.1%
Trade/Skilled	133	10.5%
Executive Management	53	4.2%
<i>answered question</i>		1272
<i>skipped question</i>		51



Hire One Job Seeker Survey - Annual Report 2010/2011

Which of the following social media networks are you currently using for your job search?
Please check all that apply.

Answer Options	Response Percent	Response Count
LinkedIn	46.8%	300
Facebook	19.5%	125
Twitter	3.7%	24
None	30.0%	192
Other	22.9%	147*
	<i>answered question</i>	641
	<i>skipped question</i>	682*

**This question was added to the survey in May 2011*

**Responses to the "other" category did not indicate social media networks, rather they listed ways they are looking for jobs, see below*

<i>*Other-Please list:</i>	<i>Response Count</i>	<i>Response Percent</i>
<i>Online Job Boards</i>	<i>96</i>	<i>15.0%</i>
<i>Newspapers</i>	<i>25</i>	<i>3.9%</i>
<i>Personal Networks</i>	<i>7</i>	<i>1.1%</i>
<i>Alumni Groups</i>	<i>1</i>	<i>0.2%</i>
<i>Other</i>	<i>18</i>	<i>2.8%</i>



Hire One Job Seeker Survey - Annual Report 2010/2011

Please list your top needs to assist you in your employment search:

Answers - Please list	Response Count	Response Percent
Education/Training/Financial assistance for	115	15.4%
Job Search Assistance	114	15.3%
Networking	97	13.0%
Resume/Cover Letter	91	12.2%
Coaching/Mentoring	39	5.2%
Interviewing	38	5.1%
Computer Skills	35	4.7%
Transportation	24	3.2%
Health Insurance	11	1.4%
Other*	189	25.4%
<i>answered question</i>		753
<i>skipped question</i>		

*Mostly financial assistance with mortgages, bills, etc.,
Many listed criteria for job search (salary range, geographical limitations)

Other than assistance with your employment search, what services/resources do you need to help you during this time?

Answers - Please list	Response Count	Response Percent
Education/Training/Financial assistance for	91	20.3%
Health Insurance	56	12.5%
Job Search Assistance	40	8.9%
Resume/Cover Letter	39	8.7%
Computer Skills	29	6.5%
Networking	29	6.5%
Coaching/Mentoring	19	4.2%
Interviewing	17	3.7%
Transportation	14	3.1%
Other*	114	25.5%
<i>answered question</i>		448
<i>skipped question</i>		

*Mostly financial assistance with mortgages, bills, etc.

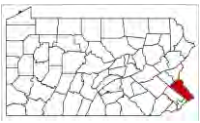
Migration Patterns

Bucks County



*With comparisons to Chester, Delaware,
Montgomery, and Philadelphia Counties*

1268 Veterans Highway
Bristol, PA 19007
215.874.2800 (P)
215.874.2804 (F)



Migration Patterns

Introduction

The Migration Patterns report was prepared by the Central Pennsylvania Workforce Development Corporation (CPWDC) for the Bucks County Workforce Investment Board. Comparisons to surrounding areas are provided for Chester, Delaware, Montgomery, and Philadelphia Counties Counties.

All data is provided by the U.S. Census Bureau's American Community Survey (ACS). The ACS has single year, 3-year, and 5-year estimates. Since Bucks County has a relatively high population, the single-year surveys were selected for analysis.

American Community Survey single-year estimates are based on data collected between, for example, January 2010 and December 2010 for the 2010 survey. This data represents the average characteristics over the year. Equal weight is given to each of the 12 months, so the data should be interpreted as an annual average that may or may not have fluctuated during the survey time period.

While this report identifies if there was net in- or out-migration and by how much, it does not identify the specific county from which people relocated or the county to which they moved. Results are only presented by individual county; the data does not allow for a regional perspective that encompasses all counties as a whole. Similar to other survey results, the data used in this report is dependent on where people declare residency.

Despite these limitations, migration patterns are presented by age group which may allow the reader to infer the purpose for individuals' relocations, but such conjectures should not be considered factual.

Methodology

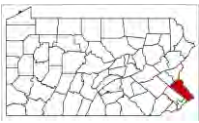
The objective of this report is to compare two main data sets:

- **Geographic mobility in the past year by current residence**
- **Geographic mobility in the past year for residence one year ago**

The "current residence" data set identifies the in-migration that occurred in the area, while out-migration is identified in the "residence one year ago" data set. Simply comparing the levels of these data sets determined if there was **net in-migration**, where there were more people moving into a county, or **net out-migration**, where more people moved out of a county.

The focus of this report is on total in- or out-migration for the entire population, not the workforce.

Additional datasets from the ACS are available that focus on gender, citizenship, marital status, education, income, and poverty status. Please see the **Geographic Mobility Report** for further information.



Migration Patterns

Interpreting Results

In its most basic form, migration patterns reveal how the population is changing. While the specific causes for migrating in or out of a county are unknown, several implications can be made when reviewing the results. Even though they are assumptions, they can be supported by referencing other data or using local knowledge of the area. For example, **labor market conditions** may be revealed if there is a large wave of working-age individuals leaving or coming to the area. Migration patterns only point to the local factors that have caused people to move; they do not reveal the true cause of the migration.

