

MONTGOMERY COUNTY

WORKFORCE INVESTMENT AREA



LOCAL PLAN

July 1, 2012 – June 30, 2017

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Table of Contents

Section I: Strategic Plan.....	3
A. Vision.....	3
B. Overarching Strategies.....	3
C. Economic & Labor Market Analysis.....	10
D. Key Priorities and Goals.....	25
E. Desired Outcomes.....	36
F. Plan Development.....	41
Section II: Operational Plan.....	43
A. Overview of the Local Workforce System: Structure.....	43
B. Operating Systems and Policies: Service Delivery System.....	52
C. Operating Systems and Policies: Business Services.....	57
D. Operating Systems and Policies: Priority of Service.....	59
E. Services to Adults and Dislocated Workers.....	60
F. Services to Specific Populations.....	64
G. Services to Youth.....	66
H. Administration and Performance.....	72
Section III Assurances.....	78

Local Plan Appendices:

- A: LWIA Common Measures Negotiated Performance Goals
- B: Published Notice(s)
- C: Public Comments Received/Addressed
- D: LWIB/CEO Agreement
- E: Organization Chart
- F: LWIB/One-Stop Partner Agreement
- G: Priority of Service Policy(ies)
- H: Eligibility Verification and Priority Selection for Title I-B Youth
- I: LWIB Procurement Policy(ies)
- J: Training Provider Appeal Policy
- K: Participant Eligibility Appeal Policy
- L: PA CareerLink® Staff Grievance Procedure Policy
- M: High Priority Occupation List
- N: Industry Employment
- O: Occupational Employment
- P: Self Sufficiency Standard from Pathways PA
- Q: Individual Training Account Policy
- R: Conflict of Interest Form
- S: PA CareerLink® Certification Policy
- T: Policies and Procedures

Section I: Strategic Plan

A. Vision

The Montgomery County Workforce Investment Board (MCWIB) is the “broker” of workforce development and economic development resources that are driven by data analysis, customer choice and the delivery of job ready applicants to employers. The MCWIB aligns workforce, education and economic development initiatives to meet the skill needs of employers in occupations and industries that drive the success of the local economy. Through strategy and innovation, the MCWIB implements a seamless delivery of workforce services that support youth, adults, dislocated workers, incumbent workers, veterans and employers, to be successful.

Vision: The MCWIB’s vision is to align employers with qualified employees able to compete in the global market, to promote partnerships with business, economic development, education and the community with a common goal of achieving a prosperous and competitive County in which to live and work. The MCWIB plan is to be known as a catalyst for business growth and human capital and its resources will retool the region’s workforce based on business needs.

Mission: The MCWIB functions as the engine for the local workforce and economic development system providing regionally planned, locally directed, easily accessible, market-driven information and services that support the workforce needs of a diverse population. Our customers are empowered to make informed choices about their future employment. Our focus on positive results provides an economic advantage for Montgomery County by matching workforce skills of job seekers with available and future employment opportunities. The MCWIB will direct resources to attract and support employers who pay above-average wages.

B. Overarching Strategies

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

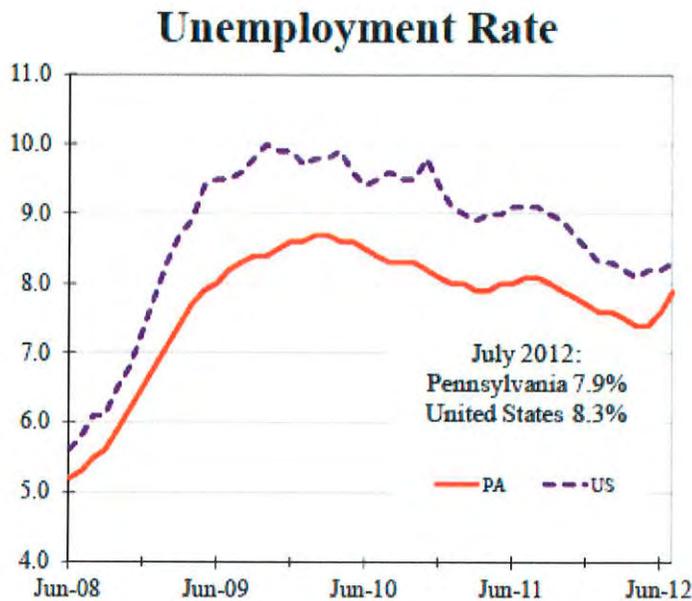
The Montgomery County Department of Economic & Workforce Development office combines economic and workforce development resources in one location to provide comprehensive services for employers and job seekers. As businesses grow and develop new workforce needs, the staff of the MCWIB coordinates resources to help them hire skilled employees. As businesses receive assistance from economic development programs to finance their expansion projects, the companies are also engaged in discussions regarding their workforce needs. MCWIB staff understands all facets of these resources and are able to package them for employers to easily understand and quickly put to use.

Montgomery County is home to approximately 61,819 companies.¹ Employers guide the MCWIB in developing stronger programming that matches their needs and to innovatively respond to workforce challenges during difficult economic times. The MCWIB, through the PA CareerLink® must meet employer needs for prepared and qualified workers that allow them to be competitive in a global economy. Aligning with

¹ Hoover’s, Montgomery County

local training providers to bridge the gap between existing and future skill needs is necessary to remain relevant to the employer community. A heavier emphasis will be placed on providing On the Job Training (OJT) opportunities to eligible job applicants who may need extra training to become proficient on the job and may have otherwise not been hired without the additional support. OJT will be a benefit to employers who require a specific skill set for employment.

The unemployment rate for Montgomery County has dramatically increased from 3.4% in 2007 before the start of the recession to a rate of 7% (seasonally adjusted) in July 2012.² This substantial shift in labor market dynamics makes it necessary for the Workforce Investment Board to change policies and procedures to align with the new reality of our changing workforce needs. With so many more people unemployed, it is more important than ever to eliminate duplication, streamline services and ensure that customers are receiving services that prepare them for employment opportunities. The graph below shows the unemployment rate for Pennsylvania and the U.S. from the Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis (CWIA).



The MCWIB has been fortunate to be part of many successful workforce initiatives driven by our mission and vision. By legislation, the Keystone Works program was established in Pennsylvania. Keystone Works is a structured program that pairs dislocated workers with interested businesses seeking to hire. These available positions must be for occupations listed on Pennsylvania's High Priority Occupation list, must be for a minimum of 24 hours per week and continue for a period of eight weeks. Businesses will benefit by receiving a \$375 incentive every four weeks, up to \$1,500, if the business hires and retains the job-seeker. The MCWIB will market this program to

² <http://www.bls.gov>

interested businesses so that dislocated workers have the opportunity to gain valuable skills on-the-job training while continuing receipt of Unemployment Compensation (UC). The MCWIB will plan to follow the Keystone Works program with an On-the-Job Training Contract should the business hire the job-seeker.

Other initiatives driven by the MCWIB include developing short term pre-employment training, offered as an intensive service, whereby dislocated workers attain skills that meet the needs of employers. The MCWIB plans to survey the employers within a specific industry to determine their requirements within the initial 90-day work period and to offer a cohort of dislocated workers the ability to participate in a program targeted specifically for the skill set required by the employer. This concept will help to align workforce activities with education, economic and community development strategies to meet skill needs for occupations and industries important to the local and regional economies.

The PA Department of Public Welfare utilizes the MCWIB as the fiscal agent for the Welfare-to-Work program known as the Employment, Advancement, and Retention Network (EARN). This program customizes employment plans that include in-depth assessment, job development, case management and GED preparation. The MCWIB guides investments so that this population receives adequate preparation for the workforce. The MCWIB currently directs the PA CareerLink® Montgomery County to provide additional job placement assistance to those referred by the County Assistance Office (CAO). The state plan has initiated that there be an integration of EARN services with the PA CareerLink®. The MCWIB will work with all stakeholders should this plan be adopted statewide to provide access to both staff and career readiness center services with job search workshops based on the unique needs of the EARN client.

The MCWIB, in conjunction with the Delaware Valley Industrial Resource Center (DVIRC), launched a pilot training program called Mobile Outreach Skills Training (MOST) for manufacturers to address their needs for qualified and skilled talent. This program rapidly places, educates and trains individuals for entry level production positions in manufacturing firms. Areas of concentration include machining and machine operation, computer numerical control (CNC) and welding. The curriculum is computer based with both simulated and hands-on modules. This program was developed in conjunction with supervisors from the host company (namely Fiber Line) which covered basic manufacturing skills and company specific information within a specially outfitted trailer. Applicants were chosen from the PA CareerLink® job placement program. Nine dislocated workers were successfully hired by Fiber Line. The MCWIB will continue to align similar training programs with the workforce needs of Montgomery County.

The MCWIB works with educators and employers to develop, communicate and use flexible transitions from education to careers. This is accomplished through the promotion of learning opportunities in career and technical education at the four technical schools (North Montgomery County Technical Career Center, Central Montgomery Technical High School, Eastern Center for Arts and Technology, Western Montgomery Career and Technology Center) that partner with the MCWIB. Staff is represented on local advisory boards of several technical career centers. Staff is represented on a Perception Committee to explain to students, board members, guidance counselors, and parents the alternative of technical education in today's workforce development system. Tours

have been scheduled at local technical career centers for youth as a means of increasing interest in the trade fields.

The MCWIB and PA CareerLink® will emphasize the importance and career potential of designated high priority occupations by utilizing the local community college system and supporting efforts to expand the present capacity to train job-seekers. The MCWIB will partner with the Montgomery County Community College in the Trade Adjustment Act Community College Career Training (TAACCCT) Grant program. This program will increase the attainment of degrees, certificates and industry certifications in entry-level jobs for TAA-impacted workers, those individuals who have been laid off due to jobs moving over seas. Included in this grant are trade-like individuals who have been displaced from employment. The program will build capacity for the college to recruit, enroll and retain impacted workers and to provide education and training that develops a competitive, prepared workforce, which is a key driver to economic recovery and growth. Programs will be established for high demand occupations in three targeted industries: Advanced Manufacturing; Energy Distribution, Production, and Conservation; and Healthcare Technology.

The MCWIB determined that employer panels represented by various industry sectors proved extremely beneficial to job seekers and plans to increase the number of presentations according to job seeker demand. The future vision is to incorporate an Employer Connection series into the service delivery system offered to those in need of reemployment. This series facilitated by MidAtlantic Employers Association (MEA) will achieve an invigorated, more innovative approach capable of assisting both job seekers and helping with the future growth of businesses to have the required workforce. MEA is an employer resource firm whose primary mission is to provide high quality information, advice, and services to employers in the areas of Human Resources Management and Operational Effectiveness. This collaboration between the MCWIB and MEA is extremely beneficial to businesses and job seekers, which corresponds with the MCWIB's vision.

The use of WorkKeys® assessments in the PA CareerLink® started in 2009. The assessments can be used with any individual regardless of their employment status and by any employer. WorkKeys® is a job skills assessment system measuring "real world" skills that employers believe are critical to job success. These skills are valuable for any occupation – skilled or professional – and at any level of education. WorkKeys® was developed by ACT, Inc. Many occupations have been profiled by WorkKeys® and a baseline has been established for minimum levels in each assessment area based on those occupational profiles. WorkKeys® assessments are conducted in a secure testing environment that requires a proctor to be present at all times. Assessments are scored and sent to the individual. WorkKeys® is capable of testing nine different applied job skills in the areas of communication, problem-solving and interpersonal skills; the MCWIB uses the three most common job skill areas: Reading for Information, Applied Mathematics and Locating Information when issuing a Career Readiness Certificate.

Career Readiness Certificates (CRCs) are based on WorkKeys® skill levels and are awarded to participants who successfully score at least a level three on each of the assessment areas: Applied Mathematics, Locating Information and Reading for Information. Certificates are classified as follows:

Bronze – Score at least a level three on each assessment

Silver – Score at least a level four on each assessment
Gold – Score at least at level five on each assessment
Platinum – Score at least a level six on each assessment

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

The MCWIB's vision and mission, as well as strategies, align with the Governor's Integrated Workforce Plan (2012-2017). Since the passage and implementation of the Workforce Investment Act of 1998, the strategies of the MCWIB have been adapted to meet the current needs of the economy. The MCWIB has implemented the following strategies in order to be more responsive, effective and efficient and to address current labor market needs of the county:

- Ensure the PA CareerLink® is using the most effective job matching services to connect employers with job seekers that have the skills needed to perform on the job
- Produce a highly skilled workforce trained for high priority and in demand occupations by building and continually evolving policy and programs to bridge the skills gap magnified by the recent recession. Education and training investments from federal and state sources are only made in high priority occupations that lead to family supporting jobs and job seekers will be provided with the information to make informed decisions about training
- Continue to develop employer driven partnerships, starting with the long tradition of the MCWIB as an example of a successful partnership with industry, as well as the many relationships that have been built by industry partnerships since their inception
- Develop and expand career pathways, including the implementation of “stackable” credentials starting with the use WorkKeys® assessments, proceeding to short term training opportunities that lead to immediate employment and encouragement of life-long learning and completion of post-secondary education as an individual progresses through employment

The MCWIB supports the Governor’s vision to upgrade our labor exchange system design and increase efficiencies by investing in new technology to allow for more successful job matching abilities and linkages. In addition, the MCWIB supports the use of data to drive decisions related to the workforce system and encourages efforts to capture real time information about job matches and wages earned by individuals benefiting from our services. While traditional Workforce Investment Act common performance measures are important to document the history of our program operations, real time data allows the MCWIB to be responsive rather than reactionary and to adapt our positions and policies to align with current needs of employers and job seekers as the economy shifts.

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

The comprehensive workforce development strategies described in this plan will guide efforts to get Montgomery County residents back to work, progress to higher wage levels and understand the need to embrace lifelong learning and education necessary to continue along a career pathway. In addressing the Governor’s call to remedy the existing disconnect between job creators and Pennsylvanians who are striving to attain

family-sustaining jobs in the commonwealth, the MCWIB continues to position itself to be a leader with the partners at the PA CareerLink[®] to take action in response to this issue.

The workforce system that began with the passage of the Workforce Investment Act in 1998 has witnessed dramatic shifts during its tenure – from near zero unemployment with labor shortages to extremely high unemployment and an oversupply of labor that is often disconnected or not ready for new employment opportunities as employers begin to hire because they have been out of the labor force too long or they may not have the necessary skills for available jobs. The challenges of delivering workforce services during these fluctuations are daunting, however it is necessary to be agile and responsive and change service direction and focus as the economy changes. In times of low unemployment rates, the MCWIB strategy was the same as it is now – find qualified employees for employers with available job openings. How we deliver those services changes depending on the economic realities of less funding, less available employment opportunities and a mismatch between current skills and what is needed in the marketplace. Focusing MCWIB strategies and policies and PA CareerLink[®] services on preparing a workforce for current and future skill needs has become more critical than ever.

The MCWIB sets policy and strategic direction for the workforce system in the County and for the PA CareerLink[®] partners and staff. In the last few years, the MCWIB began using WorkKeys[®] assessments to understand the skill sets of a potential workforce by measuring their applied mathematics, reading for information and locating information skills. The determination of these baseline skills allow the staff in the PA CareerLink[®] to better assist customers – both the job seeker and the employer in finding a match for open jobs. WorkKeys[®] is the foundation and there are many other credentials and training opportunities available to job seekers to “stack” onto the Career Readiness Certificate.

The MCWIB established and maintains many partnerships with employers in industries. These partnerships assist in identifying work experience that prepares individuals for job opportunities in new industries or occupations using pre-apprenticeships, mobile training units, on-the-job training for all job-seekers and summer work experience for youth. The purpose of these partnerships is to ensure that the MCWIB and the PA CareerLink[®] system are linked, supporting, and where possible, play a leadership role in regional unification and alignment of resources and efforts. At a time when need for skill development is great, there are important lessons to be learned from the body of research that has emerged from employers, identifying successful programs that match workers to jobs and over time raise earnings. Employment focused programs developed in cooperation and collaboration with employer or industry partners have been successful.

Employer panel discussions will be increased to a monthly Employment Connection series facilitated by MEA. These discussion panels will be located at the Greater Plymouth Community Center in Plymouth Meeting, Pennsylvania. Job seekers are notified of the specific industries that will be represented. A presentation will be given by various employers to identify the hiring process and the immediate skill set requirements for employment. Employers have shown interest in the MCWIB providing a 90-day work

demonstration for specific industries to better enable job seekers to enhance their employment opportunities.

The MCWIB participates in the Southeastern Pennsylvania Healthcare Alliance (SEPHA) which brings together a full spectrum of healthcare providers: acute and long-term care, assisted living, rehabilitation facilities, retirement communities, skilled nursing facilities, and home health providers; educators; and workforce development partners in Bucks, Delaware and Montgomery Counties. SEPHA is a regional healthcare industry partnership. Because of increased projections in job openings in the healthcare profession, it is important that the MCWIB continue to participate in the SEPHA to ensure that a pipeline of individuals is trained for professions in the industry.

The MCWIB has partnered with the Upper Perkiomen Valley Chamber of Commerce "Perk-Up" Project to assist employers in this location recruit job-seekers with necessary skill sets. The plan for the MCWIB is to familiarize those employers with O*Net, the database used for job analysis, earnings and workforce development created by the U.S. Department of Labor.

The MCWIB has entered into several key regional partnerships:

Southeast PA Regional Workforce Investment Board Collaborative

In 2007, the five Executive Directors of Workforce Investment Boards in Southeast Pennsylvania formed a Regional Collaborative to develop regional plans for fund raising, services to employers and job seekers, analyze WIA training investments and share resources. 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 and provides a forum for the Executive Directors 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 (such as the highly successful MOST Program), a coordinated approach to implementing Industry Partnerships, an analysis of Individual Training Accounts and a vehicle to regionally apply for National Emergency Grants and Rapid Response funds for dislocated workers. The Regional Collaborative is committed to developing regional strategies and researching best practices. The work product of the Regional Collaborative has resulted in better investment decisions for training, such as understanding which training programs are most successful and funding On the Job Training, more employer engagement in Industry Partnerships and more federal and increased 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.

Industry Partnerships

The MCWIB is a partner in seven regional Industry Partnerships. The MCWIB staff has connected many local employers and educational institutions with the following partnerships:

- Smart Energy Initiative
- Information Technology Action Group
- Advanced Manufacturing
- Agriculture
- Health Care Partnership (Long term care)
- Health Care Partnership (Acute care)
- Bio-science Partnership

These partnerships enable employers to share business strategies, participate in incumbent worker training programs and network with other industry representatives. They also provide employers with an opportunity to network with colleagues in the same industry, discuss employment trends, apply for training grants to upgrade the skills of their workers and participate in various forums related to their industry. For example, the Smart Energy Initiative hosted a forum on Tax Credits and How to Finance an Energy Saving Program. The Information Technology Action Group facilitated a panel discussion on new IT trends and How to Bring Innovation to Your Workplace. The employers benefit greatly from these and other services. Also, the Industry Partnerships have been a gateway for employers to learn about the services of the PA CareerLink[®], EARN and other programs such as WEDnetPA.

C. Economic & Labor Market Analysis

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

The National Bureau of Economic Research (NBER) determined that a national economic recession began in December 2007 and officially ended in June 2009. As the effects deepened in the Commonwealth, Montgomery County's unemployment rate more than doubled from 3.4% in 2007 to 7.2% in 2010. The Great Recession may be officially over, but its lasting effects continue to provide challenges for Montgomery County's workforce and employers. Signs of recovery became evident in 2011 as the local unemployment rate fell to 6.7%. The unemployment rate has dropped slightly to its current level of 7.0% since peaking at 7.5% in April 2010. The indicators of an economic recovery continue into 2012 and are beginning to manifest into reductions in the unemployment rate, increases in jobs, or increases in the size of the labor force.

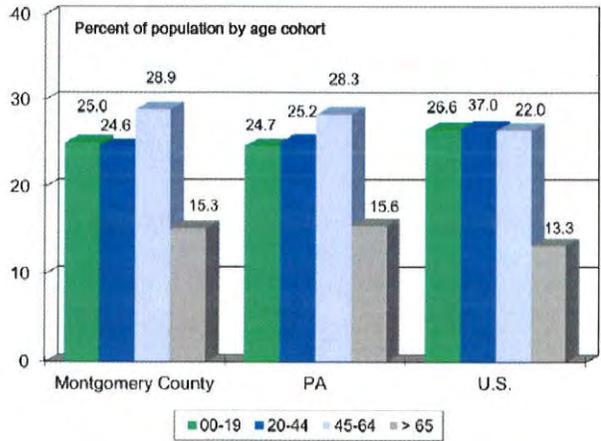
According to the 2010 Census, Montgomery County's total population is reported as 799,874. The county grew by 6.8%, twice the rate for Pennsylvania between 2000 and 2010.³ As of August 2012 Montgomery County's unemployment rate was 7%.⁴ This rate

³ United States Census Bureau 2010

⁴ Pennsylvania Center of Workforce and Information Analysis (CWIA) Fast Facts

is less than that of the Commonwealth of Pennsylvania which was 7.9%.⁵ Although the county remains economically healthy, there is a need to address the increase of unemployed workers in order to maintain the strength of the business community. Based on July 2012 data, there are 30,200 unemployed local residents in Montgomery County, there were 4,400 initial claims for Unemployment Insurance, and there were 50,400 continued claims for UI. In January 2012, new legislation modified the unemployment compensation system, most notably requiring claimants to actively search for work. Since then the labor force has grown by 4,600⁷. This was due to the employed population increasing by 4,000, but also due to 700 job seekers entering or returning to the labor market in search of jobs⁸. According to Economic Modeling Specialists (EMSI), Montgomery County's growth rate of 6.0% between 2002 and 2012 was higher than the 4.0% seen across the state. Below is a chart from Moody's Analytics that delineates the distribution of the population of Montgomery County.

DISTRIBUTION OF POPULATION



The table below lists many of the top employers in the County.

Top Employers, Montgomery County	
Merck & Company, Inc.	13,000
Main Line Health System	9,000
Abington Memorial Hospital	5,896
NHS Human Services	4,000
Pfizer	3,700
Lockheed Martin Corporation	3,700

⁵ Pennsylvania Center of Workforce and Information Analysis (CWIA) Fast Facts

⁶ National Bureau of Economic Research

⁷ National Bureau of Economic Research

⁸ National Bureau of Economic Research

PNC Financial Services Group, Inc.	3,500
Quest Diagnostics	3,050
Citizens Bank of PA	3,000
Propoco, Inc.	3,000
Aetna, Inc.	3,000
MDS Pharma Services	2,871
Genuardi's Family Market	2,700
Holy Redeemer Health System	2,700
The Home Depot U.S.A. Inc.	2,500
Ikea Group	2,400
Prudential Financial Services	2,332
Lankenau Hospital	2,100
ACTS Retirement-Life Communities	2,000
Bryn Mawr Hospital	2,000

Source: Philadelphia Business Journal, Book of Business Lists 2012

A labor market analysis of Montgomery County showed increases in jobs for the Finance and Insurance, Health Care, and the Arts, Entertainment, and Recreation Industries among others.⁹ The top service industry sectors that grew during the recession account for 165,300 jobs, 32% of all service-providing industry jobs.¹⁰ The industries are found within the Montgomery County's top 10 list of major employers.

Top Four Service Industry Growth Sectors 2007-2012, Montgomery County					
Description	2007 Jobs	2012 Jobs	Change	% Change	2012 Wages, Salaries, & Proprietor Earnings
Finance and Insurance	46,825	51,707	4,882	10%	\$76,629
Real Estate and Rental and Leasing	27,754	28,543	789	3%	\$30,122
Health Care and Social Assistance	69,882	72,789	2,907	4%	\$48,259
Arts, Entertainment, and Recreation	10,690	12,242	1,552	15%	\$20,107

Source: EMSI

Though there was a 15% change in Arts, Entertainment, and Recreation, the small number of job openings prohibit it from the inclusion in Montgomery County's top 10 list. Montgomery County is currently adopting the Creative Montco Initiative which is an opportunity to leverage the County's cultural and creative resources to enhance economic development through the implementation of a 10 year comprehensive plan. The MCWIB Local Plan will promote job opportunities within these industries.

⁹ Economic Modeling Specialists Inc.

¹⁰ Economic Modeling Specialists Inc.

The workforce trends in Montgomery County are will see significant shifts in how we do work and how we organize our businesses and workforces. Every job market will see individuals delaying retirement and continuing in the workforce, which also leads to an increasingly older consumer market. In Montgomery County, the 55-64 age cohort grew 46% with this population pushing the state's older population even higher.¹¹ Key skills deficits across multiple industries will be seen with the attrition of the older population.

Due to the number of graduates, the number of jobs available to recent graduates has plummeted, leading to more young people entering jobs for which they were never formally trained. Montgomery County saw a 16.5% gain in the 18-24 age group.¹² There are more unemployed young people than ever before. Both unemployed young people and post-career older generation may fuel a new wave of start-up businesses.¹³ This entrepreneurial environment would lead to a more flexible workforce, considered by some businesses to be more productive.

The economic challenges facing businesses within the local area are diminished borrowing capability, some employers are reluctant to enhance operation until economy changes, and businesses are forced to do more with less.

2. Provide an analysis of the local economy, labor pool and labor market. Include analysis of the following data:

a. Current makeup of the local economic base by industry

The following graph demonstrates the national, state, and county's economic base by industry.

Sector	U.S.	PA	Montgomery
Natural Resources & Mining	0.6	0.7	0.0
Construction	4.2	3.9	4.0
Manufacturing	9.0	10.0	8.9
Trans./Warehousing/Utilities	3.7	4.2	2.5
Wholesale Trade	4.2	4.0	5.8
Retail Trade	11.1	11.0	11.3
Information	2.0	1.6	2.5
Financial Activities	5.8	5.5	8.5
Business Services	13.4	12.5	20.9
Education & Health Services	15.2	20.3	16.9
Leisure & Hospitality	10.2	9.1	7.3
Other Services	4.0	4.5	4.2
Government	16.5	12.8	7.2

% of total employment, 2011

Sources: Moody's Analytics forecast, BLS, BEA

¹¹ United States Census Bureau 2010

¹² United States Census Bureau 2010

¹³ Article by Dr. Graeme Codrington of Tomorrow Today

The largest industry of employment in Montgomery County is the Business Service industry, including finance, hospitality and tourism, government and public administration to name a few.¹⁴

11.3% of the employment in Montgomery County is in the Retail Trade industry.¹⁵ This is a weakness of the county because the retail industry is a highly cyclical industry, meaning that the industry generates revenues and therefore has more opportunities for employment when the economy is booming and those opportunities greatly decline in times of economic downturn.

b. Industries and occupations expected to grow or decline in short-term and over the next decade

Over the last year (2011-2012), jobs held in Montgomery County increased by 2,400 to a level of 588,100, according to EMSI. With the ensuing discussion of industry employment, it should be noted that EMSI categorizes public education and some public hospitals under the government industry sector.

Private employment (non-Government industries) increased by 4,200 between 2011 and 2012 but was offset by a reduction of 1,900 government jobs. Goods-producing jobs increased by 800 to 74,500, accounting for 12.7% of all local employment. In fact, this proportion increased since 2011, indicating goods-producing jobs grew at a faster rate than service-providing jobs. However, goods-producing jobs are still down 13,400 (-15.3%) from 2007 when the recession began. Over the last year, Construction accounted for nearly 900 new jobs in Montgomery County.

Over the last year, service-providing jobs increased by 1,500 jobs to 513,600 in 2012, accounting for 87.3% of all local employment. Similar to goods-producing industries, employment in services-providing industries is still down 2,100 jobs since the recession in 2007. Overall the service-providing industry decreased, but there were specific industries that grew. The best performing service-providing industry sectors since 2007 have been Finance and Insurance; Real Estate and Rental and Leasing; Health Care and Social Assistance; and Arts, Entertainment, and Recreation. These 4 industry sectors account for 32.2% of all service-providing employment and grew by 10,100 jobs from 2007 to 2012. Typically, in the early stages of an economic recovery, some firms will expand their labor force by extending hours and/or hiring temporary workers, and only when they are convinced that the rebound has taken hold will they increase their permanent complement.

Industry Projected to Growth, Montgomery County				
Description	2012 Jobs	2015 Jobs	Change	% Change
Arts, Entertainment, and Recreation	12,242	13,356	1,114	9%
Management of Companies and Enterprises	11,212	12,080	868	8%

¹⁴ Moody's Analytics

¹⁵ Moody's Analytics

Real Estate and Rental and Leasing	28,543	30,438	1,895	7%
Finance and Insurance	51,707	55,063	3,356	6%
Educational Services (Private)	19,563	20,596	1,033	5%
Health Care and Social Assistance	72,789	76,396	3,607	5%
Professional, Scientific, and Technical Services	69,910	72,891	2,981	4%
Railroad Rolling Stock Manufacturing	47	106	59	126%
Manufacturing and Reproducing Magnetic and Optical Media	164	324	160	98%
Other Pipeline Transportation	42	64	22	52%
Wireless Telecommunications Carriers (except Satellite)	492	704	212	43%
Soap, Cleaning Compound, and Toilet Preparation Manufacturing	395	547	152	38%
Gambling Industries	84	113	29	35%
Scenic and Sightseeing Transportation, Land	17	22	5	29%
Securities and Commodity Exchanges	115	147	32	28%
Beverage Manufacturing	97	123	26	27%
Waste Collection	512	649	137	27%

Source: EMSI 2012

Industry Projected to Decline, Montgomery County				
Description	2012 Jobs	2015 Jobs	Change	% Change
Manufacturing	45,019	40,345	(4,674)	(10%)
Wholesale Trade	25,133	24,488	(645)	(3%)
Construction	28,258	27,620	(638)	(2%)
Information	13,285	12,668	(617)	(5%)
Retail Trade	61,664	61,368	(296)	0%
Utilities	2,291	2,140	(151)	(7%)
Insurance Carriers	11,652	11,108	(544)	(5%)
Education and Hospitals (Local Government)	17,955	17,486	(469)	(3%)
Investigation and Security Services	3,683	3,243	(440)	(12%)
Elementary and Secondary Schools (Private)	5,833	5,403	(430)	(7%)

Navigational, Measuring, Electromedical, and Control Instruments Manufacturing	2,965	2,579	(386)	(13%)
Printing and Related Support Activities	2,162	1,828	(334)	(15%)
Data Processing, Hosting, and Related Services	2,103	1,771	(332)	(16%)
Pharmaceutical and Medicine Manufacturing	10,175	9,845	(330)	(3%)
Office Supplies, Stationery, and Gift Stores	1,246	962	(284)	(23%)
Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing	79	18	(61)	(77%)
Fabric Mills	119	37	(82)	(69%)
Aerospace Product and Parts Manufacturing	514	174	(340)	(66%)
Textile Furnishings Mills	73	25	(48)	(66%)
Other Textile Product Mills	178	75	(103)	(58%)
Waste Treatment and Disposal	210	92	(118)	(56%)
Computer and Peripheral Equipment Manufacturing	204	92	(112)	(55%)
Cable and Other Subscription Programming	55	25	(30)	(55%)
Industrial Machinery Manufacturing	385	182	(203)	(53%)
Fruit and Vegetable Preserving and Specialty Food Manufacturing	97	49	(48)	(49%)

Source: EMSI

According to Moody's Analytics, August 2012, industries expected to grow in the short term include business services and healthcare. Industries expected to decrease in the short-term include the pharmaceutical industry due to the expiration of patents and industry consolidation in Montgomery County. In fact, the U.S. pharmaceutical and medicine industrial production is the lowest it has been since 2001, leaving industry employment at its lowest since 1990 in Montgomery County. Another industry expected to decrease in the near future is in the manufacturing of defense equipment. Due to the expected defense spending budget cuts and the strong presence of Lockheed and Martin (a defense manufacturer) in Montgomery County, a large number of layoffs are very possible.

According to Moody's Analytics, over the long term, it is expected that the manufacturing industry will begin to see slight increases of 2.1% in 2015 and another 1.4% increase in 2016. The business service industry is expected to see increases of 4.3% in 2015 and 3.3% in 2016. The healthcare industry is expected to grow in the long term as well due to the healthcare reform which will boost demand, increase healthcare investment and in turn increase hiring in the healthcare industry.

c. Local industries and occupations that have a demand for skilled workers and have available jobs, today and over next decade

The industry sectors that will have the greatest demand for skilled workers in Montgomery County are:¹⁶

- Professional and Business Services
- Financial Activities
- Education and Health Services
- Healthcare and Social Assistance
- Trade, Transportation, and Utilities

In the occupational group, available jobs in Montgomery County will be in:¹⁷

- Computer and Mathematical
- Sales and Related Occupations
- Management
- Office and Administrative Support
- Healthcare Practitioners
- Business and Financial

d. Occupations that are most critical to local economic base

Most Critical Occupations, Montgomery County				
Description	2012 Jobs	2015 Jobs	Change	% Change
Office and Administrative Support Occupations	88,856	88,227	(629)	(1%)
Sales and Related Occupations	88,674	90,617	1,943	2%
Business and Financial Operations Occupations	42,586	45,425	2,839	7%
Food Preparation and Serving Related Occupations	33,965	34,975	1,010	3%
Management Occupations	32,344	33,478	1,134	4%
Total (Top 5)	286,425	292,722		

Critical Occupations, Highest Number of Individuals Employed, Montgomery County				
Description	Openings	Annual Openings	Median Hourly Wage	Avg Hourly Wage
Office and Administrative Support Occupations	6,235	2,078	\$17.21	\$17.87
Sales and Related Occupations	10,317	3,439	\$19.78	\$22.04
Business and Financial Operations Occupations	5,520	1,840	\$31.74	\$34.25

¹⁶ Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis - Fast Facts, August 2012

¹⁷ Pennsylvania Department of Labor and Industry, Center for Workforce Information and Analysis -Fast Facts, August 2012

Food Preparation and Serving Related Occupations	4,703	1,568	\$9.86	\$10.42
Management Occupations	3,776	1,259	\$42.66	\$46.58

Source: EMSI, 2012

e. Skill needs for available, critical and projected jobs

MCWIB has served many more higher-skilled dislocated workers now than during previous recessions. A number of these skilled workers are qualified for replacement positions at other companies and will need to transition into new industries or occupations. Today's job seekers have strong transferrable skills but lack occupations-specific technical skills necessary to make the transition. One major skill gap area is in basic technology which is critical to the strong demand businesses have for growing occupations.

Consideration of the educational level must be given when analyzing the available and critical skill needs for projected jobs. Critical skill needs for those individuals would be basic literacy, work readiness, and technical skills to enter into employment. Also noted in the chart below is the MCWIB's ability to recruit dedicated and highly trained professionals in the civilian labor force due to the fact that a high percentage of individuals have earned college degrees or reached higher education attainment.

Population Lacking Basic Literacy Skills Montgomery County		
Less Than 9th Grade	1.6%	1.3%
9th Grade to 12th Grade	5.8%	6.4%
High School Diploma	25.6%	25.3%
Some College	16.0%	15.9%
Associate's Degree	6.2%	6.3%
Bachelor's Degree	26.2%	26.4%
Graduate Degree and Higher	18.5%	18.4%

Source: EMSI, 2012

According to Moody's Analytics, Montgomery County has a well educated labor force. Along with education, specific skills necessary for current and projected critical employment are listed in the chart below. The skills listed below are not industry specific, but are an integral part of the skill set necessary for successful employment.

In-Demand Competencies		
Knowledge	Skills	Abilities
Administration and Management	Active Learning	Deductive Reasoning
Clerical	Active Listening	Inductive Reasoning
Computers and Electronics	Coordination	Near Vision
Customer and Personal Service	Critical Thinking	Oral Comprehension
Education and Training	Monitoring	Oral Expression
English Language	Reading Comprehension	Problem Sensitivity
Law and Government	Social Perceptiveness	Speech Clarity

Mathematics	Speaking	Speech Recognition
Psychology	Time Management	Written Comprehension
Sales and Marketing	Writing	Written Expression

Source: EMSI Complete Employment – 2012.2, based on the 2012-2022 timeline.

f. Current and projected employment opportunities in the LWIA

According to the Delaware Valley Regional Planning Commission, the projection for employment opportunities will continue to increase in Montgomery County. The chart below, forecasted by the Delaware Valley Regional Planning Commission and posted on the Montgomery County Planning Commission website, demonstrates the number of individuals employed in Montgomery County from the year 2000 and projected through the year 2020.

Year	# Employed
2000	492,677
2005	505,952
2010	521,200
2015	535,621
2020	549,269

Occupations Expected With Most Annual Job Openings					
Description	2012 Jobs	2015 Jobs	% Change	Annual Openings	Avg Hourly Wage
Retail Salespersons	18,842	18,921	0%	571	\$13.15
Office Clerks, General	12,935	12,977	0%	200	\$15.44
Real Estate Sales Agents	12,657	13,751	9%	613	\$20.54
Cashiers	11,719	11,708	0%	534	\$9.43
Customer Service Representatives	10,164	10,244	1%	355	\$18.75
Janitors and Cleaners, Except Maids and Housekeeping Cleaners	9,477	9,504	0%	195	\$12.73
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	8,864	8,553	(4%)	218	\$34.36
Registered Nurses	8,449	8,856	5%	289	\$32.54
Combined Food Preparation and Serving Workers, Including Fast Food	8,390	8,604	3%	252	\$9.68
Accountants and Auditors	7,706	8,056	5%	266	\$36.16
Laborers and Freight, Stock, and Material Movers, Hand	7,651	7,410	(3%)	249	\$14.63
Waiters and Waitresses	7,399	7,604	3%	485	\$9.11
Bookkeeping, Accounting, and Auditing Clerks	7,386	7,414	0%	108	\$19.15
Secretaries, Except Legal, Medical, and Executive	7,365	7,228	(2%)	103	\$16.22
Personal Financial Advisors	6,341	7,666	21%	522	\$32.46

Management Analysts	6,225	6,635	7%	254	\$44.77
Stock Clerks and Order Fillers	6,129	6,144	0%	148	\$12.55
Home Health Aides	5,693	6,445	13%	313	\$11.64
Securities, Commodities, and Financial Services Sales Agents	5,537	6,478	17%	505	\$30.62
Nursing Aides, Orderlies, and Attendants	5,514	5,823	6%	161	\$12.04
Total (top 20)	174,443	180,021			
Total	588,142	597,799	0.02	19,683	\$23.83

Source: EMSI, 2012

g. Job skills necessary to obtain employment opportunities

Training programs are designed, reviewed, and implemented at all levels which will enable workers to acquire the skill set that will enable them to be qualified, competent, and competitive in today's global workforce system. The table below, from Economic Modeling Specialists Inc, reinforces the multitude of trainings needed for a variety of employment opportunities. The table below shows the proportion of the workforce by education/training level. Note: education / training levels are based on the most common level of education/training held by all workers in the occupation. This shows that, for example, 15.9% of all local jobs currently typically require a bachelor's degree.

Annual Projected Job Openings by Education/Training Level				
Education / Training Level	2012		2015	
Short-term on-the-job training	188,297	32.0%	189,553	31.7%
Moderate-term on-the-job training	82,955	14.1%	82,163	13.8%
Long-term on-the-job training	36,907	6.3%	36,764	6.2%
Work experience in a related occupation	56,716	9.6%	57,390	9.6%
Postsecondary vocational award	45,485	7.7%	47,391	7.9%
Associate's degree	23,787	4.0%	24,506	4.1%
Bachelor's degree	93,528	15.9%	97,542	16.3%
Bachelor's or higher degree, plus work experience	28,109	4.8%	28,995	4.9%
Master's degree	8,523	1.4%	8,763	1.5%
Doctoral degree	9,237	1.6%	9,892	1.7%
First professional degree	9,943	1.7%	10,088	1.7%
N/A	4,384	0.7%	4,498	0.8%
Total	587,871	100.0%	597,545	100.0%

Source: EMSI, 2012

Education / Training Level	Annual Openings	
Short-term on-the-job training	6,341	32.2%
Moderate-term on-the-job training	2,028	10.3%
Long-term on-the-job training	1,129	5.7%
Work experience in a related occupation	1,734	8.8%
Postsecondary vocational award	1,715	8.7%
Associate's degree	794	4.0%
Bachelor's degree	3,728	18.9%
Bachelor's or higher degree, plus work experience	1,027	5.2%

Master's degree	284	1.4%
Doctoral degree	443	2.3%
First professional degree	350	1.8%
N/A	100	0.5%
Total	19,673	100.0%

Source: EMSI, 2012

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

h. Current and projected demographics of the available labor pool, including the incumbent workforce

The current demographics of Montgomery County's labor pool are as follows¹⁸:

	Count	Percent
16-24 years:	84,383	100.0%
In labor force:	51,565	61.1%
In Armed Forces	318	0.4%
Civilian:	51,247	60.7%
Employed	44,713	53.0%
Unemployed	6,534	7.7%
Not in labor force	32,818	38.9%
Unemployment Rate	12.8%	--
25-64 years:	428,195	100.0%
In labor force:	360,460	84.2%
In Armed Forces	525	0.1%
Civilian:	359,935	84.1%
Employed	344,414	80.4%
Unemployed	15,521	3.6%
Not in labor force	67,735	15.8%
Unemployment Rate	4.3%	--
65+ years:	117,435	100.0%
In labor force:	24,578	20.9%
In Armed Forces	0	0.0%
Civilian:	24,578	20.9%
Employed	23,473	20.0%
Unemployed	1,105	0.9%
Not in labor force	92,857	79.1%
Unemployment Rate	4.5%	--

	Count	Percent
Total	630,013	100.0%
In labor force:	436,603	69.3%
In Armed Forces	843	0.2%
Civilian:	435,760	99.8%
Employed	412,600	94.7%
Unemployed	23,160	5.3%
Not in labor force	193,410	30.7%
Unemployment Rate	5.3%	--
Male	301,346	100.0%
In labor force:	227,252	75.4%
In Armed Forces	769	0.3%
Civilian:	226,483	99.7%
Employed	214,027	94.5%
Unemployed	12,456	5.5%
Not in labor force	74,094	24.6%
Unemployment Rate	5.5%	--
Female	328,667	100.0%
In labor force:	209,351	63.7%
In Armed Forces	74	0.0%
Civilian:	209,277	100.0%
Employed	198,573	94.9%
Unemployed	10,704	5.1%
Not in labor force	119,316	36.3%
Unemployment Rate	5.1%	--

¹⁸ US Census Bureau - 2010

Labor Force	
16-24	11.8%
25-64	82.6%
65+	5.6%

Labor Force	
Male	52.1%
Female	47.9%

According to the U.S. Census Bureau, the current demographics of the incumbent worker are as follows:

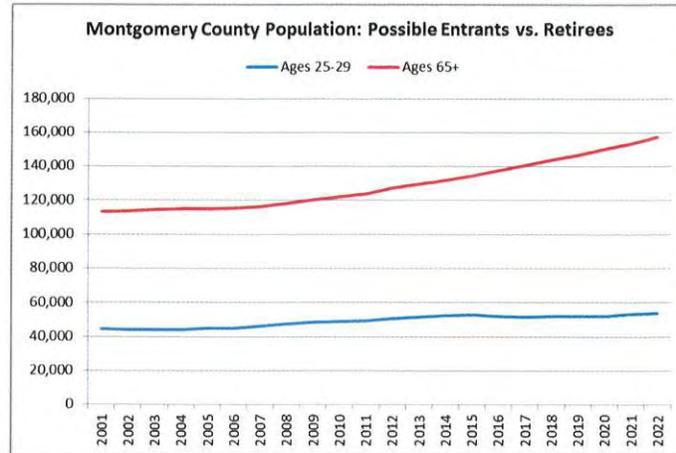
	Montgomery County		PA	
Total	472,247	100.0%	5,395,430	100.0%
Male	236,477	50.1%	2,674,959	49.6%
Female	235,770	49.9%	2,720,471	50.4%
14-18	11,307	2.4%	126,807	2.4%
19-21	21,489	4.6%	263,031	4.9%
22-24	27,601	5.8%	321,448	6.0%
25-34	97,389	20.6%	1,081,233	20.0%
35-44	101,489	21.5%	1,113,331	20.6%
45-54	115,577	24.5%	1,317,719	24.4%
55-64	75,006	15.9%	918,359	17.0%
65+	22,387	4.7%	253,499	4.7%

Montgomery County's population is one of the factors impacting the skills mismatch in the region. The oldest cohort of workers from the baby-boom generation (individuals born between 1946 and 1964) turned 65 in 2011, and the youngest will reach that age in 2029¹⁹. Normally, the increasing wave of retirements opens up opportunities for younger workers. The current economic climate has resulted in many older workers choosing to remain in the workforce, thereby impacting the jobs horizon for younger workers. However, baby-boomers will eventually leave the workforce, taking with them key knowledge, skills and abilities. As shown by the chart below, far fewer youth (ages 25-29) will be available to enter the labor market to replace these workers (ages 65+) creating a shortage in the pipeline, especially in industries such as manufacturing and healthcare²⁰. This shortage is projected to manifest itself in next few years. The chart is based on the total population, not the workforce. However, it does demonstrate the idea of an aging workforce that possible entrants to the workforce (individuals ages 25-29) will not keep pace with the number of potential retirees from the workforce (ages 65+)²¹.