The results of this analysis are likely skewed by the presence of post-secondary institutions, training programs, or correctional facilities. While incarcerated at these institutions or attending post-secondary or other training programs, individuals typically declare residence in the county, but may or may not remain when they are no longer incarcerated or when they have completed their training.

Results

As described in the methodology, the in-migration and out-migration data sets were compared to determine net-migration levels. Net **in**-migration is identified by positive values, while net **out**-migration uses negative values.

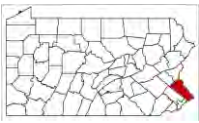
In addition to the people that moved between counties during each time period, there were non-migrants who stayed in the same county.

The following table identifies the average number of non-migrants for Bucks County:

Non-Migration Patterns			
Geography	Non-Migration	Population	Percent Non-Migration
Pennsylvania	12,163,706	12,447,588	97.7%
Bucks County	597,955	618,349	96.7%
Chester County	465,042	490,867	94.7%
Delaware County	523,967	550,267	95.2%
Montgomery County	734,025	778,010	94.3%
Philadelphia County	1,424,981	1,488,231	95.8%

Based on the average for the 2008, 2009, and 2010 American Community Surveys using the "current residence" datasets

In Bucks County, 96.7% of the population is formed by individuals who did not move out of the county in the past year. This table does not reveal the intra-county movement; individuals who did not move or moved within the county are counted in this table. Similarly, the State non-migration value does not show how many people moved to different counties within the Commonwealth. As evidenced by surrounding counties, it is common for only a small percentage of the population to relocate to a different county. Nonetheless, there are still large waves of individuals moving into and moving away from each county.



Migration Patterns

The following table identifies the average in- and out-migration patterns for Bucks County:

Migration Patterns		
Geography	In-Migration	Out-Migration
Pennsylvania	283,882	214,097
Bucks County	20,394	27,093
Chester County	25,825	23,248
Delaware County	26,299	25,597
Montgomery County	43,985	37,701
Philadelphia County	63,249	67,705

Based on the average for the 2008, 2009, and 2010 American Community Surveys

On average, over 20,000 people are moving into and away from Bucks County each year. Higher out-migration levels mean more people are leaving Bucks County than those who move to the county. Only Philadelphia County demonstrates a similar migration pattern.

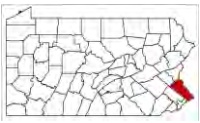
During each survey time period, there were changes to the population caused by differing levels of migration, which is referred to as *net-migration*. Positive net-migration values indicate more people migrated into the area (higher in-migration levels), while negative net-migration values signify more people migrated away from the area (higher out-migration levels). The following table shows the net-migration in Bucks County:

Change in Population based on Net-Migration Patterns					
Geography	2008 Survey	2009 Survey	2010 Survey	Total Change	Percent Change
Pennsylvania	60,802	73,030	75,524	209,356	1.7%
Bucks County	-1,528	-11,294	-7,275	-20,097	-3.3%
Chester County	2,866	2,618	2,247	7,731	1.6%
Delaware County	-492	3,117	-519	2,106	0.4%
Montgomery County	1,541	13,671	3,642	18,854	2.5%
Philadelphia County	-8,530	-7,373	2,537	-13,366	-0.9%

Based on the average for the 2008, 2009, and 2010 American Community Surveys

Positive net-migration levels indicate net **in**-migration; negative net-migration levels indicate net **out**-migration
Percent Changes based on the total population from 2008 "current residence" dataset

Source data identifies individuals' **current** residences and residences **1 year ago**. As shown in the above table, populations in both Bucks (-3.3%) and Philadelphia (-0.9%) Counties decreased between 2008 and 2010. The population in Bucks County decreased due to net out-migration during each time period, while Philadelphia County experienced net in-migration during the most recent survey. In terms of absolute change, Bucks County saw the greatest percent change.

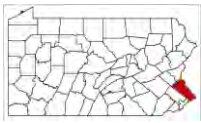


Migration Patterns

Net-migration numbers reveal the overall “change” associated with in- and out-migration patterns. This is only a small piece of the puzzle – it does not show if these people came to area for employment opportunities, if they left the area because of a lack of or mismatch of skills and job openings, or if they are even in the labor force. Additional data from the American Community Survey provides insight as to who may be coming to or leaving the area and the purpose of their relocation. Specifically, migration patterns are available by age group and are shown in the following tables.

In Bucks County, the population decreased by over 20,000 people (-3.3%) from 2008 to 2010. Decreases were evident across most age groups, but several age groups demonstrated net increases: ages 5-17, 40-44, 45-49, and 75+.

Please note that the change values will be the same for both the “Residence Change” and “Migration” sections of the tables. This is because of the non-migration population that was discussed earlier. By definition, the non-migration population did not move out of the geography. Therefore, they do not have an effect on the net-migration or the “change” seen in the tables. The only factor causing any change is the net-migration caused by individuals in-migrating to the county or out-migrating away from the county.



Migration Patterns

Bucks County

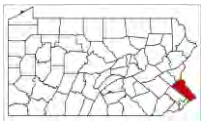
Residence Change

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	
Total	615,049	616,577	-1,528	620,279	631,573	-11,294	619,720	626,995	-7,275	-20,097
1-4	28,144	27,725	419	29,473	31,334	-1,861	28,178	27,513	665	-777
5-17	106,397	105,315	1,082	106,837	106,453	384	109,191	110,225	-1,034	432
18-19	16,662	19,999	-3,337	16,819	21,783	-4,964	14,414	18,177	-3,763	-12,064
20-24	36,363	37,878	-1,515	37,162	39,845	-2,683	32,930	34,533	-1,603	-5,801
25-29	31,886	31,080	806	32,122	34,376	-2,254	33,369	33,780	-411	-1,859
30-34	32,183	31,795	388	29,389	30,462	-1,073	32,204	32,824	-620	-1,305
35-39	39,463	39,270	193	38,841	38,042	799	37,974	37,658	316	1,308
40-44	48,660	48,315	345	48,850	47,779	1,071	46,737	47,486	-749	667
45-49	57,014	57,240	-226	55,864	55,500	364	54,593	54,110	483	621
50-54	52,391	52,336	55	53,833	54,226	-393	54,263	54,809	-546	-884
55-59	47,218	47,998	-780	44,383	44,582	-199	44,747	45,004	-257	-1,236
60-64	32,334	32,444	-110	36,475	37,428	-953	39,792	40,027	-235	-1,298
65-69	26,260	26,400	-140	28,811	28,713	98	28,088	28,181	-93	-135
70-74	20,054	20,112	-58	17,959	18,143	-184	19,397	19,199	198	-44
75+	40,020	38,670	1,350	43,461	42,907	554	43,843	43,469	374	2,278

Migration

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	
Total	24,383	25,911	-1,528	16,535	27,829	-11,294	20,264	27,539	-7,275	-20,097
1-4	2,168	1,749	419	717	2,578	-1,861	1,520	855	665	-777
5-17	3,338	2,256	1,082	2,513	2,129	384	1,372	2,406	-1,034	432
18-19	691	4,028	-3,337	257	5,221	-4,964	614	4,377	-3,763	-12,064
20-24	2,294	3,809	-1,515	2,286	4,969	-2,683	3,079	4,682	-1,603	-5,801
25-29	3,958	3,152	806	1,949	4,203	-2,254	3,868	4,279	-411	-1,859
30-34	2,370	1,982	388	996	2,069	-1,073	2,105	2,725	-620	-1,305
35-39	1,990	1,797	193	2,117	1,318	799	1,682	1,366	316	1,308
40-44	1,713	1,368	345	1,714	643	1,071	877	1,626	-749	667
45-49	1,347	1,573	-226	982	618	364	1,548	1,065	483	621
50-54	1,129	1,074	55	778	1,171	-393	518	1,064	-546	-884
55-59	542	1,322	-780	325	524	-199	749	1,006	-257	-1,236
60-64	414	524	-110	268	1,221	-953	543	778	-235	-1,298
65-69	309	449	-140	458	360	98	396	489	-93	-135
70-74	230	288	-58	121	305	-184	240	42	198	-44
75+	1,890	540	1,350	1,054	500	554	1,153	779	374	2,278

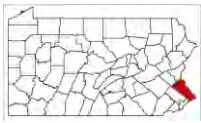
Source: 2008, 2009, and 2010 American Community Surveys



Migration Patterns

Chester County										
Residence Change										
AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	
Total	484,618	481,752	2,866	493,469	490,851	2,618	494,514	492,267	2,247	7,731
1-4	25,275	23,701	1,574	27,448	27,256	192	25,744	25,330	414	2,180
5-17	87,152	86,893	259	89,985	89,410	575	92,696	91,622	1,074	1,908
18-19	15,165	17,082	-1,917	16,022	17,158	-1,136	14,243	15,572	-1,329	-4,382
20-24	30,623	30,222	401	30,443	31,471	-1,028	30,242	32,738	-2,496	-3,123
25-29	29,202	28,153	1,049	26,023	25,181	842	26,935	26,524	411	2,302
30-34	27,476	25,518	1,958	27,835	28,225	-390	27,462	25,703	1,759	3,327
35-39	32,949	32,102	847	31,145	30,998	147	32,480	31,580	900	1,894
40-44	36,017	36,452	-435	41,642	40,888	754	36,902	37,441	-539	-220
45-49	41,678	42,271	-593	41,836	41,067	769	40,640	40,504	136	312
50-54	39,140	39,217	-77	38,685	38,014	671	40,073	40,193	-120	474
55-59	32,339	32,047	292	34,451	33,760	691	35,648	35,118	530	1,513
60-64	26,246	26,481	-235	24,695	24,326	369	26,399	26,260	139	273
65-69	18,618	18,827	-209	20,144	20,754	-610	21,184	21,103	81	-738
70-74	14,228	14,075	153	12,819	13,002	-183	13,787	13,730	57	27
75+	28,510	28,711	-201	30,296	29,341	955	30,079	28,849	1,230	1,984
Migration										
AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	
Total	26,583	23,717	2,866	24,548	21,930	2,618	26,344	24,097	2,247	7,731
1-4	2,334	760	1,574	1,115	923	192	1,208	794	414	2,180
5-17	2,171	1,912	259	2,850	2,275	575	2,409	1,335	1,074	1,908
18-19	1,259	3,176	-1,917	2,239	3,375	-1,136	2,129	3,458	-1,329	-4,382
20-24	4,421	4,020	401	2,935	3,963	-1,028	3,959	6,455	-2,496	-3,123
25-29	4,811	3,762	1,049	3,837	2,995	842	4,275	3,864	411	2,302
30-34	3,068	1,110	1,958	1,962	2,352	-390	2,879	1,120	1,759	3,327
35-39	2,426	1,579	847	1,684	1,537	147	1,841	941	900	1,894
40-44	1,290	1,725	-435	1,726	972	754	1,184	1,723	-539	-220
45-49	1,255	1,848	-593	1,294	525	769	877	741	136	312
50-54	438	515	-77	1,158	487	671	915	1,035	-120	474
55-59	1,191	899	292	1,278	587	691	1,202	672	530	1,513
60-64	404	639	-235	1,123	754	369	722	583	139	273
65-69	276	485	-209	72	682	-610	652	571	81	-738
70-74	467	314	153	178	361	-183	365	308	57	27
75+	772	973	-201	1,097	142	955	1,727	497	1,230	1,984