¹⁹ Economic Modeling Specialists Inc

²⁰ Economic Modeling Specialists Inc

²¹ Economic Modeling Specialists Inc



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

Across the Commonwealth in 2007, the long-term unemployed constituted only 15.2 percent of the unemployed. This increased to 40.2 percent in 2010, before falling to 40.1 percent in 2011. In the first quarter of 2012, this modest improvement continued as the percentage of the long-term unemployed fell to 37.0 percent. Even as unemployment has fallen, the problem of long-term unemployment persists.²²

i. Current LWIA skill gaps and skill gaps projected to occur over the next decade

The K-12 system suffers from a lack of academic alignment to career pathways, while educators and trainers are either unaware of the jobs available in the labor market or misunderstand what skills are needed for those jobs. In 2009 for the entire State, 33 percent of high school graduates attending higher education institutions required some remediation at a cost of more than \$26.3 million to taxpayers²³. In addition, many graduates lack general knowledge of what is expected in a work environment, commonly referred to as “soft skills.”

Skill gaps in the Montgomery County area include technological, technical, mechanical, and interpersonal areas. Training to overcome these gaps must match the technology needs of businesses. The MCWIB plans to incorporate training activities for specific industries that will increase skills of the workforce with stackable credentials to decrease the skill gap apparent in employment forecasts.

²² Economic Modeling Specialists Inc

²³ Economic Modeling Specialists Inc

There is a high share of employment in high-tech therefore the projected need for computer software engineers, computer network systems and data communications analysts are prevalent in occupational employment and need advanced skills.

Skilled trades such as carpenter, electrician, plumbers, and HVAC technicians will be in demand in the years to come. Despite the view that a four-year degree is the most desirable outcome for students graduating from high school, this presents a barrier for replacing individuals for employment in the technical trades.

With the increasing sophistication of technology in manufacturing, the need for industrial technicians is expanding dramatically.

Due to the aging population, there will be an anticipated need of healthcare workers. The MCWIB plans to train more individuals in healthcare occupations. The presence of healthcare-related positions adds stability to the labor market.

j. Workforce investment needs of businesses, job seekers and workers in the LWIA

The MCWIB will study industry trends to identify gaps between the future employer workforce requirements and the anticipated labor pool. The MCWIB will convene key stakeholders to formulate strategic responses to the trends and gaps.

The MCWIB will be a resource for job attainment, providing information related to projected employment opportunities and required training to help job-seekers.

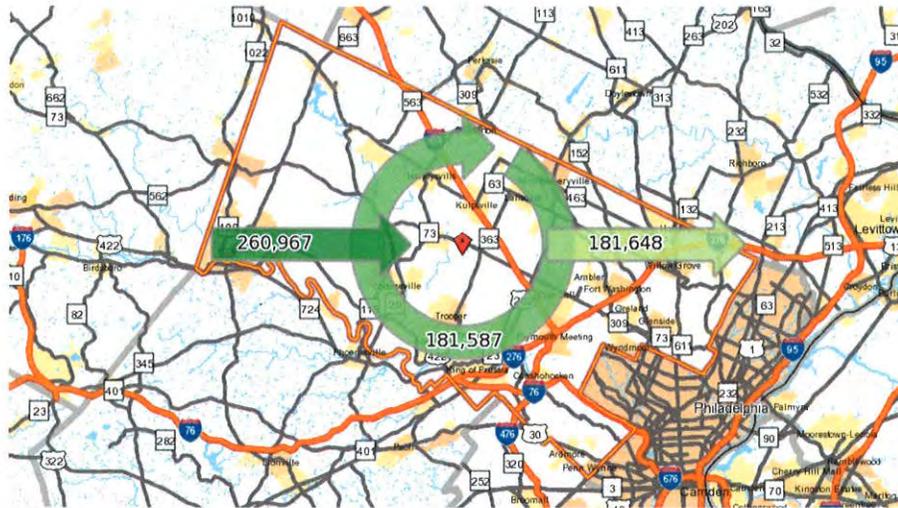
To maximize the incumbent workers skills, the MCWIB will better coordinate training programs that meet the needs of businesses through Industry Partnerships that will allow for upward mobility and improved income of incumbent workers.

k. “In-migration” and “out-migration” of workers that impact the local labor pool

According to Moody’s Analytics, in 2011 there was an in-migration of 1,800 people. It’s expected to be 1,100 in 2012, 400 in 2012 and 2014 and 200 in 2015. Then in 2016 it is expected that there will be an out-migration of 200 people in Montgomery County.

The two maps below, from the U.S. Census Bureau show the in- and out-migration of workers that impact the Montgomery County local labor pool

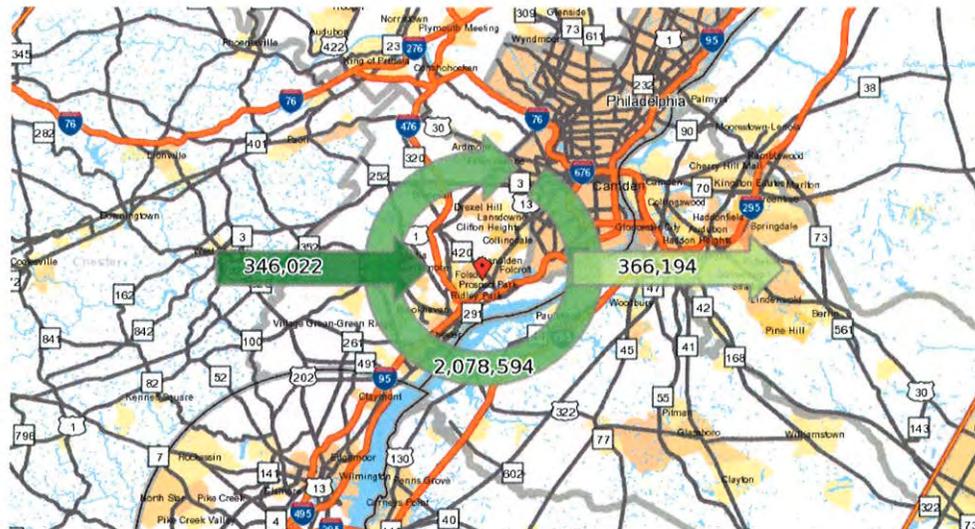
- 260,967 people are employed in Montgomery County but live outside of the county.
- 181,648 people live in the county but are employed outside of it.
- 181,587 people both live and work in Montgomery County.



Source: US Census Bureau, Local Employment Dynamics, On the Map

Philadelphia Metropolitan Statistical Area (MSA) Commuting Patterns

- 346,022 people are employed in the Philadelphia MSA but live outside of the MSA.
- 366,194 people live in the MSA but are employed outside of it.
- 2,078,594 people both live and work in the MSA.



Source: US Census Bureau, Local Employment Dynamics, On the Map

D. Key Priorities and Goals

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

Given the broad scope of expectations outlined in the Workforce Investment Act that our services be available to all job seekers, it is necessary to create a plan that addresses services for all populations starting with core services. However, it is also necessary to focus on specific areas of expertise for which our system must employ subject matter experts that know how to help people get to work and assist employers in finding available talent that matches their needs.

The MCWIB's workforce development strategy emphasizes services delivered to two key populations and the priorities as defined for each group:

1. **Employers** – without employers, our system would cease to exist. We will increase the rate of employer usage of our workforce programs, ensuring that more job postings are available to our job seeking customers. We will strengthen local industries and create industry-led training strategies. Employer training needs in high priority occupations will be aligned to training education and career pathways.
2. **Job Seekers** – without job seekers, our employers would not have an available workforce to make their business more competitive and successfully grow. While services are available to all populations, the MCWIB is specifically focused on assisting dislocated workers, welfare recipients, youth, incumbent and older workers. We will acquaint job seekers with the Job Gateway enrollment processes and efficiently match them with jobs.
3. **Veteran's** - veterans receive preferential service from all partner agencies. The Workforce Investment Act (WIA) offers training services to veterans first. The Bureau of Workforce Development Partnership (BWDP) veteran representative provides outreach services to veterans. Veterans receive preferential selection and referral to all job orders and job development services through the Business Services Team.
4. **Older workers** - those individuals who have been dislocated after many years of employment at the same job and same occupation. The MCWIB plan will continue to partner with the Montgomery County Community College to offer computer training classes to update the skills needed by this population. Current offering of this training has proven extremely beneficial to job seekers, specifically the older population, ages 55-64. A review of the older worker attrition in certain occupations demonstrates the workforce gap that will be present as this population leaves the workforce. This older workforce contributes in many industries within Montgomery County.
5. **Ex-Offenders** - this population that enters the workforce requires essential employability skills. Through the PA CareerLink® delivery system, this targeted group can best be served. With an intense collaboration with the Montgomery County Correctional Facility and more specifically the Montgomery County Adult Probation, the MCWIB has sponsored an Offender Specialist Employment training opportunity. Continued effort to present employability tools to the ex-offender or "returned citizen" will be increased outreach from resource sharing by the MCWIB.
6. **Pipeline of Talent** - through partnerships with local technical schools, community colleges, and universities, workforce gaps can be identified to address curriculum changes necessary meet the needs of today's demand driven workforce system. MCWIB will pursue additional partnerships with high schools to inform students, parents, and counselors about the workforce gap that may influence their decision making with regard to career pathways.

PA CareerLink® and MCWIB staff will continue to work with community and faith-based organizations such as the forum conducted at the First Baptist Church of Crestmont in Willow Grove to share information about PA CareerLink® services and how the constituents of this organization can access services. Scheduling a forum at local faith based and community organizations provides the outreach to these constituents about labor market data, industry growth and career pathway development.

The MCWIB will focus on other areas of workforce development in Montgomery County including:

PA CareerLink® Operations – Continue strategies to make the PA CareerLink® services and facility more relevant to customers and the community. Remain competitive by providing continuously improved workforce services to the job seeker and employer community in Montgomery County with a focus on positive results, including placement and retention of job seekers and filling job orders quickly and accurately. Continue to ensure quality delivery of services to both the job-seeker and employer with an emphasis on job placement.

Economic Development and Education - Engagement of and strengthening partnerships with economic development and education with the common goal of ensuring that Montgomery County is and will continue to be a great place to live and work.

Data Usage and Interpretation – the continuously changing economic environment has placed a substantial burden on determining the strategy and direction for services, making it more crucial to use data to drive decision-making in all facets of the PA CareerLink® operations including financial, staffing, direction, information for employer and job seeking customers and the provision of services.

2. **Describe the strategies to address each key priority, identifying the goals to be achieved.**
 - a. **Describe how the strategies will align with the governor’s priorities outlined in the State Plan**
 - b. **Describe how the strategies will support the best interests of the job seekers and employers and the economic development plans for the local area, identifying key partnerships necessary to successfully implement the LWIB’s strategies. Specify the roles of specific entities and programs and how the partnerships and priorities will meet the needs of employers and job seekers.**
 - c. **Describe strategies for meeting the workforce needs of the local area’s employers. Include strategies that support the creation and sustainability of small businesses and new and emerging industries.**

PA CareerLink® Operations: – focus on strategies to make the programs more relevant and remain competitive by providing workforce services to the job seeker and employer community in Montgomery County that are focused on continuous improvement and delivery of results – finding jobs for people that seek our services and finding qualified employees for employers.

Employer Priorities:

Over the next 5 years, our goal is to increase employer participation usage of PA CareerLink® services by 20%. In addition, we will continue to collect data from employers on the MCWIB and who use our services to determine ways to improve services and to convey employer’s current needs to the job seeking customers that visit our PA CareerLink® office. Currently there are 331 active job orders posted online at the PA CareerLink® and 456 active employers since 2011 utilizing PA CareerLink® services. According to CWIA’s Help Wanted Online (HWOL) Facts for June 2012, there are 18,600 online job postings in the region.

Use WorkKeys® Career Readiness Certificates as the foundation upon which to build additional skills and promote the certificate to employers so that they understand it and will use the information when searching for applicants. Establish a plan to educate employers about the WorkKeys® Career Readiness Certificate in order to drive job seeker interest and better align existing skills with available job openings, making the job easier for case managers in making referrals to jobs.

Create lasting connections between businesses, Job Developers and clients (business service team) by matching the right employees with the employment opportunities.

Job Seeker Priorities:

Although it is our intent to serve all job seekers interested in our services, it is imperative that staff understand the populations and are able to focus on individuals that traditionally seek services at the PA CareerLink® including:

Dislocated Workers: The recession resulted in many dislocated and unemployed individuals. Dislocated workers lost jobs in industries that have little or no potential to recover and were earning higher wages as a result of a progression of wages during their years of hard work. Sub-groups of dislocated workers, including veterans, ex-offenders and persons with disabilities, will be targeted for the most intensive outreach. The MCWIB uses WorkKeys® assessments and KeyTrain courseware to determine current skills and the gaps that need to be addressed so that they can become fully employed. An inventory of current skills will be part of every assessment and the strength of this group, their work ethic and often extensive skill sets from long employment histories will be used to market to employers.

Welfare Recipients: The welfare population has increased dramatically because of the current state of the economy, creating a dilemma for workforce staff because of the diverse needs of the group. Often, welfare customers have broad skill sets from years of cycling quickly through employment opportunities, but have difficulty staying in a career long enough to see the benefits of increased wages because of personal situations that prevent them keeping employment. It is often not the lack of foundational skills, but the lack of personal skills or soft skills that are the problem. Because the focus of the public welfare system is shifting to an employment first emphasis, it becomes critical that the PA CareerLink® provide training on soft skills and assist welfare recipients understand the financial rewards and stability of sticking to a job for a length of time.

Youth: Recent graduates, both high school and college, continue to struggle to find employment. Job prospects are worse for high school dropouts. The unemployment rate among youth far exceeds that of any other age group. Disconnected youth, including high school dropouts and youth with disabilities, will also be targeted for intervention and assistance in finding employment. The MCWIB has increased the overall youth service strategy to be a year-round program that includes industry tours, job readiness workshops, National Retail Certificate program, GED program, a construction pre-apprenticeship program (National Center for Construction Education and Research (NCCER)), financial literacy seminars, STEM activities such as Women in Engineering and Robotics camp and exposure to a work environment through the summer employment program. Through the collaboration with educational institutions, primarily Montgomery County Community College, youth are exposed to post-secondary and advanced training. The MCWIB has representation

on local career and technical education advisory committees and supports industry-aligned equipment and curriculum upgrades. The MCWIB will focus on working with educators and employers to promote new learning opportunities for youth specifically geared toward out of school youth, those most at risk of dropping out, youth in and aging out of foster care, youth offenders, those at risk of court involvement, homeless and run away youth, children of incarcerated parents and youth with disabilities.

Incumbent Workers: It is imperative that incumbent workers build upon their skills to allow for upward mobility. The PA CareerLink® will focus on moving incumbent workers up a career ladder and into career pathways will also create entry-level opportunities for dislocated workers and recent graduates. Industry partnerships enable employers to share business strategies, participate in incumbent worker training programs and network with Industry representatives. The Industry Partnerships have also been a gateway for employers to learn about the services of PA CareerLink®, EARN and other programs such as WEDnetPA. The MCWIB will continue to recruit more employers to join the partnership and be oriented to the services of the PA CareerLink®. These services to incumbent workers will include industry-recognized credentials that bear academic credit. Often, this population of employed workers is underemployed, having a higher skill level than what is required for the job they are currently in and earning less than what they would expect for their skill set. The MCWIB will work with this population, through the PA CareerLink® to assist in finding employment that better matches their skill set.

Older Workers: The number of workers age 55 and over experiencing long-term unemployment has grown substantially since the recession began in 2007. Long-term unemployment can put older workers at risk of deferring needed medical care, losing their homes and accumulating debt. This raises concerns about older workers' reemployment prospects and future retirement income. Programs will provide skills training and incentives such as temporary training subsidies for employers to hire unemployed older workers.

PA CareerLink® Goals:

The PA CareerLink® staff will be provided "sales" training used by the business community to market our products, provide excellent customer service and close job orders successfully. The MCWIB offered both PA CareerLink® and MCWIB staff sales training and will continue this practice. Often our customers (and employees) believe our services are more social-services oriented. However, the ultimate goal is matching job seekers with employers and ensuring that the employers are pleased with the placements provided to them through the PA CareerLink® system. Running our programs like a business will garner the attention of local companies and ensure that more people are provided accurate, honest and helpful services that enable them to reach their full potential and become employed with family sustaining wages.

Additionally, the MCWIB will:

1. Expand the use of the WorkKeys® Career Readiness Certificate. Last fiscal year, nearly 1,000 individuals were assessed. Each year the MCWIB expects that number to increase by 20%.goal will be to increase that number by at least 20% - 1,200 expected for 2012.
2. Focus staff on the end result of finding employment for job seekers and matching qualified applicants with open employer positions. Referrals should be accurate and

- screened and honest feedback should be given to job seekers and employers. In all cases, data should be used by staff to support decisions.
3. Align the PA CareerLink® with the vision and mission of the MCWIB and empower staff to establish their own goals for placement and securing increased job orders.
 4. Build a marketing strategy that uses the broad policy framework established by the MCWIB to increase market share to enable the PA CareerLink® to be known as the “go to” place for job seekers and employers.
 5. Guide PA CareerLink® partners and staff to identify and close skill gaps by providing current, realistic and understandable data to the populations seeking employment so that they can make informed decisions about training or services that will result in employment.
 6. Ensure delivery of public sector services in a manner that mirrors the private sector in customer service and pace, give the staff the autonomy to make quick decisions and provide current labor market information to guide job seekers and employers.
 7. Develop fully one-stop access for job seekers and employers to a total package of public sector loan programs, business planning and start-up information, entrepreneurial assistance, as well as job training and placement programs and employment support services.
 8. Ensure all training paid for with Workforce Investment Act funding will lead to employment in a high priority occupation and customers will be provided services throughout training to ensure they complete and are placed in employment.

Economic Development and Education - Engage in and strengthen partnerships with economic development and education with the common goal of ensuring that Montgomery County is and will continue to be a great place to live and work.

Build upon the strong existing relationships between public and private sectors in the County by continuing the MCWIB’s relationship with the Montgomery County Economic Development Corporation (MCEDC) as a key resource for economic assistance and development for business. The MCEDC is dedicated to enhancing the County’s economic balance and preserving its quality of life. The Corporation has a rich, successful history in attracting new business.

The Montgomery County Development Corporation (MCDC) is aligned with the MCWIB to market and promote the County’s business resources. The MCDC provides low interest rate financing for various types of county companies and non-profit organizations so that funding can be used for real-estate acquisition and renovation, equipment and working capital. This enables the MCWIB to be privy to emerging businesses in the county.

The MCWIB’s relationship with the Montgomery County Industrial Development Authority that assists manufacturing firms, non-profit organizations, educational institutions and healthcare organizations aims to maintain a high level of employment and create and maintain business opportunities, allows linkages to more opportunities for customers seeking job placement.

The MCWIB coordinates with economic development partners to understand the local markets and deliver a product that meets the needs of employers by using labor market data from Pennsylvania Department of Labor and Industry’s Center for Workforce

Information and Analysis (CWIA) and EMSI to educate and inform job seekers about current and future occupations as well as assist employers with wage information to remain competitive.

The MCWIB encourages training and employment in Science, Technology, Engineering and Math (STEM) occupational areas by providing information and access to opportunities to learn about the industries that employ people in STEM areas. The Youth Council conducts a Women in Engineering program with numerous local high schools. The panel consists of employers in the industry, post-secondary education and students enrolled in the various engineering majors at partner educational institutions. Market opportunities to youth and other interested segments of the population such as underemployed individuals, veterans and dislocated workers.

A multitude of educational institutions have approved training programs for job-seekers. In addition, Penn State Abington held a business writing class for job seekers to enhance their communication skills on their resume as well as with employers during the interview process. Montgomery County Community College provides computer training at the CareerLink® site for job seekers.

The MCWIB will provide essential short-term occupational skill training guided by the needs of employers that links with an internship experience offered by employers. Funding can be used in industries such as welding, construction, industrial food sanitation, printing, pre-allied health, forklift driving, customer service, basic machine maintenance, building maintenance and administrative support or other training as deemed appropriate by the MCWIB and driven by local labor market demand. The MCWIB regularly partners with the four technical career centers to provide a variety of skill training that responds to employer needs.

The MCWIB strongly emphasizes matching the labor market demand in key industry sectors with training and talent that is more responsive to employers who create good jobs. JobGateway, a new job-matching system for Pennsylvanians, will quickly and efficiently match workers to jobs.

Data Usage and Interpretation – the continuously changing economic environment has placed a substantial burden on determining strategy and direction for the MCWIB and in turn operations at the PA CareerLink®. It is more crucial now to use data to drive decision-making in all facets of the operation including financial, staffing, direction, information for employer and job seeking customers and the provision of services.

Creation and Sustainability of Small Businesses – Small business development is a top priority of the MCWIB. With approximately 88% of the County's businesses employing 100 people or less and approximately 72% employing 4 people or less, it is clear that this segment of the local economy is the key to job growth.²⁴ The County Department of Economic & Workforce Development has multiple resources to assist individuals that want to pursue starting their own business and will assist with entrepreneurial initiatives that will grow industries. Moreover, the MCWIB partners with

²⁴ Hoover's Business Directory

local non-profit corporations and community-based agencies that have additional expertise in small business development to cultivate a demand driven workforce so that these businesses have the resources they need to compete and grow.

Many of the loan programs administered by the County's economic development agencies are geared toward small, emerging businesses. With these linkages in place, the MCWIB can also work to assist them with workforce development needs, including hiring workers.

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

The MCWIB has long established relationships with business, industry, economic development and community organizations and most of the larger companies in the region are known to the workforce system. However, it is increasingly the case that with limited human resource staff in many companies, the PA CareerLink® could fill a void – especially with small companies – that need to expand their labor force in order to grow their business. The MCWIB, in conjunction with the PA CareerLink® will directly market these services to companies who may not know that there is help available.

The MCWIB plan is to market services better to convey at the local and regional levels the importance of a competitive workforce to ensure that industry clusters, employers, and workers are familiar with the available workforce development support services. This will establish credibility for the MCWIB and the PA CareerLink®.

In an effort to reach new companies and establish their workforce needs, the Business Services Team and MCWIB staff will regularly attend events that employers attend, initiate cold calls, work with economic development so that the PA CareerLink® receives the first call when an employer mentions “workforce” as a concern in any surveys or direct conversations and utilization of existing MCWIB members who are leaders in the community to talk about our services and why they use the programs at their own business.

The MCWIB has memberships at the Tri-County Community Network, Montgomery County Chamber of Commerce, Society for Human Resource Management (SHRM), National Association of Workforce Development Professionals (NAWDP), Greater Valley Forge Human Resources Association and the Eastern Montgomery County Chamber of Commerce. These memberships help promote connections between all of our staff, especially the Business Services Team, employers and other related organizations.

The Local Plan calls for additional WIB presentations to any and all organizations relative to job seekers and employers.

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

The largest, most comprehensive regional sector strategy that the MCWIB is involved in is the Southeast PA Regional Workforce Investment Board Collaborative. For the past six years the Workforce Investment Boards of the Southeast PA Region have

participated in a Regional Collaborative that addresses regional workforce issues. The Collaborative is staffed by a Regional Director who assists the WIB Executive Directors analyze: WIA training investments, services to job seekers and employers, Regional Industry Partnerships and grant opportunities. The Collaborative also gives local WIB Executive Directors a forum to discuss program operations, funding challenges and relationships with state departments.

The Southeast Region has 7 funded Industry Partnerships. The partnerships are:

- Smart Energy Initiative
- Information Technology Action Group
- Advanced Manufacturing
- Agriculture
- Health Care Partnership (Long term Care)
- Bio-Science Partnership
- Health Care Partnership (Acute Care)

All the partnerships invite employers across the Southeast Region to participate. The Industry Partnerships are an excellent gateway for the CareerLink® system to recruit employers to use their services, foster economic growth and promote incumbent worker advancement.

The MCWIB, in partnership with the Southeast PA WIB Consortium that includes Bucks, Chester, Delaware and Philadelphia counties, develops and implements sector strategies across multiple counties. Because many employers in the Philadelphia area have locations throughout the region, it makes sense to partner and share resources and subject matter experts across boundaries.

The MCWIB partners with the Southeast PA Healthcare Alliance and some of our manufacturing companies have joined the Advanced Manufacturing Industry Partnership in Philadelphia County. The MCWIB works with Chester County's Smart Energy Initiative (SEI), Information Technology (IT), Bioscience and Agriculture, cementing partnerships across county lines. The industry partnerships provide a unique opportunity to meet regularly and strategize with representatives from targeted groups of industry. Gaps in skill training are identified and prioritized and the MCWIB then uses relationships with various educational institutions to develop new curricula where needed and appropriate.

The relationship with the Southeast WIB Industry Partnerships has served as a conduit for incumbent worker training.

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

Whenever possible, the LWIB and PA CareerLink® will leverage discretionary and formula-based investments across programs. Unfortunately, with severe limitations on budgets across all programs, this is challenging but necessary to ensure no duplication exists. A benefit to analyzing current services for duplication allows us to also recognize where gaps now exist in service delivery. When future funding opportunities present, the identification of gaps will assist in securing funding that supports a recognized need.

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

Inevitably, given the current state of the economy, our customer population crosses many segments and eligibility for programs. Staff in the PA CareerLink® work closely with internal and external partners to make sure services are coordinated. Of special note, are the ex-offender, youth and veteran programs that offer multi-agency support and require substantial coordination of services.

The use of WorkKeys® assessments cuts across all skill sets, populations and employer needs. The assessment can be used with any individual seeking services at the PA CareerLink®, making it the first program to have such a wide-spread usage for job seekers and employers. Youth use the PA CareerLink® for access to KeyTrain courseware for upgrading skills and WorkKeys® assessments prior to approval for funding for advanced training programs.

The MCWIB also combines the use of WIA Youth and TANF development funds to expand services in program delivery to a more diverse range of eligible youth. In sponsoring our county-wide job readiness programs, dress for success events, and industry tours, the Youth staff coordinates with low-income housing agencies, child welfare divisions, and other organizations to expand our services to TANF eligible youth or those residing in households with a family income under 235% of poverty level.

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

The MCWIB will continue to use information from CWIA, EMSI, Moody's Analytics, and the United States Department of Labor's Bureau of Labor Statistics (BLS) to provide up to date information to youth regarding high priority occupations that require further education and training, ranging from short term or On-the-Job training to a PhD and information about jobs of the future. Youth services staff will guide youth in answering one of the most difficult questions about their future – "what career do I want?" Answering this will lead to more focused preparation for employment.

CWIA's website (paworkstats.state.pa.gov) is a valuable resource for students, parents, teachers, counselors and school administrators to provide information regarding careers including videos, career guides, fast facts, classroom activities and occupational information including wages, demand for various occupations and education requirements. The MCWIB encourages the use of Career Coach to identify career pathways and training opportunities. The Pennsylvania Department of Education's Career Zone website is widely used with youth. Pennsylvania Career Guides are distributed at all youth functions. Additionally, O*Net (www.onetonline.org) is a tool that is used for career exploration and job analysis, giving detailed descriptions of occupations including videos and wage information.

Monthly Youth Council meetings coordinated by the MCWIB provide teachers, school administrators and local businesses with a vehicle for information sharing and developing training opportunities. The MCWIB is a key member of the Interagency Council of

Norristown, a consortium of educators, social service agencies and community action groups that meet to share information regarding programs and services that help county residents. The MCWIB uses these monthly meetings to provide teachers, school administrators and local businesses with updated information on economic development, career pathways and training opportunities. The MCWIB works with local Career and Technical Centers to ensure that students who are interested in technical training or further education after graduation have access to information and industry to make informed decisions about opportunities and career paths.

Since the inception of Industry Partnerships, the MCWIB has established training opportunities that benefit both youth and employers through the summer employment program. Employers involved with the Industry Partnerships are informed of opportunities for summer youth job placement and continue to be advocates for ensuring a pipeline of talent is aware of industry opportunities. Youth Summits will continue to be offered where area businesses are invited to talk about their companies, the products they make and services they deliver and the skill sets required of their employees.

WIA Title I Youth participants are engaged routinely in discussions about career pathways and options. Through the WIB's partnership with Montgomery County Community College, four local technical high schools and the business sector, current career information has been collected to provide youth with up to date career pathways and employment opportunities. Job readiness instruction is an integral part of the program to provide youth with the skill set necessary to obtain employment and achieve success as an employee. Internships and job shadowing opportunities are part of youth services, as well as a mentoring program to connect youth to business professionals. Industry tours and work-based learning opportunities are a critical part of establishing workforce connections for youth.

Dual enrollment curriculum between Montgomery County Community College and local technical high schools present options for students to start their post-secondary education before finishing high school, offering them a head start to obtaining a great career. Penn State Abington and Montgomery County Community College are involved in increasing awareness of STEM careers. Workshops are offered to youth that include: Women in Engineering, Robotics and Math Options for Girls. Also, post-secondary information sharing sessions with demonstrations and presentations from instructors and business professionals in the community are often held. The MCWIB sponsors tours of hospitals and Health Career Boot Camp workshops provided by the Montgomery County Community College during Pennsylvania's Health Careers Week each year.

KeyTrain courseware and WorkKeys® assessments are tools that are used to help identify basic skill levels, where improvements might be needed to align with a specific career choice and the online curriculum to support contextualized learning to increase skills. WorkKeys® Career Readiness Certificates are an important foundation on which youth can begin to build other credentials, certificates and training.

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

The MCWIB has established relationships and networks with organizations and individuals in contact with youth most in need of services. The County offices of Children and Youth and Behavioral Health/Department of Disabilities provide connections to at-risk youth with multiple barriers. Moreover, the MCWIB strategy is to develop a referral system to streamline the process of identifying disconnected youth through its collaboration with the following agencies and individuals: high school transitional coordinators serving youth with disabilities, high school truancy divisions, juvenile probation and other law enforcement officials and teen pregnancy/parenting assistance programs.

High school drop-outs are identified through local community agencies and faith-based agencies and are referred to the PA CareerLink® for services including: GED instruction, employability skill training, educational workshops and career and post-secondary information sharing sessions. Mentoring programs with college students foster steps to advancement of their education.

CWDS offers a variety of resources and information on services available to persons with disabilities. When a youth identifies that they need assistance, staff are trained to understand what options are available and how to secure special accommodations. The MCWIB collaborates with Montgomery County Community College to offer high school graduates with learning disabilities extensive work readiness programs leading toward securing employment and training.

Employment and training programs and industry focused activities are established for adjudicated youth residing in a mandatory residential facility. Similar programs are also provided to those individuals who have been temporarily removed from their living situations and are currently wards of the state.

The MCWIB will work with education providers in the County to develop and/or promote short-term projects or focused competitions for students to work collaboratively to engage in work related to STEM careers. As in previous years, MCWIB has partnered with educational institutions to promote STEM careers through informative programs that competitively encourage student project displays and demonstrations. The MCWIB was involved in sponsoring and sending youth to these events at Montgomery County Community College (STEM Jam) and similar events held at a technical high school. The MCWIB actively facilitates youth program graduates applying for the STEM Scholars Program at Montgomery County Community College that provides scholarships to academically talented, financially eligible students studying one of the STEM disciplines.

E. Desired Outcomes

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

Common Measures results for Montgomery County either met or exceeded expectations for Program Year 2011:

WIA Common Measures	Statewide			Montgomery County LWIA		
	PA	Actual	Percent	SE080	Actual	Percent
	Neg Lvl	Perf	Lvl	Neg Lvl	Perf	Lvl
	PY 11	Lvl	Achieved	PY 11	Lvl	Achieved
Adult EER	73	69.6%	95.55%	73	93.6%	128.42%
Adult Retention	82	82.9%	101.10%	84	91.2%	108.54%
Adult 6 Months Avg Earnings	12,500	\$14,575	116.60%	13,000	\$11,688	89.91%
DW EER	75	74.3%	99.09%	78	88.7%	113.70%
DW Retention	90	88.5%	98.32%	89	91.9%	103.23%
DLW 6 Months Avg Earnings	15,750	\$17,412	110.55%	17,750	\$22,681	127.78%
Youth Placement	58	65.5%	112.95%	61	81.3%	133.20%
Youth Attmnt of Deg or Cert	65	83.9%	129.11%	75	93.5%	124.73%
Youth Literacy/Numeracy ^{Note 4}	52	59.0%	113.48%	56	94.2%	168.27%
Number of Performance Measures ^{Note 5:}		Not Met	0		Not Met	0
		Met	3		Met	1
		Exceed	6		Exceed	8
Total Exitors:		Num			Num	
Adults (Oct-Sep)EER	4,458	6,391		30	32	
Adults (Apr-Mar) Retention	4,936	5,954		31	34	
Adults (Apr-Mar) Avg Earnings	71,942,035	4,936		362,337	31	
DW EER	8,727	11,743		290	327	
DW Retention	8,869	10,023		260	283	
DW Avg Earnings	154,424,164	8,869		5,897,064	260	
Youth Placement	2,515	3,839		91	112	
Youth Attmnt of Deg or Cert	2,594	3,091		116	124	
Youth Literacy/Numeracy	953	1,615		49	52	

For WIA Title I Dislocated Workers in Montgomery County, the MCWIB's performance for entered employment positively progressed over the years:

- PY09 – Negotiated Level: 89%, Actual Level: 60.87%, Achieved 68.39%
- PY10 – Negotiated Level: 85%, Actual Level: 61.82%, Achieved: 72.73%
- PY11 – Negotiated Level: 78%, Actual Level: 88.7%, Achieved: 113.70%

In order to exceed the performance measures above, the following steps were taken:

- Increased internal communication between the Business Service Team, Job Developers, Title I Operators and Performance Team
- Performance Management, job development team and WIA Title One Staff meet bi-monthly to review existing clients enrolled in skill training programs and ensure connections are made for job placement assistance.
- Increased customer contact throughout core, intensive and training services and after completion
- MCWIB Performance Management staff attends Intensive Training Service Orientation with PA CareerLink® staff and customers to discuss the process, requirements and responsibility of the trainee to ensure the best return on investment.

The following are new measures proposed for the Montgomery County Workforce Investment Area:

- Increase volume of customers served in WIA Title I Adult and Dislocated Worker On-the-Job Training Programs by 15% each year.
- Increase the number of WorkKeys® Career Readiness Certificates by 20% each year.
- Increase monitoring of contracts by 20% each year.
- Place 80% of training completers into careers.
- Determine length of time after training to employment.

The MCWIB will periodically meet with training providers to review their strategy for identifying business development opportunities with regard to job placement. In addition, the MCWIB will meet quarterly with the Site Administrator to review performance, identify areas of strength, review customer service and address any challenges.

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

See appendix A for negotiated WIA performance measures. Program Year 2011 negotiated performance levels were extended (according to Local Plan Guidance and Instructions PY2012-PY2016) along with the local plans. The Commonwealth's letter advising the MCWIB of agreed-upon goals will constitute a modification to this plan. For subsequent revisions to performance goals during the life of the local plan, the commonwealth's letter advising of the agreed-upon goals will also constitute a modification of this plan.

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

Negotiated performance levels for adult and dislocated workers in entered employment, wage gains, employment retention, and youth in literacy/numeracy increases, placement in education or employment and attainment of a degree or certificate are aligned with the outcomes necessary for successful programs. However, the actual performance results are a snapshot of history; often months, if not a year after services were delivered. In order to view a more complete picture of performance, these measures need to be supplemented with real time measures of success.

The MCWIB is driven to make decisions based on results. All staff working at the PA CareerLink® office is required to be cognizant and strive to meet required federal negotiated performance measures, as well as increase the volume of customers served in the programs.

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

The MCWIB uses *The Self-Sufficiency Standard for Pennsylvania 2010-2011, 7th Edition* as the determinant for achievement of family-sustaining wages. The table below contains guiding information for staff in the PA CareerLink® to discuss with customers when setting goals for ensuring they will have no reliance on any form of public assistance after becoming employed.

The Self-Sufficiency Standard for Montgomery County, PA 2010								
MONTHLY COSTS	Adult	Adult + Preschooler	Adult + Infant Preschooler	Adult + Preschooler Schoolage	Adult + Schoolage Teenager	Adult + Infant Preschooler Schoolage	2 adults + Infant Preschooler	2 adults + Preschooler Schoolage
Housing	1012	1211	1211	1211	1211	1481	1211	1211
Child Care	0	909	1656	1582	673	2329	1656	1582
Food	278	422	553	633	734	746	794	870
Transportation	299	306	306	306	306	306	588	588
Health Care	130	326	342	347	367	362	398	403
Miscellaneous	172	317	407	408	329	522	465	465
Taxes	453	847	1087	1091	801	1618	1161	1164
Earned Income	0	0	0	0	0	0	0	0
Tax Credit (-)								
Child Care Tax Credit (-)	0	-50	-100	-100	-50	-100	-100	-100
Child Tax Credit (-)	0	-83	-167	-167	-167	-250	-167	-167
Making Work Pay Tax Credit (-)	-33	-33	-33	-33	-33	-33	-67	-67
SELF-SUFFICIENCY WAGE								
HOURLY	\$13.13	\$23.70	\$29.89	\$29.98	\$23.70	\$39.66	\$16.87	\$16.90
							per adult	per adult
MONTHLY	\$2,311	\$4,172	\$5,261	\$5,277	\$4,171	\$6,980	\$5,940	\$5,949
ANNUAL	\$27,735	\$50,064	\$63,137	\$63,323	\$50,047	\$83,762	\$71,275	\$71,393

Currently, for a single person, the self-sufficiency standard reflected by the 2010 chart is \$13.13 per hour or \$27,310 and the standard is expected to increase in the very near future. In addition, the self-sufficiency standard for one adult with one pre-school age child in Montgomery County is \$50,064 or 344% of the federal poverty level.²⁵ This level, determined by Pathways PA represents the highest self-sufficiency level of any county in Pennsylvania. In order to earn that level of income and live in Montgomery County, the MCWIB and staff in the PA CareerLink® office, as well as all other partner programs must be acutely aware of the challenges and importance of education and targeted, outcome based approaches to services and delivery. Staff is aware and challenged to meet job placement goals that ensure that people are self-sufficient and able to live in our community without the support of any form of public assistance.

The MCWIB is setting a goal of increasing the percentage of employers using the PA CareerLink system by 20% during the life of this Plan. Job placement and performance teams, through a contract with the MCWIB, are focused on finding better employment opportunities for job seekers, using methods to increase retention and wage progression.

Last year the MCWIB initiated a comprehensive follow up plan to improve performance outcomes for those customers who have completed training or those who have secured employment and will be tracked for retention. This intensive follow up process is in place to

²⁵ http://www.pathwayspa.org/10-11_SS_Standard.pdf

make certain that customers are contacted regularly during training, upon completion of training and after finding employment to ensure they have access to additional services if needed. The comprehensive plan created a job development team with follow up as a key component. As part of this intensive follow up, good communication between departments is essential. Staff from job development, performance services, business services, youth and case management meets twice monthly to implement action plans for improved customer outcomes and increased retention.

The plan outlines increased follow up with customers during and after training programs:

- To offer resume assistance
- To follow job search
- To encourage workshops and networking
- To assist with employment

Job developers and staff assist by offering individualized services such as, placement assistance, resume writing and interview practice to improve retention and outcomes as a result of the following:

- Employment loss – especially with new employees that are vulnerable to downsizing or layoffs
- Temporary employment – while important to gain work experience, it is not usually a long term solution and rarely leads to a higher progression of wages
- Lower wage jobs – a necessary first step to obtaining work skills, both foundational and soft skills, it is not a solution to obtaining self-sufficiency

For youth, secondary education performance levels support our commitment to promoting post-secondary education and other training opportunities to foster a wider range of employment opportunities to the high school graduate. Offering opportunities for "stackable credentials" assist our youth in having an edge when applying for employment in this competitive market. The MCWIB's emphasis on preparing youth to enter the workforce is demonstrated through the multitude of work readiness programs, internships, summer employment programs and industry related activities incorporated within our programs.