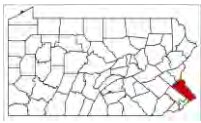
Source: 2008, 2009, and 2010 American Community Surveys



Migration Patterns

Delaware County										
Residence Change										
AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	
Total	546,117	546,609	-492	551,185	548,068	3,117	553,498	554,017	-519	2,106
1-4	26,791	27,266	-475	27,565	27,087	478	28,356	29,588	-1,232	-1,229
5-17	97,094	96,916	178	95,252	93,669	1,583	96,079	96,314	-235	1,526
18-19	21,018	21,706	-688	19,640	20,359	-719	19,206	20,461	-1,255	-2,662
20-24	39,582	39,981	-399	39,210	39,155	55	40,084	39,372	712	368
25-29	27,334	27,829	-495	35,187	35,109	78	33,672	32,574	1,098	681
30-34	28,669	28,837	-168	33,249	31,993	1,256	32,779	33,140	-361	727
35-39	35,230	34,616	614	33,769	33,186	583	31,300	31,726	-426	771
40-44	39,978	39,581	397	37,424	37,443	-19	38,097	38,206	-109	269
45-49	45,011	44,662	349	43,918	44,290	-372	42,156	41,630	526	503
50-54	43,345	43,070	275	42,448	41,974	474	43,700	43,109	591	1,340
55-59	33,416	34,089	-673	35,161	35,659	-498	37,065	37,067	-2	-1,173
60-64	30,195	30,146	49	28,328	28,219	109	31,247	31,180	67	225
65-69	19,669	19,521	148	20,867	21,295	-428	20,982	21,019	-37	-317
70-74	16,900	17,075	-175	15,519	15,632	-113	16,150	16,201	-51	-339
75+	41,885	41,314	571	43,648	42,998	650	42,625	42,430	195	1,416
Migration										
AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	
Total	25,208	25,700	-492	30,662	27,545	3,117	23,028	23,547	-519	2,106
1-4	808	1,283	-475	2,235	1,757	478	298	1,530	-1,232	-1,229
5-17	2,171	1,993	178	4,327	2,744	1,583	2,940	3,175	-235	1,526
18-19	3,323	4,011	-688	2,408	3,127	-719	2,984	4,239	-1,255	-2,662
20-24	4,654	5,053	-399	4,730	4,675	55	4,269	3,557	712	368
25-29	2,687	3,182	-495	3,835	3,757	78	4,446	3,348	1,098	681
30-34	1,939	2,107	-168	3,922	2,666	1,256	2,016	2,377	-361	727
35-39	2,167	1,553	614	2,284	1,701	583	1,123	1,549	-426	771
40-44	1,828	1,431	397	1,174	1,193	-19	970	1,079	-109	269
45-49	1,266	917	349	1,341	1,713	-372	991	465	526	503
50-54	1,032	757	275	1,658	1,184	474	1,010	419	591	1,340
55-59	656	1,329	-673	647	1,145	-498	406	408	-2	-1,173
60-64	876	827	49	590	481	109	394	327	67	225
65-69	416	268	148	92	520	-428	128	165	-37	-317
70-74	232	407	-175	208	321	-113	160	211	-51	-339
75+	1,153	582	571	1,211	561	650	893	698	195	1,416