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

Performance data are captured and reported in several ways depending upon the service that is being provided. PA CareerLink® staff track various aspects of customer flow including the number of job seekers that access core, intensive and training services. These data are gathered for the main PA CareerLink® site and the MCWIB offices.

For those customers receiving skill training, a database is maintained that tracks the individual, the training provider and the outcome. Case managers report outcomes to a data entry staff person who enters the required information through the Commonwealth Workforce Development System (CWDS). Separate reports are prepared for the MCWIB based upon additional performance criteria. The Performance Team tracks follow-up services and training outcomes along with employment information.

Performance data for youth, both in-school and out-of-school, are tracked separately. A staff person is assigned to each client group. A database is kept regarding various performance data both to comply with the commonwealth's requirements as well as to meet any additional goals as established by the MCWIB.

The PA CareerLink® Site Administrator and the MCWIB Executive Director monitor performance results. The Site Administrator reports the results to the members of the Operator's Consortium at monthly meetings. The Consortium requires data are entered in a timely manner.

Quarterly, or more frequently if necessary, follow-up services are providing to customers that monitor employment and/or loss of employment during the retention period and quickly gets them back on track if there is job loss. A training report is used to track the employer of record for a job seeker, date of employment, relevance of training to employment, wages or salary, hours and availability of benefits. This data is updated regularly and available to staff to substantiate the value of services and training. PA CareerLink® staff offer regular follow up services to customers that have been placed into employment.

Through the follow up process, regional activity is recorded in CWDS by staff and activity that crosses MCWIB boundaries such as Industry Partnership work is coordinated and disseminated in order to report outcomes and make decisions about the future direction of the programs.

F. Plan Development

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

The MCWIB views the development and modification of the Local Plan as an ongoing process that involves continuous strategic analysis of the public workforce system and whether or not the strategies outlined in the plan are being implemented. The staff and the Board are engaged in an active planning process that is constantly evaluating the public workforce system and the appropriate allocation of limited resources.

A member of the Commissioner's staff serves as an intermediary for the LEO and conveys the MCWIB's direction, priorities and approaches for workforce development to the County Board of Commissioners. The Executive Director shares this information with the MCWIB Chair on a regular basis, and the Chair informs the Board at Executive Committee and regular Board meetings.

The draft of the Local Plan was prepared by MCWIB staff with opportunities to involve the Montgomery County Commissioners (LEOs) and representatives, Workforce Investment Board Members, Youth Council Members and various workforce development stakeholders. Staff used information, resources and knowledge gathered over years of working in a continuous strategic planning framework along with current labor market information to formulate the draft plan. The draft was then distributed to the LEO and their representative for review and comment and then to MCWIB members and other key stakeholders for review and comment. All comments were addressed and incorporated into the plan prior to posting for public review.

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

Montgomery County is uniquely positioned in regard to coordinating economic and workforce development services. With the implementation of the Workforce Investment Act

(WIA), the County Commissioners created the Department of Economic and Workforce Development. The agency combines traditional economic development programs with workforce development services under the leadership of one Executive Director. This structure also provides for an effective means to allocate resources to businesses that are expanding and growing in Montgomery County.

Additional collaboration occurs as a result of the County's Economic Cabinet. Meetings are held bi-monthly and are attended by the MCWIB Executive Director, members of the Commissioner's senior staff, the Planning Commission, Redevelopment Authority and Housing and Community Development. Information is shared and strategies are discussed regarding all economic and workforce development issues.

The MCWIB has a long history of collaboration between education, economic development and other workforce-related agencies. Representatives from the Community College, the County's four adult vocational technical schools and other public and private educational institutions are part of the continuous strategic planning process. Information on current and future skill training programs, education trends and needs and other pertinent data are obtained during ongoing communications and incorporated into the development of the Plan.

Several staff members to the MCWIB also serve as staff to the County's economic development organizations. As such, there is ongoing and regular contact with businesses that have obtained financing for expansion projects. Part of this regular dialog involves a discussion about workforce needs and the identification of gaps in training programs. This information is also used in developing the Plan and advising the MCWIB of workforce skills necessary so that education and training can be closely aligned with growing jobs and industries.

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

A public notice will be posted in The Times Herald, a local and widely distributed newspaper, advertising availability for a 30 day public review and comment period for the Montgomery County Workforce Investment Board Draft Local Plan. The Draft Local Plan will be posted to the Montgomery County website at montcoworks.montcopa.org. The Local Plan will be submitted to the Pennsylvania Department of Labor and Industry on September 24, 2012. Appendix B contains the public notice that will appear regarding the public comment period for the draft Local Plan.

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

Public comments are documented and posted in Appendix C. Received comments will be reviewed and addressed individually by the MCWIB.

Section II: Operational Plan

A. Overview of the Local Workforce System: Structure

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

The Montgomery County Commissioners are comprised of a three member board, that designates the Department of Economic and Workforce Development to act in the capacity of the WIA fiscal agent. As such, the Department is a county department that is audited and monitored by the County and operates in compliance with all county policies and procedures. The Commissioners' Chair acts as the named Local Elected Official (LEO).

The Commissioners are committed to fostering economic growth and enhancing the conditions that will enable local businesses and residents to thrive and prosper. Refer to the LWIB /CEO agreement. The MCWIB members, as stipulated by law, are selected by the Commissioners and appointed to serve for fixed and staggered terms. The Youth Council members are also appointed by the Commissioners. The MCWIB focuses on strategic planning, policy development and oversight of the local workforce investment system through a board of executives from businesses, unions, education institutions, technical schools, and social services who oversee Montgomery County's job training and placement programs.

To ensure connection to the MCWIB vision, mission and priorities, the PA CareerLink[®] Montgomery County operates under an Operator's Consortium with included mandated partners from the BWDP, Office of Vocational Rehabilitation (OVR) and the Montgomery County Department of Career Development. The PA CareerLink[®] provides quality career pathway information, assessment and case management services to job seekers. The goal is to maximize placement into appropriate employment and training programs. In compliance with the WIA, the Title I Operator that has been selected is the Montgomery County Department of Career Development. The Title I Operator provides core, intensive and training services. This WIA funded staff meets regularly with the PA CareerLink[®] Site Administrator and the Executive Director of the Montgomery County Department of Economic and Workforce Development to discuss issues regarding policy and procedures and to receive reports relative to services being provided to job seekers.

In addition, the PA Department of Public Welfare utilizes the MCWIB as the fiscal agent for the Employment, Advancement, and Retention Network (EARN). This program customizes employment plans that include in-depth assessment, job development, case management and GED preparation. Included in the workforce development system are a variety of services that include additional workshops, career coach tools, resume and job interview enhancements, and job development processes along with state approved training providers.

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

The Local Elected Official relevant to the governance of implementation of WIA in Montgomery County is the three-member Board of Montgomery County Commissioners.

One of the commissioners is designated as the Chairman and he/she is the Chief Elected Official (CEO). The Department of Economic and Workforce Development is a department of County government and designated as the WIA Fiscal Agent. The LEO is involved in the governance and implementation of the MCWIB in several ways including the appointment of individuals to the MCWIB, the Youth Council and for designating the fiscal agent.

Because the County Commissioners approve membership of the MCWIB and Youth Council, they are responsible for selecting individuals that will set policy for the workforce system implementation. With the selection of local company decision-makers that have strong ties to the local community, they have the ability to make positive changes to the workforce system.

The County Commissioners, in partnership with the MCWIB, are also responsible for approving budgets and selecting the Operator for Workforce Investment Act, Title I programs. They also approve, in conjunction with the MCWIB strategic and operational plans.

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

The Executive Director of Economic and Workforce Development designs, develops and implements programs that comply with Workforce Investment Act (WIA) regulations. The Director is responsible for budget preparation and administration of the WIA program that must concur with all mandated items prior to implementation. To ensure accountability of the MCWIB, four quarterly WIB meetings are convened and five Executive Committee meetings are held to approve budgets, budget modifications, operational and strategic plans, contracts and any and all disbursements of funds relative to WIA programmatic activities. All MCWIB meetings and locations are open and accessible to the public, and advertised in advance in the county's local newspaper, The Times Herald, and on the county's website www.montcoworks.montcopa.org.

LEO

Joshua D. Shapiro, Chairman
Montgomery County Commissioners Office
One Montgomery Plaza, Suite 800
P.O. Box 311
Norristown PA 19404
610-278-3020

Deputy Executive Director
Dee Mellor
Human Services Center, 5th Floor
1430 DeKalb Street
P.O. Box 311
Norristown PA 19404-0311
610-278-5950

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

The role of the MCWIB is to establish the mission and vision for the public workforce system in Montgomery County, establish workforce policy and to serve as the impartial broker of workforce, economic development and education services in the region. The MCWIB is a 28 member volunteer board with membership that includes representation from all WIA required organizations. The Board performs all functions required by statute, particularly providing:

- A visionary and leadership function developing the mission, strategy, objectives and policies of the Workforce Investment Area
- A technical function with guidance in the development of effective and innovative economic and workforce development programs
- An oversight function ensuring the effective operation of the Local PA CareerLink®; proper expenditure of WIA dollars; and monitoring of performance of training providers of WIA activities for adults, youth, dislocated and incumbent workers
- A community relations function developing strong relationships with all workforce development stakeholders in the county
- A leveraging of resources function effectively using resources under its direct control to promote better community development, economic growth, prioritizing of services, identification of needs and barriers to workforce participation and non-duplication of effort

When MCWIB members are appointed by the County Commissioners, they are provided with a WIB Membership Handbook and given an orientation to help the new appointee understand their roles and responsibilities as a board member in guiding the workforce system in alignment with the vision and mission.

The MCWIB is comprised of 28 members, who represent economic development, business, labor, education and government. At least 51 percent of the MCWIB's board members are from the private sector and represent key industries across the County.

To sustain the accomplishments of the MCWIB and to maintain high quality programs, projects, partnerships and research, the MCWIB has established four committees to advise and perform the work outlined in the this Local Plan or any strategies and policy established. Each committee is charged with a specific role in the MCWIB long-term strategic planning and for ensuring alignment with State and Federal goals. The committees include: Executive, Local Management, Medical and Youth Council. The MCWIB plans to introduce a Training and Performance committee to evaluate programs and ensure performance measures are met or exceeded.

The MCWIB staff is fully involved with the continual evaluation and strategic planning for streamlining services for the Region's youth, job seekers and incumbent and dislocated workers seeking services at the PA CareerLink® so that they can acquire skills and rewarding, sustainable jobs that support the county's key industries.

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

The Montgomery County Commissioners are responsible for appointing members of the MCWIB for three year terms and for appointing members to the Youth Council. To assist with those decisions, the MCWIB works with business led organizations to develop

potential nominations for existing and future board openings. The MCWIB maintains a list of qualified representatives of local businesses, education entities, labor organizations, community-based organizations, economic development agencies and one-stop partners from which the selection may be made. Staff from the MCWIB may meet with the potential members ahead of their appointment to discuss the roles and responsibilities of MCWIB or Youth Council membership. Once the decision is made, an appointment letter is sent to the prospect confirming and stating the term of the appointment. For reappointments, the county commissioners sign a reappointment letter. These documents are kept on file at the MCWIB office.

In accordance with mandates established in the Workforce Investment Act, the MCWIB is comprised of a majority of private sector members, one-stop delivery system investors and at least two representatives each of local education entities, labor organizations, community-based organizations and economic development agencies.

b. Describe the committee structure of the LWIB

1. Executive Committee – the executive committee acts on behalf of the general MCWIB assembly on all administrative issues related to the work of the Board and the Montgomery County Workforce Investment System. The executive committee includes seven members: the MCWIB Chairperson, Vice Chairperson, Treasurer and four other members. Four representatives are from local businesses, one representative is from the Montgomery County Courthouse (an “optional” member), one representative is from the education sector and another is from the economic development sector.

The Executive Committee is empowered to act in all aspects of the MCWIB, provided that actions of the Executive Committee are subsequently presented to the full Board for ratification. They define the MCWIB’s mission and develop the vision, its goals and policies for comprehensive strategic workforce development. They assure that the Montgomery County workforce system is performance-driven and market-based and meets the needs of our local area and ensures compliance with the Workforce Investment Act. They recruit and provide orientation to the new MCWIB members, manage corporate by-laws and provide leadership and guidance to the MCWIB Standing and Special Committees. The Executive Committee meets in February, March, May, September and November which are the months before the MCWIB meetings. The MCWIB meets in January, April, June and October. No meetings are held in July, August, or December.

2. Youth Council – membership composition requirements are established by the Workforce Investment Act, the Council is composed of business representatives, agencies, community-based organizations, parents, eligible youth and education entities.

Mission: Develop targeted programs that empower the emerging workforce to become productive citizens. The Youth Council establishes an integrated service system for youth eligible for WIA and TANF funding and develops and oversees programs for Montgomery County youth that increase their skill sets and self-esteem and enable them to make wise career decisions that will lead to self-sufficiency. The Youth Council oversees the following programs:

Youth Empowerment Program (YEP) – Eligible youth between the ages of 16-21 years old, who are attending high school, demonstrate specific barriers to success and have made a commitment to participate in year round program activities providing them with the skills, experiences and confidence to graduate from high school and achieve their professional goals of job placement or post-secondary education.

The Next Step Program (NSP) – Eligible youth between the ages of 16-21 years old, no longer attending high school, demonstrate specific barriers to success, and are in need of a GED, advance skill training, and employability tools to achieve their professional goals of employment or post-secondary education.

TANF Development Fund Program – Youth residing in TANF eligible households or 235% below the poverty level, ages 5-18 years old, and demonstrate specific barriers to success, and made a commitment to participate in year round program activities providing them with the skills, experiences and confidence to graduate from high school and learn life skills, career goals and employability skills for becoming productive Montgomery County residents.

Goals:

- a. Inventory, assess and broker employment support services for youth
 - b. Facilitate seamless delivery of education, training and employment support services to the County's youth for the growth and expansion of our County's economy
 - c. Build upon the strong relationships that exist between the public and private sectors in the County
 - d. Recommend providers of youth programs in Montgomery County
3. Local Management Committee (LMC) - Responsible for oversight and operational responsibility of the Employment Advancement and Retention Network (EARN) program funded by the Pennsylvania Department of Public Welfare for individuals receiving Temporary Assistance for Needy Families (TANF) funding and the selection of employment service providers via competitive process. The Pennsylvania Department of Public Welfare (DPW) requires the LMC to have five voting members representative of the local Workforce Investment Area Fiscal Agent (MCWIB), the DPW (Montgomery County Assistance Office), local education agency (Montgomery County Community College) and PA CareerLink® System (Bureau of Workforce Development Partnership).
4. Medical Sub-Committee – Responsible for increasing opportunities for Montgomery County residents to obtain careers in the health care field and support and maintain existing medical and health care businesses and attract additional businesses to our County. Members include health professionals in the business, non-profit and academic and government fields who research current trends and opportunities in the medical and health care fields.
5. Training and Performance Committee - The Local Plan will convene this committee to include the Contracts Manager, the MCWIB Monitor, and the Performance Team to ensure quality assurance. The Committee will oversee issues related to WIA and Individual Training Account (ITA) policy with regard to suitability of training for job seekers. Manages accurate tracking and follow-up of WIA job seekers and ensures meeting or exceeding WIA performance measures. Facilitates program monitoring and ADA compliance.

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

The MCWIB has participated in the National Association of Workforce Development Professionals, the National Association of Workforce Board, the National Association of Job Assistance, and Reemployment Bridge Institute forums to gain additional insight into the legislative updates about the WIA activities. This allows for an exchange of innovative ideas to better promote the service delivery system to job seekers and employers. Additionally, the Transportation Project offered the opportunity to speak regarding transportation as a barrier to youth. MCWIB Deputy Director has been assigned to serve as a representative on local technical school advisory boards, community college task force, attendance required for local, state and national education and training seminars so as to gather as much information and material that will continue to keep MCWIB competitive in the local, regional, state and national workforce.

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

MCWIB Full-Board meetings are held each quarter to disseminate a delivery of information about current economic conditions, reporting from the CareerLink® Site Administrator, fiscal reporting, youth programmatic reports, performance, and a dialogue between the various members of the board about current workforce topics. Also, the Executive Committee meets five times per year. The Deputy Executive Director represents the MCWIB at all local, state and national meetings, conferences, forums and seminars.

The public meetings are advertised in The Times Herald newspaper and the meeting schedule is posted on the County website.

e. Describe the Youth Council

i. Describe how the Youth Council integrates a vision for youth through collaboration with youth-focused agencies and organizations within the LWIA

The Youth Council's mission is to develop targeted programs that empower the emerging workforce to become productive citizens. The Youth Council establishes an integrated service system for youth eligible for WIA and TANF funding and develops and oversees programs for Montgomery County youth that increase their skill sets and self-esteem and enable them to make wise career decisions that will lead to self-sufficiency.

Youth Council members consist of representatives from education, community-based organizations, juvenile probation, law enforcement and private industry. These individuals bring together labor market information and anecdotal data to assist in the development of programs that enable youth to obtain marketable skills. Many of the education institutions maintain relationships with area employers that often hire youth as part of a summer employment program.

Parents and youth participants who serve on our Youth Council provide the MCWIB with relevant information in identifying gaps in services that would better assist our participants.

ii. Describe the relationship between the Youth Council and the LWIB

The Youth Council serves in an advisory capacity to the MCWIB. The Council sets policy and direction for the disbursement of WIA Title I Youth funding. The WIA requires competitive procurement of a Title I Youth Operator. The Youth Council reviews responses to Request for Proposals (RFPs) to operate various programs to serve eligible youth and makes recommendations to the MCWIB to fund proposals.

The Youth Council Chairperson serves on the MCWIB Executive Committee and other Youth Council members are members of the MCWIB. Youth Council members are invited and do attend the quarterly MCWIB meetings.

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

The Operator/Consortium is an integral part in preparing the Resource Sharing Agreement with budgetary details that are submitted to the Bureau of Workforce Development Partnership (BWDP). The PA CareerLink® Consortium, which is made up of a complement of WIA mandated partners, consisting of representatives from the County Department of Career Development, Commonwealth's Bureau of Workforce Development Partnership, Department of Public Welfare and Office of Vocational Rehabilitation.

The Consortium is responsible for overseeing the daily operations of the PA CareerLink®. The MCWIB Executive Director attends the monthly Consortium meetings to provide information on policy and procedures and to receive reports and information from the Consortium members.

It is the goal of the CareerLink® partnership to integrate the services of both federally mandated partners and optimal partners into a seamless delivery system in order to better meet the needs of both jobseekers and employers.

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

The WIA Title I Operator is the Montgomery County Department of Career Development. This agency is a separate department of County government. The relationship to the Board is that the Department of Career Development is a member of the PA CareerLink® Operating Consortium that is accountable to the MCWIB for the performance of the PA CareerLink® system. Title I Operators are county employees hired by the Montgomery County Commissioners through a salary board resolution.

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

See Appendix E

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

The Montgomery County Workforce Investment Board has adopted the following cost allocation plan to document the proper allocation of cost incurred by the Board while carrying out management and oversight responsibilities for workforce development programs including WIA (Workforce Investment Act) programs and Welfare programs funded by DPW as EARN programs within Montgomery County. The method for determining how the fiscal department allocates cost against all programs are identified and included in this plan. The cost allocation of staff time is documented by biweekly staff timesheets as planned in the annual budget. Reasonable and necessary direct cost which benefit the programs are directly charged to each program when possible. Cost which benefit all programs are allocated through an appropriate cost pool. This determination of WIA funds extracts how costs are determined for infrastructure, personnel, contracts, and all other costs for required WIA activities.

Expenses to be shared are all administrative, program, facilities, or technological expenses necessary to perform the management and oversight activities of the Board, including but not limited to those expenses detailed in the Board's approved budget with actual cost allocated on the county bill using the board's approved budget. Direct costs that can be specifically identified and assigned to a specific program are directly charged to the particular grant for which the cost was incurred. These direct costs will be identified by the fiscal department who records all contracts on a work sheet with the specific contract and the particular grant to receive the charges.

The GAAP matching principle is followed in determining an allocation basis. The base will be drawn from the same period in which cost to be allocated have been incurred. The allocation basis used will not distort the final results, and will represent the actual effort of cost expended, will be reviewed on a quarterly basis by the fiscal officer to ensure the integrity of all allocations of cost. Estimates (accruals) will be used to allocate costs if the final numbers for the allocation basis is not known. All accruals are reversed each month and substituted with actual costs. All accruals will be adjusted with actuals before any grant close-outs are generated.

The Cost Allocation Plan is prepared by the Fiscal Officer and submitted to the Executive Director for his/her approval as well as approval by the Workforce Investment Board at a public meeting and forwarded to the state for approval. The plan will be reviewed and modifications prepared if significant changes in programs or cost allocation expenditures has occurred. The Fiscal Officer has the responsibility to modify this plan.

The total cost for allocation include both direct and indirect costs which include Administrative and Program cost included in both categories. The Cost Allocation Plan complies with the following:

- 2009 OMB Circular A-133 Audits of States, Local Government and Non-Profit Organization
- OMB Circular A-21 Cost Principles of Educational Institutions 5/10/2004
- OMB Circular A-87 Cost Principles of State, Local and Indian Tribal Government
- OMB Circular A-102 Grants and Cooperative Agreements with State and Local Government
- OMB Circular A-110 Uniform Administrative Requirements for Grants and Other Agreements

- OMB Circular A-122 Cost Principles for Non-Profit Organizations

The Fiscal Agent and Fiscal Support Staff are responsible for submitting all required WIA financial and programmatic reports to the relevant State and Federal Oversight Agencies.

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

The Southeast PA Regional Workforce Investment Board Collaborative described in Section I, B, 3, has been a successful partnership across multiple Workforce Investment Areas. 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.

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

The PA CareerLink® Administrator and the WIB Management Team use information on the statewide and local High Priority Occupation list, the statewide list of local training programs and providers, and other labor market information from CWIA which forecasts future trends and high growth areas to communicate to staff, partners and all other workforce stakeholders how best to use these resources for PA CareerLink® planning and alignment. Information regarding all the Career Services is brought to the attention of job seekers, employers and other interested parties through website listings, social media, local office postings, widely distributed informational brochures, electronic newsletters and presentations at various employer, education and community-based organization events.

The newly formed Training and Performance Committee of the MCWIB will communicate the strategic direction and performance goals to the partners and stakeholders. Additionally, the Executive Director of the MCWIB will be in continuous contact with the PA CareerLink® Site Administrator to ensure that the strategy is aligned with the actual delivery of services. It will be the responsibility of the Site Administrator to deliver the message to staff.

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

The MCWIB Local Plan will be a living document. Much of the content has been in implementation for many years; however the outcome measures and other new policy will be implemented over the course of the next six months and continuously monitored.

The MCWIB will monitor adherence to the policy during the course of the regularly scheduled MCWIB Executive Committee Meetings and Full Board meetings. Programmatic

reports that detail the vision, mission, and strategies of the Local Plan will be given at each of these meetings.

B. Operating Systems and Policies: Service Delivery System

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

The service delivery network is centralized and coordinated from the PA CareerLink® office in Norristown. The PA CareerLink® is comprised of the following partner agencies: Montgomery County Departments of Career Development, Child Day Care Services, and Aging and Adult Services, Montgomery County Community College, and the Commonwealth of Pennsylvania Bureau of Workforce Development Partnership, Department of Public Welfare and Office of Vocational Rehabilitation, and the Council of Three Rivers. All of the aforementioned agencies provide seamless service delivery on-site at the PA CareerLink®. Many of the PA CareerLink® services can also be accessed online at <http://www.pacareerlink.state.pa.us>.

In addition, various partners including community-based organizations and educational institutions provide services at locations off site and customers are appropriately referred to these locations. The website www.montcoworks.com provides a multitude of information about services to the job seeker and local businesses alike.

All mandated partners are required to make their services available in the PA CareerLink®. The One-Stop Partner will detail their services they will make available within the PA CareerLink® in the One-Stop Partner Agreement.

2. Provide the number, type and location(s) of PA CareerLink® offices in the LWIA. Indicate the name of the site and identify the management position(s) at the site. Include positions such as PA CareerLink® Administrator, Manager(s) and Supervisor(s).

Montgomery County has one comprehensive PA CareerLink®:
PA CareerLink Montgomery County
1855 New Hope Street
Norristown, PA 19401
610-270-3429

PA CareerLink® Site Administrator:	Patricia Drummond
PA CareerLink® State Supervisor:	Clare Lawrence
Title I Operator Supervisor:	Richard Weed

In addition, various partners including community-based organizations and educational institutions also provide services at locations off site. The Web site www.montcoworks.com provides a multitude of information about services to the job seeker and local business alike.

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

The hours of operation are Monday – Friday 8:00 AM to 4:30 PM. The location, services provided, and hours of operation are all market driven by customer demand. For example, if a company requires rapid response intervention during non-standard work hours, staff will

accommodate the need. Additionally, job fairs and other events may occur during non-traditional hours.

In the MCWIB's Local Plan the designation for collecting data and monitoring performance results on a regular basis will be assigned to a MCWIB Performance Team. Trend information on facility usage, job placements, employer job orders and referrals to intensive and training services are all evaluated no less than monthly.

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

Part of the MCWIB's ongoing strategic planning process involves an analysis of barriers to obtaining and maintaining employment and the supportive services that are needed to assist job seekers with these issues. These service needs are determined through a meeting with a career counselor and through the use of various assessment tools including CareerScope, TABE, KeyTrain and WorkKeys®. A variety of supportive services currently exists in the public and private sectors. Referral to available resources within the County departments is made to assist job seekers with various needs including childcare, transportation and mental health and drug and alcohol counseling. The MCWIB funds GED programs and have partnered with the Literacy Council to offer adult basic education programs.

One example of an innovative support service is the Partnership Transportation Management Association's Mobility Hotline. This program, which is funded by the MCWIB, provides job seekers with answers and options for transportation to work. Job seekers can call the hotline to obtain information on various transportation options to assist them with their commute to a new employer. In addition, a transportation assistance professional, provided by the PTMA, is available on an as-needed basis at the PA CareerLink®.

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

The PA CareerLink® Montgomery County provides core, intensive and training services through mandated and non-mandated partners. The managers of the investor partners meet monthly to evaluate client flow and make adjustments where needed.

Core services are offered through a Career Resource Area complete with twelve computers. In addition, workshops, seminars and individual sessions are available to assist job seekers and employers with their needs.

Job seekers are helped with Core Services as needed. In every instance, staff from one of the investor partners guides job seekers throughout the job search process and help with registration on the PA CareerLink® website. In this guidance role, staff may help with resume preparation and other core services as necessary. Job seekers are counseled in various job search strategies and techniques before going through intensive services. The staff person may refer the customer to intensive services if needed to obtain self-sufficient employment.

For those in need of further services beyond core, the PA CareerLink® will offer intensive services including career assessment and counseling and literacy services. The MCWIB has established a policy whereby all individuals unable to obtain self-sufficient employment in

core services are eligible to receive intensive services. However, priority will be given to veterans, economically disadvantaged individuals, dislocated workers and individuals receiving TANF. Veterans have access to 2.5 full-time equivalent employees to assist them with their employment needs.

In order to provide individualized and comprehensive intensive services within a reasonable time frame, customers receive only those assessments that will enhance the evaluation and provide information to better assist the job seeker. The testing instruments are chosen from a variety of valid and reliable tools. As part of intensive services, the customer is offered an in-depth, one-on-one guidance session. This information allows the customer to make an informed decision regarding their career objective or the factors impacting the ability to obtain that career.

Results of assessments are shared with the customer and a case manager is assigned to each client in intensive services by the Site Administrator or their designee. This information will first be used to assist the customer in obtaining employment through core services. If employment is not obtainable, the customer will be assisted by the case manager in selecting a training program to obtain the marketable skills necessary to obtain self-sufficient employment in one of the Commonwealth's high priority occupations.

Job seekers are assessed and screened for referral to intensive services for financial eligibility using the Self-Sufficiency Standard for Montgomery County. Part of intensive services is determining whether the client possesses marketable skills. An individual employment plan is then developed by the case manager and the job seeker. The plan includes a list of training providers which the client visits and compares. After the client has selected the training program, the case manager completes an Individualized Training Account Authorization (ITA) which is approved by the Site Administrator. The Fiscal Officer of the Department of Economic and Workforce Development obligates the funds to pay for training. Case management services offered by the Department of Career Development are provided to those people in a skill training program.

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

The MCWIB views the PA CareerLink® Site Administrator as vital to ensuring operational collaboration of workforce investment activities and programs. From the perspective of providing day-to-day management of the facilities, they are able to identify when successful collaboration is happening and barriers to coordination and opportunities to increase collaboration. The MCWIB and the PA CareerLink® Consortium agree that the PA CareerLink® Site Administrator has functional supervision over all staff located at the PA CareerLink®. The MCWIB established regular communication including face-to-face meetings with the PA CareerLink® Site Administrator to provide updates on strategic workforce development activities in the County, review changes to policy and procedure and to discuss how to improve operational collaboration of workforce investment activities and programs.

Future agenda items for these meetings will include metrics established to measure activity in the PA CareerLink® and as a tool to examine activities behind those numbers. In addition to tracking the overall customer volume, the metrics cover the number of customers actively

using KeyTrain courseware and those who take the WorkKeys® assessments and who earn a Career Readiness Certificate (CRC). Weekly tracking of these metrics allows for closer management of the WorkKeys® outcomes and allows for trend analysis to identify when activity exceeds or falls short of previous benchmarks. The MCWIB will track the number of CRC holders and their employment outcomes. This process and others like it represent a more collaborative approach across partners to manage and meet MCWIB outcomes.

The PA CareerLink® Consortium is critical to ensuring that opportunities for broader collaboration are embraced by the staff at the PA CareerLink® and that barriers are addressed. The MCWIB and the PA CareerLink® Consortium continue its commitment in this area by exploring new methods to measure customer satisfaction.

- 7. Attach the current, fully-executed LWIB/One-Stop Partner Agreement (OSPA) to identify current, specific levels and methods of participation of each required and operational partner program in the local service delivery system (Appendix F)**
See Appendix F
- 8. Describe how individual programs, using the funds allocated under each specific Title, will align with and implement the strategies and vision outlined in the Strategic Plan section.**

Examples of individual programs with allocated funds are as follows:

Workforce Investment Act Programs for adults, youth and dislocated workers have 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.

Title III Trade Act provides Regional staff of the State's Dislocated Worker Unit that are located at the PA CareerLink® and coordinate Trade Act and Rapid Response services to area employers.

Wagner-Peyser Act Program provides full time BWDP staff on site every day to provide core and intensive services.

Title I of Rehabilitation Act of 1973 provides full-time staff from the Office of Vocational Rehabilitation that are co-located at the CareerLink®.

Title V of the Older Americans Act has a part time staff person located at the site.

Veterans Employment Services has full-time staff located at the site.

Federally funded Adult Education and Literacy Programs provides adult education and literacy activities on site at PA CareerLink® with its own staff.

Unemployment Compensation has two courtesy telephones with a direct dial-down to the U.C. Call Center are provided for clients.

Information on childcare and transportation, as well as other support services, is available.

While individual programs must adhere to their own requirements, the goal is to provide seamless services to customers that is aligned with the vision and mission of the MCWIB.

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

The MCWIB Executive Director receives WARN Notices from the Commonwealth. The Notices are then disseminated to the PA CareerLink® Site Administrator, the Director of Workforce Programs and the Employment Services Representative. If contact has not been made by the Regional Rapid Response Coordination Services Representative, the individual is contacted by MCWIB staff to determine the strategy and course of action.

Rapid Response services are facilitated by the Commonwealth's Regional Rapid Response Coordination Services Representative. PA CareerLink® and MCWIB staff attends Rapid Response sessions at affected companies. Based on need, the MCWIB requests and administers Rapid Response funding to provide services to the dislocated workers.

The Benefits/Rights Informational (BRI) session is scheduled with the affected company. Depending on the size of the layoffs, multiple sessions may be held to allow every impacted worker access to the information that is presented. The Regional Representative, staff from the MCWIB and the Regional UC Representative present information pertaining to the services available during the BRI. During the session, information is provided regarding health care, surviving layoff and Compass information from the County Assistance Office. During larger scale layoffs, individual meetings are scheduled with each affected worker.

The Regional Rapid Response Coordination Services Representative coordinates a date with the employer to hold rapid response session(s) and follows through with notifying the appropriate PA CareerLink® staff. The location of these sessions is either at the company (most preferred) or at another location depending on the number of employees that are impacted and participating.

The Regional Rapid Response Coordination Services Representative and/or a representative from the Local Rapid Response Team will meet with the employer and/or union to assess the employer's/employees' needs and request assistance from the MCWIB when needed.

In some instances, a Dislocated Worker Transition Team may be necessary. This is a group of workers and managers organized on behalf of the entire affected workforce of a particular company to advocate for access to services and to reduce the effects of worker dislocation. Ideally, a Transition Team includes a cross-section of all affected employees selected by their co-workers. The Dislocated Worker Transition Team's purpose is to join with other stakeholders to develop and implement a transition plan for the impacted workers. The intent is that individuals facing layoffs will be informed of available federal, state, and local public resources plus any contributions from employers, organized labor and other community organizations. Access to these resources will help dislocated workers move to new and self-sustaining jobs.

The State's Regional Rapid Response Coordination Services Representative has the responsibility of facilitating the formation of a Dislocated Worker Transition Team. Usually, other employment and job training agencies support the workers' efforts by serving on the Dislocated Worker Transition Team in "ex officio" roles.

C. Operating Systems and Policies: Business Services

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

The PA CareerLink® Business Service Team is charged with coordinating services to businesses. Staff members are in frequent contact with targeted businesses in high priority industries to ascertain information about the availability of job openings, the need for new skill training programs or other workforce needs. This information is shared with the Site Administrator who also informs the MCWIB of the need for additional resources and proceeds to coordinate the delivery of these services.

The Business Service Team is responsible for establishing a connection between available PA CareerLink® services and an employer with regard to providing assistance in addressing workforce needs. Business development refers to staff involvement in contacting employers for the purpose of providing information and available services and/or obtaining information about the employing entities. The emphasis of employer contacts goes well beyond the placement of job orders and is more about establishing relationships with area employers.

The MCWIB's recently created a Job Placement Team. Both Job Developers and Performance Team members are an integral part of meeting the needs of the job seeker to match their needs with those of employers which allows for a more effective job matching service to all job seekers.

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

The philosophy that workforce development and economic development are equal aligns with the strategic plan that is communicated to all BST members, Job Developers and the Job Placement Team in bi-monthly meetings. This alignment with the strategic goals of the MCWIB has created an atmosphere conducive to true integration of business services.

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

The BST's focus is the MCWIB's identified high growth occupations and the relevant industries and employers. Members of the BST use various websites to identify local employers who employ people in critical occupations, coordinate visits to employers, share the information and develop services to engage employers based on local market research. The goal of this integrated approach is demonstrated by improved employer market penetration. All staff responsible for job placement attends a variety of service organizations, trade associations, and Chamber, State and Federal meetings that provide information on employment opportunities, local employer trends and feedback and initiates development and completion of projects/initiatives. Training is organized for all staff engaged in business service/job placement activities.

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

BST members, Job Placement/Job Developers and Special Projects Coordinators facilitate meetings with the employer community across the region to promote connections with key industries. Employers state the biggest challenge in hiring is assessing job seekers suitable for employment and with the competencies to learn the job available. WorkKeys® is a job

skills assessment system used by the PA CareerLink® to measure the fundamental skills employers believe are critical to job success. This job skills assessment is nationally recognized and helps job seekers, educators, and employers identify the skills needed to be successful on the job and to determine where additional training is necessary.

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

The layoff aversion strategies implemented in the Montgomery County area include notifying the Governor's Action Team when there is notification of a potential layoff by someone calling or visiting the PA CareerLink® office that involves a large company. Depending on the circumstances, other agencies/individuals will be brought into the discussion to determine whether assistance can be provided to avert the layoff. The State Rapid Response coordinator contacts the employer to discuss layoff aversion strategy. Economic Development for the particular company is researched, opportunities for financial resources are offered, and additional information packets for both employer and potential dislocated workers are provided.

When someone at the MCWIB or PA CareerLink® receives notice of actual or impending layoffs, they communicate this information to the BST. The BST reaches out to employers and provides the necessary Rapid Response Services. The BST ensures there is proper coordination and may request the MCWIB to seek additional funding for certain layoffs.

When a layoff has been announced, services such as OJTs are available. Whenever possible, the OJT is matched with a job in green industries, manufacturing, bio-tech, financial services, automotive, construction where there is less chance of a future layoff and current skills can be used.

Customized Training opportunities, an example of which is a Mobile Outreach Skills Training Unit, are available through a regional consortium. Employers advise the BST of the required skill set and the BST are then able to partner with employers to offer a customized training.

Employers who request recruitment for hiring purposes are able to have PA CareerLink® staff utilize the Commonwealth Workforce Development System (CWDS) participant enrollments for a more effective job match outcome. Businesses can also locate on CWDS potential job seekers that have the occupational skill set desired by the employer.

Labor market data for Montgomery County can be accessed by businesses through the Montgomery County website www.montcoworks.com.

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

Real-time data relevant to training, employment, wages, length of time from unemployment to employment and training completion are metrics reviewed by the MCWIB Performance Team. The Performance Team continually reviews these metrics and provide guidance and establish goals for the BST.

The MCWIB reviews the volume (the unemployment numbers and new hires) along with the application and relevance to industry growth and self sufficiency and performance which means we meet/exceed established performance outcomes and standards. Real-time data relevant to training, employment, wages, training related information, length of time from unemployment to employment, and training completion is reviewed regularly by the MCWIB Performance Team. This aligns with the labor market penetration to assist individuals with employment opportunities. Implementing this format for information goes to the measure of the success and effectiveness of the BST. Increasing job orders from employers will be a metric used by the MCWIB.

D. Operating Systems and Policies: Priority of Service

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

The MCWIB maintains close relationships with the County's Department of Veterans Affairs. This office routinely refers veterans in need of employment to the PA CareerLink®. Defined in the Veterans' Employment and Training Service, 20 CFR Part 1010, priority of service encompasses Special Disabled Veterans, Disabled Veterans, Newly Separated Veterans, Veterans with or without Campaign Ribbons or an Armed Forces Expeditionary Medal, as well as Eligible Persons (veteran spouse.)

Case Managers and frontline staff will continue to expand access to services for specific populations such as veterans and recipients of public assistance. During initial information interviews staff will gather relevant background data on job seekers. At this time individuals will be informed of all options including any specific programs that are available. In addition, the PA CareerLink® is staffed with veterans' representatives that can provide individualized assistance to veterans. Veterans representatives have partnered with the Montgomery County Community College to provide assistance to Veterans and spouses. Staff will then ensure that veterans are given priority of service over non-covered persons for all applicable services including career counseling, job readiness and job training.

The importance of identifying Veterans as soon as possible within the PA CareerLink® cannot be understated. The MCWIB believes that veterans and their qualified spouses should receive VIP treatment at the PA CareerLink®. Signs are clearly displayed that inform customers that a Veterans Representative is available for individualized service. Veterans representatives provide and facilitate a full range of employment and training services to Veterans with the primary focus of meeting the needs of those who are unable to obtain employment through core services. Veterans Representatives conduct outreach to employers and their participation in the local BST ensures that employer outreach is coordinated. Veterans Representatives speak to community colleges, local businesses, membership organizations, at job fairs, about the services available to the Veterans and their qualified spouses.

At the present time it is anticipated that adequate funding exists to meet the service needs of customers. If services and resources become limited, priority of access will be given to veterans in accordance with the Jobs for Veterans Act (P.L. 107-288) (38 USC 4215).

- **Priority of Service** for Veteran's and Eligible Spouses: The Montgomery County CareerLink provides the opportunity for Veterans to receive services before nonveterans. All Staff in the Montgomery County CareerLink® office have been instructed as to the

Priority of Service regulations concerning veterans. USC Title 38, Ch 42, Sec 4215 (3) states: The term "priority of service" means, with respect to any qualified job training program, that a covered person shall be given priority over nonveterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of law.

- The "**Gold Card Initiative**" calls for six months of individual case management, as is provided by the local Veteran Employment Representatives.
- **Yellow Ribbon Events** are designed to provide information to Guard members and Reservists who are not aware of benefits available to them at the state and county level. These are unique opportunities for service members to receive guidance and direct support from participating and supporting agencies.

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

For non-veteran's, priority is first given to economically disadvantaged adults (individuals that would qualify for WIA Title I Adult funding) and then to dislocated workers. In all instances priority is given to Montgomery County residents.

See number 3 below for priority of service.

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

The MCWIB developed a priority of service policy based on the current amount of available funding. At this time priority for intensive services and training is given to adults, dislocated workers and Veterans who are residents of Montgomery County and meet the eligibility criteria.

The MCWIB Executive Director and the Fiscal Officer meet with the PA CareerLink® Operator on a regular basis to discuss funding availability. Throughout the program year as funds are used, the information is communicated to the Operator. Where funding is limited, the order of priority of service is as follows:

- Special Disabled Veterans
- Disabled Veterans
- Newly Separated Veterans
- Recently Separated Veterans
- Other Veterans with Campaign Badge or Armed Forces Service Medal
- Other Veteran with no Campaign Badge
- Eligible Persons
- Covered Persons
- Eligible Spouses
- Non-Veterans

E. Services to Adults and Dislocated Workers

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

Universal access provides services to all customers who visit the PA CareerLink® online or in person. Account representatives serve local business and industry by posting available

job opportunities on the PA CareerLink® website. Individual PA CareerLink® staff advises customers of the services and provides assistance in using computers and developing their resumes onsite. No one who requests core services is turned away.

The process is monitored by the Site Administrator who reports on customer flow issues to the Operating Consortium. The MCWIB Executive Director attends all meetings of the Operator to further ensure compliance.

Partner resources are integrated into core services in several ways. Staff from partner agencies is co-located throughout the PA CareerLink® center. Customers have access to all representatives from all of the service agencies. In addition, services are integrated through common workshops and instructional sessions on a variety of job search topics.

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

The flow of customers through the PA CareerLink® is monitored and evaluated daily by the Site Administrator and other staff. Adults and dislocated workers that are unable to meet their needs with core services are referred to intensive services. These services usually begin with in-depth career counseling and assessments. Results are then used to recommend other intensive services, re-focus the job search, or assist in the selection of an appropriate skill training program.