Source: 2008, 2009, and 2010 American Community Surveys



Migration Patterns

Montgomery County

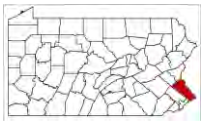
Residence Change

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	
Total	769,138	767,597	1,541	773,412	759,741	13,671	791,480	787,838	3,642	18,854
1-4	38,579	38,827	-248	38,649	36,553	2,096	37,636	35,329	2,307	4,155
5-17	132,016	134,106	-2,090	129,839	128,632	1,207	136,070	135,242	828	-55
18-19	19,740	20,697	-957	20,390	23,766	-3,376	19,162	22,517	-3,355	-7,688
20-24	45,076	43,157	1,919	46,022	43,497	2,525	42,922	42,486	436	4,880
25-29	38,886	37,631	1,255	46,275	42,404	3,871	48,679	47,559	1,120	6,246
30-34	42,855	43,994	-1,139	45,931	46,246	-315	48,186	46,485	1,701	247
35-39	53,330	52,514	816	52,127	50,566	1,561	51,735	51,729	6	2,383
40-44	61,113	61,775	-662	55,614	53,771	1,843	57,332	56,473	859	2,040
45-49	64,758	64,137	621	64,393	62,998	1,395	64,058	64,564	-506	1,510
50-54	62,024	62,411	-387	61,955	61,746	209	63,467	63,520	-53	-231
55-59	52,444	52,167	277	53,111	51,551	1,560	52,465	52,583	-118	1,719
60-64	42,469	41,603	866	41,700	41,652	48	48,711	48,502	209	1,123
65-69	31,740	31,328	412	31,839	31,704	135	35,504	35,566	-62	485
70-74	24,663	24,057	606	24,526	23,869	657	23,318	23,271	47	1,310
75+	59,445	59,193	252	61,041	60,786	255	62,235	62,012	223	730

Migration

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	
Total	42,771	41,230	1,541	50,348	36,677	13,671	38,837	35,195	3,642	18,854
1-4	2,256	2,504	-248	3,808	1,712	2,096	3,286	979	2,307	4,155
5-17	2,576	4,666	-2,090	4,525	3,318	1,207	3,815	2,987	828	-55
18-19	4,000	4,957	-957	2,905	6,281	-3,376	2,301	5,656	-3,355	-7,688
20-24	7,964	6,045	1,919	7,856	5,331	2,525	6,818	6,382	436	4,880
25-29	6,182	4,927	1,255	8,456	4,585	3,871	5,489	4,369	1,120	6,246
30-34	4,044	5,183	-1,139	4,784	5,099	-315	4,417	2,716	1,701	247
35-39	3,171	2,355	816	3,713	2,152	1,561	2,287	2,281	6	2,383
40-44	2,044	2,706	-662	3,535	1,692	1,843	3,093	2,234	859	2,040
45-49	2,585	1,964	621	1,924	529	1,395	1,573	2,079	-506	1,510
50-54	1,475	1,862	-387	1,622	1,413	209	1,265	1,318	-53	-231
55-59	1,441	1,164	277	2,360	800	1,560	851	969	-118	1,719
60-64	1,549	683	866	1,004	956	48	1,295	1,086	209	1,123
65-69	742	330	412	673	538	135	574	636	-62	485
70-74	929	323	606	973	316	657	447	400	47	1,310
75+	1,813	1,561	252	2,210	1,955	255	1,326	1,103	223	730

Source: 2008, 2009, and 2010 American Community Surveys



Migration Patterns

Philadelphia County

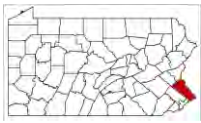
Residence Change

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	
Total	1,425,845	1,434,375	-8,530	1,528,196	1,535,569	-7,373	1,510,651	1,508,114	2,537	-13,366
1-4	86,102	86,563	-461	91,019	90,670	349	83,503	84,863	-1,360	-1,472
5-17	254,208	256,569	-2,361	252,759	256,726	-3,967	242,212	243,720	-1,508	-7,836
18-19	53,493	46,575	6,918	50,911	46,844	4,067	56,507	50,422	6,085	17,070
20-24	108,649	106,156	2,493	116,084	115,996	88	147,016	142,858	4,158	6,739
25-29	92,167	94,266	-2,099	136,210	136,959	-749	135,613	134,375	1,238	-1,610
30-34	92,587	94,479	-1,892	126,050	127,561	-1,511	111,059	112,493	-1,434	-4,837
35-39	103,384	105,475	-2,091	99,390	98,940	450	93,262	94,414	-1,152	-2,793
40-44	100,259	103,778	-3,519	102,418	104,153	-1,735	94,545	96,253	-1,708	-6,962
45-49	103,874	105,359	-1,485	103,538	104,111	-573	98,090	97,838	252	-1,806
50-54	96,663	96,877	-214	100,108	101,921	-1,813	100,347	100,151	196	-1,831
55-59	78,485	78,370	115	85,431	85,447	-16	84,891	85,193	-302	-203
60-64	70,012	71,452	-1,440	71,520	71,487	33	77,432	77,688	-256	-1,663
65-69	51,894	52,022	-128	54,342	54,237	105	53,505	53,619	-114	-137
70-74	39,635	40,025	-390	40,604	41,101	-497	41,705	42,096	-391	-1,278
75+	94,433	96,409	-1,976	97,812	99,416	-1,604	90,964	92,131	-1,167	-4,747

Migration

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	
Total	59,766	68,296	-8,530	61,665	69,038	-7,373	68,317	65,780	2,537	-13,366
1-4	2,670	3,131	-461	3,701	3,352	349	3,045	4,405	-1,360	-1,472
5-17	5,787	8,148	-2,361	4,454	8,421	-3,967	4,614	6,122	-1,508	-7,836
18-19	10,982	4,064	6,918	8,312	4,245	4,067	11,458	5,373	6,085	17,070
20-24	13,139	10,646	2,493	11,479	11,391	88	14,831	10,673	4,158	6,739
25-29	8,135	10,234	-2,099	11,286	12,035	-749	13,831	12,593	1,238	-1,610
30-34	4,951	6,843	-1,892	7,049	8,560	-1,511	6,375	7,809	-1,434	-4,837
35-39	3,578	5,669	-2,091	4,376	3,926	450	3,307	4,459	-1,152	-2,793
40-44	1,826	5,345	-3,519	1,925	3,660	-1,735	2,204	3,912	-1,708	-6,962
45-49	2,406	3,891	-1,485	2,491	3,064	-573	2,652	2,400	252	-1,806
50-54	1,942	2,156	-214	890	2,703	-1,813	2,194	1,998	196	-1,831
55-59	1,433	1,318	115	2,096	2,112	-16	1,206	1,508	-302	-203
60-64	825	2,265	-1,440	1,599	1,566	33	983	1,239	-256	-1,663
65-69	896	1,024	-128	833	728	105	385	499	-114	-137
70-74	548	938	-390	410	907	-497	288	679	-391	-1,278
75+	648	2,624	-1,976	764	2,368	-1,604	944	2,111	-1,167	-4,747

Source: 2008, 2009, and 2010 American Community Surveys



Migration Patterns

Pennsylvania

Residence Change

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	Current Year Residence	Previous Year Residence	Change	
Total	12,300,658	12,239,856	60,802	12,464,550	12,391,520	73,030	12,577,555	12,502,031	75,524	209,356
1-4	591,093	584,150	6,943	603,600	595,752	7,848	594,316	589,093	5,223	20,014
5-17	2,025,312	2,019,519	5,793	2,029,044	2,024,612	4,432	2,058,783	2,046,419	12,364	22,589
18-19	391,551	378,544	13,007	391,851	378,167	13,684	393,336	379,397	13,939	40,630
20-24	817,370	814,074	3,296	830,922	827,016	3,906	876,291	870,380	5,911	13,113
25-29	743,321	733,825	9,496	790,833	775,816	15,017	776,905	767,572	9,333	33,846
30-34	704,478	697,457	7,021	741,989	733,370	8,619	735,020	723,216	11,804	27,444
35-39	811,223	804,577	6,646	788,536	782,167	6,369	761,448	754,136	7,312	20,327
40-44	883,741	880,316	3,425	862,366	857,540	4,826	852,508	850,118	2,390	10,641
45-49	975,997	974,602	1,395	967,483	964,815	2,668	947,823	944,299	3,524	7,587
50-54	959,381	958,155	1,226	967,328	964,464	2,864	980,062	979,058	1,004	5,094
55-59	814,621	814,977	-356	840,583	838,238	2,345	879,238	877,711	1,527	3,516
60-64	674,370	674,428	-58	705,461	705,354	107	756,320	755,624	696	745
65-69	516,401	515,574	827	545,980	545,726	254	562,648	562,189	459	1,540
70-74	406,822	406,358	464	409,664	409,434	230	422,501	422,445	56	750
75+	984,977	983,300	1,677	988,910	989,049	-139	980,356	980,374	-18	1,520

Migration

AGE GROUP	2008 Survey			2009 Survey			2010 Survey			Total Change
	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	In-Migration	Out-Migration	Net Migration	
Total	289,048	228,246	60,802	277,264	204,234	73,030	285,334	209,810	75,524	209,356
1-4	19,516	12,573	6,943	18,152	10,304	7,848	15,917	10,694	5,223	20,014
5-17	32,936	27,143	5,793	30,559	26,127	4,432	33,578	21,214	12,364	22,589
18-19	33,342	20,335	13,007	35,485	21,801	13,684	35,012	21,073	13,939	40,630
20-24	47,081	43,785	3,296	41,855	37,949	3,906	43,906	37,995	5,911	13,113
25-29	39,362	29,866	9,496	41,443	26,426	15,017	42,137	32,804	9,333	33,846
30-34	25,920	18,899	7,021	27,633	19,014	8,619	28,127	16,323	11,804	27,444
35-39	20,807	14,161	6,646	17,125	10,756	6,369	18,512	11,200	7,312	20,327
40-44	16,608	13,183	3,425	14,865	10,039	4,826	13,618	11,228	2,390	10,641
45-49	13,264	11,869	1,395	11,500	8,832	2,668	12,837	9,313	3,524	7,587
50-54	10,110	8,884	1,226	10,233	7,369	2,864	9,579	8,575	1,004	5,094
55-59	7,476	7,832	-356	9,053	6,708	2,345	9,344	7,817	1,527	3,516
60-64	6,121	6,179	-58	5,996	5,889	107	8,020	7,324	696	745
65-69	4,549	3,722	827	4,325	4,071	254	5,584	5,125	459	1,540
70-74	3,611	3,147	464	2,734	2,504	230	2,864	2,808	56	750
75+	8,345	6,668	1,677	6,306	6,445	-139	6,299	6,317	-18	1,520