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

The MCWIB believes that access to training opportunities is necessary to foster the development of skills that are necessary for employment in today's job market. Unfortunately, deep cuts to WIA funding have substantially decreased the ability of WIBs across the county to provide large investments in training. While funding has decreased to support these efforts, it is the responsibility of staff in the system to help individuals make the best decisions about training, an investment that they might be paying for on their own, that will lead to future employment.

Every attempt is made to provide training assistance to those in need, whether it is through Trade, WIA Title I Adult, Dislocated Worker, Youth, Office of Vocational Rehabilitation, or assistance with obtaining grants or loans. The introduction of the new Pennsylvania Targeted Industry Program (PA-TIP) administered by PHEAA in July 2012 will offer assistance in several high priority occupation areas that align with Energy, Advanced Materials and Diversified Manufacturing and Agriculture and Food Production or other high priority occupations.

While On the Job Training does not fit the traditional category of "training opportunities", employers invest substantial training time and resources into the development of newly hired employees. Assistance with wages during this training period helps employers who are able to offset some of the high cost associated with hiring a new employee and training them over the course of the first few months.

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

In accordance with current Commonwealth policy, the Commonwealth's Eligible Training Provider list is the only list used for available training programs funded by the PA CareerLink®. Each local training institution then petitions to add programs to the Eligible Training Provider list in accordance with the requirements of the Pennsylvania Department of Labor and Industry. The MCWIB adheres to the Commonwealth's policies.

If the needs of business and industry differ from the list, the MCWIB works with a particular training provider to either use an existing program to meet the need or develop a new program. The training provider would then need to petition the MCWIB to recommend to the Commonwealth the inclusion of the program on the approved list.

The MCWIB identifies new training needs through several avenues. Because of the close working relationship with economic development, the MCWIB is able to quickly assist companies who have identified training needs that are not on the list. County Department of Economic & Workforce Development staff (same department as MCWIB) assists businesses with their expansion programs and information is regularly gathered regarding current and projected training needs. If the needs cannot be met through existing programs, new programs would be developed and the necessary appeals process would take place. A similar process would occur as gaps are identified through contact with employers by the PA CareerLink® Business Services Team.

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

The waiver expands consumer choice while providing relevant HPO skills training for youth in need of a pathway to career employment. The waiver is essential because of the challenge of placing OSY. It provides flexibility by opening the approved training provider list to OSY. Training services provide GED preparation instruction in combination with employability education. Through industry partnerships, the Youth Provider may develop training programs that provide youth with work experiences leading to expansion of future employment opportunities. Additionally, the waiver increases internship and job shadowing opportunities.

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

There are several documents required to effectively implement an OJT including the employer Application, Training Plans, Job descriptions, an OJT Contract, Invoices, Payroll Records, Progress Reports and monitoring documentation.

Employers interested in OJT must submit to the MCWIB a letter requesting OJT along with the OJT Application, Training Plan and Job Description for each position after the initial MCWIB contact. MCWIB Staff will review the OJT Application and Training Plan and Job Description for each prospective participant and contact the employer relative to the OJT process. The contract describes the terms and conditions that the employer and OJT provider agree to provide for an OJT experience. The contract process sets the ground-rules for the OJT with an employer and ensures there is a legally binding agreement between the employer and the OJT provider.

An OJT contract must comply with the requirements of WIA rules and regulations including identifying the occupation, skills, and competencies to be learned and the length of time the training will be provided.

OJT is designed primarily for the individual who does not have the related education, training or work experience to immediately qualify for a job. Employers receive a reimbursement of up to 50% of the trainees wages (not to exceed \$3,500 per participant and a maximum of \$25,000 per employer each year) to help offset the costs of training during a training period. At the successful completion of training, the employer is expected to retain the trainee as a regular full-time employee.

Only those individuals who meet the WIA eligibility requirements for intensive services, who have received an assessment and for whom an Individual Employment Plan (IEP) has been developed may be considered for OJT.

The MCWIB will provide veterans the priority of service for OJT's. Additional eligible participants will receive OJT's for job opportunities in occupations that have been defined either as High-Priority Occupations (HPO's) or 'emerging' occupations as defined by the PA Department of Labor and Industry. More information on HPO's can be found at:

<http://www.portal.state.pa.us/portal/server.pt?open=514&objID=575330&mode=2>

It is the MCWIB's intention to give employers located in Montgomery County priority; however consideration will be given to other employers located in the five county Southeastern PA region (Bucks, Delaware, Chester and Philadelphia). All employers must register with the PA CareerLink[®] system (CWDS) and agree to use it for advertising and listing all OJT opportunities.

Employers must agree to hire OJT participants with wages, benefits and working conditions that are commensurate to those provided to regular employees who have worked a similar length of time and are doing the same type of work. Employers may not use OJT funds to fill positions for staff that were laid off within sixty days prior to the date of application.

Monitoring at the local level will include oversight of the participant training and corresponding employer payroll records to be completed by the MCWIB Monitor.

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

The MCWIB has used the National Center for Construction Education and Research (NCCER) pre-apprenticeship program for training youth interested in pursuing employment in the construction trade. The NCCER is an industry-recognized credential. They provide a wallet card and certificate when core curriculum or full level training are achieved and the certification is tracked through a national registry.

Recognizing the abundant opportunities available to those in the electrical industry, the MCWIB also maintains a relationship with the local IBEW. The IBEW offers a free 5 year training program to qualified individuals. Trainees are assigned to an electrical contractor on day one, allowing them to earn a paycheck while they learn.

F. Services to Specific Populations

1. Describe the strategies to provide services, such as those listed:

a. Re-employment services

The Rapid Reemployment Program is provided at the PA CareerLink® for improving the quality and quantity of reemployment services for UC claimants. The program looks at the entire continuum of services for UC claimants, from their first awareness of an impending layoff, through their initial UC claim, reemployment services and eventual return to work. Research has shown that a combination of early intervention, intensive work search and staff-assisted job search assistance helped the transition of workers into new jobs quicker.

Unemployment Compensation claimants are invited to the PA CareerLink® offices for reemployment services from information that has been collected when filing an initial claim for UC benefits.

RRP participants are provided Orientation to the RRP program, needs Assessment to include a career plan, job match and referral and the use of the Career Resource Center. Other services provided may include: additional job search assistance, job search workshops, job finding clubs, career guidance services, labor market information, job development, and interview skills and resume preparation assistance.

b. Unemployment Compensation work test

The Pennsylvania UC Law was recently changed to add additional eligibility requirements for the receipt of UC benefits. If the effective date of a UC claimant's application for benefits (AB Date) is on or after Jan. 1, 2012, they are required to register for employment-search services offered by the PA CareerLink® system within 30 days after filing an application for UC or EUC benefits.

All services available to customers at the PA CareerLink® office are available for this population. The PA CareerLink® staff provides assistance weekly to unemployment recipients who are receiving Extended Benefits (EUC). Selected participants receive: an orientation describing services, workshops and other opportunities provided by their local center. Additional job search techniques are offered following a review of the UC participant's current work search history in compliance with the UC Law effective March, 2012.

c. Rapid Response services

Proactive Services: Rapid Response is a pro-active, business-focused and flexible strategy designed for two major purposes. First, to help growing companies access an available pool of skilled workers from other companies that are downsizing or who have been trained in the skills a company needs to be competitive.

Second, rapid response services are available to respond to layoffs and plant closings by quickly coordinating services and providing immediate aid to companies and their affected workers. Rapid Response teams work with employers and any employee representative(s) to quickly maximize public and private resources to minimize the

disruptions on companies, affected workers and communities that are associated with job loss. Rapid Response can provide customized services on-site at an affected company, accommodate any work schedules and assist companies and workers through the painful transitions associated with job loss.

Benefit to Employers:

Providing Rapid Response services to workers during layoffs or plant closings will result in multiple benefits to the employer. The more quickly the Rapid Response strategy is implemented, the better off the company and workers will be.

Benefits to Employees:

The decision to lay off employees is one no employer wants to make. However, as layoffs do occur, inviting Rapid Response teams to meet with affected workers prior to the layoff will allow employees to access services and programs that will help them through this difficult time. Rapid Response teams can provide employees with information and services, including:

- Career counseling and job search assistance
- Resume preparation and interviewing skills workshops
- Information on the local labor market
- Unemployment insurance
- Information about Education and training opportunities
- Information on Health benefits and pensions

At the PA CareerLink[®], available services include the use of computers, telephones, and fax machines for job searches; financial planning and stress management workshops; financial support for training; income support if jobs were lost due to foreign trade; and special services for veterans and adults with disabilities.

d. Trade Act services

The federal government provides additional services to workers whose jobs are lost due to foreign trade or shifts in production out of the United States. While not all job loss due to foreign competition meets the requirements of the Trade Act, the Rapid Response team will work with a company to provide information on Trade Adjustment Assistance (TAA) and the benefits available if the company is certified as trade-affected. A company, the Rapid Response team, or the workers themselves can file a trade petition with the U.S. Department of Labor. TAA and its benefits are provided at no cost to an employer and allow workers to access an even wider array of services than they would otherwise be eligible for.

The PA CareerLink[®] offers customers help in job-seeking skills through job search workshops, resume preparation and screening for employment options. The PA CareerLink[®] Center offers customers help in defining skill levels and skill gaps, as well as their interest and aptitudes to help individual decision-making about education, training and employment plans. Customers are able to obtain information about careers and help in developing a plan to pursue career aspirations.

G. Services to Youth

- 1. Describe how the LWIB will promote collaboration among the public workforce system, educational system, human services, juvenile justice, and others to better serve youth who are most in need and have significant barriers to employment. This includes the provision of: career pathways, STEM education, labor market-based career development, advanced manufacturing, and energy-sector jobs.**

The membership of the Youth Council consists of representatives from a variety of agencies that include non-profit corporations, juvenile justice, private employers, school district and post-secondary school representatives and County agencies that work with youth that have significant barriers to employment. The Youth Council determines ways in which these organizations and agencies can collaborate in providing programs that prepare students to enter the workforce. In addition, a MCWIB staff member serves on the County-wide and Regional Collaboratives that bring together representatives of human service agencies. Many active partnerships are formed between the Youth Council and agencies that can then support the efforts of businesses to hire youth who are ready to enter the workforce.

The vision of the Youth Council is to provide programs that assist students to remain in high school, make careful and deliberate career decisions that may include post-secondary school, leading to self-sustaining, satisfying employment in high-demand, high-priority occupations. When the Youth Council identifies gaps in services and programs, it issues a Request for Proposals for programs that will fill the need.

The staff to the Youth Council works closely with the County school districts to provide current labor market information to students. In addition, the MCWIB partners with Montgomery County Community College and Penn State Abington Campus to provide special programs for students where STEM career fields are explored in detail through hands-on demonstrations, industry tours (environmental-green water treatment plant and trash recycling facility) and competitive student projects (Green science and Robotics). Summer camps in Engineering, Robotics, Computer Technology, Math Careers for Girls and Health Career workshops were conducted through these local colleges. The Youth Council partnered with Career and Technology schools in green career fairs.

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

The Youth Council forms a focus group to determine the Request for Qualifications (RFQ) or Request for Proposals (RFP) needs including providing the direction to develop the document. The group considers many factors when making recommendations including the current economic/workforce needs, the desired end result of the project or activity and the alignment with the vision and mission of the MCWIB and Youth Council.

The process includes a bidder's conference to respond to any questions from parties interested in responding to the RFP in order to clarify expectations for the release of funds to support youth activities.

A panel has been established to review proposals. All efforts are made to engage individuals in the review process that have a direct relationship to youth activities or a strong desire to ensure a youth pipeline is available to fill job vacancies. The panel reviews

submissions, including past performance of respondents and makes recommendations to the Youth Council and MCWIB about funding of RFPs.

The successful bidder is responsible for submitting monthly reports to the MCWIB that include current performance, expenditures, outcomes and other measures required by the RFP. All successful bidders are monitored to ensure compliance. A final report is required that includes all outcomes and expenditures for the funded program. Ongoing proposals are accepted for the RFQ as deemed necessary for required activities.

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

The MCWIB staff monitors every training site to ensure ADA and safety compliance. Worksite agreement forms stating policies are signed by employers prior to youth being placed at the training location. Labor Law posters are displayed by the employers and trainers. In addition, workshops on safety and labor laws are held as a key component in all 25 hours mandatory work readiness preparation programs prior to job placement so that students know their rights and responsibilities.

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

Upon initial inquiry from participant, the youth meets with Youth Career Specialist (YCS) to determine eligibility, collect required documentation and discuss program activities and how they align in assisting the individual in achieving their personal and career goals, whether their path is education, military or immediate placement into the workforce.

Programs as described previously include:

1. Youth Empowerment Program (YEP)
2. The Next Step Program (NSP)
3. TANF Development Fund Program

Eligibility determination requires the collection of a birth certificate, social security card, residency documentation, high school transcripts/letter from guidance counselor indicating academic status, IEP and remedial instruction. Documentation of financial eligibility and barriers to employment are reviewed.

Once the participant's eligibility is determined, their information is entered into CWDS and every youth is either tested to determine a baseline of academic skills or the information is provided by the high school counselors and school records. In addition, youth's career goals are surveyed through discussion and the use of online career and interest inventories. Assessments that are used include the O*Net Interest Inventory and online interest assessments using Career Coach software. Ansell-Casey Life Skills Assessments are administered. For out of school youth, a TABE 9-10 reading, language and math for literacy is assessed.

The Youth Empowerment Program Information Form provides an objective assessment of the individuals' work readiness, work history and identifies barriers to achieving educational and career goals. The Individual Service Strategy Tool is then developed as a living

document to determine goals and strategies and track the youth's activities toward those goals.

Active case management includes one-on one meetings with the youth and/or parents, follow-up activities and workshops. Youth meet with staff monthly or more often to problem-solve and text and use Facebook weekly. YSC staff advocate for the youth by working with other agencies in providing services and guidance to provide a comprehensive array of assistance in meeting goals. This advocacy role is especially important when working with the adjudicated youth who may need additional support services to obtain and retain employment or stay in school.

Job readiness instruction and life skill workshops are key components to the program and there are monthly program opportunities for participation. Job placement is accomplished in collaboration with the YCS, job developer and a mentor assigned to the youth.

Saturday youth summits are held five times during the school year and provide an additional educational format for the youth participants and avenues for staff involvement in the success of the youth.

Youth are exited from the program after they successfully earn a credential, graduated from high school, GED or advanced training and/or have obtained employment or entered post-secondary instruction.

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

a. Preparing youth for post-secondary education

b. Connecting academic and occupational learning

c. Preparing youth for unsubsidized employment opportunities

d. Connecting youth to the business community through intermediary entities

Programs offer services that incorporate the Core Elements and may be provided alone or in a combination during different times of youth participation. Students who actively participate in the Youth Empowerment Program (for in-school youth only) are involved in a variety of activities throughout the year. The goals of the program are to provide year round series of activities and support designed to develop the career goals, job readiness and life skills necessary to graduate from high school and take their next steps to employment, post-secondary education and self-sufficiency.

These include:

- Post-secondary training information sessions and college tours. Close program collaboration with college faculty involvement. Staff provides assistance in completing college applications and financial aid forms.
- Connection of academic and occupational learning through workshops provided by vocational high school. This takes place in the Retail Customer Service program (majority of youth attend) where math skills are essential to register operations and percentage knowledge. Reading and language skills are reviewed for effective communication. The construction instruction program and workshops discussing this field involves math lessons that concentrate on addition, subtraction, critical thinking skills necessary for measurements and assembly of parts. Youth are provided instruction in communication and written grammar skills that assist during written correspondence with a potential employer and when responding to verbal questions

simulating an interview. For our Certified Nurse Assistant (CNA) program, students use WorkKeys® to learn math skills for health careers and basic reading/writing skills. Youth participate in a money smart/financial literacy program (exploring careers in banking) and instructed in basic math skills that expand into essential employment skills and also assisted in personal checkbook management.

- Job-readiness instruction followed by an assisted job search to secure after-school, holiday, or summer employment. The job readiness instruction program is 25-hours and covers: soft skills, developing a strong work ethic, resume writing, interview skills, conducting an effective job search, skills necessary for keeping employment and exploration of career advancement.
- Participation in career specific Industry Tours aligned with career goals.
- Youth who indicate a specific career interest on their ISS form or through their summer employment questionnaires are invited to attend Industry Partnership gatherings. These gatherings include Food consortium, Manufacturing and specific Chamber sponsored events.
- Educational information sessions connecting academics to STEM, green related and other high priority occupations. These events are open to all youth. When attendance numbers are known, the groups are broken into smaller cohorts for a more personalized interaction with the facilitators. These are usually held in the evenings, approximately four times a year.
- Afterschool academic tutoring and remediation leading toward completion of high school or successful obtainment of a GED credential. As part of our GED program, individualized tutoring is scheduled before and after the formal class as part of Montgomery County Community College services. Additional after school tutoring programs are taught with volunteers from local colleges or retired instructors at our facility or organized with co-sponsoring community agencies.
- In coordination with PA CareerLink®, youth are kept informed of local job fairs and other employment opportunities through Facebook, text messaging and other social media. Dress for success seminars are sponsored through local businesses and community organizations. A highly anticipated business attire fashion show combined with a business professional panel is another event for our youth that is the result of a collaborative effort involving local businesses, technical high schools and the WIB Youth staff.
- Job fairs, dress for success seminars, business and community mentors. In coordination with the PA CareerLink®, Community organizations, high schools, community college dress for success seminars, technical high schools and local businesses sponsor fashion show for business in conjunction with business professional panel
- Life skills instruction is a key component of afterschool workshops and presentations at youth summits held four times a year. Instruction includes the following topics: conflict resolution with peers and persons of authority, gang-related violence prevention, dealing with teen depression, money management, internet safety, stress and anger management, and other teen-relevant issues.
- Youth are encouraged to participate in earning additional credentials beyond their high school diploma or GED to better assist them in obtaining a higher paying position and increasing employment marketability. Post secondary training opportunities are made available utilizing approved providers in healthcare, construction/repair, computer technology, customer service and hospitality.

- A year-round adult mentoring program allows youth to connect with and learn from college students and business professionals. The purpose of this program is to foster relationships between youth and positive role-models that promote the sharing of ideas leading to the achievement of their goals. In addition, job coach/mentors are also assigned to youth through the Workforce Internship Program and guide them through their employment experiences.

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

- Tutoring, study skills training, instruction leading to secondary school completion, including drop-out prevention**
- Alternative secondary school services**
- Summer employment opportunities linked to academic and occupational learning**
- Paid and unpaid work experiences**
- Occupational skills training**
- Leadership development opportunities**
- Comprehensive guidance and counseling**
- Adult mentoring**
- Supportive services**
- Follow-up services**

Each youth is assessed and areas to be addressed are noted in case management files and formulated as actions on the ISS. Assessments measure career interests, life skills barriers and for out-of-school youth, the TABE measures literacy and numeracy competencies.

After-school programs provide tutoring, study skills instruction and motivational workshops focused on staying in school.

Tutoring is organized with volunteers or college staff to improve reading, language and math skills. Study skills are taught by Youth staff and volunteers from the local colleges. These skills include: time management, effective note-taking, test preparation, test anxiety reduction and the use of memory tools for exams. Motivational workshops are presented by community leaders who are role models for youth and local entrepreneurs who have given back to the community. Other programs include Transportation Management Association presentations which help youth use public transportation. All of these programs are offered at a Youth staff location, local technical high schools, Police Athletic League facilities and other community facilities.

Youth summits and career exploration programs provide alternative secondary school services in a combined six programs a year with approximately 100 youth in attendance for each session. Summits are geared toward in-school youth. Out-of-school participants attend 4 sessions in study skills, career exploration and post-secondary instruction in smaller cohorts of 15-20 participants.

Summer Employment job readiness instruction is combined with academic and occupational learning through curriculum adapted from vocational tech high school programs. Math, reading and writing are taught in relation to retail, health care and other

fields as part of the job readiness program. 100 youth participated in this years' summer employment program and after one week of job readiness, youth were employed for 5 weeks at 20 hours a week. The program offers a personal job coach to meet with youth weekly and a final essay and their resume is submitted to youth staff at the end of the program describing their work experience.

Paid and unpaid internships are available during the school year and summer months. Youth staff works with township municipalities and local college and community action groups. In 2011, there were 30 placements, mostly paid, through our construction instruction or CNA program.

On-going coordination with schools for at-risk youth to collaborate on drop-out prevention is part of the program. The program sponsors guest speakers who draw youth from the entire community and are usually held at a local college auditorium. 50 youth attended a session titled "Depression in Teens" last year.

Community Service projects are developed to demonstrate leadership qualities and participation in program focus groups. Service days such as holidays like Martin Luther King Day are sponsored where youth help with cleanup efforts in the community or at community events giving out anti-violence information. Youth participate in Teen Parent Taskforce sharing about what it is like to be a teen parent.

Supportive services are provided through community events and providing support for active program participation. Transportation, teen parent referrals to supportive agencies and Working Wardrobe helps with professional work clothing. Pregnant teens receive additional assistance from visiting nurses who work closely with the office.

Follow-up services are provided for job placement, academic tutoring and college enrollment and advance training programs assistance. One year follow-up services are standard after a youth exits the program. Youth staff makes contact every other month and hold yearly reunions for previous participants. Follow-up involves answering any issues regarding employment needs, providing references, assistance with post-secondary education selection, scholarship and financial aid information.

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

All youth go through an eligibility and assessment process. If a youth is determined to be ineligible but is a suitable candidate for WIA services and has serious barriers to employment, the Fiscal Officer is consulted. Serious barriers to employment include more than one of the WIA defined barriers such as basic skills deficient, court-involved, pregnant or parenting, school dropout or require additional assistance to complete education or secure and hold employment. The Fiscal Officer computes the number of youth allowed under the 5% exception and makes a recommendation to the Executive Director whether or not to allow the youth into the program.

If the youth is approved by the Executive Director, the Fiscal Officer obligates the money and the youth is enrolled and receives youth services. Non-WIA eligible youth are provided similar services as WIA eligible youth in the areas of job readiness, career pathways education and establishing postsecondary educational direction.

8. Describe the process and criteria for determining “serious barriers to employment.”
The criteria used to determine “serious barriers to employment” include, but are not limited to, high school dropout, limited literacy skills or English, adjudicated youth and a significant mental health diagnosed disability.

9. Describe how the LWIB coordinates with Job Corps and other youth programs.
The Youth Council has developed strategies to increase awareness of the Job Corps program. Each youth meets with either the Assistant Director for Youth Programs or The Next Step Coordinator to develop an ISS. Information on the Job Corps and other youth programs is shared with youth during the development of their plan and appropriate referrals are made based on the plan.

H. Administration and Performance

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

The PA CareerLink® in Montgomery County provides core, intensive and training services with the assistance of staff from the mandated and non-mandated partners. The managers of the investor partners meet monthly to evaluate programs and client flow and to make adjustments where needed. Staff, with limited resources available to them and the need to serve large numbers of customers during a down economy, is cognizant of the need to avoid duplication because it is necessary to operate efficiently.

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

Additional workshops facilitated by outside sources were added to support WIA Title I program operations as the demand for these structured, focused, services has greatly enhanced the assistance to the job seeker due to the mandatory work search requirements. This is the greatest return on investment that produces optimal outcomes for re-entry into the workforce.

With diminishing resources from the Pennsylvania Department of Public Welfare for the Welfare-to-Work Program and the new performance-based plan for job placement for EARN participants, demand for WIA core and intensive services has been noted. In order to break the cycle of dependency while providing the highest quality of services, the PA CareerLink® has coordinated with the EARN Program to provide additional job placement assistance to those referred by the County Assistance Office. Resources such as The Career Wardrobe, computer labs, life skills workshops, and individualized attention are all utilized to ensure that success is met.

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

Common performance measure data related to WIA Title II Common Measures for Adult, Dislocated Worker, Youth and BWDP Wagner-Peyser services are compiled through the CWDS system of record. Quarterly, the MCWIB receives reports regarding performance which is monitored closely. At the end of each fiscal year, the MCWIB receives an annual report regarding performance from CWIA. This data is provided to the PA CareerLink® Site Administrator.

The PA CareerLink® Site Administrator also tracks performance information that is provided to the MCWIB. In addition, the MCWIB retrieves from CWDS ad-hoc reports with features that enable the creation of web intelligence documents which relate to participants, training courses, job postings, employer and financial information. Having the capability to utilize business objects software ensures that data is current and readily available. The introduction of the dashboard component of CWDS allows information to be analyzed in a more in depth way including information on unemployment, jobs, participants and demographics.

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

The MCWIB incorporates a systematic review of internal and external programs and operations including compliance monitoring, performance monitoring and managerial monitoring. This includes reviews of single audits, quality of service, on-site visits and reviews of service providers' financial and progress reports. Regular oversight and monitoring of WIA activities is conducted to:

- Determine expenditures
- Determine compliance with provisions of the Workforce Investment Act
- Provide technical assistance as necessary and appropriate

The MCWIB monitor is responsible for the monitoring and oversight of all activities/programs during the period of program operation. Monitoring reports and results are made available to the MCWIB to assist with strategic planning efforts. These reports enable the MCWIB and Youth Council to assess programs/activity provider compliance, plan future technical assistance activities and adjust local policies to reflect emerging economic opportunities in Montgomery County. In addition, monitoring reports are made available for State and/or Federal review. Monitoring reviews are conducted on an ongoing basis.

All youth providers that are awarded funds to operate programs will be monitored to ensure compliance with WIA rules/regulations and compliance of State/Federal Child Labor Laws. Youth program/providers will be monitored based on risk assessments to ensure the quality of the following items:

- Program design
- 10 program elements
- Child Labor Law compliance
- Individual service strategies
- Follow-up procedures
- 30% out of school expenditures
- Performance standards

For the purposes of measuring program accountability, monitoring reviews are conducted with training providers. Included in the ITA/Training Provider Monitoring Report is:

- Risk assessment
- Desk review questionnaire
- Training provider interview
- Tour of facilities
- Deficiencies/corrective action summary

The method in which monitoring is done with both training providers and job seekers includes telephone calls, making arrangements for limited-scope audits, desk reviews, and personal site visits by the MCWIB Staff Monitor.

Monitoring of PA CareerLink® operations will be conducted on an ongoing basis to ensure continuous improvement as to the quality of services provided to customers.

Oversight of PA CareerLink® development and operations will be conducted and subjects reviewed will include:

- Leadership
- Information and analysis
- Strategic planning
- Management
- Process Management
- Business results
- Customer satisfaction
- Chartering process
- ADA/EO requirements

Should the monitor note a recommended corrective action to be taken, the provider will be notified and the recommended corrective action must be completed within 10 days. Follow-up visits with providers to ensure that necessary corrective action has been instituted will be conducted.

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

The MCWIB will always seek to obtain quality services at competitive prices. As such, Requests for Proposals (RFPs) for services will be issued unless a sole source contract is necessary and justified. When services are needed, providers who have asked to be included on the bid list are informed of the RFP. In addition, the RFP is prominently displayed on the County's website and advertised in The Times Herald. A bidders' conference is held for all interested organizations and agencies to ask questions. The proposals are reviewed by the MCWIB and staff according to the selected criteria included in the proposal packet. Finally, a recommendation is made to the MCWIB.

A list of agencies and institutions that have requested information about RFP opportunities is kept by the Fiscal Agent. When a new submission request is posted, these individuals are contacted through emails and referred to the website posting. It should also be noted that the MCWIB has issued an on-going Request-for-Qualifications (RFQ). This document assists in identifying potential firms to provide services including assessment and job readiness.

Once a grant has been awarded, a contract is prepared by the MCWIB. Prior to the disbursement of any funding, the grantee is required to sign the required forms indicating that they will comply with applicable state and federal regulations including Suspension, Debarment & Ineligibility, Lobbying, Drug-Free Workplace and tax liabilities for goods and services the Montgomery County Procurement Code is followed.

Due to decreases in funding and the relatively low number of available short term training opportunities available, the MCWIB will include the provision of the Workforce Investment Act that allows the local area to provide training using contracts for services. Providers will be selected using a procurement policy. With decreased resources, the WIB has considered online training and increased short-term pre-employment intensive service/training to the various training that is supported. The Montgomery County Procurement Policy dictates how the MCWIB conducts their RFP process for services to adult, dislocated worker and youth.

6. Attach the LWIB Procurement Policy (Appendix I).

See Appendix I

7. Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility, or other action by the LWIB or PA CareerLink® Operator. Attach the appeal policy (Appendix J).

Program complaints by providers of youth or training services must be filed within 60 days of the alleged issue. All complaints must describe the alleged violation and the complainant's requested equitable relief. Program complaints must be sent to the address below using the following steps:

Equal Opportunity Officer
Mr. Michael Shea
Program Monitor and EO Officer
Montgomery County Workforce Investment Board
Human Services Center
1430 DeKalb Street, 5th Floor
P.O. Box 311
Norristown, PA 19401
610-278-5938

Step #1

Complainant must submit in writing to the Equal Opportunity Officer, the alleged complaint/grievance. Within 10 working days of receiving the complaint/grievance, the complaint/grievance will be reviewed and the complainant will be contacted for an informal resolution.

Step #2

If an informal resolution cannot be reached, the complaint will then be brought to the Contracts Manager who will issue a decision within 30 days to discuss the matter. This Committee will then issue its decision to the complainant within 10 working days of such meeting.

Step #3

If complainant is not satisfied with the decision, the complainant must submit in writing a request for a hearing with the Executive Director and a member of the MCWIB Management Team.

A hearing will be scheduled within 30 days of the request. The hearing officers will consist of a designated Workforce Investment Board member and a Local Elected Official Board member. The complainant may represent themselves or have legal representation.

Testimony from both parties will be presented. The hearing officers will issue a final decision within 10 working days.

Step #4

If the complainant is not satisfied with the decision of the hearing, upon written request from the complainant, the WIB shall file a formal appeal with the Commonwealth of Pennsylvania Bureau of Workforce Development Partnership. Request for hearing must be addressed to:

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

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

See Appendix K.

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

See Appendix L.

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

The Montgomery County Department of Economic and Workforce Development serves as the fiscal agent and is responsible for the administration of the WIA funds and payment of various expenditures for the PA CareerLink®. The PACareerLink® expenditures are determined by the Operator and are formalized in a Resource Sharing Agreement (RSA). The MCWIB Executive Director approves all the invoices for payment. A description of the various financial controls is provided below.

Using the Fundware software system, the Fiscal Officer in conjunction with the County Controller's Office, maintain an operating budget, general ledger and a grant accounting system. Costs are allocated using the Indirect Cost Plan and the Cost Allocation Plan. Weekly time records are maintained for MCWIB staff and on all persons working at the PA CareerLink® and performing case management activities.

All accounts payable checks are prepared by the Fiscal Officer and his/her staff and presented for approval to the Executive Director of Economic and Workforce Development. Checks are then approved by the County Treasurer for distribution. Files are maintained on all contracts matching invoices to the contract for payment and coding to the proper grant.

The fiscal accounting system provides information for federally required records and reports that are uniform in definition, accessible to authorized federal staff and are verifiable for monitoring, report audit and program management. The system used is in compliance with OMB Circulars A-102 and A-110.

As the grant recipient, the fiscal agent ensures that all funds requested and disbursed will do so within one day of the receipt of said funds. The system used for cash management

provides for the maintaining and monitoring of the daily amount of cash on hand to efficiently manage the timing and control of the disbursement.

A general ledger is maintained with trial balances established for each grant with the total amount of disbursement by cost category and cash receipts.

In addition, a cash receipts/disbursements journal is maintained on the aggregate of funds by grant and title. All requests for cash will consider the daily cash on hand balance in order to avoid excess cash on hand.

Bonding requirements follow AMB Circulars A-87 and A-122, Bureau Policy. All persons authorized to receive or deposit funds and issue checks are bonded for protection against loss in the amount of \$500,000 per occurrence.

Records retention follows OMB Circulars A-110 and A-102: CFR 97.42.

All financial program records including supportive documents are retained for at least five years after the Fiscal Agent or his representative submits his final expenditure report for the funding period to the Bureau.

Computer back-up is considered a component of the records retention. The MCWIB has a detailed recovery plan in place for back up. All information is stored by Software Systems Incorporated in Gibsonia, Pennsylvania, on three servers. All information is backed up daily and is then stored by SIS on appropriate media in the event of a natural disaster or system failure.

All travel expense reports are prepared by the individual and processed by the Fiscal Agent for payment by the County. All monthly costs are incorporated into the financial system report (FSR) maintained via the Internet in the Pennsylvania Department of Labor and Industry Financial Management System (FMS).

The County has a Single Audit performed annually to assess the Fiscal Agent's financial records, reports and disbursement of federal funds. The audit follows the procedures established in OMB A-1333 (independent Auditors report on compliance with requirements applicable to each major federal and state program reviewing internal control and compliance thereof).

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

Duplicative administrative costs have not been an issue of concern for the MCWIB in the past and it is not anticipated to be a concern in the future. The MCWIB has sound fiscal and administrative procedures in place that seek to maximize resources. The procedures include the preparation of a detailed operating budget and cost allocation plan by the Fiscal Officer. The plan is reviewed on a regular basis with the Executive Director. Annual expenditures are compared to the budget and adjustments are made, if necessary. In addition, the MCWIB has maintained appropriate staffing levels to ensure that functions and costs are not duplicated.

If a duplicative cost is discovered the Executive and Fiscal Officers will meet to resolve the issue and eliminate the duplicative cost. The cost allocation plan and budget will be adjusted as necessary.

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

All property valued in excess of \$5,000 is tagged with a WIA inventory sticker. An inventory list is maintained by the Fiscal Agent and all new property and equipment purchased in the future will be tagged and added to the inventory. An annual audit of the inventory is taken at the end of the program year. In accordance with the Commonwealth's requirements, all assets with a value in excess of \$5,000 are reported annually.

The Fiscal Officer and Executive Director prepare an annual budget that includes expenditures for equipment, property and office supplies that will be used at the PA CareerLink® and MCWIB's offices. The Executive Director approves all invoices for payment.

Section III Assurances

Assurances and Attachments – Planning Process and Public Comment

X	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.	Reference(s): WIA Sections 117(e), 118(b)(7) 20 CFR 661.305(a)(1), 345
Link(s) or Attachment(s): On September 14, 2012 the Local Plan Draft was submitted to the LWIB for review. All comments by the LWIB were reviewed and addressed in the Local Plan revision which was posted on our website on September 24, 2012 along with BWDP notification			
X	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.	Reference(s): WIA Sections 118 (c) 20 CFR 661.307
Link(s) or Attachment(s): On September 14, 2012 the Local Plan Draft was submitted to the LWIB for review. All comments by the LWIB were reviewed and addressed in the Local Plan revision which was posted on our website on September 24, 2012 along with BPW notification			
X	3	The final Local Plan and any attachments are available and accessible to the general public following approval by the commonwealth.	Reference(s): WIA Sections 118(d) 20 CFR 661.345
Link(s) or Attachment(s): On September 14, 2012 the Local Plan Draft was submitted to the LWIB for review. All comments by the LWIB were reviewed and addressed in the Local Plan revision which was posted on our website on September 24, 2012 along with BPW notification			

X	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.	Reference(s): WIA Sections 118(b)(7), 117(e) 20 CFR 661.307 Pennsylvania Sunshine Act PA Management Directive 250.1, Sunshine Act WIIN 3-03, Change 2, Guidelines for Local Boards
Link(s) or Attachment(s): Public notification of board meetings is made through a news article posted in The Times Herald newspaper prior to each board meeting (see article attachments) along with a schedule posting on the Montgomery County website (http://montcoworks.montcopa.org/montcoworks/cwp/view,A,1513,Q,54048,montcoworksNav,%7C35458%7C.asp). Board membership is also posted on our website (http://montcoworks.montcopa.org/montcoworks/cwp/view,A,1513,Q,54041,montcoworksNav,%7C35458%7C.asp).			

Assurances and Attachments – Required Policies and Procedures

X	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.	Reference(s): WIA Sections 117, 129, 134 WIIN 2-00 Change 2 - Financial Mgt TAG WIIN 2-04 Grants
Link(s) or Attachment(s):			

X	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.	Reference(s): WIA Sections 101(24), 101(25), 127(b)(2)(C), 132(b)(1)(B)(v)(IV)
Link(s) or Attachment(s): See Appendix P			

X	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.	Reference(s): WIA Sections 122, 123, 129 PA Waiver "Allow ITA's for Out-of- School Youth"
Link(s) or Attachment(s): See Appendix Q			

X	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.	Reference(s): WIA Section 117(g) PA's State & Local Board Conflict of Interest Code WIIN 3-03, Change 2
Link(s) or Attachment(s): See Appendix R -All LWIB members must sign a Conflict of Interest form, which states the policy and procedure			

X	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.	Reference(s): WIA Sections 117(b), 117 (c) 20 CFR 661.300 20 CFR 661.325 WIIN 3-03, Change 2
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Link(s) or Attachment(s): The LWIB does comply with WIA Sections 117(b), 117 (c), 20 CFR 661.300, 20 CFR 661.325, WIIN 3-03, Change 2

X	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.	Reference(s): Guidelines for One-Stop Chartering and PA CareerLink® Certification
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Link(s) or Attachment(s): See Appendix S

X	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.	Reference(s): WIA Sections 112(b)(17)(A)(iii), 122, 134 20 CFR 663.515, 535 WIIN 1-07, Change 1
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Link(s) or Attachment(s): See Appendix T

X	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).	Reference(s): WIA Section 188 29 CFR 37 20 CFR 652.8(j) MOA CWDS-Online Accessibility Statement
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Link(s) or Attachment(s):

X	13	The LWIB ensures that outreach is provided to populations and sub-populations who can benefit from PA CareerLink® centers.	Reference(s): WIA Section 188 29 CFR 37 Guidelines for One-Stop Chartering and PA CareerLink® Certification
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Link(s) or Attachment(s):

X	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.	Reference(s): WIA Section 188 29 CFR 37.42 MOA
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Link(s) or Attachment(s):

X	15	The LWIB complies with the nondiscrimination provisions of WIA Section_188 and the state's MOA.	Reference(s): WIA Section 188 29 CFR 37.20 MOA
Link(s) or Attachment(s):			

X	16	The LWIB collects and maintains data necessary to show compliance with nondiscrimination provisions of WIA Section 188 and the state's MOA.	Reference(s): WIA Sections 185, 188 MOA
Link(s) or Attachment(s):			

Assurances and Attachments – Administration of Funds

X	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, Youth programs and the Wagner-Peyser Act.	Reference(s): WIA Sections 117, 134, 184 20 CFR 652.8(b), (c) WIIN 2-00 Change 2
Link(s) or Attachment(s):			

X	18	The LWIB ensures compliance with the uniform administrative requirements in WIA through annual, onsite monitoring of each sub-recipient or contractor for services.	Reference(s): WIA Sections 184(a)(3), (4) 20 CFR 667.200, 400(c), 410 WIIN 3-00, Change 2
Link(s) or Attachment(s):			

Required Local Plan Appendices:

- A: LWIA Common Measures Negotiated Performance Goals
- B: Published Notice(s)
- C: Public Comments Received/Addressed
- D: LWIB/CEO Agreement
- E: Organization Chart
- F: LWIB/One-Stop Partner Agreement
- G: Priority of Service Policy(ies)
- H: Eligibility Verification and Priority Selection for Title I-B Youth
- I: LWIB Procurement Policy(ies)
- J: Training Provider Appeal Policy
- K: Participant Eligibility Appeal Policy
- L: PA CareerLink® Staff Grievance Procedure Policy
- M: High Priority Occupation List
- N: Industry Employment
- O: Occupational Employment
- P: Self Sufficiency Standard from Pathways PA
- Q: Individual Training Account Policy
- R: Conflict of Interest Form
- S: PA CareerLink® Certification Policy
- T: Policies and Procedures

Appendix A - LWIA Common Measures Negotiated Performance Goals

WIA Common Measures Performance	Previous Year's Performance (PY 2011)	Proposed Performance Goals (PY 2012)
WIA Performance Levels		
Adult Measures:		
Adult Entered Employment Rate (EER)	73%	73%
Adult Employment Retention Rate (ERR)	84%	84%
Average Six-Month Earnings	\$13,000	\$13,000
Dislocated Worker Measures		
Dislocated Worker EER	78%	78%
Dislocated Worker ERR	89%	89%
Average Six-Month Earnings	\$17,750	\$17,750
Youth Measures		
Literacy Numeracy Gain	61%	61%
Placement in Education or Employment	75%	75%
Attainment of Degree or Certificate	56%	56%

Appendix B – Draft Local Plan Public Notice

Published Notice

Notice is hereby given that the Board of Directors of the Montgomery County Workforce Investment Board is making available for public review and comment a draft copy of the Montgomery County Workforce Investment Area Plan (the "Plan") for Program Year 2012. The Plan has been developed in accordance with Section 118 of the Workforce Investment Act ("WIA"). Copies of the Plan will be available from September 24, 2012 to October 25, 2012, and may be obtained from 8:30 a.m. to 4:15 p.m. at the office of the Montgomery County Department of Economic & Workforce Development, Human Services Center, 5th Floor, 1430 DeKalb Street, Norristown PA 19401. The plan can also be viewed online at www.montcoworks.montcopa.org. Questions and comments should be directed to Dee Mellor, Department of Economic & Workforce Development, Human Services Center, 5th Floor, 1430 DeKalb Street, P.O. Box 311, Norristown PA 19404, dmellor@montcopa.org, or 610-278-5950 no later than October 25, 2012.

Appendix C – Summary of Public Comments

LOCAL PLAN MODIFICATION

COMMENTS	HOW COMMENTS WERE ADDRESSED
1.	1.
2.	2.
3.	3.
4.	4.
5.	5.

Appendix D – LWIB/CEO Agreement

COUNTY COMMISSIONERS

September 23, 1999

99-C. 553

On motion of Mr. Buckman, seconded by Mr. Maza, it was unanimously adopted that

WORKFORCE INVESTMENT ACT AGREEMENT

between

THE COUNTY OF MONTGOMERY

and

THE MONTGOMERY COUNTY WORKFORCE INVESTMENT BOARD

WITNESSETH:

WHEREAS, the Federal Workforce Investment Act [Public Law 105-220] (the "Act") was duly enacted by the Congress of the United States of America and signed into law by the President of the United States on August 7, 1998; and

WHEREAS, the Commonwealth of Pennsylvania (the "Commonwealth") is implementing the Act on January 1, 2000; and

WHEREAS, the Governor of Pennsylvania has designated the county of Montgomery as a Local Workforce Investment Area ("LWIA") as defined in the Act; and

WHEREAS, the Board of County Commissioners of the County of Montgomery (the "Commissioners") has appointed members to the Montgomery County Workforce Investment Board (the "WIB"); and

WHEREAS, The Montgomery County Workforce Investment Board ("WIB") has been chartered by the Commonwealth through the Team Pennsylvania Human Resources Investment Council Chartering Committee; and

WHEREAS, the Commonwealth requires that by October 1, 1999 the WIB enter into an agreement with the Commissioners clearly detailing the partnership between the two entities for governance and oversight of activities under the Act.

99-C. 553 (continued)

NOW THEREFORE, IT IS MUTUALLY AGREED AS FOLLOWS:

The Board of County Commissioners will undertake the following responsibilities with respect to the Act.

- 1). Appoint members to the WIB in compliance with criteria established by the Governor or the Commonwealth.
- 2). Serve as the Grant Recipient of funds disbursed by the Commonwealth or the United States Department of Labor.
- 3). Designate a fiscal agent to administer the funds.
- 4). Approval a budget as prepared by the WIB.
- 5). Other actions as deemed necessary, appropriate, and permissible to comply with the Act.

The WIB will undertake the following responsibilities with respect to the Act.

- 1). Provide leadership and policy direction for the local workforce development system, and coordinate activities with economic development strategies.
- 2). Assure compliance with non-discrimination and equal opportunity requirements.
- 3). Assure compliance with the Sunshine Law.
- 4). Determine the maximum amount of funds to be used in Individual Training Accounts.
- 5). Prepare a budget for submission to the Commissioners for approval.
- 6). Assist the Governor in the development of a statewide employment statistics system.
- 7). Promote private sector involvement in the statewide workforce investment system.
- 8). Other actions as deemed necessary, appropriate, and permissible to comply with the Act.

99-C. 553 (continued)

In partnership with each other, both the Board of Commissions and the WIB will undertake the following responsibilities with respect to the Act:

- 1). Develop and submit a local workforce investment plan to the Governor.
- 2). Designate an operator of the one-stop CareerLink site(s) and determine the location of the site(s).
- 3). Identify eligible providers of training for adults and youth, and monitor and evaluate the performance of the training providers in accordance with required performance standards.
- 4). Negotiate and reach agreement on performance standards for approval by the Governor.
- 5). Determine an appropriate staffing and governance structure for the workforce development system in compliance with the policy of the Commonwealth.
- 6). Appoint members to a Youth Council in accordance with the provisions of Section 117(h) of the Act.
- 7). Other actions as deemed necessary, appropriate, and permissible to comply with the Act.

Where difference of opinion exist between the Board of Commissioners and the WIB with respect to any of the above referenced items, each entity will designate a committee of no more than three individuals to negotiate on its behalf. The committee will seek to reach consensus among both entities. In the event that consensus can not be reached, the matter of dispute will be referred to the Chair of the State Human Resource Investment Council.

This Agreement may be modified from time to time as agreed to in writing by both the Commissioners and the WIB.

IN WITNESS WHEREOF, the designated officers of the County and the WIB set their hands this 23 day of September, 1999.


Chief Operating Officer, Montgomery
County Commissioners

Chairperson, Montgomery County
Workforce Investment Board

WORKFORCE INVESTMENT ACT AGREEMENT

between

THE COUNTY OF MONTGOMERY

and

THE MONTGOMERY COUNTY WORKFORCE INVESTMENT BOARD

WITNESSETH:

WHEREAS, the Federal Workforce Investment Act [Public Law 105-220] (the "Act") was duly enacted by the Congress of the United States of America and signed into law by the President of the United States on August 7, 1998; and

WHEREAS, the Commonwealth of Pennsylvania (the "Commonwealth") is implementing the Act on January 1, 2000; and

WHEREAS, the Governor of Pennsylvania has designated the county of Montgomery as a Local Workforce Investment Area ("LWIA") as defined in the Act; and

WHEREAS, the Board of County Commissioners of the County of Montgomery (the "Commissioners") has appointed members to the Montgomery County Workforce Investment Board (the "WIB"); and

WHEREAS, The Montgomery County Workforce Investment Board ("WIB") has been chartered by the Commonwealth through the Team Pennsylvania Human Resources Investment Council Chartering Committee; and

WHEREAS, the Commonwealth requires that by October 1, 1999 the WIB enter into an agreement with the Commissioners clearly detailing the partnership between the two entities for governance and oversight of activities under the Act.

NOW THEREFORE, IT IS MUTUALLY AGREED AS FOLLOWS:

The Board of County Commissioners will undertake the following responsibilities with respect to the Act.

- 1). Appoint members to the WIB in compliance with criteria established by the Governor of the Commonwealth.

- 2). Serve as the Grant Recipient of funds disbursed by the Commonwealth or the United States Department of Labor.
- 3). Designate a fiscal agent to administer the funds.
- 4). Approval a budget as prepared by the WIB.
- 5). Other actions as deemed necessary, appropriate, and permissible to comply with the Act.

The WIB will undertake the following responsibilities with respect to the Act.

- 1). Provide leadership and policy direction for the local workforce development system, and coordinate activities with economic development strategies.
- 2). Assure compliance with non-discrimination and equal opportunity requirements.
- 3). Assure compliance with the Sunshine Law.
- 4). Determine the maximum amount of funds to be used in Individual Training Accounts.
- 5). Prepare a budget for submission to the Commissioners for approval.
- 6). Assist the Governor in the development of a statewide employment statistics system.
- 7). Promote private sector involvement in the statewide workforce investment system.
- 8). Other actions as deemed necessary, appropriate, and permissible to comply with the Act.

In partnership with each other, both the Board of Commissions and the WIB will undertake the following responsibilities with respect to the Act:

- 1). Develop and submit a local workforce investment plan to the Governor.
- 2). Designate an operator of the one-stop CareerLink site(s) and determine the location of the site(s).
- 3). Identify eligible providers of training for adults and youth, and

monitor and evaluate the performance of the training providers in accordance with required performance standards.

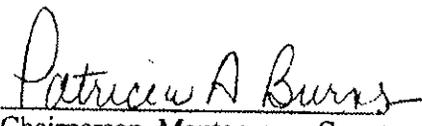
- 4). Negotiate and reach agreement on performance standards for approval by the Governor.
- 5). Determine an appropriate staffing and governance structure for the workforce development system in compliance with the policy of the Commonwealth.
- 6). Appoint members to a Youth Council in accordance with the provisions of Section 117(h) of the Act.
- 7). Other actions as deemed necessary, appropriate, and permissible to comply with the Act.

Where difference of opinion exist between the Board of Commissioners and the WIB with respect to any of the above referenced items, each entity will designate a committee of no more than three individuals to negotiate on its behalf. The committee will seek to reach consensus among both entities. In the event that consensus can not be reached, the matter of dispute will be referred to the Chair of the State Human Resource Investment Council.

This Agreement may be modified from time to time as agreed to in writing by both the Commissioners and the WIB.

IN WITNESS WHEREOF, the designated officers of the County and the WIB set their hands this 27 day of September, 1999.

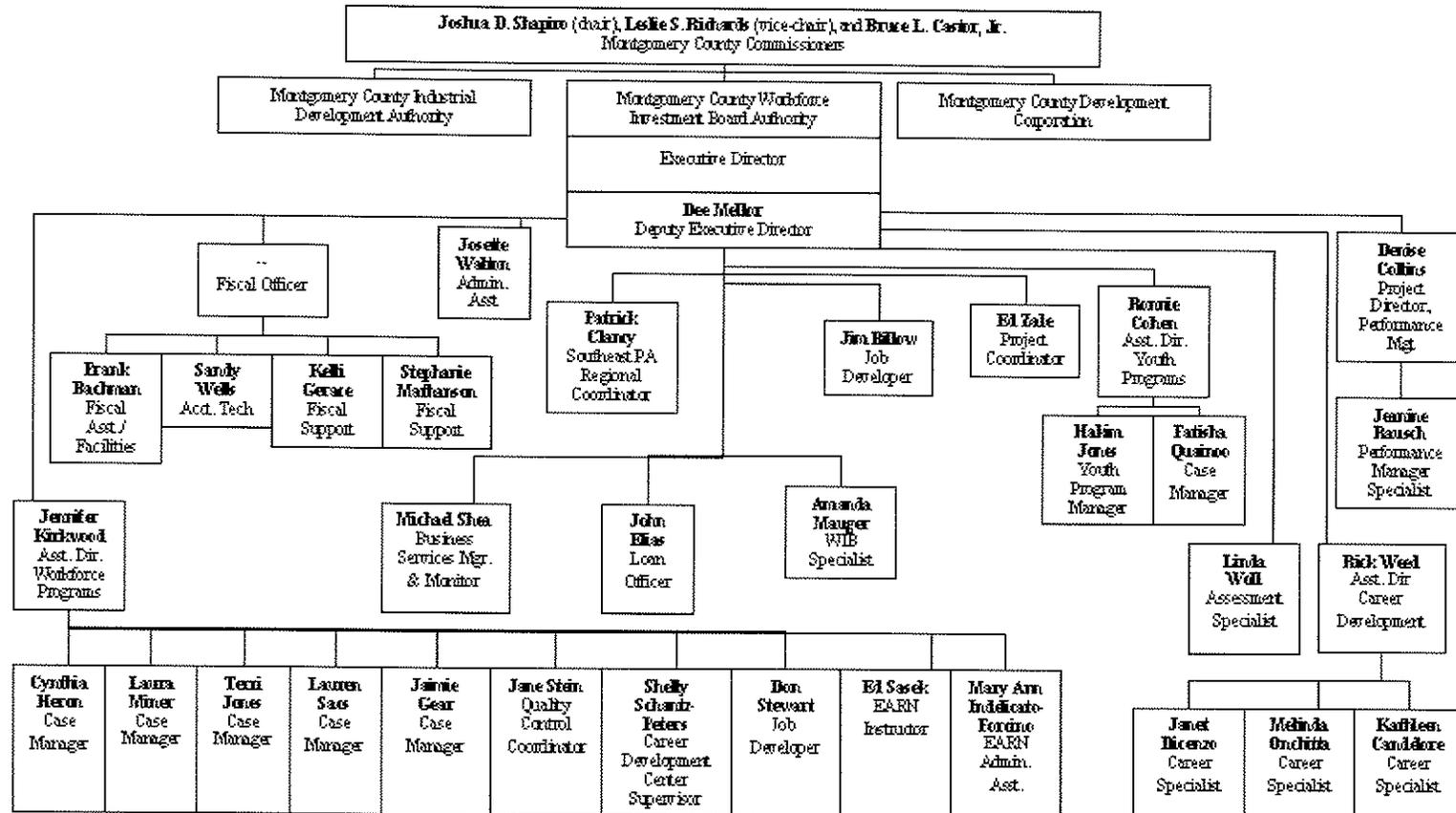
Chairman, Montgomery County
Board of Commissioners

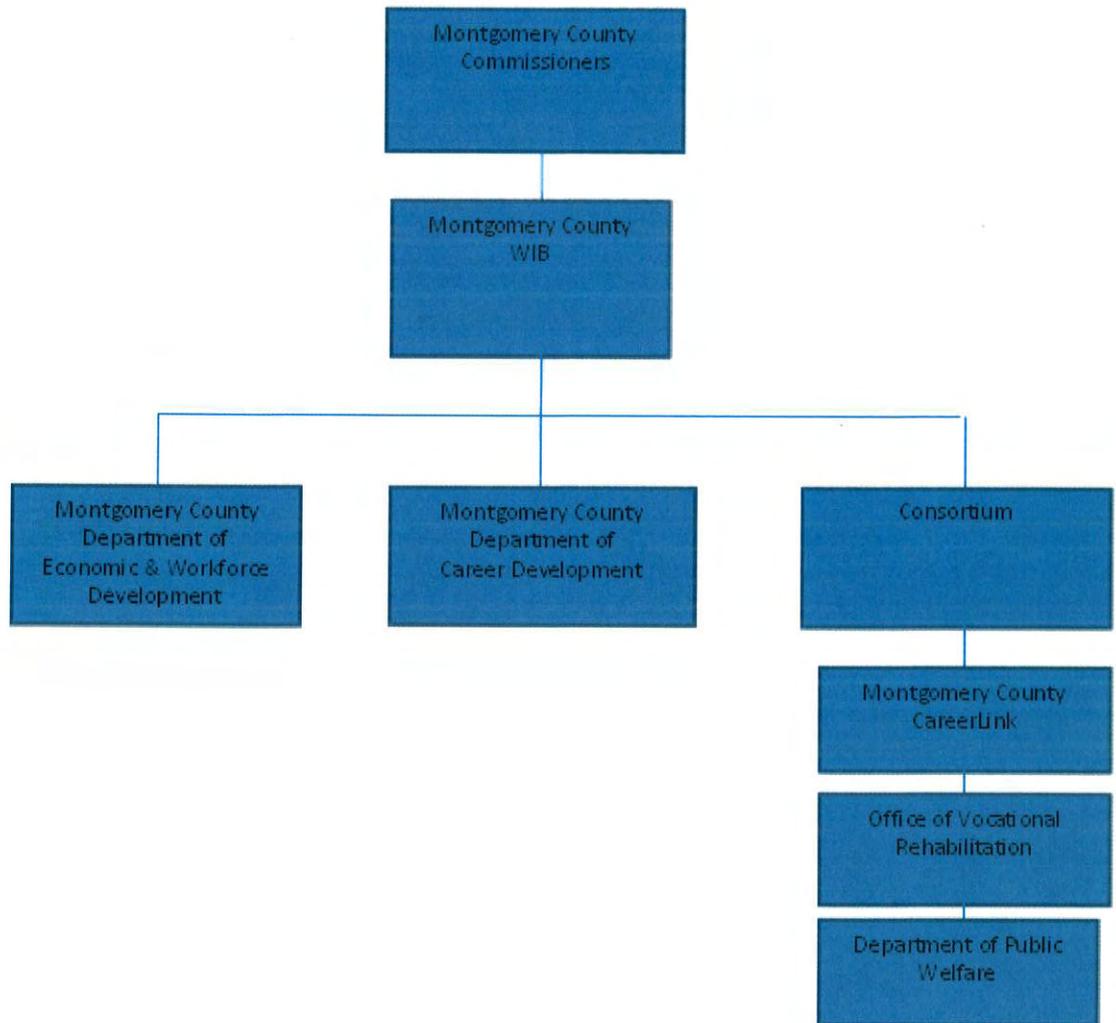


Chairperson, Montgomery County
Workforce Investment Board

Appendix E – Organization Chart

Montgomery County Workforce Investment Board Organizational Chart





Appendix F – LWIB/One-Stop Partner Agreement

MONTGOMERY COUNTY PENNSYLVANIA ONE-STOP PARTNER AGREEMENT

In accordance with the federal Workforce Investment Act of 1998 ("WIA"), this One-Stop Partner Agreement (the "Agreement") has been developed to identify the services to be provided by various partner agencies in connection with the operation of a single One-Stop delivery system of public workforce development programs and services known as "CareerLink". This Agreement is between the Montgomery County Workforce Investment Board ("WIB") and various organizations as hereinafter defined that comprise the One-Stop partners (the "Partners").

I. Parties to the Agreement

The various parties to the Agreement are identified below. Each agency receives funding through the Commonwealth of Pennsylvania. The agencies share as a common goal to assist individuals to obtain self-sufficient employment. The respective contact information is provided as follows:

Montgomery County Workforce Investment Board

Dee Mellor
Deputy Executive Director
Montgomery County Department of Economic & Workforce Development
Human Services Center
1430 DeKalb Street
5th Floor
P.O. Box 311
Norristown, PA 19401
Phone: 610-278-5950
E-mail: dmellor@montcopa.org

Pennsylvania Bureau of Workforce Development Partnership

Jim Nichols
Assistant Regional Director
Berks County Workforce Investment Board
501 Crescent Avenue
Reading, PA 19605-3050
Phone: 610-378-4312
E-mail: jnichols@pa.gov

Montgomery County Department of Career Development

Richard Weed
Assistant Director of Career Development
Montgomery County CareerLink
1855 New Hope Street
Norristown, PA 19401
Phone: 610-270-3429
Email: rweed@montcopa.org

<mailto:rweed@state.pa.us> Pennsylvania Office of Vocational Rehabilitation

Kevin Sand
District Administrator
1875 New Hope Street
Norristown, PA 19401
Phone: 484-250-4340
Email: ksand@pa.gov

Pennsylvania Department of Public Welfare

Acting Administrator
Montgomery County Assistance Office
1931 New Hope Street
Norristown, PA 19401
Phone: 610-270-3500
Email:

Montgomery County Department of Aging and Adult Services

Joanne Kline
Director
Human Services Center
1430 DeKalb Street
Norristown, PA 19401
Phone: 610-278-3601
Email: jkline@montcopa.org

Council of Three Rivers American Indian Centers, Inc.

Kerry Jevsevar
WIA Director
Singing Winds Site
120 Charles Street
Pittsburgh, PA 15238
Phone: 412-782-4457
Email: kjevsevar@cotraic.org

II. Purpose

The purpose of the Agreement is to identify and establish the specific services that will be provided by the Partners at the Montgomery County CareerLink.

III. Term of Agreement

This Agreement shall be effective from July 1, 2012 and shall terminate on June 30, 2013. This Agreement can terminate by repeal of the WIA, or otherwise by action of law or in accordance with this section.

In addition, any party that is permitted by law to do so may withdraw from this Agreement at any time by giving written notice of intent to withdraw at least 30 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties to the addresses shown in other parts of this Agreement, and to the contact persons listed. The parties shall

accept any notice of withdraw without dispute. Should any party withdraw, this Agreement shall remain in effect with respect to other remaining parties.

IV. Costs

All Partners are in agreement that they will provide for the overall operation of the One-Stop System, as detailed in the "Resource Sharing Agreement".

V. Roles and Responsibilities

Listed below are the various responsibilities and services to be provided by the respective partners:

Bureau of Workforce Development Partnership

- Contact employers to ascertain job openings
- Conduct job matching, screening, and referral services
- Disseminate labor market information and high demand occupations
- Provide outplacement planning
- Provide wage and salary information
- Assist with NAFTA and Trade Act Applications
- Assist customers with on-line CareerLink job search and applications
- Enter employer information into the CareerLink system

Montgomery County Department of Career Development

- Assist customers with on-line CareerLink job search and applications
- Assist customers with resume preparation
- Provide training needs assessment and referral
- Provide occupational skill training assessment
- Develop Individualized Employment Plan with customers
- Provide information on various public and private financial and programs for training
- Prepare Individual Training Account in accordance with high demand occupations.
- Provide Rapid Response services for dislocated workers
- Enter employer information into the CareerLink system

Office of Vocational Rehabilitation

- Assess customers with special needs
- Assist special needs customers with job search and applications
- Match special needs customers to appropriate job openings
- Provide or arrange for job coaching when needed

County Assistance Office

- Provide information and assistance to TANF customers as needed
- Provide information on services for which TANF customers are eligible (e.g. transportation, child care)
- Assist customers with on-line CareerLink job search and applications
- Provide information on TANF eligibility and resources to interested customers

Aging and Adult Services

- Provide information on available resources to older workers.
- Assist with the job placement process where necessary.

Council of Three Rivers American Indian Center, Inc.

- Provide job search assistance and tuition assistance to residents of American Indian, Alaskan Native, and Native Hawaiian descent.

In addition each Partner agrees that the following services will be made available at the CareerLink as directed by the Site Administrator:

Core Services for job seekers include:

1. determination of individual eligibility for services;
2. outreach, intake (including worker profiling) and orientation to the information and other services available through the CareerLink delivery system;
3. information on high demand occupations and priority industry clusters;
4. initial assessment of skill levels, aptitudes, abilities, and supportive service needs;
5. job search and placement assistance, career counseling where appropriate; provision of employment statistics information and labor market information such as job vacancy listing, job skills necessary to obtain jobs, local in demand occupations, earnings, and skill requirements.
6. provision of performance information and program cost information on eligible providers of training services;
7. provision of performance information and program cost information on eligible providers of training services;
8. provision of information regarding local area performance on the local performance measures;
9. provision of accurate information relating to the availability of supportive services available in the local area;
10. provision of information regarding filing claims for unemployment compensation;
11. assistance in establishing eligibility for TANF activities and programs of financial and assistance for training and education programs;
12. follow-up services, including counseling regarding the workplace, for WIA participants who are placed in unsubsidized employment for not less than 12 months after the first day of the employment; and
13. other core services as determined by a partner agency's governing legislation.

Intensive Services for job seekers include:

1. comprehensive and specialized assessment of the skill levels;
2. development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the participant to achieve the individual's employment goals;
3. adult education and literacy activities geared toward the obtainment of a GED.
4. group counseling;
5. individual counseling and career planning;
6. case management for participants seeking training services; and
7. short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct, to prepare individuals for unsubsidized employment or training; and
8. Other intensive services as determined by a partner agency's governing legislation.

Training Services for job seekers include:

1. occupational skills training in one of the Commonwealth's high demand occupations;
2. on-the-job training;
3. programs that combine workplace training with related instruction which may include cooperative education;
4. training programs operated by the private sector;
5. skill upgrading and retraining;
6. entrepreneurial training;
7. job readiness training;
8. customized training conducted with a commitment by an employer or group of employers to employ an individual upon successful completion of the training; and
9. Other training services as determined by a partner agency's governing legislation.

Employer Services include:

1. Job matching and screening of applicants
2. Assessment of skills, interests and aptitudes of applicants
3. Applicant recruitment
4. Assistance with Unemployment Compensation Cost Containment
5. Development of Customized Job Training and On the Job Training applications
6. Labor market Information
7. Coordination with other workforce development resources
8. NAFTA/Trade Act applications
9. Wage and salary information

Services Accessible only through the CareerLink Website www.cwds.state.pa.us :

Job Seekers and Employers may always access services accessible through the CareerLink internet based operating system. For example, job seekers may use computers anywhere to access the internet based system to enroll, check the responses to their job searches, research potential employer companies, as well as access a variety of linked job service sites. Employers may use the internet based operating system to review and respond to candidates' resumes, research economic conditions, and update their job opening in the system.

The WIB requires the CareerLink Administrator to attend and participate in all WIB meetings, to report on the status of quantitative and qualitative measurement standards, as well as to report on visits to other CareerLink sites. In addition to regular reports, the WIB will, from time to time, request specific information on various aspects of the CareerLink system. The Partners agree to provide this information, through the Site Administrator, in a timely manner.

VI. Governance

As identified in the One-Stop Operator Agreement the WIB appoints the CareerLink Operator, and the Operator facilitates the appointment of an individual responsible for the daily management of the CareerLink known as the Site Administrator.

The WIB establishes the County's workforce development policy, directs the allocation of resources, sets the limits on expenditures including Individual Training Accounts, and engages in a continuous strategic planning process to identify and respond to gaps in the public workforce system. The WIB Executive Director will meet with the PA CareerLink Operator on a regular basis to inform them of changes in policy and to monitor the status of the implementation of current initiatives.

The Operator, as is explained in the Operator Agreement, is responsible for directing the CareerLink system in accordance with WIB policy. The Operator provides direction to the Site Administrator regarding the implementation of the various programs and services.

When fulfilling services for the One-Stop system, all partners are under the functional direction of the PA CareerLink Administrator. Those partners who may be co-located but not providing services through the One-Stop system are not under the functional supervision of the PA CareerLink Administrator. At the time that a co-located partner begins to provide One-stop services, co-located staff falls under the functional direction of the PA CareerLink Administrator, in accordance with the formal PA CareerLink Administrator job description.

VII. Impasse Resolution

In the event that an impasse should arise between any of the Partners, the PA CareerLink Administrator will convene discussion among the Partners. If resolution cannot be reached, the Administrator will forward the impasse to the Operator for resolution. If the matter remains unresolved the Administrator will forward a written description of the issue to the WIB Executive Director who will present the matter to the WIB at the next regularly scheduled meeting for resolution.

VIII. Breach of Agreement

The following circumstances may constitute a breach of the Agreement by any party to the Agreement:

- (a). violation of the WIA;
- (b). program abuse, fraud, or other criminal activity;
- (c). deliberate and intentional overstating of costs of personnel, supplies, or equipment, or the absence of any resources pledged as part of the Agreement;
- (d). default in performance of this Agreement in accordance with its terms.
- (e). failure to provide funding in a reasonable time period in accordance with the Resource Sharing Agreement ("RSA") attached hereto and incorporated herein as Exhibit A.

IX. Modification Process

This Agreement may be modified at any time by written agreement of the parties. Assignment of responsibilities under this agreement by any of the parties shall be effective upon written approval from the other parties. Any assignee shall also commit in writing to the terms of the Agreement.

X. Compliance Documents

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. In addition, the Parties to this Agreement agree to comply with the WIB's Strategic Plan, Operational Plan, and Pennsylvania CareerLink Policy.

IX. Signature Page

The individuals signing this Agreement have the authority to commit the parties they represent to the terms of this Agreement and do so commit by signing below. This Agreement may be executed in any one or more counterparts, the originals of which, when taken together and bearing the signatures of all parties to this Agreement, shall constitute one and the same Agreement.

Montgomery County Workforce Investment Board

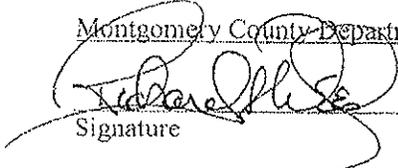
Signature _____ Title: _____ Date _____

The Operating Consortium Partner Agencies and their signatories are identified as follows:
Parties to the Agreement:

Bureau of Workforce Development Partnership:

Signature _____ Title: _____ Date _____

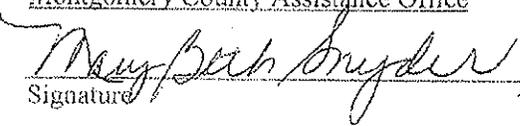
Montgomery County Department of Career Development

 Signature _____ Title: Asst. Dir. for Career Dev. Date 9/12/12

Office of Vocational Rehabilitation

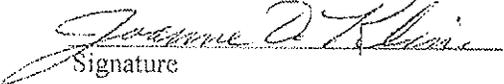
 Signature _____ Title: District Administrator Date 9/12/12

Montgomery County Assistance Office

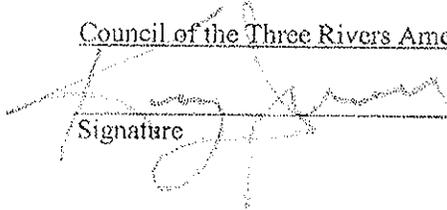
 Signature _____ Title: Executive Director Date 9/10/12

CareerLink Partners - Non Operators

Montgomery County Department of Aging and Adult Services

 Signature _____ Title: Executive Director Date 9/12/12

Council of the Three Rivers American Indian Center, Inc.

 Signature _____ Title: WIA PROGRAM DIRECTOR Date 9/12/2012
COTRAC, Inc.

Appendix G – Priority of Service Policy(ies)

MONTGOMERY COUNTY WORKFORCE INVESTMENT BOARD

PRIORITY OF SERVICE POLICY

The Montgomery County Workforce Investment Board ("WIB") has established the following policy with respect to the priority of service of services offered under the federal Workforce Investment Act ("WIA"). The Priority of Services Policy is required in the event that funding becomes limited and is applied in the following order:

- 1). Residents of Montgomery County that are Veterans as defined in the Jobs for Veterans Act of 2008, which shall include a veteran and their eligible spouse.
- 2). Residents of Montgomery County that are recipients of public assistance and other low-income individuals as referenced in section 134 (d) (4) (e) of WIA.
- 3). Residents of Montgomery County that are dislocated workers as defined by WIA.
- 4). Customers who do not qualify as dislocated workers should then be considered eligibility in the Adult Formula program.

Appendix H – Eligibility Verification and Priority of Selection for Title I-B Youth

WIA Youth Services Eligibility Requirements:

Individuals must be Montgomery County residents, between the ages of 14-21, and Selective Service Registrant, if applicable. Youth must provide approved documentation of birth date, social security number, residency, high school records/verification and family income and size. Youth must be low income as defined in the WIA section 101 (25); and face one or more of the following barriers:

- Deficient in basic literacy skills
- School dropout
- Homeless, a runaway or a foster child
- Pregnant or a parenting teen
- An offender
- An individual, including a youth with a disability (as defined by the ADA), who requires additional assistance to complete an educational program or to secure and hold employment.

If not low income with a barrier, youth must have at least one of the following 5% Eligibility Exceptions:

- School dropout
- Deficient in basic literacy skills
- Behind a grade level
- Pregnant or parenting
- Individual with disabilities, including learning disabilities
- Homeless or runaway
- Offender
- Serious barriers to employment include, but are not limited to, high school dropout, limited literacy skills or English, adjudicated youth and at risk of dropping out demonstrated by including poor attendance and education level below age level.

WIA IB Youth Program Priority Selection for Services:

The MCWIB has developed the following priorities and service strategies directing Youth

program services to veterans and other individuals in need of services under the WIA Title I-B

Youth Program: Priority for services will be given to youth who are veterans and other covered persons. The regulations are defined by the statute at 38 U.S.C. 4125 (a) (1) (A) and (B). Second priority for services will be given to eligible disconnected youth who have withdrawn from high school and are in need of a GED and employability instruction.

Appendix I – LWIB Procurement Policy(ies)

PROCUREMENT POLICY OF MONTGOMERY COUNTY

1. Purpose.

This Policy provides a standard reference to established policy, procedures, and guidelines for the procurement of supplies, services, and construction in Montgomery County (“the County”) under the authority of the Commonwealth’s Second Class County Code, 16 P.S. § 3101 et seq. The underlying purposes of this Policy are:

- (a) to simplify, clarify, and modernize the law governing procurement by this County;
- (b) to permit the continued development of procurement policies and practices;
- (c) to provide for increased public confidence in the procedures followed in public procurement;
- (d) to ensure the fair and equitable treatment of all persons who deal with the procurement system of this County;
- (e) to provide increased economy in County procurement activities and to maximize to the fullest extent practicable the purchasing value of public funds of the County;
- (f) to foster effective broad-based competition within the free enterprise system;
- (g) to provide safeguards for the maintenance of a procurement system of quality and integrity, and
- (h) to obtain in a cost-effective and responsive manner the materials, services, and construction required by the County in order to better serve this County’s businesses and residents.

2. Application.

The Policy will become effective upon approval of the Board of Commissioners. Unless otherwise provided by law, this Policy applies to contracts solicited or entered into after the effective date. This Policy shall apply to every expenditure of public funds irrespective of their source, including state and federal assistance monies except: (a) as otherwise specified in Article 8 (Compliance with State and Federal Requirements), and (b) this Policy shall not apply to either grants, or contracts between the County and its political subdivisions or other governments, except as provided in Article 17 (Cooperative Purchasing). Nothing in this Policy shall prevent the County, or any governmental body or political subdivision from complying with the terms and conditions of any grant, gift, bequest, or cooperative agreement.

3. Changes

This Policy is intended to serve as a living document reflecting best procurement practices, and changes may be made to this Policy from time to time. The Chief Operating Officer/Chief Clerk or Chief Financial Officer may issue official interim or supplemental procurement policy guidance in the form of Policy Directives. Changes and interim or supplemental guidance shall be effective when approved by the County Commissioners and shall

apply to procurements in progress to the extent feasible under the terms of the issued solicitation documents.

4. Public Access to Procurement Information.

(a) *Policy.* Procurement information shall be a public record to the extent provided in the Pennsylvania Right to Know Law, 65 P.S. §67.101 et seq., and shall be available to the public as provided in such statute. All solicitations and contract awards shall be posted on the County's website.

(b) *Exemptions.* Documents that contain trade secrets or confidential proprietary information are exempt from public disclosure. In order for this provision to be applicable, the bidder/offeree/contractor must provide, with the bid, quote, proposal, or contract, a written statement noting that the document contains a trade secret or confidential proprietary information. The Solicitor must be consulted whenever a request is made for materials that are labeled as containing trade secrets or confidential proprietary information.

5. Responsibility of Bidders and Offerors.

(a) *Policy.* To obtain true economy, the County must minimize the possibility of a subsequent default by the contractor, late deliveries, or other unsatisfactory performance which would result in additional administrative costs. Prior to any contract award, there must first be a written determination that the bidder or offeror will be a responsible contractor. In order to be considered a responsible bidder or a responsible offeror, the bidder/offeree must possess the capability to fully perform the contract requirements in all respects and the integrity and reliability to assure good faith performance. Responsibility concerns the ability to perform the contract and goes to the capacity of the bidder, offeror, or contractor rather than its willingness to perform on the County's terms.

(b) *Standard of Responsibility.* Factors to be considered in determining whether the standard of responsibility has been met include whether a prospective contractor:

- (1) has available the appropriate financial, material, equipment, facility, and personnel resources and expertise, or the ability to obtain them, necessary to indicate its capability to meet all contractual requirements;
- (2) has a satisfactory record of performance;
- (3) has a satisfactory record of integrity;
- (4) is qualified legally to contract with the County;
- (5) is not currently suspended, debarred, or otherwise determined to be ineligible for award of contracts by the County, the Commonwealth of Pennsylvania, any other State or local jurisdiction, or agency of the United States Government; and
- (5) supplied all necessary information in connection with the inquiry concerning responsibility.

(c) *Standard of Responsibility for Construction Contractors.* In addition to the factors set forth in subsection (b) above, with the Commissioners' approval and as set forth in the solicitation, the following additional factors may be considered to determine whether the standard of responsibility has been met for prospective construction contractors:

- (1) a record of compliance with labor laws, including prevailing wage laws, OSHA, etc.;
- (2) a bona fide apprenticeship program approved and registered with the United States Department of Labor's Bureau of Apprenticeship and Training or the Commonwealth of Pennsylvania for each apprenticeable trade or occupation represented in their workforce; and
- (3) comprehensive health and hospitalization benefits for employees and their families.

(d) *Certifications:* Before a bid or proposal is considered for award, the prospective contractor shall submit certifications demonstrating compliance with the foregoing responsibility requirements. In addition, prospective contractors may be requested to submit additional documentation in connection with the responsibility determination. Failure by the bidder or offeror to provide such additional information may render the bidder or offeror ineligible for award.

(e) *Nonresponsibility Determination.* If a bidder or offeror who otherwise would have been awarded a contract is found to be not responsible, a written determination of nonresponsibility setting forth the basis of the finding shall be prepared by the Chief Operating Officer/Chief Clerk or Chief Financial Officer. A copy of the determination shall be sent promptly to the nonresponsible bidder or offeror. The final determination shall be made part of the procurement file. A bidder or offeror has the right to protest the rejection of its bid/proposal because of a finding of non-responsibility pursuant to Article 18 of this Policy.

6. Suspension & Debarment.

(a) *Authority.* After reasonable notice to the business concern or person involved and reasonable opportunity for that business concern or person to be heard, the County shall have authority to debar a business concern or person for cause from consideration for award of contracts. The debarment shall not be for a period of more than three years if found to have engaged in the conduct that is cause for debarment for the first time, or five years if found to have engaged in the conduct that is cause for debarment a second or subsequent time. The County shall have authority to suspend a person from consideration for award of contracts if there is probable cause for debarment. The suspension shall not be for a period exceeding three months.

(b) *Causes for Debarment or Suspension.* The causes for debarment or suspension include the following:

- (1) conviction for commission of a criminal offense as an incident to obtaining or attempting to obtain a public or private contract or subcontract, or in the performance of such contract or subcontract;

- (2) conviction under State or federal statutes of embezzlement, theft, forgery, bribery, falsification or destruction of records, receiving stolen property, or any other offense indicating a lack of business integrity or business honesty which currently, seriously, and directly affects responsibility as a County contractor;
- (3) conviction under State or federal antitrust statutes arising out of the submission of bids or proposals,
- (4) violation of contract provisions, as set forth below, of a character which is regarded by the County to be so serious as to justify debarment action:
 - (i) deliberate failure without good cause to perform in accordance with the specifications or within the time limit provided in the contract; or
 - (ii) a recent record of failure to perform or of unsatisfactory performance in accordance with the terms of one or more contracts; provided that failure to perform or unsatisfactory performance caused by acts beyond the control of the contractor shall not be considered to be a basis for debarment.
- (5) submission of false certifications with bids or proposals;
- (6) any other cause the County determines to be so serious and compelling as to affect responsibility as a County contractor, including debarment by another governmental entity for any cause listed in regulations; and
- (7) for violation of the ethical standards set forth in Article 20 (Ethics in Public Contracting).

(c) *Decision.* The County shall issue a written decision to debar or suspend. The decision shall state the reasons for the action taken and inform the debarred or suspended business concern or person involved of the rights to administrative review as provided in Article 18 of this Policy.

(d) *Maintenance of List of Debarred and Suspended Concerns.* The Chief Operating Officer/Chief Clerk or Chief Financial Officer shall maintain and update a list of debarred and suspended business concerns or persons. Such list shall be posted on the County's website.

7. Assistance to Local, Small and Disadvantaged Businesses

(a) *Statement of Policy.* In order to help business and industry located in this County, attract new business and industry to this County, and provide additional tax revenue both from those receiving contracts and those employed by County contractors, it shall be the policy of this County to assist local, small and disadvantaged businesses in learning how to do business with the County.

(b) *Definitions.* For purposes of this Policy, the following words shall be the following meanings:

- (1) "Local" business means a person, partnership, corporation or other business entity authorized to transact business in this County and having a bona fide establishment for transacting business in this County at which it was transacting business on the date when bids or proposals for the public contract were first solicited.
- (2) "Small" business means a person, partnership, corporation or other business entity in the United States which is independently owned and which is not dominant in its field of operation or an affiliate or subsidiary of a business dominant in its field of operation.
- (3) "Disadvantaged" business means a person, partnership, corporation or other business entity in the United State which is owned or controlled by a majority of persons, not limited to members of minority groups, who have been deprived of the opportunity to develop and maintain a competitive position in the economy because of social disadvantages.

(c) *Implementation.* The Chief Procurement Officer shall implement the policy set forth in Subsection (a) of this Article in accordance with the following:

- (1) *Assistance.* The Chief Procurement Officer shall be responsible for assisting local, small and disadvantaged businesses in learning how to do business with the County.
- (2) *Source Lists.* The Chief Procurement Officer shall compile, maintain, and make available source lists of local, small and disadvantaged businesses for the purpose of encouraging procurement from local, small and disadvantaged businesses.
- (3) *Solicitation of Small and Disadvantaged Businesses.* The Chief Procurement Officer shall assure that local, small and disadvantaged businesses are solicited on each procurement for which such businesses may be suited.
- (4) *Evaluation Criteria.* The Chief Procurement Officer may, as appropriate, include in solicitations price preferences or evaluation credit for local, small or disadvantaged business status.
- (5) *Bonding.* The Chief Procurement Officer may reduce the level or change the types of bonding normally required or accept alternative forms of security to the extent reasonably necessary to encourage procurement from local, small and disadvantaged businesses.
- (6) *Progress Payments.* The Chief Procurement Officer may make such special provisions for progress payments as may be deemed reasonably necessary to encourage procurement from local, small and disadvantaged businesses.

(d) *Exemption.* The provisions of this Article shall not be applicable when the application of this Article may jeopardize the receipt of federal or state funds.

8. Compliance with Federal & State Requirements.

Where a procurement involves the expenditure of federal or state assistance or contract funds, the County shall comply with such federal or state law and authorized regulations which are mandatorily applicable and which are not presently reflected in this Policy.

9. Methods of Source Selection.

Unless otherwise authorized by law, all County contracts shall be awarded by one of the following methods:

- (a) Competitive Sealed Bidding;
- (b) Competitive Sealed Proposals;
- (c) Small Purchases;
- (d) Sole Source Procurement; or
- (e) Emergency Procurements.

10. Competitive Sealed Bidding.

(a) *Conditions for Use.* Unless exempt, all contracts or purchases in excess of eighteen thousand five hundred dollars (\$18,500) shall be awarded by competitive sealed bidding.¹

(b) *Invitation for Bids.* An Invitation for Bids shall be issued and shall include a purchase description, and all contractual terms and conditions applicable to the procurement. The Invitation for Bids shall set forth the evaluation criteria to be used, which may include criteria to determine acceptability such as inspection, testing, quality, workmanship, delivery, and suitability for a particular purpose. Those criteria that will affect the bid price and be considered in evaluation for award shall be objectively measurable, such as discounts, transportation costs, and total or life cycle costs.

(c) *Public Notice.* Public notice of the Invitation for Bids shall be given a reasonable time prior to the date set forth therein for the opening of bids. Public notice shall be advertised in at least one newspaper of general circulation, published or circulating in the county at least two (2) times, at intervals of not less than three (3) days where daily newspapers of general circulation are employed for such publication, or in case weekly newspapers are employed, then the notice shall be published once a week for two (2) successive weeks. The first advertisement shall be published not less than ten (10) days prior to the date fixed for the opening of bids.² Notice shall also be provided through the County's website.

(d) *Bidder Lists.* The County may maintain bidder lists of prospective contractors, but distribution of the solicitation shall not be limited to contractors on such lists, nor may a prospective contractor be denied award of a contract simply because such contractor was not on

¹ 16 P.S. § 5001(a).

² 16 P.S. § 5001(a).

a bidders list. The fact that a prospective contractor is included on a bidders list does not necessarily represent a finding of responsibility.

(e) *Bid Acceptance.* The acceptance of all bids shall be by the County Controller.³ Upon its receipt, each bid and modification shall be time-stamped but not opened and shall be stored in a secure place until the time and date set for bid opening. Bids shall be accepted electronically at the time and in the manner designated in the Invitation for Bids.

(f) *Bid Opening.* Bids shall be opened publicly at a time and place to be designated in the public notice. All bids shall be announced publicly by the Chief Clerk, or designee, and referred to the appropriate departments for tabulation without the presence of the County Commissioners. Bids shall be opened publicly in the presence of one or more witnesses at the time and place designated in the public notice.⁴ Whenever, for any reason, the bid openings shall not be held, the same business may be transacted at a subsequent meeting, the time and place of which shall have been announced at the previous meeting held for such openings. The amount of each bid, and together with the name of each bidder shall be announced publicly by the chief clerk or his designee and recorded; the record and each bid shall be open to public inspection. Any bid received after the time and date set for receipt of bids is late. No late bid will be considered unless it would have been timely but for the action or inaction of County personnel directly serving the procurement activity.