Source: 2008, 2009, and 2010 American Community Surveys

For additional information, please contact:

Bucks County Workforce Investment Board
1268 Veterans Highway
Bristol, PA 19007
215.874.2800 (P)
215.874.2804 (F)





CHESTER COUNTY

WORKFORCE INVESTMENT BOARD

Advancing Chester County's Workforce

Revised July 30, 2013

Oversight and Monitoring Policy

*For
Workforce Investment Act,
Department of Public Welfare,
And
Industry Partnership and
Incumbent Worker Training
Programs*

Overview of Monitoring and Oversight

In accordance with the Workforce Investment Act, Final Rule, CFR part 652, et al, each recipient and subrecipient must conduct regular oversight and monitoring of its WIA activities and those of its subrecipients and contractors to:

1. Determine that expenditures have been made against the cost categories and within the cost limitations specified in the Act and its regulations,
2. Determine whether or not there is compliance with other provisions of the Act and WIA regulations and other applicable laws and regulations, and
3. Provide technical assistance as necessary and appropriate.

In addition, The PA Department of Labor & Industry, Bureau of Workforce Development Partnership Workforce Investment Information Notice (WIIN) No. 3-00, Change 2, indicates that the four minimum requirements for monitoring/oversight at the local level are:

1. Reviews of single audits,
2. Reviews of quality of service to enhance program accountability,
3. On-site visits to review records and documents, and to observe operations, and
4. Reviews of service providers' financial and progress reports.

The Chester County Department of Community Development (DCD) is the administrative entity and fiscal agent for Workforce Investment Act and Department of Public Welfare funded activities in Chester County. The DCD, acting as staff to the Workforce Investment Board (WIB), will be responsible for the monitoring and oversight of all activities/programs during their period of program operation.

The DCD has developed a written monitoring/oversight format that includes supporting documentation for all WIA-funded programs and activities. Specific monitoring tools have been developed for each type of program and are available upon request.

Monitoring Reports and results will be made available to the WIB and its subcommittees to assist with strategic planning efforts. These reports will enable the WIB and Youth Council to assess provider compliance, plan future technical assistance activities and adjust local policies to reflect emerging economic conditions and opportunities in Chester County. In addition, monitoring reports will be made available for State and Federal review. As required, all monitoring reports will be made available to providers at the conclusion of monitoring.

All Monitoring Tools are considered a *Work in Progress*. Enhancements will be made on an as-needed basis and will be reviewed by the Training and Quality Assurance Subcommittee of the WIB prior to WIB approval.

Currently, monitoring tools for all providers will include;

- *Risk Assessment Analysis*, which shows the vendor's classification as High or Low Risk
- *Desk Review Questionnaire*, which is to be completed prior to the monitoring visit and includes such information as the amount of the contract, insurance certificates, and enrollment levels.
- *Interview Topic Guide*, which is to be completed during the monitoring visit and includes questions for the Provider, as well as information regarding a tour of the facility.

- *Deficiencies/Corrective Action Summary*, summary page listing any deficiencies found by the monitor, a corrective action plan, and a timeframe for implementation of those corrective actions.

Risk Assessment

To ensure quality assurance, monitoring reviews are conducted on an ongoing basis. Risk Assessment methods have been developed to narrow and concentrate the local area's scope of review.

For the purpose of determining the impact of a vendor on the local WIA, Vendors are classified as either *High Risk* or *Low Risk*. Designating a vendor as *High Risk* does not necessarily mean that the vendor is deficient or non-compliant. Vendors that expose the local area to adverse consequences will be designated as *High Risk*. *High Risk* vendors are monitored annually; *Low Risk* vendors are monitored once every two years.

The Risk Assessment Analysis form is included at the end of this Plan.

Programs to be Monitored

At minimum, all sub recipients must be monitored for compliance each program year according to the Risk Assessment Policy above. Included in each monitoring report should be:

- Fiscal and Procurement
- Administrative and Programmatic Accountability
- Compliance with contract provisions
- Compliance with EEO requirements
- Compliance with ADA requirements

Adult Programs

Individual Training Account (ITA) Programs and Adult Training Providers apply to those participants eligible for Adult and Dislocated Worker services. Provided the training vendor appears on the Statewide Approved Vendor's List and the customer has met all eligibility requirements, the DCD will consider the customer's request for tuition assistance. ITA awards per individual will not exceed \$4,000. Adult Training Providers must adhere to the same type of guidance as the ITA Providers.