(g) *Bid Evaluation.* Bids shall be unconditionally accepted without alteration or correction, except as authorized by this Policy.⁵ Minor informalities or insignificant mistakes that can be corrected without prejudice to other bidders may be waived. Bids shall be evaluated based on the requirements set forth in the Invitation for Bids. No criteria may be used in bid evaluations that are not set forth in the Invitation for Bids.

(h) *Correction or Withdrawal of Bids; Cancellation of Awards.* Correction or withdrawal of inadvertently erroneous bids before or after award, or cancellation of awards or contracts based on such bid mistakes, shall be permitted.⁶ After bid opening, no changes in bid prices or other provisions of bids prejudicial to the interest of the County or fair competition shall be permitted. All decisions to permit the correction or withdrawal of bids, or to cancel awards or contracts based on bid mistakes, shall be supported by a written determination made by the Chief Operating Officer/Chief Clerk or Chief Financial Officer.

(i) *Award.* Award shall be made by written notice to the lowest responsible and responsive bidder whose bid meets the requirements and criteria set forth in the Invitation for Bids. The contract shall be awarded or all bids shall be rejected within thirty (30) days of the opening of the bids.⁷ Thirty-day extensions of the date for the award may be made by the mutual written consent of the Chief Operating Officer/Chief Clerk or Chief Financial Officer and any bidder who wishes to remain under consideration for award. The reasons for requesting such

³ 16 P.S. § 5001(b).

⁴ 16 P.S. § 5001(b).

⁵ Competitive sealed bidding does not include negotiations with bidders after the receipt and opening of bids. Award is to be made based strictly on the criteria set forth in the Invitation for Bids.

⁶ To maintain the integrity of the competitive sealed bidding system, a bidder may not be permitted to correct a bid mistake after bid opening that would cause such bidder to have the low bid unless the mistake is clearly evident from examining the bid document; for example, extension of unit prices or errors in addition.

⁷ 16 P.S. § 5001(b).

extension shall be documented. The Chief Operating Officer/Chief Clerk or Chief Financial Officer shall excuse from consideration any bidder not wishing to agree to a request for extension of the date for the award.⁸ In the case of low tie bids, award may be made by drawing lots. All contracts shall be filed with the controller immediately after their execution.⁹

(j) *Publicizing Awards.* Written notice of award shall be sent to the successful bidder. Each unsuccessful bidder shall be notified of the award in writing or through electronic means. Notice of award shall be made available to the public through the County's website.

(k) *One Bid Received.* If only one responsive bid is received in response to an Invitation for Bids, an award may be made to the single bidder if the Chief Operating Officer/Chief Clerk or Chief Financial Officer finds that the price submitted is fair and reasonable, and that either other prospective bidders had reasonable opportunity to respond, or there is not adequate time for re-solicitation. Otherwise the bid may be rejected and:

- (1) new bids or offers may be solicited;
- (2) the proposed procurement may be cancelled; or
- (3) if the Chief Operating Officer/Chief Clerk or Chief Financial Officer determines in writing that the need for the supply or service continues, but that the price of the one bid is not fair and reasonable and there is no time for re-solicitation or re-solicitation would likely be futile, the procurement may then be conducted under Article 13 (Sole Source Procurement) or Article 14 (Emergency Procurements), as appropriate.

(l) *Nonreceipt of Bids.* If no bids are submitted in response to an Invitation for Bids the item shall be rebid.¹⁰ If no bids are submitted within 45 days of the second advertising date the County may procure the goods pursuant to Article 13 of this Policy (relating to sole source awards).

(m) *Exemptions.* The contracts or purchases involving an expenditure of over \$18,500 which may be awarded by alternative methods of source selection authorized by this Policy are as follows:

- (1) Emergencies. In cases of actual emergency, which shall be declared and stated by resolution of the commissioners, the requirements of this subsection need not be followed.¹¹
- (2) Maintenance, repairs or replacements for water, electric light, or other public works. Provided that the requirement does not constitute new additions, extensions or enlargements of existing facilities and equipment.¹²
- (3) Patented or Copyrighted products. Those where particular types, models or pieces of new equipment, articles, apparatus, appliances, vehicles or parts thereof are desired.¹³

⁸ 16 P.S. § 5001(b).

⁹ 16 P.S. § 5001(b).

¹⁰ 73 P.S. § 1641.

¹¹ 16 P.S. § 5001(a.1).

¹² 16 P.S. § 5001(d)(1).

¹³ 16 P.S. § 5001(d)(3).

- (4) Insurance policies or surety company bonds.¹⁴
- (5) Public utility service and electricity, natural gas or telecommunication services.¹⁵
- (6) Personal or professional services.¹⁶
- (7) Tangible client services provided by nonprofit agencies.¹⁷
- (8) Those involving contracts entered into by nonprofit cooperative hospital service associations for hospitals and nursing homes which are part of the institutional district or which are owned by the county, operated by the county or affiliated with the county by the purchasing of or participating in contracts for materials, supplies and equipment.¹⁸
- (9) Those involving the purchase of milk.¹⁹
- (10) Those made with any public body.²⁰
- (11) Those exclusively involving construction management services.²¹
- (12) Those involving computer software, equipment and services related to technology and information systems.²²

11. Competitive Sealed Proposals.

(a) *Conditions for Use.* A contract may be entered into by competitive sealed proposals when the Chief Operating Officer/Chief Clerk or Chief Financial Officer determines in writing that the procurement is exempt from the requirement to use competitive sealed bidding under Article 10 of this Policy.

(b) *Request for Proposals.* Proposals shall be solicited through a Request for Proposals.

(c) *Public Notice.* Public notice shall be provided in at least one (1) newspaper of general circulation, and through the County's web site. Public notice of the Request for Proposals shall be given a reasonable time prior to the date set forth therein for the submission of proposals.

(d) *Source Lists.* The County may maintain source lists of prospective contractors, but distribution of the solicitation shall not be limited to such prospective contractors, nor may a

¹⁴ 16 P.S. § 5001(d)(4).

¹⁵ 16 P.S. § 5001(d)(4).

¹⁶ 16 P.S. § 5001(d)(5).

¹⁷ 16 P.S. § 5001(d)(6).

¹⁸ 16 P.S. § 5001(d)(6.1).

¹⁹ 16 P.S. § 5001(d)(7).

²⁰ 16 P.S. § 5001(d)(8).

²¹ 16 P.S. § 5001(d)(9).

²² 16 P.S. § 5001(d)(10), 16 P.S. § 5001(d.1).

prospective contractor be denied award of a contract simply because the contractor was not on a source list. The fact that a prospective contractor is included on a source list does not necessarily represent a finding of responsibility.

(e) *Receipt of Proposals.* Proposals and modifications shall be time-stamped upon receipt and held in a secure place until the established due date. Bids shall be accepted electronically at the time and in the manner designated in the Request for Proposals. Proposals shall be opened so as to avoid disclosure of contents to competing offerors during the process of negotiation. Proposals shall not be opened publicly but shall be opened in the presence of two or more procurement officials. A Register of Proposals shall be prepared which shall be open to public inspection only after award of the contract.

(f) *Evaluation Factors.* The Request for Proposals shall state the relative importance of price and other factors and subfactors, if any.

(g) *Discussion with Responsible Offerors and Revisions to Proposals.* As provided in the Request for Proposals, discussions may be conducted with responsible offerors who submit proposals determined to be reasonably susceptible of being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing offerors.

(h) *Award.* Award shall be made to the responsible offeror whose proposal conforms to the solicitation and is determined in writing to be the most advantageous to the County taking into consideration price and the evaluation factors set forth in the Request for Proposals. No other factors or criteria shall be used in the evaluation. The contract file shall contain the basis on which the award is made. Written notice of the award of a contract to the successful offeror shall be promptly given to all offerors.

(i) *Modification or Withdrawal of Proposals.* Proposals may be modified or withdrawn prior to the established due date. For the purposes of this Section the established due date is either the time and date announced for receipt of proposals or receipt of modifications to proposals, if any; or if discussions have begun, it is the time and date by which best and final offers must be submitted, provided that only offerors who submitted proposals by the time announced for receipt of proposals may submit best and final offers.

(j) *One Proposal Received.* If only one proposal is received in response to a Request for Proposals, the Request for Proposal should be resolicited, if time permits, or award made in accordance with this Article if the Chief Operating Officer/Chief Clerk or Chief Financial Officer finds that the price submitted is fair and reasonable, and that other prospective offerors had reasonable opportunity to respond.

12. Small Purchases.

(a) *Conditions for Use.* Any procurement not exceeding \$18,500 may be made in accordance with small purchase procedures, provided, however, procurement requirements shall not be artificially divided so as to constitute a small purchase under this Section.

(b) *Procedure.* Insofar as it is practical for small purchases of supplies or services between \$4,000 and \$18,500, no less than three businesses shall be solicited to submit written, electronic, or oral quotations that are recorded and placed in the procurement file. Award shall be made to the business offering the lowest acceptable quotation.

(c) *Small Purchases of \$4,000 or Less.* The Chief Operating Officer/Chief Clerk or Chief Financial Officer shall adopt operational procedures for making small purchases of less than \$4,000. Such operational procedures shall provide for obtaining adequate and reasonable competition and for making records to properly account for funds and to facilitate auditing of the Purchasing Department.

13. Sole Source Procurement.

(a) *Conditions for Use.* A contract may be awarded without competition when the Chief Operating Officer/Chief Clerk or Chief Financial Officer determines in writing, that the procurement is exempt from competitive sealed bidding, and (a) there is only one source for the required supply, service, or construction item, or (b) when the County's need for the supplies or services is of such an unusual and compelling urgency that the County would be seriously injured unless the County is permitted to limit the number of sources from which it solicits bids or proposals.

(b) *Negotiation in Sole Source Procurement.* The County shall conduct negotiations, as appropriate, as to price, delivery, and terms.

(c) *Record of Sole Source Procurement.* A record of sole source procurements shall be maintained that lists: (a) each contractor's name; (b) the amount and type of each contract; (c) a listing of the supplies, services, or construction procured under each contract; and (d) the identification number of each contract file. Sole Source awards shall be published on the County's website.

14. Emergency Procurements.

Notwithstanding any other provision of this Policy, the County may make emergency procurements when there exists a threat to public health, welfare, or safety under emergency conditions as declared by the County Commissioners; provided that such emergency procurements shall be made with such competition as is practicable under the circumstances. A written determination of the basis for the emergency and for the selection of the particular contractor shall be included in the contract file. Emergency awards shall be published on the County's website.

15. Electronic Solicitations and Bid/Offer Submissions.

The County shall establish an online portal for distribution of solicitations and submission of bids and proposals. The Chief Operating Officer/Chief Clerk or Chief Financial Officer shall develop policies and procedures for the County to implement receipt of electronic submissions to ensure that the confidentiality of bids/proposals received electronically shall be maintained.

16. Multiple Awards.

Contracts awarded using any of the source selection methods authorized by this Policy may be entered into on a multiple award basis. The Invitation for Bids or Request for Proposals shall set forth the number of awards anticipated.

17. Cooperative Purchasing.

(a) *Policy.* In order to save significant time and money in contract production as well as lower contract prices through the power of aggregation the County shall procure supplies and services from cooperative purchasing agreements established by the Commonwealth, other states, local governments, or the federal government, including General Services Administration (GSA) schedule contracts, whenever it is feasible and beneficial to the County to do so, provided:

- (1) The cooperative purchasing agreement or GSA schedule contract allows states or state agencies from another state to utilize the contract.
- (2) The contracting federal, state, or local government agency entered into the cooperative purchasing agreement complied with its statutory and regulatory requirements in awarding the agreement to the contractor.

(b) *Prohibition.* The County shall not enter into cooperative purchasing agreements for the purpose of circumventing applicable law or this Procurement Policy.

18. Protests

(a) *Right to Protest.* Any actual or prospective bidder, offeror, or contractor who is aggrieved in connection with the solicitation or award of a contract may protest to the Chief Operating Officer/Chief Clerk or Chief Financial Officer. Protests relating to cancellation of invitations for bids or requests for proposals and protests relating to the rejection of all bids or proposals are not permitted.

(b) *Time for Filing.* If a protest is submitted by a prospective bidder or prospective offeror, the protest must be filed before bid opening time or proposal receipt date. If a protest is filed by a bidder or offeror or a prospective contractor, the protest must be filed within seven days after the protesting bidder or offeror or prospective contractor knew or should have known of the facts giving rise to the protest except that in no event may a protest be filed later than seven days after the date the contract was awarded. Date of filing is the date of receipt of protest. Untimely filed protests must be disregarded by the County.

(c) *Authority to Resolve Protests.* The County Commissioners, or designee, shall have the authority to settle and resolve a protest of an aggrieved bidder, offeror, or contractor, actual or prospective, concerning the solicitation or award of a contract.

(d) *Decision.* If the protest is not resolved by mutual agreement, the County Commissioners shall promptly issue a decision in writing. The decision shall state the reasons for

the action taken. A copy of the decision shall be mailed or otherwise furnished immediately to the protestor.

19. Bonding.

(a) Bid bonds or other security may be required for contracts as deemed advisable to protect the interest of the County. Any such requirements must be set forth in the solicitation. In the event any bidder or offeror shall, upon award of the contract to him, fail to comply with the requirements hereinafter stated as to security guaranteeing the performance of the contract, or fail or refuse to enter into a contract, or otherwise fail or refuse to render the required services, the security furnished under this subsection shall be forfeited to the county as liquidated damages, and the contract subsequently may be awarded to the next lowest bidder, who shall manifest his acceptance of such contract by giving a good faith deposit in the amount and manner set forth in this subsection on or before the third day after the award of the contract to such bidder and otherwise comply with the provisions of this section.²³

(b) The successful bidder, when a formal bid is required herein, shall be required to furnish a bond or irrevocable letter of credit or other security in an amount sufficient to the commissioners guaranteeing performance of the contract within thirty (30) days after the contract has been awarded, unless the commissioners shall prescribe a shorter period or unless the commissioners shall waive the bond requirement in the bid specification.²⁴ The successful bidder for a contract which involves the construction, erection, installation, completion, alteration, repair of or addition to any public work or improvement of any kind shall furnish security as provided in 16 P.S. § 5518.

20. Ethics in Public Contracting

(a) *Statement of Policy.* Public employment is a public trust. It is the policy of the County to promote government integrity. Such policy is implemented by prescribing essential standards of ethical conduct in the procurement process. Public employees must discharge their duties impartially so as to assure fair competitive access to governmental procurement by responsible contractors. Moreover, they should conduct themselves in such a manner as to foster public confidence in the integrity of the County procurement organization. To achieve the purpose of this Policy, it is essential that those doing business with the County also observe the ethical standards prescribed herein. When a person has reason to believe that any breach of ethical standards has occurred, that person should report all relevant facts to the Ombudsman for any appropriate action.

(b) *General Ethical Standards for Employees.* Any attempt to realize personal gain through public employment by conduct inconsistent with the proper discharge of the employee's duties is a breach of a public trust. Pursuant to the Public Official and Employee Ethics Act ("Ethics Act"), 65 Pa.C.S. §1101 et seq., subject to certain statutory exceptions, "public officials" or "public employees" as defined by the Ethics Act, 65 Pa.C.S. §1102, are prohibited from using

²³ 16 P.S. § 5001(b.1).

²⁴ 16 P.S. § 5001(c).

the authority of their public positions to obtain a private pecuniary benefit (financial gain that is not authorized in law) for themselves, member(s) of immediate family, or businesses with which they or member(s) of immediate family are associated. 65 Pa.C.S. § 1103(a). In carrying out their purchasing responsibilities, County personnel shall:

- (1) Comply with the County's Ethics Policy/Code of Conduct.
- (2) Know and observe fair, ethical, and legal trade practices and remain alert to the legal ramifications of purchasing decisions.
- (3) Encourage competition through open, equitable and fair practices.
- (4) Conduct business with potential and current suppliers openly, fairly, equitably, and in an atmosphere of good faith.
- (5) Avoid restrictive specifications.
- (6) Avoid the intent and appearance of unethical or compromising practices.
- (7) Promote positive supplier relationships through courtesy and impartiality in all phases of the purchasing cycle.

(c) *General Ethical Standards for Non-Employees.* Any effort to influence any public employee to breach the standards of ethical conduct set forth in this Policy is also a breach of ethical standards.

(d) *Conflict of Interest.* It shall be a breach of ethical standards for any employee to participate directly or indirectly in a procurement when the employee knows that:

- (1) the employee or any member of the employee's immediate family has a financial interest pertaining to the procurement;
- (2) a business or organization in which the employee, or any member of the employee's immediate family, has a financial interest pertaining to the procurement; or
- (3) any other person, business, or organization with whom the employee or any member of the employee's immediate family is negotiating or has an arrangement concerning prospective employment is involved in the procurement.

Similarly, it shall be a breach of ethical standards for any contractor to participate directly or indirectly in a procurement when the contractor knows that a its organizational, financial, contractual or other interests are such that award of the contract may result in an unfair competitive advantage; or the Contractor's objectivity in performing the contract work may be impaired.

(e) *Gratuities and Kickbacks.* Sections 1103(b) and 1103(c) of the Ethics Act, 65 Pa.C.S. §§ 1103(b)-(c), pertaining to improper influence, provide in part that no person shall offer or give to a public official/public employee anything of monetary value and no public official/public employee shall solicit or accept anything of monetary value based upon the

understanding that the vote, official action, or judgment of the public official/public employee would be influenced thereby.

- (1) *Gratuities.* It shall be a breach of ethical standards for any person to offer, give, or agree to give any employee or former employee, or for any employee or former employee to solicit, demand, accept, or agree to accept from another person, a gratuity or an offer of employment in connection with any decision, approval, disapproval, recommendation, preparation of any part of a program requirement or a purchase request, influencing the content of any specification or procurement standard, rendering of advice, investigation, auditing, or in any other advisory capacity in any proceeding or application, request for ruling, determination, claim or controversy, or other particular matter, pertaining to any program requirement or a contract or subcontract, or to any solicitation or proposal therefor.
- (2) *Kickbacks.* It shall be a breach of ethical standards for any payment, gratuity, or offer of employment to be made by or on behalf of a subcontractor under a contract to the prime contractor or higher tier subcontractor or any person associated therewith, as an inducement for the award of a subcontract or order.
- (3) *Contract Clause.* The prohibition against gratuities and kickbacks prescribed in this Section shall be conspicuously set forth in every contract and solicitation therefor.

(f) *Use of Confidential Information.* "Public officials" or "public employees" as defined by the Ethics Act, 65 Pa.C.S. § 1102, are prohibited from using any confidential information received from their public positions to obtain a private pecuniary benefit (financial gain that is not authorized in law) for themselves, member(s) of immediate family, or businesses with which they or member(s) of immediate family are associated.²⁵

(g) *Political Contributions.* Firms awarded contracts through methods other than competitive sealed bidding ("non-bid contracts") are required to file as required by Section 1641 of the Pennsylvania Election Code a report with the Secretary of the Commonwealth, by February 15 of each year, of all political contributions made by:

- (1) Any officer, director, associate, partner, limited partner or individual owner or members of their immediate family whose political contribution exceeded one thousand dollars (\$1,000) by any individual during the preceding year; or
- (2) Any employee of the supplier or members of his immediate family whose political contribution exceeded one thousand dollars (\$1,000) during the preceding year.

²⁵ 65 Pa.C.S. § 1103(a).

Reports required to be filed under Section 1641 of the Pennsylvania Election Code shall also be filed, by February 15 of each year, with the County Board of Elections.

(h) *Contractor Integrity.* Contractors shall certify as part of each bid or proposal that they will maintain the highest standards of integrity in the performance of County contracts and shall take no action in violation of this Policy, federal, state or local laws, regulations, or other requirements that govern contracting with the County. The Chief Operating Officer/Chief Clerk or Chief Financial Officer shall develop standard contractor representations and certifications to effectuate the policies of this Article.

21. Appointment of Ombudsman.

(a) The County shall appoint an ombudsman to hear and facilitate resolution of concerns from prospective contractors, bidders and offerors, contractors and others. When requested, the ombudsman will maintain strict confidentiality as to the source of the concern. The existence of the ombudsman does not affect the authority of the County Commissioners or Chief Operating Officer/Chief Clerk or Chief Financial Officer, and the ombudsman has no authority to render a decision that binds the agency. Further, the ombudsman does not participate in the evaluation of bids or proposals, the source selection process, or the adjudication of protests or formal contract disputes. The ombudsman may refer the party to another official who can resolve the concern.

(b) Before consulting with an ombudsman, interested parties must first address their concerns, issues, disagreements, and/or recommendations to the Chief Operating Officer/Chief Clerk or Chief Financial Officer for resolution. Consulting an ombudsman does not alter or postpone the timelines for any other processes (e.g. bid protests).

22. Severability.

If any provision of this Policy or any application thereof to any person or circumstance is held invalid, such invalidity shall not affect other provisions or application of this Policy which can be given effect without the invalid provision or application, and to this end the provisions of this Policy are declared to be severable.

Appendix J – Training Provider Appeal Policy

Montgomery County Workforce Investment Board (WIB)

Training Provider Appeal Policy

Program complaints by providers of youth or training services must be filed within 60 days of the alleged issue. All complaints must describe the alleged violation and the complainant's requested equitable relief. Program complaints must be sent to the address below using the following steps:

Equal Opportunity Officer
Mr. Michael Shea
Program Monitor and EO Officer
Montgomery County Workforce Investment Board
Human Services Center
1430 DeKalb Street, 5th Floor
P.O. Box 311
Norristown, PA 19401
610-278-5938

Filing of Complaints: Complainant must submit in writing to the Equal Opportunity Officer, the alleged complaint/grievance. Within 10 working days of receiving the complaint/grievance, the complaint/grievance will be reviewed and the complainant will be contacted for an informal resolution.

Opportunity for Informal Conference: If an informal resolution cannot be reached, the complaint will then be brought to the Contracts Manager who will issue a decision within 30 days to discuss the matter. This Committee will then issue its decision to the complainant within 10 working days of such meeting.

Opportunity for Hearing: If complainant is not satisfied with the decision, the complainant must submit in writing a request for a hearing with the Executive Director and a member of the WIB Management Team.

A hearing will be scheduled within 30 days of the request. The hearing officers will consist of a designated Workforce Investment Board member and a Local Elected Official Board member. The complainant may represent themselves or have legal representation. Testimony from both parties will be presented. The hearing officers will issue a final decision within 10 working days.

Notice of Recourse: If the complainant is not satisfied with the decision of the hearing, upon written request from the complainant, the WIB shall file a formal appeal with the Commonwealth of Pennsylvania Bureau of Workforce Development Partnership. Request for hearing must be addressed to:

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

Appendix K – Participant Eligibility Appeal Policy

**DEPARTMENT OF ECONOMIC AND WORKFORCE DEVELOPMENT
GRIEVANCE NOTIFICATION**

To: Participants in training programs operated by Montgomery County Department of Economic and Workforce Development
From: Michael Shea , Equal Employment Opportunity (EEO) Officer, Montgomery County Department of Economic and Workforce Development, Montgomery County, Pa.

All subgrantees shall be made fully aware of the Grievance Procedure by the Department of Economic and Workforce Development representative. All participants in Department of Economic and Workforce Development programs shall be fully informed of the Grievance Procedure by the training site during orientation interviews. Any individual wishing to file a grievance can make an appointment to see the EEO Officer. Both the training representative and the participant shall certify through signatory process, that the participant was given adequate explanation to insure full understanding. The participant shall be given one signed copy of the Grievance Procedure and sign a Statement of Receipt acknowledging receipt of said form to be maintained by the Department of Economic and Workforce Development MIS and made a part of the enrollment package.

The procedure for filing a grievance is as follows:

1. The aggrieved party, or grievant, must submit the complaint to the instructor at the training site within five (5) working days of the occurrence of the alleged act, violation, or practice. The instructor shall attempt a resolution within two (2) working days. If a resolution does not result at the supervisory level, then the grievance must be submitted to the next higher authority, and an attempt at resolution must be made at each administrative level at the training site until a satisfactory resolution results.
2. If no satisfactory resolution results, and all administrative levels are exhausted in the attempt, then the grievant may submit a written complaint to the Equal Opportunity Officer of the Department of Economic and Workforce Development stating the charges and listing names, if applicable, and stating the resolution sought.
3. The written complaint shall be submitted with a copy given to the grievant and the original retained in a confidential file.
4. A request for documentation will be forwarded to the training site as the first step in the investigation to determine validity of charges and for substantiation of allegations by either the training site or the grievant. If deemed necessary, a complete investigation will be conducted and notification of the results will be given to the grievant within ten (10) working days.
5. If the matter has not been resolved to the satisfaction of the grievant, then a request for a formal hearing must be made in writing to the Director within ten (10) working days.
6. Presiding over the formal hearing will be a Hearing Officer appointed by the Director. The Hearing Officer will be a member of the Montgomery County Bar Association, selected by the combined efforts of the Director and the Montgomery County Solicitor's office. He/she will have access to the grievant's file prior to the hearing and shall not have had any prior knowledge of the issue or issues to be resolved by the formal hearing.

7. The Hearing Officer shall schedule a formal hearing within ten (10) working days after an opportunity to review the file and grievance and shall notify the grievant and the training center representative of the date, time, and place in order that a transcript or tape of the hearing be made and maintained.
8. The grievant and training center representative shall be advised that representation by an attorney is optional, and that they have the privilege of bringing into the hearing any person, witnesses, or aides to present their positions.
9. Following the hearing, the Hearing Officer shall submit a determination to the Director within ten (10) working days of the receipt of the transcript.
10. The Director shall review the determination and within ten (10) working days forward the determination to the grievant and training representative by certified mail.
11. After the grievant has exhausted all means for filing a grievance with the Department of Economic and Workforce Development and is still not satisfied with the decisions, he/she may submit a grievance in writing within ten (10) working days to the Pennsylvania Department of Labor and Industry, Equal Opportunity Office, Labor and Industry Building, 7th and Forster Streets, Harrisburg, PA 17120.

I certify that I have read
and understand the Grievance
Procedure as stated herein and that
I have received a copy of same.

I certify that the herein named
participant was given an
explanation and a copy of
this Grievance Procedure.

(Trainee's Signature)

(Training Center Rep.)

(Date)

(Date)

Appendix L – PA CareerLink® Staff Grievance Procedure Policy

SEIU Local 668 Grievance Form

GRIEVANCE (check one)

- Discipline
- General
- Classification

TODAY'S DATE: _____

TO: _____ (Immediate Supervisor)

FROM: _____ (Your Name or Stewards Name)

NAME OF GRIEVANT(S): _____

SHOP: _____

DATE OF INCIDENT YOU ARE GRIEVING: _____

We grieve a violation of Article(s) _____ and any other appropriate Article of the Local 668 contract.

BRIEF STATEMENT OF THE GRIEVANCE (describe contract violation)

REMEDY REQUESTED

We request a hearing on the matter. We demand the employer remedy the contract violation by making the grievant whole and any other appropriate remedy.

Note: For additional information, please contact me at: _____ (Phone Number)



This copy to Management, make a copy for your files, a copy for BA, a copy for grievant.

MONTGOMERY COUNTY GRIEVANCE PROCEDURE

Should any differences, as stated in the Positive Management Statement (Section One of the Employee Handbook, **excluding salary, benefits and promotions**), arise between the employee and the County, an earnest effort should be made to settle such concern, dispute, disagreement or misunderstanding through the following procedure:

For employees in non-Row Offices, the Court system or the Correctional Facility:

Step 1 - Department Head: If the employee and his/her immediate supervisor cannot resolve a grievance informally, the employee shall send a written statement (***email is not acceptable***) of his/her grievance to the Department Head **within fifteen (15) calendar days of when the employee becomes aware of the grievance.** The Department Head receiving the written grievance shall meet with the employee, a representative of the Human Resources Department, the EEO Officer, if applicable, and other appropriate persons in a good faith effort to resolve the matter. The Department Head shall give the employee a written decision within ten (10) calendar days following the meeting.

Step 2 – Deputy Chief Operating Officer: In the event that no satisfactory solution is reached at the first step, the employee may appeal the grievance to the Deputy Chief Operating Officer or his designee(s). Such appeal must be made within ten (10) calendar days after the rendering of the decision as a result of the first step or after the decision at the first step should have been made. The employee shall make a written statement (***email is not acceptable***) of his/her grievance and why the pending decisions are not acceptable to the employee. The Deputy Chief Operating Officer or his designee(s) will convene a fact finding meeting of the parties and thereafter render a decision within (60) calendar days, unless extended by mutual agreement.

Step 3 - County Commissioners: In the event that no satisfactory solution is reached in the second step, the employee may appeal the grievance to the County Commissioners or their designee(s). Said appeal must be made within ten (10) calendar days after the rendering of the decision as a result of the second step. The County Commissioners reserve the right to deny a request for appeal, thereby allowing the decision in Step 2, above, to stand.

Note: Failure by the County representatives to respond to the employee in the time periods stated in steps 1 and 2, above, will result in the grievance automatically advancing to the next step if the employee submits the proper written application. Failure by the employee to follow the time periods will result in the termination of the grievance.

Montgomery County Grievance Procedure (con't)

ROW OFFICE PROCEDURES:

Employees in Row Offices will follow the same procedures with Step 1 being the employee's supervisor. Step 2, the final step, shall be the Row Officer.

THE COURT SYSTEM PROCEDURES:

Employees in the Court System will follow the same procedures with **Step 1** being the employee's supervisor; **Step 2** the liaison judge for the affected department or the judge designated by the President Judge; and **Step 3**, shall be the President Judge.

CORRECTIONAL FACILITY PROCEDURES:

Employees in the Correctional Facility will follow the same procedures with Step 1 being the employee's supervisor, Step 2 being the Warden. Step 3, the final step, being the Prison Board.

No employee will suffer recrimination for using or benefitting from these procedures.

Please note: Failure to receive a promotion is not grievable above the Department Head level

MONTGOMERY COUNTY
GRIEVANCE FORM

FROM: _____ DATE: _____
(Person requesting grievance)

GRIEVANCE (Provide complete description):

REMEDY REQUESTED:

(Signature of employee requesting grievance)

(Date)

Attach all relevant documents to this grievance before submitting the original to your department head. Please send a copy of this form and all relevant documents to the Human Resources Department.

Appendix M – High Priority Occupation List

2012 High-Priority Occupations for Montgomery County Workforce Investment Area

SOC Code	SOC Title	Educational Attainment	Wages (2011)			Employment			
			Annual Average	Entry Level	Exper. Level	Estimated 2010	Projected 2020	Percent Change	Annual Openings
11-1021	General & Operations Managers	AD+	\$139,170	\$66,740	\$175,390	3,700	3,430	-7.29%	89
11-2022	Sales Managers	BD+	\$124,350	\$73,920	\$149,570	1,170	1,160	-0.85%	26
11-3051	Industrial Production Managers	BD+	\$101,480	\$69,990	\$117,230	700	670	-4.28%	24
11-9013	Farmers, Ranchers & Other Agricultural Managers	WK EXP	N/A	N/A	N/A	N/A	N/A	N/A	N/A
13-1022	Wholesale & Retail Buyers	LT OJT	\$55,940	\$36,350	\$65,740	650	590	-9.23%	15
13-1023	Purchasing Agents	LT OJT	\$63,110	\$41,940	\$73,690	1,300	1,260	-3.07%	28
13-1031	Claims Adjusters, Examiners & Investigators	LT OJT	\$66,360	\$47,060	\$76,010	2,610	2,560	-1.91%	66
13-1051	Cost Estimators	BD	\$69,760	\$42,190	\$83,540	1,110	1,230	10.81%	35
13-1081	Logisticians	BD+	\$75,880	\$55,120	\$86,250	450	470	4.44%	10
13-1111	Management Analysts	BD+	\$103,780	\$59,250	\$126,050	3,500	3,570	2.00%	67
13-1151	Training & Development Specialists	BD	\$67,240	\$42,460	\$79,630	N/A	N/A	N/A	N/A
13-1161	Market Research Analysts & Marketing Specialists	BD	\$66,480	\$38,000	\$80,730	N/A	N/A	N/A	N/A
13-2011	Accountants & Auditors	BD	\$81,890	\$48,900	\$98,390	6,730	7,070	5.05%	152
13-2072	Loan Officers	MT OJT	\$68,480	\$45,790	\$79,830	1,640	1,540	-6.09%	18
15-1061	Database Administrators	BD	N/A	N/A	N/A	660	750	13.63%	16
15-1121	Computer Systems Analysts	BD	\$81,530	\$58,400	\$93,090	N/A	N/A	N/A	N/A
15-1131	Computer Programmers	BD	\$70,610	\$45,420	\$83,210	N/A	N/A	N/A	N/A
15-1132	Software Developers, Applications	BD	\$94,670	\$73,500	\$105,250	N/A	N/A	N/A	N/A
15-1133	Software Developers, Systems Software	BD	\$97,930	\$66,520	\$113,640	N/A	N/A	N/A	N/A
15-1142	Network & Computer Systems Administrators	BD	\$85,800	\$59,040	\$99,180	N/A	N/A	N/A	N/A
15-1150	Computer Support Specialists	PS	\$52,190	\$34,280	\$61,150	N/A	N/A	N/A	N/A
17-2051	Civil Engineers	BD	\$83,670	\$52,050	\$99,480	1,090	1,120	2.75%	32
17-2071	Electrical Engineers	BD	\$98,050	\$63,760	\$115,200	1,000	1,010	1.00%	24
17-2112	Industrial Engineers	BD	\$91,470	\$60,450	\$106,980	1,290	1,490	15.50%	51
17-2141	Mechanical Engineers	BD	\$85,340	\$59,190	\$98,410	920	890	-3.26%	20
17-3011	Architectural & Civil Drafters	AD	\$47,040	\$35,400	\$52,850	640	550	-14.06%	18
17-3013	Mechanical Drafters	AD	\$53,730	\$32,670	\$64,270	410	400	-2.43%	12
17-3026	Industrial Engineering Technicians	AD	\$56,700	\$35,790	\$67,150	760	770	1.31%	16
19-1012	Food Scientists & Technologists	BD	\$68,980	\$36,180	\$85,380	20	30	50.00%	1
19-4021	Biological Technicians	BD	\$48,450	\$33,340	\$56,000	1,000	1,070	7.00%	43
21-1011	Substance Abuse & Behavioral Disorder Counselors	MT OJT	\$44,980	\$33,260	\$50,840	370	410	10.81%	11
21-1014	Mental Health Counselors	MD	\$44,160	\$29,760	\$51,350	740	880	18.91%	29
21-1015	Rehabilitation Counselors	MD	\$36,860	\$23,140	\$43,710	740	880	18.91%	29
21-1021	Child, Family & School Social Workers	BD	\$41,270	\$29,030	\$47,390	1,200	1,380	15.00%	44
21-1022	Healthcare Social Workers	MD	\$58,980	\$39,590	\$68,680	690	790	14.49%	25
21-1023	Mental Health & Substance Abuse Social Workers	BD	\$44,980	\$32,410	\$51,270	400	450	12.50%	14

2012 High-Priority Occupations for Montgomery County Workforce Investment Area

SOC Code	SOC Title	Educational Attainment	Wages (2011)			Employment			
			Annual Average	Entry Level	Exper. Level	Estimated 2010	Projected 2020	Percent Change	Annual Openings
23-2011	Paralegals & Legal Assistants	AD	\$60,080	\$41,780	\$69,230	690	750	8.69%	16
25-1011	Business Teachers, Postsecondary	PhD	\$86,390	\$43,370	\$107,900	200	230	15.00%	7
25-1072	Nursing Instructors & Teachers, Postsecondary	MD	\$69,430	\$51,090	\$78,600	200	240	20.00%	6
25-1081	Education Teachers, Postsecondary	PhD	\$75,370	\$43,460	\$91,330	210	250	19.04%	9
25-1194	Vocational Education Teachers, Postsecondary	WK EXP	\$67,070	\$44,570	\$78,320	460	530	15.21%	14
25-2011	Preschool Teachers	AD	\$28,240	\$21,080	\$31,810	1,990	2,240	12.56%	59
25-2032	Career/Technical Education Teachers, Secondary School	BD+	\$68,250	\$48,780	\$77,980	440	430	-2.27%	13
25-2053	Special Education Teachers, Middle School	BD	\$73,870	\$49,070	\$86,270	N/A	N/A	N/A	N/A
25-2054	Special Education Teachers, Secondary School	BD	\$65,720	\$46,430	\$75,360	N/A	N/A	N/A	N/A
27-1024	Graphic Designers	BD	\$50,900	\$35,470	\$58,610	1,120	1,090	-2.67%	30
27-2012	Producers & Directors	BD+	\$52,950	\$28,590	\$65,140	200	220	10.00%	8
27-2022	Coaches & Scouts	LT OJT	\$44,100	\$19,700	\$56,300	740	790	6.75%	24
27-4021	Photographers	LT OJT	\$28,100	\$17,820	\$33,250	390	390	0.00%	9
27-4031	Camera Operators: TV, Video & Motion Picture	BD	N/A	N/A	N/A	40	40	0.00%	2
27-4032	Film & Video Editors	BD+	\$53,710	\$34,230	\$63,440	280	320	14.28%	9
29-1031	Dietitians & Nutritionists	BD	\$59,480	\$45,670	\$66,380	160	160	0.00%	4
29-1051	Pharmacists	PROF	\$114,060	\$99,840	\$121,170	870	1,060	21.83%	35
29-1111	Registered Nurses	AD	\$72,210	\$54,810	\$80,900	9,540	11,070	16.03%	311
29-1122	Occupational Therapists	MD	\$81,410	\$58,710	\$92,760	430	520	20.93%	15
29-1126	Respiratory Therapists	AD	\$63,350	\$52,550	\$68,750	350	410	17.14%	10
29-1127	Speech-Language Pathologists	MD	\$82,140	\$54,270	\$96,070	300	330	10.00%	9
29-2011	Medical & Clinical Laboratory Technologists	BD	\$59,820	\$35,440	\$72,020	930	1,020	9.67%	24
29-2012	Medical & Clinical Laboratory Technicians	AD	\$51,840	\$33,900	\$60,810	950	1,000	5.26%	19
29-2021	Dental Hygienists	AD	\$59,550	\$41,580	\$68,530	720	830	15.27%	25
29-2031	Cardiovascular Technologists & Technicians	AD	\$54,040	\$37,010	\$62,560	180	210	16.66%	5
29-2032	Diagnostic Medical Sonographers	AD	\$71,370	\$56,890	\$78,610	110	110	0.00%	2
29-2037	Radiologic Technologists & Technicians	AD	\$54,990	\$38,820	\$63,080	N/A	N/A	N/A	N/A
29-2041	Emergency Medical Technicians & Paramedics	PS	\$36,470	\$28,070	\$40,670	900	940	4.44%	14
29-2052	Pharmacy Technicians	MT OJT	\$29,520	\$21,010	\$33,780	1,330	1,830	37.59%	91
29-2055	Surgical Technologists	PS	\$42,630	\$34,940	\$46,480	150	170	13.33%	7
29-2056	Veterinary Technologists & Technicians	AD	\$48,140	\$40,800	\$51,820	450	630	40.00%	33
29-2061	Licensed Practical & Licensed Vocational Nurses	PS	\$50,060	\$39,750	\$55,220	2,690	2,980	10.78%	103
29-2071	Medical Records & Health Information Technicians	PS	\$40,790	\$29,640	\$46,370	560	600	7.14%	19
31-1013	Psychiatric Aides	ST OJT	\$34,000	\$25,820	\$38,090	350	330	-5.71%	3
31-2011	Occupational Therapy Assistants	AD	\$50,730	\$34,220	\$58,980	80	100	25.00%	3
31-2021	Physical Therapist Assistants	AD	\$53,070	\$36,290	\$61,460	250	310	24.00%	9

2012 High-Priority Occupations for Montgomery County Workforce Investment Area

SOC Code	SOC Title	Educational Attainment	Wages (2011)			Employment			
			Annual Average	Entry Level	Exper. Level	Estimated 2010	Projected 2020	Percent Change	Annual Openings
31-9091	Dental Assistants	PS	\$34,720	\$20,950	\$41,610	840	980	16.66%	28
31-9092	Medical Assistants	MT OJT	\$33,950	\$25,550	\$38,150	1,820	2,210	21.42%	62
33-3051	Police & Sheriff's Patrol Officers	MT OJT	\$70,090	\$55,860	\$77,200	1,290	1,320	2.32%	38
35-1012	Supervisors - Food Preparation & Serving Workers	WK EXP	\$41,150	\$30,070	\$46,690	1,680	1,800	7.14%	25
37-2021	Pest Control Workers	MT OJT	N/A	N/A	N/A	210	220	4.76%	6
39-5012	Hairdressers, Hairstylists & Cosmetologists	PS	\$26,430	\$17,070	\$31,120	3,760	4,300	14.36%	98
41-1011	Supervisors - Retail Sales Workers	WK EXP	\$48,010	\$30,070	\$56,980	4,390	4,280	-2.50%	92
41-2022	Parts Salespersons	MT OJT	\$37,940	\$23,680	\$45,070	690	630	-8.69%	8
41-3021	Insurance Sales Agents	MT OJT	\$83,090	\$37,760	\$105,760	2,940	2,970	1.02%	67
41-3031	Securities, Commodities & Financial Services Sales Agents	BD	\$102,460	\$45,080	\$131,150	2,360	2,310	-2.11%	61
41-4011	Sales Representatives, Technical & Scientific Products	BD	\$92,430	\$58,610	\$109,340	2,490	2,520	1.20%	58
41-4012	Sales Representatives	MT OJT	\$68,410	\$38,000	\$83,610	7,720	7,580	-1.81%	170
41-9022	Real Estate Sales Agents	LT OJT	\$56,940	\$39,180	\$65,820	1,610	1,470	-8.69%	26
43-1011	Supervisors - Office & Administrative Support Workers	WK EXP	\$59,380	\$38,210	\$69,960	4,600	4,380	-4.78%	95
43-3011	Bill & Account Collectors	MT OJT	\$44,600	\$28,850	\$52,470	1,790	1,920	7.26%	40
43-3021	Billing & Posting Clerks	ST OJT	\$36,050	\$27,430	\$40,360	2,150	2,010	-6.51%	27
43-3031	Bookkeeping, Accounting & Auditing Clerks	MT OJT	\$41,540	\$28,550	\$48,030	7,270	7,420	2.06%	129
43-4051	Customer Service Representatives	ST OJT	\$40,000	\$25,810	\$47,100	10,210	11,370	11.36%	400
43-4111	Interviewers	ST OJT	\$35,770	\$25,460	\$40,920	350	350	0.00%	10
43-4131	Loan Interviewers & Clerks	ST OJT	\$38,440	\$26,200	\$44,550	1,070	910	-14.95%	18
43-5011	Cargo & Freight Agents	ST OJT	\$42,130	\$33,200	\$46,590	50	50	0.00%	1
43-5061	Production, Planning & Expediting Clerks	MT OJT	\$45,320	\$24,610	\$55,670	1,320	1,310	-0.75%	36
43-5071	Shipping, Receiving & Traffic Clerks	ST OJT	\$34,570	\$24,160	\$39,770	2,070	1,970	-4.83%	50
43-6011	Executive Secretaries & Executive Administrative Assistants	WK EXP	\$54,070	\$39,960	\$61,120	5,190	5,270	1.54%	91
43-6012	Legal Secretaries	MT OJT	\$46,160	\$39,620	\$49,430	970	950	-2.06%	15
43-6014	Secretaries	ST OJT	\$34,380	\$23,130	\$40,000	8,050	7,360	-8.57%	128
43-9041	Insurance Claims & Policy Processing Clerks	MT OJT	\$45,140	\$33,650	\$50,880	1,270	1,130	-11.02%	15
43-9061	Office Clerks, General	ST OJT	\$32,780	\$21,240	\$38,550	13,480	13,790	2.29%	278
45-1011	Farm & Forestry Worker Supervisors	WK EXP	N/A	N/A	N/A	30	40	33.33%	1
45-2092	Farmworkers & Laborers, Crop, Nursery & Greenhouse	ST OJT	\$28,500	\$20,010	\$32,750	450	510	13.33%	17
47-1011	Supervisors - Construction Trades & Extraction Workers	WK EXP	\$76,430	\$54,900	\$87,200	1,670	1,720	2.99%	28
47-2021	Brickmasons & Blockmasons	LT OJT	\$70,670	\$56,820	\$77,600	940	940	0.00%	20
47-2031	Carpenters	LT OJT	\$51,200	\$31,470	\$61,060	4,480	4,590	2.45%	72
47-2051	Cement Masons & Concrete Finishers	MT OJT	\$36,450	\$25,090	\$42,130	450	460	2.22%	14
47-2061	Construction Laborers	ST OJT	\$42,450	\$25,310	\$51,020	3,490	3,650	4.58%	42
47-2073	Operating Engineers & Other Construction Equipment Operators	MT OJT	\$61,210	\$39,640	\$71,990	1,250	1,310	4.80%	31

2012 High-Priority Occupations for Montgomery County Workforce Investment Area

SOC Code	SOC Title	Educational Attainment	Wages (2011)			Employment			
			Annual Average	Entry Level	Exper. Level	Estimated 2010	Projected 2020	Percent Change	Annual Openings
47-2111	Electricians	LT OJT	\$66,620	\$42,210	\$78,830	2,770	2,820	1.80%	75
47-2132	Insulation Workers, Mechanical	LT OJT	N/A	N/A	N/A	40	40	0.00%	1
47-2141	Painters, Construction & Maintenance	MT OJT	\$50,350	\$32,920	\$59,070	1,180	1,220	3.38%	25
47-2152	Plumbers, Pipefitters & Steamfitters	LT OJT	\$67,900	\$42,920	\$80,390	1,140	1,190	4.38%	28
47-2181	Roofers	MT OJT	N/A	N/A	N/A	190	200	5.26%	5
47-2211	Sheet Metal Workers	LT OJT	\$37,980	\$27,710	\$43,110	280	280	0.00%	7
47-4011	Construction & Building Inspectors	WK EXP	\$51,890	\$39,250	\$58,210	450	490	8.88%	12
47-5012	Rotary Drill Operators, Oil & Gas	MT OJT	N/A	N/A	N/A	10	20	100.00%	1
47-5013	Service Unit Operators, Oil, Gas & Mining	MT OJT	N/A	N/A	N/A	N/A	N/A	N/A	N/A
47-5071	Roustabouts, Oil & Gas	MT OJT	N/A	N/A	N/A	210	230	9.52%	8
49-1011	Supervisors - Mechanics, Installers & Repairers	WK EXP	\$71,870	\$51,980	\$81,820	1,200	1,210	0.83%	29
49-2022	Telecommunications Equipment Installers & Repairers	PS	\$51,680	\$37,160	\$58,940	530	520	-1.88%	13
49-2095	Electrical & Electronics Repairers, Powerhouse, Substation & Relay	PS	N/A	N/A	N/A	N/A	N/A	N/A	N/A
49-2098	Security & Fire Alarm Systems Installers	MT OJT	\$54,610	\$40,880	\$61,480	190	190	0.00%	2
49-3011	Aircraft Mechanics & Service Technicians	PS	\$52,110	\$34,130	\$61,100	210	240	14.28%	5
49-3021	Automotive Body & Related Repairers	MT OJT	\$44,810	\$33,900	\$50,270	710	660	-7.04%	17
49-3023	Automotive Service Technicians & Mechanics	LT OJT	\$42,860	\$31,850	\$48,360	3,060	3,080	0.65%	64
49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	LT OJT	\$46,120	\$34,290	\$52,040	520	550	5.76%	14
49-3041	Farm Equipment Mechanics & Service Technicians	LT OJT	N/A	N/A	N/A	N/A	N/A	N/A	N/A
49-9021	Heating, A/C & Refrigeration Mechanics & Installers	PS	\$46,490	\$30,590	\$54,450	990	1,000	1.01%	18
49-9041	Industrial Machinery Mechanics	LT OJT	\$51,590	\$39,300	\$57,730	970	1,040	7.21%	23
49-9043	Maintenance Workers, Machinery	MT OJT	\$44,400	\$33,900	\$49,660	180	180	0.00%	3
49-9051	Electrical Power-Line Installers & Repairers	LT OJT	\$55,670	\$42,020	\$62,490	330	370	12.12%	14
49-9052	Telecommunications Line Installers & Repairers	LT OJT	\$60,260	\$46,330	\$67,220	780	760	-2.56%	20
49-9064	Watch Repairers	LT OJT	N/A	N/A	N/A	N/A	N/A	N/A	N/A
49-9071	Maintenance & Repair Workers, General	MT OJT	\$41,830	\$29,680	\$47,910	N/A	N/A	N/A	N/A
51-1011	Supervisors - Production & Operating Workers	PS	\$65,700	\$45,260	\$75,910	2,140	1,970	-7.94%	36
51-3021	Butchers & Meat Cutters	LT OJT	\$40,110	\$29,640	\$45,350	400	400	0.00%	13
51-4011	Computer-Controlled Machine Tool Operators, Metal & Plastic	MT OJT	\$42,810	\$29,260	\$49,580	350	360	2.85%	4
51-4012	Computer Numerically Controlled Machine Tool Programmers, Metal & Plastic	MT OJT	\$73,290	\$51,250	\$84,320	100	90	-10.00%	1
51-4021	Extruding & Drawing Machine Setters, Oprs & Tenders, Metal & Plastic	MT OJT	\$45,150	\$31,920	\$51,760	640	560	-12.50%	18
51-4041	Machinists	LT OJT	\$43,390	\$32,170	\$49,010	1,070	1,060	-0.93%	17
51-4081	Multiple Machine Tool Setters, Operators & Tenders, Metal & Plastic	MT OJT	\$37,030	\$21,800	\$44,650	590	570	-3.38%	12
51-4121	Welders, Cutters, Solderers & Brazers	MT OJT	\$41,640	\$30,830	\$47,040	660	650	-1.51%	14
51-4191	Heat Treating Equipment Setters, Operators & Tenders, Metal & Plastic	MT OJT	\$40,580	\$31,430	\$45,160	N/A	N/A	N/A	N/A
51-8013	Power Plant Operators	LT OJT	N/A	N/A	N/A	110	100	-9.09%	4

2012 High-Priority Occupations for Montgomery County Workforce Investment Area

SOC Code	SOC Title	Educational Attainment	Wages (2011)			Employment			
			Annual Average	Entry Level	Exper. Level	Estimated 2010	Projected 2020	Percent Change	Annual Openings
51-8031	Water & Wastewater Treatment Plant & System Operators	LT OJT	\$55,560	\$42,970	\$61,860	360	380	5.55%	8
51-9061	Inspectors, Testers, Sorters, Samplers & Weighers	MT OJT	\$41,910	\$29,720	\$48,010	2,000	1,850	-7.50%	30
51-9111	Packaging & Filling Machine Operators & Tenders	MT OJT	\$30,320	\$20,080	\$35,430	1,270	1,150	-9.44%	24
53-1021	Supervisors - Helpers, Laborers & Material Movers	WK EXP	\$58,310	\$39,280	\$67,830	500	500	0.00%	11
53-1031	Supervisors - Transportation & Vehicle Operators	WK EXP	\$65,750	\$47,410	\$74,920	610	630	3.27%	14
53-3031	Driver/Sales Workers	ST OJT	\$25,010	\$16,760	\$29,140	810	720	-11.11%	14
53-3032	Heavy & Tractor-Trailer Truck Drivers	WK EXP	\$45,620	\$32,590	\$52,130	4,710	4,990	5.94%	111
53-3033	Light Truck or Delivery Services Drivers	ST OJT	\$32,680	\$18,920	\$39,550	3,460	3,420	-1.15%	61
53-7051	Industrial Truck & Tractor Operators	ST OJT	\$37,430	\$27,570	\$42,360	1,550	1,450	-6.45%	39
53-7073	Wellhead Pumpers	MT OJT	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Appendix N – Industry Employment

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

NAICS	Industry Title	<u>Employment*</u>		<u>Change</u>		<u>Avg</u>
		2008	2018	Level	Percent	<u>Annual</u> Change
	TOTAL JOBS	528,220	544,790	16,570	3.14	1,657
	GOODS PRODUCING	76,100	73,730	-2,370	-3.11	-237
111	Crop Production	450	460	10	2.22	1
112	Animal Production	120	120	0	0.00	0
115	Agricultural & Forestry Support Activities	30	20	-10	-33.33	-1
23	Construction	24,800	25,820	1,020	4.11	102
236	Construction Of Buildings	5,290	5,610	320	6.05	32
2361	Residential Building Construction	2,490	2,630	140	5.62	14
2362	Nonresidential Building Construction	2,790	2,980	190	6.81	19
237	Heavy & Civil Engineering Construction	4,280	4,650	370	8.64	37
2371	Utility System Construction	2,860	3,170	310	10.84	31
2373	Highway, Street & Bridge Construction	990	1,030	40	4.04	4
238	Specialty Trade Contractors	15,230	15,570	340	2.23	34
2381	Building Foundation/Exterior Contractors	3,160	3,230	70	2.22	7
2382	Building Equipment Contractors	6,980	7,110	130	1.86	13
2383	Building Finishing Contractors	3,200	3,280	80	2.50	8
2389	Other Specialty Trade Contractors	1,890	1,960	70	3.70	7
31-33	Manufacturing	50,510	47,090	-3,420	-6.77	-342
311	Food Mfg	5,790	5,940	150	2.59	15
3116	Animal Slaughtering & Processing	3,710	3,900	190	5.12	19
3118	Bakeries & Tortilla Mfg	800	790	-10	-1.25	-1
313	Textile Mills	430	220	-210	-48.84	-21
3131	Fiber, Yarn & Thread Mills	30	10	-20	-66.67	-2
315	Apparel Mfg	370	160	-210	-56.76	-21
316	Leather & Allied Product Mfg	100	70	-30	-30.00	-3
3161	Leather & Hide Tanning & Finishing	20	20	0	0.00	0
321	Wood Product Mfg	340	310	-30	-8.82	-3
322	Paper Mfg	2,000	1,820	-180	-9.00	-18
323	Printing & Rel. Support Activities	2,680	2,250	-430	-16.04	-43
3231	Printing & Rel. Support Activities	2,680	2,250	-430	-16.04	-43
325	Chemical Mfg	14,200	14,710	510	3.59	51
3254	Pharmaceutical & Medicine Mfg	12,300	13,050	750	6.10	75
3255	Paint, Coating, & Adhesive Mfg	350	310	-40	-11.43	-4
3259	Other Chemical Preparation Mfg	280	260	-20	-7.14	-2
326	Plastics & Rubber Products Mfg	1,850	1,730	-120	-6.49	-12
327	Nonmetallic Mineral Product Mfg	920	800	-120	-13.04	-12
3272	Glass & Glass Product Mfg	210	180	-30	-14.29	-3
3273	Cement & Concrete Product Mfg	560	510	-50	-8.93	-5
331	Primary Metal Mfg	1,550	1,310	-240	-15.48	-24
3312	Purchased Steel Product Mfg	1,140	940	-200	-17.54	-20
332	Fabricated Metal Product Mfg	5,550	4,840	-710	-12.79	-71
3323	Architectural & Structural Metals Mfg	1,030	880	-150	-14.56	-15
3327	Machine Shops & Threaded Products	2,510	2,230	-280	-11.16	-28
3329	Other Fabricated Metal Product Mfg	760	670	-90	-11.84	-9
333	Machinery Mfg	3,090	2,800	-290	-9.39	-29
3331	Ag., Construction & Mining Machinery Mfg	40	30	-10	-25.00	-1
3332	Industrial Machinery Mfg	540	410	-130	-24.07	-13
3334	HVAC & Commercial Refrigeration Equip. Mfg	140	110	-30	-21.43	-3
3335	Metalworking Machinery Mfg	480	470	-10	-2.08	-1

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

NAICS	Industry Title	Employment*		Change		Avg Annual
		2008	2018	Level	Percent	Change
3339	Other General Purpose Machinery Mfg	1,120	1,020	-100	-8.93	-10
334	Computer & Electronic Product Mfg	4,190	3,720	-470	-11.22	-47
3341	Computer & Peripheral Equip. Mfg	370	250	-120	-32.43	-12
3344	Semiconductor & Electronic Component Mfg	760	630	-130	-17.11	-13
3345	Electronic Instrument Mfg	2,860	2,670	-190	-6.64	-19
335	Electrical Equip. & Appliance Mfg.	1,120	970	-150	-13.39	-15
3353	Electrical Equipment Mfg	440	400	-40	-9.09	-4
336	Transportation Equipment Mfg	1,890	1,720	-170	-8.99	-17
3363	Motor Vehicle Parts Mfg	1,130	920	-210	-18.58	-21
3364	Aerospace Product & Parts Mfg	710	780	70	9.86	7
337	Furniture & Rel. Product Mfg	1,560	1,210	-350	-22.44	-35
3372	Office Furniture Mfg	1,110	840	-270	-24.32	-27
339	Miscellaneous Mfg	1,860	1,760	-100	-5.38	-10
3391	Medical Equip. & Supplies Mfg	590	550	-40	-6.78	-4
3399	Other Miscellaneous Mfg	1,270	1,210	-60	-4.72	-6
	Services-Providing	422,420	441,300	18,880	4.47	1,888
22	<i>Utilities</i>	<i>2,240</i>	<i>2,030</i>	<i>-210</i>	<i>-9.38</i>	<i>-21</i>
221	Utilities	2,240	2,030	-210	-9.38	-21
2212	Natural Gas Distribution	80	80	0	0.00	0
42	<i>Wholesale Trade</i>	<i>24,360</i>	<i>23,420</i>	<i>-940</i>	<i>-3.86</i>	<i>-94</i>
423	Merchant Wholesalers, Durable Goods	12,580	12,270	-310	-2.46	-31
4231	Motor Vehicle/Part Merchant Wholesalers	2,320	2,220	-100	-4.31	-10
4232	Furniture & Furnishings Merchant Wholesalers	560	530	-30	-5.36	-3
4233	Lumber & Supply Merchant Wholesalers	770	790	20	2.60	2
4234	Commercial Goods Merchant Wholesalers	3,230	2,960	-270	-8.36	-27
4235	Metal & Mineral Merchant Wholesalers	320	310	-10	-3.13	-1
4236	Electric Goods Merchant Wholesalers	1,450	1,470	20	1.38	2
4237	Hardware & Plumbing Merchant Wholesalers	1,190	1,280	90	7.56	9
4238	Machinery & Supply Merchant Wholesalers	2,010	2,060	50	2.49	5
4239	Misc Durable Goods Merchant Wholesalers	730	660	-70	-9.59	-7
424	Merchant Wholesalers, Nondurable Goods	7,850	7,690	-160	-2.04	-16
4241	Paper Product Merchant Wholesalers	520	470	-50	-9.62	-5
4242	Druggists' Goods Merchant Wholesalers	4,200	4,140	-60	-1.43	-6
4243	Apparel/Piece Goods Merchant Wholesalers	250	220	-30	-12.00	-3
4244	Grocery & Rel. Product Wholesalers	1,010	1,130	120	11.88	12
4246	Chemical Merchant Wholesalers	540	490	-50	-9.26	-5
4248	Alcoholic Beverage Merchant Wholesalers	480	490	10	2.08	1
4249	Misc Nondurable Goods Merchant Wholesalers	640	580	-60	-9.38	-6
425	Electronic Markets & Agents & Brokers	3,940	3,450	-490	-12.44	-49
4251	Electronic Markets & Agents/Brokers	3,940	3,450	-490	-12.44	-49
44-45	<i>Retail Trade</i>	<i>57,630</i>	<i>57,570</i>	<i>-60</i>	<i>-0.10</i>	<i>-6</i>
441	Motor Vehicle & Parts Dealers	5,750	5,500	-250	-4.35	-25
4411	Automobile Dealers	4,610	4,350	-260	-5.64	-26
442	Furniture & Home Furnishings Stores	2,250	2,370	120	5.33	12
4421	Furniture Stores	1,010	1,060	50	4.95	5
4422	Home Furnishings Stores	1,250	1,310	60	4.80	6
443	Electronics & Appliance Stores	2,430	2,520	90	3.70	9
4431	Electronics & Appliance Stores	2,430	2,520	90	3.70	9
444	Building Material & Garden Supply Stores	3,800	4,010	210	5.53	21
4441	Building Material & Supplies Dealers	3,320	3,510	190	5.72	19

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

NAICS	Industry Title	Employment*		Change		Avg
		2008	2018	Level	Percent	Annual Change
4442	Lawn & Garden Equip. & Supplies Stores	470	500	30	6.38	3
445	Food & Beverage Stores	11,800	11,710	-90	-0.76	-9
4451	Grocery Stores	10,800	10,850	50	0.46	5
4452	Specialty Food Stores	810	670	-140	-17.28	-14
4453	Beer, Wine & Liquor Stores	180	180	0	0.00	0
446	Health & Personal Care Stores	4,120	4,780	660	16.02	66
4461	Health & Personal Care Stores	4,120	4,780	660	16.02	66
447	Gasoline Stations	1,290	1,170	-120	-9.30	-12
4471	Gasoline Stations	1,290	1,170	-120	-9.30	-12
448	Clothing & Clothing Accessories Stores	8,120	8,080	-40	-0.49	-4
4481	Clothing Stores	5,990	6,000	10	0.17	1
4482	Shoe Stores	1,180	1,230	50	4.24	5
4483	Jewelry, Luggage & Leather Goods Stores	950	850	-100	-10.53	-10
451	Sporting Goods/Hobby/Book/Music Stores	2,200	2,120	-80	-3.64	-8
4511	Sporting Goods/Musical Instrument Stores	1,550	1,560	10	0.65	1
4512	Book, Periodical & Music Stores	660	560	-100	-15.15	-10
452	General Merchandise Stores	8,870	8,300	-570	-6.43	-57
4521	Department Stores	7,210	6,470	-740	-10.26	-74
4529	Other General Merchandise Stores	1,660	1,830	170	10.24	17
453	Miscellaneous Store Retailers	3,370	3,280	-90	-2.67	-9
4532	Office Supplies, Stationery & Gift Stores	1,310	1,160	-150	-11.45	-15
4539	Other Miscellaneous Store Retailers	1,300	1,390	90	6.92	9
454	Nonstore Retailers	3,650	3,750	100	2.74	10
4541	Electronic Shopping & Mail-Order Houses	2,550	2,790	240	9.41	24
48-49	Transportation	9,880	10,050	170	1.72	17
481	Air Transportation	30	40	10	33.33	1
484	Truck Transportation	2,580	2,840	260	10.08	26
4841	General Freight Trucking	1,630	1,800	170	10.43	17
4842	Specialized Freight Trucking	950	1,050	100	10.53	10
485	Transit & Ground Passenger Transportation	2,130	2,240	110	5.16	11
4854	School & Employee Bus Transportation	1,310	1,390	80	6.11	8
4855	Charter Bus Ind.	140	140	0	0.00	0
488	Support Activities For Transportation	430	460	30	6.98	3
4882	Support Activities for Rail Transport	10	10	0	0.00	0
4885	Freight Transportation Arrangement	110	110	0	0.00	0
492	Couriers & Messengers	2,950	2,540	-410	-13.90	-41
493	Warehousing & Storage	1,350	1,520	170	12.59	17
4931	Warehousing & Storage	1,350	1,520	170	12.59	17
51	Information	14,860	14,060	-800	-5.38	-80
511	Publishing Industries	5,520	4,970	-550	-9.96	-55
5111	Newspaper, Book & Directory Publishers	4,450	3,590	-860	-19.33	-86
5112	Software Publishers	1,060	1,380	320	30.19	32
512	Motion Picture & Sound Recording Ind.	860	930	70	8.14	7
5121	Motion Picture & Video Ind.	740	840	100	13.51	10
5122	Sound Recording Ind.	120	90	-30	-25.00	-3
515	Broadcasting	1,560	1,480	-80	-5.13	-8
517	Telecommunications	4,140	3,830	-310	-7.49	-31
5171	Wired Telecommunications Carriers	2,960	2,790	-170	-5.74	-17
518	ISPs, Search Portals & Data Processing	2,110	2,150	40	1.90	4
5182	Data Processing, Hosting & Rel. Services	2,110	2,150	40	1.90	4

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

NAICS	Industry Title	Employment*		Change		Avg Annual
		2008	2018	Level	Percent	Change
519	Other Information Services	670	700	30	4.48	3
5191	Other Information Services	670	700	30	4.48	3
52	<i>Finance & Insurance</i>	36,640	36,040	-600	-1.64	-60
522	Credit Intermediation & Rel. Activities	10,130	9,440	-690	-6.81	-69
5221	Depository Credit Intermediation	5,460	5,070	-390	-7.14	-39
5222	Nondepository Credit Intermediation	2,720	2,540	-180	-6.62	-18
5223	Activities Rel. To Credit Intermediation	1,950	1,830	-120	-6.15	-12
5239	Other Financial Investment Activities	5,370	5,710	340	6.33	34
524	Insurance Carriers & Rel. Activities	17,970	17,750	-220	-1.22	-22
5241	Insurance Carriers	12,770	12,190	-580	-4.54	-58
5242	Insurance Agencies, Brokerages & Support	5,200	5,560	360	6.92	36
53	<i>Real Estate & Rental & Leasing</i>	7,610	7,280	-330	-4.34	-33
531	Real Estate	5,710	5,150	-560	-9.81	-56
5311	Lessors Of Real Estate	2,300	2,180	-120	-5.22	-12
5312	Offices Of Real Estate Agents & Brokers	1,420	1,040	-380	-26.76	-38
5313	Activities Rel. To Real Estate	1,990	1,930	-60	-3.02	-6
532	Rental & Leasing Services	1,440	1,520	80	5.56	8
5321	Automotive Equip. Rental & Leasing	660	730	70	10.61	7
5324	Machinery & Equip. Rental & Leasing	200	200	0	0.00	0
533	Lessors, Nonfinancial Intangible Assets	460	610	150	32.61	15
5331	Lessors, Nonfinancial Intangible Assets	460	610	150	32.61	15
54	<i>Professional & Technical Services</i>	54,640	55,740	1,100	2.01	110
541	Professional & Technical Services	54,640	55,740	1,100	2.01	110
5411	Legal Services	3,800	3,600	-200	-5.26	-20
5412	Accounting & Bookkeeping Services	4,930	5,020	90	1.83	9
5413	Architectural & Engineering Services	7,010	7,080	70	1.00	7
5414	Specialized Design Services	420	420	0	0.00	0
5415	Computer Systems Design & Rel. Services	10,630	11,260	630	5.93	63
5416	Management & Technical Consulting Services	7,480	6,870	-610	-8.16	-61
5417	Scientific Research & Development Services	14,480	14,720	240	1.66	24
5418	Advertising & Rel. Services	2,180	2,250	70	3.21	7
5419	Other Professional & Technical Services	3,710	4,520	810	21.83	81
55	<i>Management Of Companies & Enterprises</i>	10,120	10,670	550	5.43	55
551	Management Of Companies & Enterprises	10,120	10,670	550	5.43	55
5511	Management Of Companies & Enterprises	10,120	10,670	550	5.43	55
56	<i>Administrative & Waste Services</i>	36,180	40,040	3,860	10.67	386
561	Administrative & Support Services	34,920	38,600	3,680	10.54	368
5611	Office Administrative Services	1,170	1,410	240	20.51	24
5613	Employment Services	10,030	11,940	1,910	19.04	191
5614	Business Support Services	2,700	3,110	410	15.19	41
5616	Investigation & Security Services	7,160	7,620	460	6.42	46
5617	Services To Buildings & Dwellings	10,960	11,550	590	5.38	59
5619	Other Support Services	1,850	1,900	50	2.70	5
562	Waste Management & Remediation Services	1,260	1,450	190	15.08	19
5621	Waste Collection	330	400	70	21.21	7
5622	Waste Treatment & Disposal	650	710	60	9.23	6
5629	Remediation & Other Waste Services	280	340	60	21.43	6
61	<i>Educational Services</i>	31,290	34,200	2,910	9.30	291
611	Educational Services	31,290	34,200	2,910	9.30	291
6111	Elementary & Secondary Schools	22,780	25,070	2,290	10.05	229

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

NAICS	Industry Title	Employment*		Change		Avg Annual
		2008	2018	Level	Percent	Change
6113	Colleges, Universities & Professional Schools	4,360	4,890	530	12.16	53
6114	Business, Computer & Management Training	340	250	-90	-26.47	-9
6116	Other Schools & Instruction	1,420	1,390	-30	-2.11	-3
6117	Educational Support Services	330	360	30	9.09	3
62	Health Care & Social Assistance	63,640	72,710	9,070	14.25	907
621	Ambulatory Health Care Services	23,900	26,850	2,950	12.34	295
6211	Offices Of Physicians	7,960	8,570	610	7.66	61
6212	Offices Of Dentists	3,110	3,340	230	7.40	23
6213	Offices Of Other Health Practitioners	2,690	3,110	420	15.61	42
6214	Outpatient Care Centers	1,920	2,140	220	11.46	22
6216	Home Health Care Services	4,310	5,410	1,100	25.52	110
622	Hospitals	16,580	17,830	1,250	7.54	125
6221	General Medical & Surgical Hospitals	14,090	15,460	1,370	9.72	137
623	Nursing & Residential Care Facilities	15,200	18,230	3,030	19.93	303
6231	Nursing Care Facilities	7,320	8,700	1,380	18.85	138
6232	Residential Mental Health Facilities	1,920	2,220	300	15.63	30
6233	Community Care Facilities For The Elderly	5,310	6,580	1,270	23.92	127
6239	Other Residential Care Facilities	640	730	90	14.06	9
624	Social Assistance	7,960	9,800	1,840	23.12	184
6241	Individual & Family Services	3,150	4,260	1,110	35.24	111
6244	Child Day Care Services	4,060	4,690	630	15.52	63
71	Arts, Entertainment & Recreation	6,560	7,640	1,080	16.46	108
7114	Agents & Managers for Public Figures	20	20	0	0.00	0
713	Amusements, Gambling & Recreation	6,050	7,060	1,010	16.69	101
7131	Amusement Parks & Arcades	10	10	0	0.00	0
7139	Other Amusement & Recreation Ind.	6,040	7,050	1,010	16.72	101
72	Accommodation & Food Services	28,010	30,130	2,120	7.57	212
721	Accommodation	2,480	2,640	160	6.45	16
7211	Traveler Accommodation	2,220	2,330	110	4.95	11
7212	RV Parks & Recreational Camps	260	290	30	11.54	3
722	Food Services & Drinking Places	25,530	27,500	1,970	7.72	197
7221	Full-Service Restaurants	13,150	14,130	980	7.45	98
7222	Limited-Service Eating Places	8,860	9,590	730	8.24	73
7223	Special Food Services	2,620	2,860	240	9.16	24
7224	Drinking Places	910	920	10	1.10	1
81	Other Services, Except Public Admin.	22,370	23,400	1,030	4.60	103
811	Repair & Maintenance	3,820	4,010	190	4.97	19
8111	Automotive Repair & Maintenance	2,840	3,020	180	6.34	18
8112	Electronic & Precision Equip. Repair	260	280	20	7.69	2
8113	Commercial Machinery Repair/Maintenance	430	440	10	2.33	1
8114	Personal & Household Goods Repair	290	270	-20	-6.90	-2
812	Personal & Laundry Services	5,180	5,720	540	10.42	54
8121	Personal Care Services	3,920	4,340	420	10.71	42
8123	Drycleaning & Laundry Services	470	490	20	4.26	2
813	Membership Associations & Organizations	9,860	10,160	300	3.04	30
8131	Religious Organizations	5,420	5,080	-340	-6.27	-34
8132	Grantmaking & Giving Services	400	440	40	10.00	4
8133	Social Advocacy Organizations	520	570	50	9.62	5
8134	Civic & Social Organizations	2,170	2,510	340	15.67	34
8139	Professional & Similar Organizations	1,360	1,560	200	14.71	20

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

NAICS	Industry Title	Employment*		Change		Avg
		2008	2018	Level	Percent	Annual Change
8141	Private Households	3,510	3,510	0	0.00	0
99	Government	16,410	16,330	-80	-0.49	-8
4911	Postal Service	1,670	1,450	-220	-13.17	-22
9991	Federal, Except USPS	1,580	1,540	-40	-2.53	-4
9992	State Gov't Except Education & Hospitals	3,540	3,680	140	3.95	14
9993	Local Gov't, Except Education & Hospitals	9,630	9,650	20	0.21	2
	<i>Self-Employed Workers</i>	<i>28,500</i>	<i>28,550</i>	<i>50</i>	<i>0.18</i>	<i>5</i>
	<i>Unpaid Family Workers</i>	<i>1,200</i>	<i>1,200</i>	<i>0</i>	<i>0.00</i>	<i>0</i>

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.

Appendix O – Occupational Employment

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
00-0000	Total, All Occupations	528,220	544,790	3.13	2,916	11,636	14,552
11-0000	Management Occupations	23,840	23,880	0.16	55	514	569
11-1000	Top Executives	5,770	5,360	-7.10	0	144	144
11-1011	Chief Executives	1,840	1,710	-7.06	0	50	50
11-1021	General & Operations Managers	3,700	3,430	-7.29	0	89	89
11-1031	Legislators, Including Local Elected Officials	230	210	-8.69	0	4	4
11-2000	Advertising, Marketing, Promotions, Public Relations, & Sales Managers	2,220	2,220	0.00	2	49	51
11-2011	Advertising & Promotions Managers	120	110	-8.33	0	3	3
11-2021	Marketing Managers	760	770	1.31	1	17	18
11-2022	Sales Managers	1,170	1,160	-0.85	0	26	26
11-2031	Public Relations Managers	170	180	5.88	1	4	5
11-3000	Operations Specialties Managers	6,580	6,660	1.21	12	135	147
11-3011	Administrative Services Managers	930	980	5.37	4	25	29
11-3021	Computer & Information Systems Managers	1,640	1,690	3.04	5	27	32
11-3031	Financial Managers	2,020	2,000	-0.99	0	29	29
11-3041	Compensation & Benefits Managers	230	230	0.00	1	4	5
11-3042	Training & Development Managers	170	180	5.88	1	3	4
11-3049	Human Resources Managers, All Other	280	290	3.57	1	5	6
11-3051	Industrial Production Managers	700	670	-4.28	0	24	24
11-3061	Purchasing Managers	280	280	0.00	0	8	8
11-3071	Transportation, Storage, & Distribution Managers	330	330	0.00	0	10	10
11-9000	Other Management Occupations	9,280	9,650	3.98	41	186	227
11-9011	Farm, Ranch, & Other Agricultural Managers	120	130	8.33	1	1	2
11-9012	Farmers & Ranchers	240	240	0.00	0	2	2
11-9021	Construction Managers	1,090	1,140	4.58	5	17	22
11-9031	Education Administrators, Preschool & Child Care Center	210	230	9.52	2	6	8
11-9032	Education Administrators, Elementary & Secondary School	670	720	7.46	5	19	24
11-9033	Education Administrators, Postsecondary	220	240	9.09	2	6	8
11-9039	Education Administrators, All Other	110	110	0.00	0	3	3
11-9041	Engineering Managers	980	960	-2.04	0	20	20
11-9051	Food Service Managers	670	680	1.49	1	16	17
11-9081	Lodging Managers	140	140	0.00	0	3	3
11-9111	Medical & Health Services Managers	1,080	1,180	9.25	11	20	31
11-9121	Natural Sciences Managers	850	910	7.05	6	19	25

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
11-9141	Property, Real Estate, & Community Association Managers	510	500	-1.96	0	7	7
11-9151	Social & Community Service Managers	520	570	9.61	5	10	15
11-9199	Managers, Other	1,850	1,860	0.54	2	37	39
13-0000	Business & Financial Operations Occupations	30,180	31,250	3.54	146	533	679
13-1000	Business Operations Specialists	16,180	16,660	2.96	63	314	377
13-1011	Agents of Artists, Performers, & Athletes	50	40	-20.00	0	1	1
13-1021	Purchasing Agents & Buyers, Farm Products	20	20	0.00	0	0	0
13-1022	Wholesale & Retail Buyers	650	590	-9.23	0	15	15
13-1023	Purchasing Agents	1,300	1,260	-3.07	0	28	28
13-1031	Claims Adjusters, Examiners, & Investigators	2,610	2,560	-1.91	0	66	66
13-1032	Insurance Appraisers, Auto Damage	60	60	0.00	0	2	2
13-1041	Compliance Officers	620	630	1.61	1	7	8
13-1051	Cost Estimators	1,110	1,230	10.81	12	23	35
13-1061	Emergency Management Specialists	60	70	16.66	0	1	1
13-1071	Employment, Recruitment & Placement Specialists	1,340	1,380	2.98	4	29	33
13-1072	Compensation, Benefits & Job Analysis Specialists	760	780	2.63	2	16	18
13-1073	Training & Development Specialists	870	930	6.89	6	19	25
13-1079	HR, Training, & Labor Relations Specialists, All Other	840	930	10.71	9	18	27
13-1081	Logisticians	450	470	4.44	3	7	10
13-1111	Management Analysts	3,500	3,570	2.00	7	60	67
13-1121	Meeting & Convention Planners	240	250	4.16	1	5	6
13-1199	Business Operations Specialists, Other	1,710	1,900	11.11	18	18	36
13-2000	Financial Specialists	14,000	14,590	4.21	82	219	301
13-2011	Accountants & Auditors	6,730	7,070	5.05	34	118	152
13-2021	Appraisers & Assessors of Real Estate	160	160	0.00	0	3	3
13-2031	Budget Analysts	120	120	0.00	0	3	3
13-2041	Credit Analysts	280	240	-14.28	0	11	11
13-2051	Financial Analysts	1,720	1,970	14.53	24	10	34
13-2052	Personal Financial Advisors	1,620	1,850	14.19	23	15	38
13-2053	Insurance Underwriters	790	770	-2.53	0	21	21
13-2061	Financial Examiners	80	80	0.00	0	1	1
13-2072	Loan Officers	1,640	1,540	-6.09	0	18	18
13-2081	Tax Examiners, Collectors & Revenue Agents	260	270	3.84	1	7	8
13-2099	Financial Specialists, Other	280	290	3.57	0	8	8

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
15-0000	Computer & Mathematical Occupations	18,610	20,040	7.68	201	419	620
15-1000	Computer Specialists	17,640	19,100	8.27	200	393	593
15-1011	Computer & Information Scientists, Research	100	110	10.00	1	3	4
15-1021	Computer Programmers	3,490	2,950	-15.47	0	73	73
15-1031	Computer Software Engineers, Applications	1,920	2,360	22.91	44	28	72
15-1032	Computer Software Engineers, Systems Software	1,600	1,810	13.12	21	23	44
15-1041	Computer Support Specialists	2,730	2,770	1.46	4	84	88
15-1051	Computer Systems Analysts	3,500	4,000	14.28	51	93	144
15-1061	Database Administrators	660	750	13.63	9	7	16
15-1071	Network & Computer Systems Administrators	2,150	2,420	12.55	27	49	76
15-1081	Network Systems & Data Communications Analysts	1,100	1,500	36.36	40	23	63
15-1099	Computer Specialists, Other	390	430	10.25	3	10	13
15-2000	Mathematical Scientists	970	940	-3.09	1	26	27
15-2011	Actuaries	40	40	0.00	0	2	2
15-2031	Operations Research Analysts	430	400	-6.97	0	9	9
15-2041	Statisticians	480	490	2.08	1	15	16
17-0000	Architecture & Engineering Occupations	13,610	13,690	0.58	35	317	352
17-1000	Architects, Surveyors, & Cartographers	680	670	-1.47	1	16	17
17-1011	Architects	380	370	-2.63	0	7	7
17-1012	Landscape Architects	50	50	0.00	0	1	1
17-1021	Cartographers & Photogrammetrists	10	10	0.00	0	0	0
17-1022	Surveyors	240	240	0.00	1	7	8
17-2000	Engineers	8,820	9,030	2.38	33	209	242
17-2031	Biomedical Engineers	490	550	12.24	7	11	18
17-2041	Chemical Engineers	80	90	12.50	1	2	3
17-2051	Civil Engineers	1,090	1,120	2.75	3	29	32
17-2061	Computer Hardware Engineers	240	240	0.00	1	7	8
17-2071	Electrical Engineers	1,000	1,010	1.00	1	23	24
17-2072	Electronics Engineers	1,070	1,050	-1.86	0	25	25
17-2081	Environmental Engineers	410	410	0.00	0	12	12
17-2111	Health & Safety Engineers	220	230	4.54	1	5	6
17-2112	Industrial Engineers	1,290	1,490	15.50	20	31	51
17-2131	Materials Engineers	170	170	0.00	0	4	4
17-2141	Mechanical Engineers	920	890	-3.26	0	20	20

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
17-2151	Mining & Geological Engineers	60	60	0.00	0	1	1
17-2161	Nuclear Engineers	1,480	1,430	-3.37	0	34	34
17-2171	Petroleum Engineers	10	10	0.00	0	0	0
17-2199	Engineers, Other	250	240	-4.00	0	3	3
17-3000	Drafters, Engineering, & Mapping Technicians	4,120	3,980	-3.39	2	92	94
17-3011	Architectural & Civil Drafters	640	550	-14.06	0	18	18
17-3012	Electrical & Electronics Drafters	270	260	-3.70	0	8	8
17-3013	Mechanical Drafters	410	400	-2.43	0	12	12
17-3022	Civil Engineering Technicians	300	290	-3.33	0	6	6
17-3023	Electrical & Electronic Engineering Technicians	1,250	1,210	-3.20	0	24	24
17-3024	Electro-Mechanical Technicians	30	30	0.00	0	1	1
17-3025	Environmental Engineering Technicians	170	180	5.88	1	3	4
17-3026	Industrial Engineering Technicians	760	770	1.31	1	15	16
17-3027	Mechanical Engineering Technicians	180	180	0.00	0	4	4
17-3029	Engineering Technicians, Except Drafters, All Other	80	80	0.00	0	2	2
17-3031	Surveying & Mapping Technicians	40	40	0.00	0	1	1
19-0000	Life, Physical, & Social Science Occupations	13,180	13,970	5.99	80	335	415
19-1000	Life Scientists	5,850	6,310	7.86	46	162	208
19-1012	Food Scientists & Technologists	20	30	50.00	0	1	1
19-1021	Biochemists & Biophysicists	1,540	1,660	7.79	12	31	43
19-1022	Microbiologists	200	210	5.00	1	4	5
19-1029	Biological Scientists, All Other	40	40	0.00	0	1	1
19-1031	Conservation Scientists	20	10	-50.00	0	0	0
19-1032	Foresters	30	30	0.00	0	1	1
19-1041	Epidemiologists	20	20	0.00	0	1	1
19-1042	Medical Scientists	3,920	4,230	7.90	31	122	153
19-1099	Life Scientists, Other	60	80	33.33	1	2	3
19-2000	Physical Scientists	2,020	2,030	0.49	1	53	54
19-2012	Physicists	30	30	0.00	0	1	1
19-2031	Chemists	1,430	1,440	0.69	1	38	39
19-2032	Materials Scientists	210	210	0.00	0	6	6
19-2041	Environmental Scientists & Specialists	250	250	0.00	0	6	6
19-2042	Geoscientists	60	60	0.00	0	2	2
19-2043	Hydrologists	30	30	0.00	0	1	1