Included in the Monitoring Report should be:

- Fiscal and Procurement
- Administrative and Programmatic Accountability
- Compliance with contract provisions
- Compliance with EEO requirements
- Compliance with ADA requirements
- Eligibility of students
- Coordination with other funding sources/leveraging of resources
- Job Readiness/Job Preparation
- Attainment of performance goals and standards

Youth Programs

Youth providers are selected through a Request for Proposal process. Providers will be monitored to ensure the quality of the following items:

- Ten program design elements
- Child Labor Law compliance
- Individual Service Strategies
- Follow-up Procedures
- 30% Out of School Youth expenditures
- Achievement of performance levels
- Local WIB / CWT requirements

PA CareerLink®

The PA CareerLink® -Chester County must be monitored annually by the Department of Community Development Deputy Director. The monitoring of the PA CareerLink® will include the following items:

- Compliance with the following legal documents; WIA Local Plan, Resource Sharing Agreements, One Stop Service Plans, Modifications to Agreements, LWIA One Stop Partner Agreements, and LWIB/One Stop Operator Agreements
- Adherence to the LWIA's PA CareerLink® Chartering criteria
- Customer satisfaction
- Progression of services
- Evaluation of performance and operational systems
- Qualitative and Quantitative analysis
- Continuous improvement strategies
- Effective practices
- ADA/EEO regulations

Industry Partnerships and Incumbent Worker Training

Industry Partnerships and their corresponding Incumbent Worker Training programs will be monitored annually. Monitoring Reports will include;

- Number of participants trained
- Distribution of participating partnership members
- Rate of expenditure
- Youth and EARN participation
- Handling of the Match requirement

Department of Public Welfare Programs (EARN and Work Ready)

Monitoring for the EARN and Work Ready programs will take place as required and will utilize the monitoring reports currently provided by the Commonwealth.

Corrective Action Policy

At the end of each monitoring report is a Corrective Action Plan form. In the event any deficiencies are noted during the monitoring process, such findings will be documented on the report, along with a plan to correct the deficiencies and a time frame for completion. If there are findings or concerns, a corrective action plan (CAP) must be submitted by the monitored entity. The CAP must be submitted to the LWIB's monitoring/quality assurance staff within 30 days of the issuance of the report. At the end of that timeframe, the monitor will revisit the provider to ensure the corrective action has been implemented. Requests for extensions of the timeframe must be provided to DCD in writing and will be handled on a case by case basis. Using the Corrective Action Plan Form, follow-up activities must be documented and corrective action taken within 90 days of the CAP.

The Corrective Action Plan Form is included at the end of this plan.

Provider Risk Assessment Analysis

Provider Name: _____

Risk Assessment Completed By: _____ Date: _____

- _____ How much change has there been in the provider's personnel since the last monitoring review?
- 20 Points Extensive change
 - 10 Points Some change
 - 5 Points Little or No change
- _____ What is the structure for provision of services?
- 20 Points No services are provided directly by the provider
 - 10 Points Provider provides some services and purchases some services
 - 5 Points Provider provides all or nearly all services directly
- _____ Is there any history of disallowed costs?
- 20 Points More than one instance of disallowance
 - 10 Points Single instance of disallowance
 - 0 Points No disallowances
- _____ What is the provider's share of the local area's programmatic allocation?
- 50 Points Great than \$150,000
 - 40 Points \$100,000-\$150,000
 - 30 Points \$50,000-\$99,000
 - 20 Points \$20,000-\$49,000
 - 10 Points \$8,000-\$19,000
 - 5 Points Less than \$8,000
- _____ Have there been any complaints from customers regarding the quality of service?
- 20 Points Several complaints from customers
 - 10 Points Minimal complaints from customers
 - 0 Points No complaints from customers
- _____ Has the contractor exhibited any difficulty in completing their contractual obligations (i.e.; recruiting participants, spending down grants, job placements)?
- 20 Points Extensive difficulties
 - 10 Points Some difficulty
 - 0 Points No difficulty
- _____ Was corrective action required in the previous monitoring period?
- 20 Points More than one corrective action required
 - 10 Points One corrective action required
 - 0 Points No corrective actions required
- _____ Has the provider exhibited a willingness to cooperate with local policies and procedures?
- 20 Points Resistant to cooperation
 - 10 Points Occasionally resistant to cooperation
 - 5 Points Rarely resistant to cooperation

_____ **TOTAL POINTS**

High Risk Classification = a score of 51 or above
Low Risk Classification = a score of 50 or less

**CHESTER COUNTY DEPARTMENT OF COMMUNITY DEVELOPMENT
DEFICIENCIES/AREAS OF CONCERN**

Monitor: _____ Provider/Vendor: _____
Date Monitored: _____ Interviewee: _____

Date of Notice: _____ Corrective Action to be implemented by (date): _____

Deficiency/Area of Concern	Reference	Corrective Action to be implemented	Follow-Up Visit Findings

The purpose of this notice is to provide an assessment of the efficiency and the effectiveness of a specific Workforce Development Activity as required by the WIA. This notice was developed for these monitoring purposes only and is not applicable to or for any other purpose either implied or expressed. It shall be the responsibility of the Training Provider, Program Operator, Agency, and/or other duly responsible concern receiving this notice to implement the immediate corrective action to properly remove the specific deficiency and /or area of concern. This notice is required to be addressed in writing advising what specific corrective measures were implemented. Areas of Concern/Deficiencies must be remedied within **10 working days**. Return reply must be forwarded to the Deputy Director of Workforce Development.
Attach additional Forms if needed.

Signature of Monitor _____

Signature of Interviewee _____