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
19-3000	Social Scientists & Related Workers	2,550	2,700	5.88	16	25	41
19-3011	Economists	10	10	0.00	0	0	0
19-3021	Market Research Analysts	1,600	1,660	3.75	6	11	17
19-3022	Survey Researchers	310	340	9.67	3	2	5
19-3031	Clinical, Counseling, & School Psychologists	480	540	12.50	6	7	13
19-3039	Psychologists, All Other	20	20	0.00	0	0	0
19-3041	Sociologists	20	20	0.00	0	0	0
19-3051	Urban & Regional Planners	90	90	0.00	0	3	3
19-3094	Political Scientists	10	10	0.00	0	0	0
19-3099	Social Scientists & Related Workers, Other	30	20	-33.33	0	1	1
19-4000	Life, Physical, & Social Science Technicians	2,770	2,930	5.77	17	95	112
19-4011	Agricultural & Food Science Technicians	70	70	0.00	0	1	1
19-4021	Biological Technicians	1,000	1,070	7.00	7	36	43
19-4031	Chemical Technicians	1,150	1,210	5.21	7	38	45
19-4061	Social Science Research Assistants	10	10	0.00	0	0	0
19-4091	Environmental Science & Protection Technicians	120	120	0.00	0	5	5
19-4092	Forensic Science Technicians	170	200	17.64	3	7	10
19-4093	Forest & Conservation Technicians	10	10	0.00	0	0	0
19-4099	Life, Physical, & Social Science Technicians, Other	60	60	0.00	0	2	2
21-0000	Community & Social Services Occupations	7,610	8,530	12.08	96	139	235
21-1000	Counselors, Social Workers, & Other Social Service Specialists	6,280	7,240	15.28	96	117	213
21-1011	Substance Abuse & Behavioral Disorder Counselors	370	410	10.81	4	7	11
21-1012	Educational, Vocational, & School Counselors	810	890	9.87	8	16	24
21-1013	Marriage & Family Therapists	60	60	0.00	0	1	1
21-1014	Mental Health Counselors	740	880	18.91	14	15	29
21-1015	Rehabilitation Counselors	740	880	18.91	14	15	29
21-1019	Counselors, All Other	10	10	0.00	0	0	0
21-1021	Child, Family, & School Social Workers	1,200	1,380	15.00	19	25	44
21-1022	Medical & Public Health Social Workers	690	790	14.49	10	15	25
21-1023	Mental Health & Substance Abuse Social Workers	400	450	12.50	6	8	14
21-1029	Social Workers, All Other	20	20	0.00	0	0	0
21-1091	Health Educators	100	120	20.00	1	1	2
21-1092	Probation Officers & Correctional Treatment Specialists	200	200	0.00	1	2	3
21-1093	Social & Human Service Assistants	810	970	19.75	16	9	25

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
21-1099	Community & Social Service Specialists, All Other	160	190	18.75	3	2	5
21-2000	Religious Workers	1,330	1,290	-3.00	0	22	22
21-2011	Clergy	690	690	0.00	0	9	9
21-2021	Directors, Religious Activities & Education	510	480	-5.88	0	12	12
21-2099	Religious Workers, All Other	130	120	-7.69	0	1	1
23-0000	Legal Occupations	3,890	3,970	2.05	10	69	79
23-1000	Lawyers, Judges, & Related Workers	2,900	2,930	1.03	3	55	58
23-1011	Lawyers	2,350	2,370	0.85	2	45	47
23-1021	Administrative Law Judges, Adjudicators, & Hearing Officers	50	50	0.00	0	1	1
23-1022	Arbitrators, Mediators, & Conciliators	70	70	0.00	0	1	1
23-1023	Judges, Magistrate Judges, & Magistrates	420	430	2.38	1	8	9
23-2000	Legal Support Workers	990	1,030	4.04	7	14	21
23-2011	Paralegals & Legal Assistants	690	750	8.69	7	9	16
23-2091	Court Reporters	20	30	50.00	0	0	0
23-2092	Law Clerks	100	90	-10.00	0	2	2
23-2093	Title Examiners, Abstractors & Searchers	120	100	-16.66	0	2	2
23-2099	Legal Support Workers, Other	60	60	0.00	0	1	1
25-0000	Education, Training, & Library Occupations	23,610	26,370	11.69	278	482	760
25-1000	Postsecondary Teachers	2,960	3,480	17.56	52	50	102
25-1011	Business Teachers, Postsecondary	200	230	15.00	4	3	7
25-1021	Computer Science Teachers, Postsecondary	80	90	12.50	1	1	2
25-1022	Mathematical Science Teachers, Postsecondary	120	140	16.66	2	2	4
25-1031	Architecture Teachers, Postsecondary	20	20	0.00	0	0	0
25-1032	Engineering Teachers, Postsecondary	90	110	22.22	2	2	4
25-1041	Agricultural Sciences Teachers, Postsecondary	10	10	0.00	0	0	0
25-1042	Biological Science Teachers, Postsecondary	90	110	22.22	2	2	4
25-1043	Forestry & Conservation Science Teachers, Postsecondary	10	10	0.00	0	0	0
25-1051	Atmospheric, Earth, Marine, & Space Sciences Teachers, Postsec.	20	20	0.00	0	0	0
25-1052	Chemistry Teachers, Postsecondary	50	60	20.00	1	1	2
25-1053	Environmental Science Teachers, Postsecondary	10	10	0.00	0	0	0
25-1054	Physics Teachers, Postsecondary	30	40	33.33	1	1	2
25-1061	Anthropology & Archeology Teachers, Postsecondary	10	10	0.00	0	0	0
25-1062	Area, Ethnic, & Cultural Teachers, Postsecondary	50	60	20.00	1	1	2
25-1063	Economics Teachers, Postsecondary	20	20	0.00	0	0	0

**Montgomery 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/}
25-1064	Geography Teachers, Postsecondary	10	10	0.00	0	0	0
25-1065	Political Science Teachers, Postsecondary	60	70	16.66	1	1	2
25-1066	Psychology Teachers, Postsecondary	60	70	16.66	1	1	2
25-1067	Sociology Teachers, Postsecondary	50	60	20.00	1	1	2
25-1071	Health Specialties Teachers, Postsecondary	240	300	25.00	5	4	9
25-1072	Nursing Instructors & Teachers, Postsecondary	200	240	20.00	3	3	6
25-1081	Education Teachers, Postsecondary	210	250	19.04	5	4	9
25-1111	Criminal Justice & Law Enforcement Teachers, Postsecondary	30	30	0.00	0	1	1
25-1112	Law Teachers, Postsecondary	20	20	0.00	0	0	0
25-1113	Social Work Teachers, Postsecondary	10	10	0.00	0	0	0
25-1121	Art, Drama, & Music Teachers, Postsecondary	120	140	16.66	2	2	4
25-1122	Communications Teachers, Postsecondary	50	60	20.00	1	1	2
25-1123	English Language & Literature Teachers, Postsecondary	180	210	16.66	3	3	6
25-1124	Foreign Language & Literature Teachers, Postsecondary	80	100	25.00	2	1	3
25-1125	History Teachers, Postsecondary	50	60	20.00	1	1	2
25-1126	Philosophy & Religion Teachers, Postsecondary	160	180	12.50	2	3	5
25-1191	Graduate Teaching Assistants	10	10	0.00	0	0	0
25-1192	Home Economics Teachers, Postsecondary	30	30	0.00	0	0	0
25-1193	Recreation & Fitness Teachers, Postsecondary	20	30	50.00	1	0	1
25-1194	Vocational Education Teachers, Postsecondary	460	530	15.21	6	8	14
25-1199	Postsecondary Teachers, Other	130	160	23.07	3	2	5
25-2000	Primary, Secondary, & Special Education School Teachers	14,270	16,000	12.12	175	324	499
25-2011	Preschool Teachers	1,990	2,240	12.56	26	33	59
25-2012	Kindergarten Teachers	530	610	15.09	8	9	17
25-2021	Elementary School Teachers	4,350	4,960	14.02	62	95	157
25-2022	Middle School Teachers	2,630	2,980	13.30	34	58	92
25-2023	Vocational Education Teachers, Middle School	60	60	0.00	0	1	1
25-2031	Secondary School Teachers	2,790	3,000	7.52	21	83	104
25-2032	Vocational Education Teachers, Secondary School	440	430	-2.27	0	13	13
25-2041	Special Education Teachers, Pre/Kindergarten/Elementary	530	640	20.75	11	12	23
25-2042	Special Education Teachers, Middle School	610	720	18.03	11	14	25
25-2043	Special Education Teachers, Secondary School	350	380	8.57	4	8	12
25-3000	Other Teachers & Instructors	1,460	1,550	6.16	9	16	25
25-3011	Adult Literacy, Remedial Education, & GED Teachers	170	180	5.88	0	2	2

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

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
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25-3021	Self-Enrichment Education Teachers	560	600	7.14	4	6	10
25-3099	Teachers & Instructors, All Other	720	780	8.33	5	8	13
25-4000	Librarians, Curators, & Archivists	710	740	4.22	2	26	28
25-4011	Archivists	10	10	0.00	0	0	0
25-4012	Curators	10	10	0.00	0	0	0
25-4021	Librarians	430	440	2.32	1	12	13
25-4031	Library Technicians	270	280	3.70	1	13	14
25-9000	Other Education, Training, & Library Occupations	4,210	4,600	9.26	40	67	107
25-9011	Audio-Visual Collections Specialists	20	20	0.00	0	0	0
25-9021	Farm & Home Management Advisors	50	50	0.00	0	1	1
25-9031	Instructional Coordinators	420	450	7.14	3	6	9
25-9041	Teacher Assistants	3,650	4,010	9.86	36	59	95
25-9099	Education, Training, & Library Workers, All Other	70	70	0.00	0	1	1
27-0000	Arts, Design, Entertainment, Sports, & Media Occupations	9,170	9,140	-0.32	33	224	257
27-1000	Art & Design Workers	2,880	2,890	0.34	8	75	83
27-1011	Art Directors	290	300	3.44	0	7	7
27-1013	Fine Artists	20	10	-50.00	0	0	0
27-1014	Multi-Media Artists & Animators	200	240	20.00	4	5	9
27-1019	Artists & Related Workers, All Other	20	20	0.00	0	0	0
27-1021	Commercial & Industrial Designers	260	260	0.00	0	7	7
27-1022	Fashion Designers	30	10	-66.66	0	1	1
27-1023	Floral Designers	260	270	3.84	1	7	8
27-1024	Graphic Designers	1,120	1,090	-2.67	0	30	30
27-1025	Interior Designers	260	280	7.69	2	7	9
27-1026	Merchandise Displayers & Window Trimmers	400	390	-2.50	0	11	11
27-1027	Set & Exhibit Designers	10	10	0.00	0	0	0
27-1029	Designers, All Other	10	10	0.00	0	0	0
27-2000	Entertainers & Performers, Sports & Related Workers	1,790	1,840	2.79	8	43	51
27-2012	Producers & Directors	200	220	10.00	2	6	8
27-2021	Athletes & Sports Competitors	40	40	0.00	0	1	1
27-2022	Coaches & Scouts	740	790	6.75	5	19	24
27-2023	Umpires, Referees, & Other Sports Officials	30	40	33.33	1	1	2
27-2041	Music Directors & Composers	220	200	-9.09	0	4	4
27-2042	Musicians & Singers	500	480	-4.00	0	10	10

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

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27-2099	Entertainers, Performers, Sports, & Related Workers, Other	50	60	20.00	1	2	3
27-3000	Media & Communication Workers	3,290	3,150	-4.25	11	76	87
27-3021	Broadcast News Analysts	20	20	0.00	0	1	1
27-3022	Reporters & Correspondents	380	330	-13.15	0	12	12
27-3031	Public Relations Specialists	970	1,030	6.18	6	7	13
27-3041	Editors	720	630	-12.50	0	21	21
27-3042	Technical Writers	320	340	6.25	2	10	12
27-3043	Writers & Authors	270	250	-7.40	0	5	5
27-3091	Interpreters & Translators	60	80	33.33	2	2	4
27-3099	Media & Communication Workers, Other	40	40	0.00	0	1	1
27-4000	Media & Communication Equipment Workers	1,210	1,260	4.13	6	30	36
27-4011	Audio & Video Equipment Technicians	120	130	8.33	1	4	5
27-4012	Broadcast Technicians	130	140	7.69	0	4	4
27-4014	Sound Engineering Technicians	90	100	11.11	1	3	4
27-4021	Photographers	390	390	0.00	0	9	9
27-4031	Camera Oprs - TV, Video, & Motion Picture	40	40	0.00	1	1	2
27-4032	Film & Video Editors	280	320	14.28	4	5	9
27-4099	Media & Communication Equipment Workers, Other	150	140	-6.66	0	4	4
29-0000	Healthcare Practitioners & Technical Occupations	27,770	31,640	13.93	389	522	911
29-1000	Health Diagnosing & Treating Practitioners	16,890	19,260	14.03	238	282	520
29-1011	Chiropractors	100	110	10.00	1	1	2
29-1021	Dentists, General	690	690	0.00	0	14	14
29-1031	Dietitians & Nutritionists	160	160	0.00	0	4	4
29-1041	Optometrists	160	170	6.25	1	3	4
29-1051	Pharmacists	870	1,060	21.83	20	15	35
29-1061	Anesthesiologists	170	190	11.76	1	3	4
29-1062	Family & General Practitioners	880	890	1.13	1	16	17
29-1063	Internists, General	240	240	0.00	0	4	4
29-1065	Pediatricians, General	80	80	0.00	0	1	1
29-1066	Psychiatrists	230	240	4.34	1	4	5
29-1067	Surgeons	150	150	0.00	0	3	3
29-1069	Physicians & Surgeons, Other	590	640	8.47	5	11	16
29-1071	Physician Assistants	310	370	19.35	5	4	9
29-1111	Registered Nurses	9,540	11,070	16.03	153	158	311

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
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29-1122	Occupational Therapists	430	520	20.93	9	6	15
29-1123	Physical Therapists	760	910	19.73	15	9	24
29-1124	Radiation Therapists	150	170	13.33	3	2	5
29-1125	Recreational Therapists	100	100	0.00	0	2	2
29-1126	Respiratory Therapists	350	410	17.14	5	5	10
29-1127	Speech-Language Pathologists	300	330	10.00	3	6	9
29-1129	Therapists, All Other	50	50	0.00	0	1	1
29-1131	Veterinarians	360	500	38.88	14	7	21
29-1199	Health Diagnosing & Treating Practitioners, Other	180	200	11.11	2	3	5
29-2000	Health Technologists & Technicians	10,460	11,950	14.24	150	232	382
29-2011	Medical & Clinical Laboratory Technologists	930	1,020	9.67	10	14	24
29-2012	Medical & Clinical Laboratory Technicians	950	1,000	5.26	5	14	19
29-2021	Dental Hygienists	720	830	15.27	11	14	25
29-2031	Cardiovascular Technologists & Technicians	180	210	16.66	3	2	5
29-2032	Diagnostic Medical Sonographers	110	110	0.00	1	1	2
29-2033	Nuclear Medicine Technologists	60	60	0.00	0	1	1
29-2034	Radiologic Technologists & Technicians	860	940	9.30	8	12	20
29-2041	Emergency Medical Technicians & Paramedics	900	940	4.44	4	10	14
29-2051	Dietetic Technicians	100	110	10.00	2	3	5
29-2052	Pharmacy Technicians	1,330	1,830	37.59	50	41	91
29-2053	Psychiatric Technicians	70	70	0.00	0	2	2
29-2054	Respiratory Therapy Technicians	30	30	0.00	0	1	1
29-2055	Surgical Technologists	150	170	13.33	2	5	7
29-2056	Veterinary Technologists & Technicians	450	630	40.00	19	14	33
29-2061	Licensed Practical & Licensed Vocational Nurses	2,690	2,980	10.78	30	73	103
29-2071	Medical Records & Health Information Technicians	560	600	7.14	4	15	19
29-2081	Opticians, Dispensing	300	300	0.00	0	9	9
29-2099	Health Technologists & Technicians, All Other	120	120	0.00	1	1	2
29-9000	Other Healthcare Practitioners & Technical Occupations	420	430	2.38	1	8	9
29-9011	Occupational Health & Safety Specialists	120	120	0.00	0	2	2
29-9012	Occupational Health & Safety Technicians	20	20	0.00	0	0	0
29-9091	Athletic Trainers	50	60	20.00	1	1	2
29-9099	Healthcare Practitioner & Technical Workers, Other	230	220	-4.34	0	4	4
31-0000	Healthcare Support Occupations	15,830	18,660	17.87	287	163	450

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

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31-1000	Nursing, Psychiatric, & Home Health Aides	10,820	12,890	19.13	209	97	306
31-1011	Home Health Aides	3,890	5,000	28.53	111	35	146
31-1012	Nursing Aides, Orderlies, & Attendants	6,580	7,570	15.04	98	59	157
31-1013	Psychiatric Aides	350	330	-5.71	0	3	3
31-2000	Occupational & Physical Therapist Assistants & Aides	490	600	22.44	11	7	18
31-2011	Occupational Therapist Assistants	80	100	25.00	2	1	3
31-2012	Occupational Therapist Aides	10	10	0.00	0	0	0
31-2021	Physical Therapist Assistants	250	310	24.00	6	3	9
31-2022	Physical Therapist Aides	150	170	13.33	3	2	5
31-9000	Other Healthcare Support Occupations	4,520	5,180	14.60	67	60	127
31-9011	Massage Therapists	370	430	16.21	6	4	10
31-9091	Dental Assistants	840	980	16.66	13	15	28
31-9092	Medical Assistants	1,820	2,210	21.42	39	23	62
31-9093	Medical Equipment Preparers	40	40	0.00	0	1	1
31-9094	Medical Transcriptionists	350	360	2.85	1	4	5
31-9095	Pharmacy Aides	160	140	-12.50	0	2	2
31-9096	Veterinary Assistants & Laboratory Animal Caretakers	420	460	9.52	5	5	10
31-9099	Healthcare Support Workers, Other	530	570	7.54	3	7	10
33-0000	Protective Service Occupations	11,460	12,090	5.49	65	277	342
33-1000	First-Line Supervisors of Protective Service Workers	350	360	2.85	1	9	10
33-1011	Supervisors - Correctional Officers	20	20	0.00	0	1	1
33-1012	Supervisors - Police & Detectives	160	160	0.00	0	5	5
33-1021	Supervisors - Fire Fighting & Prevention	60	60	0.00	0	2	2
33-1099	Supervisors - Other Protective Service Workers	110	120	9.09	1	2	3
33-2000	Fire Fighting & Prevention Workers	360	370	2.77	1	13	14
33-2011	Fire Fighters	340	350	2.94	1	13	14
33-3000	Law Enforcement Workers	2,200	2,340	6.36	14	55	69
33-3011	Bailiffs	30	30	0.00	0	1	1
33-3012	Correctional Officers & Jailers	670	760	13.43	9	15	24
33-3021	Detectives & Criminal Investigators	130	150	15.38	2	3	5
33-3031	Fish & Game Wardens	40	40	0.00	0	1	1
33-3041	Parking Enforcement Workers	30	30	0.00	0	1	1
33-3051	Police & Sheriff's Patrol Officers	1,290	1,320	2.32	3	35	38
33-3052	Transit & Railroad Police	20	20	0.00	0	1	1

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

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33-9000	Other Protective Service Workers	8,550	9,030	5.61	49	200	249
33-9011	Animal Control Workers	10	10	0.00	0	0	0
33-9021	Private Detectives & Investigators	230	240	4.34	1	4	5
33-9032	Security Guards	7,620	8,060	5.77	43	155	198
33-9091	Crossing Guards	240	220	-8.33	0	7	7
33-9092	Lifeguards, Ski Patrol, & Other Protective Service Workers	340	390	14.70	5	25	30
33-9099	Protective Service Workers, Other	110	110	0.00	0	8	8
35-0000	Food Preparation & Serving Related Occupations	33,140	36,350	9.68	322	1,149	1,471
35-1000	Supervisors, Food Preparation & Serving Workers	1,960	2,090	6.63	13	16	29
35-1011	Chefs & Head Cooks	280	290	3.57	1	4	5
35-1012	Supervisors - Food Preparation & Serving Workers	1,680	1,800	7.14	12	13	25
35-2000	Cooks & Food Preparation Workers	6,930	7,490	8.08	57	204	261
35-2011	Cooks, Fast Food	200	210	5.00	0	6	6
35-2012	Cooks, Institution & Cafeteria	1,010	1,090	7.92	8	27	35
35-2014	Cooks, Restaurant	2,510	2,720	8.36	21	68	89
35-2015	Cooks, Short Order	980	1,000	2.04	2	27	29
35-2021	Food Preparation Workers	2,140	2,390	11.68	25	74	99
35-3000	Food & Beverage Serving Workers	19,910	22,080	10.89	217	719	936
35-3011	Bartenders	1,680	1,880	11.90	20	61	81
35-3021	Combined Food Preparation & Serving Workers	8,840	10,050	13.68	121	168	289
35-3022	Counter Attendants - Cafeteria, Food Concession, & Coffee Shop	740	790	6.75	5	51	56
35-3031	Waiters & Waitresses	7,870	8,500	8.00	63	427	490
35-3041	Food Servers, Non-restaurant	780	870	11.53	9	12	21
35-9000	Other Food Preparation & Serving Related Workers	4,340	4,690	8.06	35	209	244
35-9011	Dining Room & Cafeteria Attendants & Bartender Helpers	1,490	1,620	8.72	13	62	75
35-9021	Dishwashers	1,660	1,790	7.83	13	68	81
37-0000	Building & Grounds Cleaning & Maintenance Occupations	20,280	21,540	6.21	126	342	468
37-1000	Supervisors, Building & Grounds Workers	1,670	1,740	4.19	7	18	25
37-1011	Supervisors - Housekeeping & Janitorial Workers	860	890	3.48	3	13	16
37-1012	Supervisors - Landscaping & Groundskeeping Workers	810	850	4.93	5	6	11
37-2000	Building Cleaning & Pest Control Workers	13,100	13,830	5.57	73	251	324
37-2011	Janitors & Cleaners	9,870	10,400	5.36	53	189	242
37-2012	Maids & Housekeeping Cleaners	2,830	3,020	6.71	19	53	72
37-2019	Building Cleaning Workers, All Other	190	200	5.26	0	4	4

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

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37-2021	Pest Control Workers	210	220	4.76	1	5	6
37-2101	Cleaners & Servants, Private Household	1,040	1,030	-0.96	0	0	0
37-2102	Housekeepers & Butlers, Private Household	550	550	0.00	0	0	0
37-3000	Grounds Maintenance Workers	5,510	5,970	8.34	46	73	119
37-3011	Landscaping & Groundskeeping Workers	5,050	5,490	8.71	45	67	112
37-3012	Pesticide Handlers, Sprayers & Applicators, Vegetation	220	230	4.54	1	3	4
37-3013	Tree Trimmers & Pruners	200	200	0.00	0	3	3
37-3019	Grounds Maintenance Workers, All Other	40	40	0.00	0	1	1
39-0000	Personal Care & Service Occupations	14,860	17,080	14.93	224	311	535
39-1000	Supervisors, Personal Care & Service Workers	470	510	8.51	4	10	14
39-1021	Supervisors, Personal Service Workers	470	510	8.51	4	10	14
39-2000	Animal Care & Service Workers	500	560	12.00	7	8	15
39-2011	Animal Trainers	20	20	0.00	0	0	0
39-2021	Non-farm Animal Caretakers	480	550	14.58	7	8	15
39-3000	Entertainment Attendants & Related Workers	1,240	1,390	12.09	16	63	79
39-3031	Ushers, Lobby Attendants, & Ticket Takers	110	120	9.09	1	8	9
39-3091	Amusement & Recreation Attendants	920	1,050	14.13	13	45	58
39-3093	Locker Room, Coatroom, & Dressing Room Attendants	110	130	18.18	2	6	8
39-4000	Funeral Service Workers	20	20	0.00	0	1	1
39-4021	Funeral Attendants	20	20	0.00	0	1	1
39-5000	Personal Appearance Workers	5,160	6,100	18.21	94	60	154
39-5011	Barbers	90	100	11.11	1	2	3
39-5012	Hairdressers, Hairstylists, & Cosmetologists	3,760	4,300	14.36	53	45	98
39-5092	Manicurists & Pedicurists	670	900	34.32	24	7	31
39-5093	Shampooers	270	320	18.51	4	3	7
39-5094	Skin Care Specialists	360	490	36.11	12	4	16
39-6000	Transportation, Tourism, & Lodging Attendants	510	560	9.80	5	15	20
39-6011	Baggage Porters & Bellhops	110	130	18.18	2	1	3
39-6012	Concierges	40	30	-25.00	0	1	1
39-6021	Tour Guides & Escorts	220	240	9.09	2	9	11
39-6022	Travel Guides	70	80	14.28	0	3	3
39-9000	Other Personal Care & Service Workers	6,950	7,930	14.10	99	154	253
39-9011	Child Care Workers	2,490	2,870	15.26	37	72	109
39-9012	Child Care Workers, Private Household	490	490	0.00	0	0	0

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

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39-9021	Personal & Home Care Aides	1,710	2,040	19.29	32	29	61
39-9031	Fitness Trainers & Aerobics Instructors	1,380	1,540	11.59	16	26	42
39-9032	Recreation Workers	1,070	1,160	8.41	8	20	28
39-9041	Residential Advisors	170	190	11.76	1	5	6
39-9099	Personal Care & Service Workers, Other	120	150	25.00	3	3	6
41-0000	Sales & Related Occupations	64,730	64,450	-0.43	128	1,889	2,017
41-1000	Supervisors, Sales Workers	6,580	6,330	-3.79	0	124	124
41-1011	Supervisors - Retail Sales Workers	4,390	4,280	-2.50	0	92	92
41-1012	Supervisors - Non-Retail Sales Workers	2,180	2,050	-5.96	0	32	32
41-2000	Retail Sales Workers	33,760	34,030	0.79	90	1,228	1,318
41-2011	Cashiers	11,580	11,010	-4.92	0	551	551
41-2021	Counter & Rental Clerks	1,100	1,260	14.54	15	42	57
41-2022	Parts Salespersons	690	630	-8.69	0	8	8
41-2031	Retail Salespersons	20,390	21,140	3.67	75	628	703
41-3000	Sales Representatives, Services	8,890	9,160	3.03	34	194	228
41-3011	Advertising Sales Agents	1,300	1,370	5.38	7	23	30
41-3021	Insurance Sales Agents	2,940	2,970	1.02	3	64	67
41-3031	Securities, Commodities & Financial Services Sales Agents	2,360	2,310	-2.11	0	61	61
41-3041	Travel Agents	400	390	-2.50	0	3	3
41-3099	Sales Representatives, Services, All Other	1,900	2,130	12.10	24	45	69
41-4000	Sales Representatives, Wholesale & Manufacturing	10,210	10,090	-1.17	3	225	228
41-4011	Sales Representatives, Technical & Scientific Products	2,490	2,520	1.20	3	55	58
41-4012	Sales Representatives	7,720	7,580	-1.81	0	170	170
41-9000	Other Sales & Related Workers	5,290	4,840	-8.50	2	117	119
41-9011	Demonstrators & Product Promoters	350	360	2.85	1	10	11
41-9021	Real Estate Brokers	540	490	-9.25	0	9	9
41-9022	Real Estate Sales Agents	1,610	1,470	-8.69	0	26	26
41-9031	Sales Engineers	590	560	-5.08	0	15	15
41-9041	Telemarketers	1,360	1,100	-19.11	0	48	48
41-9091	Door-To-Door Sales Workers & News & Street Vendors	540	540	0.00	0	7	7
41-9099	Sales & Related Workers, Other	300	300	0.00	0	3	3
43-0000	Office & Administrative Support Occupations	91,230	88,810	-2.65	236	1,953	2,189
43-1000	Supervisors, Office & Administrative Support Workers	4,600	4,380	-4.78	0	95	95
43-1011	Supervisors - Office & Administrative Support Workers	4,600	4,380	-4.78	0	95	95

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
43-2000	Communications Equipment Operators	540	430	-20.37	0	10	10
43-2011	Switchboard Oprs	430	360	-16.27	0	9	9
43-2021	Telephone Oprs	100	60	-40.00	0	1	1
43-2099	Communications Equipment Oprs, Other	10	10	0.00	0	0	0
43-3000	Financial Clerks	14,900	14,900	0.00	28	309	337
43-3011	Bill & Account Collectors	1,790	1,920	7.26	13	27	40
43-3021	Billing & Posting Clerks & Machine Oprs	2,150	2,010	-6.51	0	27	27
43-3031	Bookkeeping, Accounting, & Auditing Clerks	7,270	7,420	2.06	15	114	129
43-3051	Payroll & Timekeeping Clerks	880	840	-4.54	0	22	22
43-3061	Procurement Clerks	170	160	-5.88	0	3	3
43-3071	Tellers	2,640	2,550	-3.40	0	115	115
43-4000	Information & Record Clerks	22,380	22,850	2.10	158	574	732
43-4011	Brokerage Clerks	670	590	-11.94	0	22	22
43-4031	Court, Municipal, & License Clerks	120	120	0.00	0	3	3
43-4041	Credit Authorizers, Checkers, & Clerks	190	140	-26.31	0	6	6
43-4051	Customer Service Representatives	10,210	11,370	11.36	116	284	400
43-4061	Eligibility Interviewers, Government Programs	90	90	0.00	0	2	2
43-4071	File Clerks	1,170	620	-47.00	0	31	31
43-4081	Hotel, Motel & Resort Desk Clerks	300	320	6.66	3	12	15
43-4111	Interviewers	350	350	0.00	1	9	10
43-4121	Library Assistants, Clerical	470	490	4.25	2	15	17
43-4131	Loan Interviewers & Clerks	1,070	910	-14.95	0	18	18
43-4151	Order Clerks	880	700	-20.45	0	18	18
43-4161	Human Resources Assistants	790	810	2.53	2	6	8
43-4171	Receptionists & Information Clerks	5,290	5,620	6.23	33	129	162
43-4181	Reservation & Transportation Ticket Agents & Travel Clerks	20	20	0.00	0	0	0
43-4199	Information & Record Clerks, All Other	240	190	-20.83	0	4	4
43-5000	Material Recording, Scheduling, Dispatching, & Distributing Workers	13,250	11,850	-10.56	1	329	330
43-5011	Cargo & Freight Agents	50	50	0.00	0	1	1
43-5021	Couriers & Messengers	720	650	-9.72	0	20	20
43-5031	Police, Fire, & Ambulance Dispatchers	120	130	8.33	0	3	3
43-5032	Dispatchers	680	640	-5.88	0	17	17
43-5041	Meter Readers, Utilities	100	100	0.00	0	3	3
43-5051	Postal Service Clerks	280	240	-14.28	0	6	6

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

SOC Code	Occupational Title	<u>Employment</u>			<u>Average Annual Openings</u>		
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43-5052	Postal Service Mail Carriers	1,090	950	-12.84	0	32	32
43-5053	Postal Service Mail Sorters & Processors	120	90	-25.00	0	1	1
43-5061	Production, Planning, & Expediting Clerks	1,320	1,310	-0.75	0	36	36
43-5071	Shipping, Receiving, & Traffic Clerks	2,070	1,970	-4.83	0	50	50
43-5081	Stock Clerks & Order Fillers	6,550	5,580	-14.80	0	156	156
43-5111	Weighers, Measurers, Checkers, & Samplers, Recordkeeping	160	130	-18.75	0	4	4
43-6000	Secretaries & Administrative Assistants	15,740	15,180	-3.55	14	251	265
43-6011	Executive Secretaries & Administrative Assistants	5,190	5,270	1.54	8	83	91
43-6012	Legal Secretaries	970	950	-2.06	0	15	15
43-6013	Medical Secretaries	1,540	1,600	3.89	6	25	31
43-6014	Secretaries	8,050	7,360	-8.57	0	128	128
43-9000	Other Office & Administrative Support Workers	19,840	19,230	-3.07	34	385	419
43-9011	Computer Oprs	450	310	-31.11	0	7	7
43-9021	Data Entry Keyers	2,050	1,750	-14.63	0	50	50
43-9022	Word Processors & Typists	690	560	-18.84	0	13	13
43-9031	Desktop Publishers	210	250	19.04	3	4	7
43-9041	Insurance Claims & Policy Processing Clerks	1,270	1,130	-11.02	0	15	15
43-9051	Mail Clerks & Mail Machine Oprs	710	570	-19.71	0	19	19
43-9061	Office Clerks, General	13,480	13,790	2.29	31	247	278
43-9071	Office Machine Oprs	380	330	-13.15	0	12	12
43-9081	Proofreaders & Copy Markers	80	80	0.00	0	2	2
43-9111	Statistical Assistants	150	160	6.66	0	7	7
43-9199	Office & Administrative Support Workers, All Other	370	310	-16.21	0	8	8
45-0000	Farming, Fishing, & Forestry Occupations	800	890	11.25	9	19	28
45-1000	Supervisors, Farming, Fishing, & Forestry Workers	30	40	33.33	0	1	1
45-1011	Supervisors - Farming, Fishing & Forestry Workers	30	40	33.33	0	1	1
45-2000	Agricultural Workers	680	760	11.76	8	17	25
45-2011	Agricultural Inspectors	30	30	0.00	0	1	1
45-2041	Graders & Sorters, Agricultural Products	30	30	0.00	0	0	0
45-2091	Agricultural Equipment Oprs	30	30	0.00	0	1	1
45-2092	Farmworkers & Laborers - Crop, Nursery, & Greenhouse	450	510	13.33	6	11	17
45-2093	Farmworkers - Farm & Ranch Animals	140	160	14.28	1	4	5
45-2099	Agricultural Workers, All Other	10	10	0.00	0	0	0
45-4000	Forest, Conservation, & Logging Workers	90	100	11.11	1	2	3

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
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45-4011	Forest & Conservation Workers	10	10	0.00	0	1	1
45-4021	Fallers	20	30	50.00	0	1	1
45-4022	Logging Equipment Oprs	50	60	20.00	0	1	1
47-0000	Construction & Extraction Occupations	22,810	23,360	2.41	69	392	461
47-1000	Supervisors, Construction & Extraction Workers	1,670	1,720	2.99	5	23	28
47-1011	Supervisors - Construction Trades & Extraction Workers	1,670	1,720	2.99	5	23	28
47-2000	Construction Trades Workers	18,630	19,010	2.03	52	312	364
47-2021	Brickmasons & Blockmasons	940	940	0.00	0	20	20
47-2022	Stonemasons	100	100	0.00	0	2	2
47-2031	Carpenters	4,480	4,590	2.45	11	61	72
47-2041	Carpet Installers	880	800	-9.09	0	13	13
47-2042	Floor Layers	100	80	-20.00	0	2	2
47-2043	Floor Sanders & Finishers	70	70	0.00	0	1	1
47-2044	Tile & Marble Setters	250	250	0.00	0	4	4
47-2051	Cement Masons & Concrete Finishers	450	460	2.22	1	13	14
47-2053	Terrazzo Workers & Finishers	10	10	0.00	0	0	0
47-2061	Construction Laborers	3,490	3,650	4.58	16	26	42
47-2071	Paving, Surfacing, & Tamping Equipment Oprs	80	80	0.00	0	2	2
47-2073	Operating Engineers & Other Construction Equipment Oprs	1,250	1,310	4.80	7	24	31
47-2081	Drywall & Ceiling Tile Installers	250	250	0.00	0	3	3
47-2082	Tapers	170	170	0.00	0	2	2
47-2111	Electricians	2,770	2,820	1.80	4	71	75
47-2121	Glaziers	160	160	0.00	0	3	3
47-2131	Insulation Workers, Floor, Ceiling, & Wall	20	30	50.00	0	1	1
47-2132	Insulation Workers, Mechanical	40	40	0.00	0	1	1
47-2141	Painters, Construction, & Maintenance	1,180	1,220	3.38	4	21	25
47-2151	Pipelayers	70	80	14.28	1	2	3
47-2152	Plumbers, Pipefitters, & Steamfitters	1,140	1,190	4.38	5	23	28
47-2161	Plasterers & Stucco Masons	30	30	0.00	0	1	1
47-2181	Roofers	190	200	5.26	1	4	5
47-2211	Sheet Metal Workers	280	280	0.00	0	7	7
47-2221	Structural Iron & Steel Workers	120	110	-8.33	0	4	4
47-3000	Helpers, Construction Trades	940	970	3.19	3	24	27
47-3011	Helpers - Brick/Block/Stonemasons & Tile/Marble Setters	150	150	0.00	0	4	4

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

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47-3012	Helpers - Carpenters	250	270	8.00	1	6	7
47-3013	Helpers - Electricians	200	200	0.00	0	5	5
47-3014	Helpers - Painters, Paperhangers, Plasterers, & Stucco Masons	130	120	-7.69	0	3	3
47-3015	Helpers - Pipelayers, Plumbers, Pipefitters, & Steamfitters	190	200	5.26	1	5	6
47-3016	Helpers - Roofers	20	20	0.00	0	0	0
47-3019	Helpers - Other Construction Trades	20	20	0.00	0	0	0
47-4000	Other Construction & Related Workers	1,320	1,380	4.54	6	26	32
47-4011	Construction & Building Inspectors	450	490	8.88	4	8	12
47-4031	Fence Erectors	40	40	0.00	0	1	1
47-4041	Hazardous Materials Removal Workers	160	180	12.50	1	4	5
47-4051	Highway Maintenance Workers	470	480	2.12	1	9	10
47-4071	Septic Tank Servicers & Sewer Pipe Cleaners	60	70	16.66	0	1	1
47-4099	Construction & Related Workers, All Other	40	40	0.00	0	1	1
47-5000	Extraction Workers	260	290	11.53	3	7	10
47-5012	Rotary Drill Oprs, Oil & Gas	10	20	100.00	1	0	1
47-5051	Rock Splitters, Quarry	40	40	0.00	0	1	1
47-5071	Roustabouts, Oil & Gas	210	230	9.52	2	6	8
49-0000	Installation, Maintenance, & Repair Occupations	19,040	19,280	1.26	41	302	343
49-1000	Supervisors of Installation, Maintenance, & Repair Workers	1,200	1,210	0.83	1	28	29
49-1011	Supervisors - Mechanics, Installers, & Repairers	1,200	1,210	0.83	1	28	29
49-2000	Electrical & Electronic Equipment Mechanics, Installers, & Repairers	2,120	2,060	-2.83	2	49	51
49-2011	Computer, Automated Teller & Office Machine Repairers	300	280	-6.66	0	4	4
49-2022	Telecommunications Equipment Installers & Repairers	530	520	-1.88	0	13	13
49-2091	Avionics Technicians	10	10	0.00	0	0	0
49-2092	Electric Motor, Power Tool, & Related Repairers	240	220	-8.33	0	9	9
49-2094	Elec. Repairers - Commercial & Industrial Equipment	420	440	4.76	2	14	16
49-2096	Elec. Equipment Installers & Repairers, Motor Vehicles	50	40	-20.00	0	2	2
49-2097	Elec. Home Entertainment Equipment Installers & Repairers	350	340	-2.85	0	3	3
49-2098	Security & Fire Alarm Systems Installers	190	190	0.00	0	2	2
49-3000	Vehicle & Mobile Equipment Mechanics, Installers	5,230	5,290	1.14	12	108	120
49-3011	Aircraft Mechanics & Service Technicians	210	240	14.28	3	2	5
49-3021	Automotive Body & Related Repairers	710	660	-7.04	0	17	17
49-3022	Automotive Glass Installers & Repairers	140	140	0.00	0	5	5
49-3023	Automotive Service Technicians & Mechanics	3,060	3,080	0.65	3	61	64

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

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49-3031	Bus & Truck Mechanics & Diesel Engine Specialists	520	550	5.76	3	11	14
49-3042	Mobile Heavy Equipment Mechanics	280	300	7.14	1	6	7
49-3043	Rail Car Repairers	10	10	0.00	0	0	0
49-3053	Outdoor Power Equipment & Other Small Engine Mechanics	40	40	0.00	0	1	1
49-3091	Bicycle Repairers	20	20	0.00	0	0	0
49-3093	Tire Repairers & Changers	170	190	11.76	1	3	4
49-9000	Other Installation, Maintenance, & Repair Occupations	10,490	10,710	2.09	26	117	143
49-9011	Mechanical Door Repairers	40	40	0.00	0	1	1
49-9012	Control & Valve Installers & Repairers	10	10	0.00	0	0	0
49-9021	Heating, A/C & Refrigeration Mechanics/Installers	990	1,000	1.01	1	17	18
49-9031	Home Appliance Repairers	160	160	0.00	0	4	4
49-9041	Industrial Machinery Mechanics	970	1,040	7.21	7	16	23
49-9042	Maintenance & Repair Workers, General	5,570	5,630	1.07	7	14	21
49-9043	Maintenance Workers, Machinery	180	180	0.00	0	3	3
49-9044	Millwrights	120	130	8.33	1	2	3
49-9051	Electrical Power-Line Installers & Repairers	330	370	12.12	4	10	14
49-9052	Telecommunications Line Installers & Repairers	780	760	-2.56	0	20	20
49-9062	Medical Equipment Repairers	110	120	9.09	1	3	4
49-9063	Musical Instrument Repairers & Tuners	10	10	0.00	0	0	0
49-9069	Precision Instrument & Equipment Repairers, Other	80	80	0.00	1	2	3
49-9091	Coin, Vending, & Amusement Machine Servicers & Repairers	210	230	9.52	2	6	8
49-9094	Locksmiths & Safe Repairers	100	110	10.00	1	2	3
49-9098	Helpers - Installation, Maintenance & Repair Workers	700	700	0.00	0	16	16
49-9099	Installation, Maintenance, & Repair Workers, Other	150	140	-6.66	0	1	1
51-0000	Production Occupations	31,120	29,150	-6.33	38	629	667
51-1000	Supervisors, Production Workers	2,140	1,970	-7.94	0	36	36
51-1011	Supervisors - Production & Operating Workers	2,140	1,970	-7.94	0	36	36
51-2000	Assemblers & Fabricators	4,640	4,340	-6.46	3	90	93
51-2021	Coil Winders, Tapers, & Finishers	20	10	-50.00	0	0	0
51-2022	Electrical & Electronic Equipment Assemblers	780	560	-28.20	0	13	13
51-2023	Electromechanical Equipment Assemblers	410	390	-4.87	0	7	7
51-2031	Engine & Other Machine Assemblers	30	20	-33.33	0	1	1
51-2041	Structural Metal Fabricators & Fitters	440	400	-9.09	0	8	8
51-2092	Team Assemblers	2,590	2,620	1.15	3	54	57

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

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51-2099	Assemblers & Fabricators, Other	370	330	-10.81	0	8	8
51-3000	Food Processing Workers	3,680	3,890	5.70	22	105	127
51-3011	Bakers	740	760	2.70	2	16	18
51-3021	Butchers & Meat Cutters	400	400	0.00	0	13	13
51-3022	Meat, Poultry & Fish Cutters & Trimmers	420	450	7.14	3	13	16
51-3023	Slaughterers & Meat Packers	1,280	1,380	7.81	10	40	50
51-3092	Food Batchmakers	690	760	10.14	7	18	25
51-4000	Metal Workers & Plastic Workers	6,160	5,670	-7.95	0	113	113
51-4011	Computer-Controlled Machine Tool Oprs	350	360	2.85	0	4	4
51-4012	Numerical Tool & Process Control Programmers	100	90	-10.00	0	1	1
51-4021	Extruding & Drawing Machine Oprs	640	560	-12.50	0	18	18
51-4022	Forging Machine Oprs	20	10	-50.00	0	1	1
51-4023	Rolling Machine Oprs	90	80	-11.11	0	2	2
51-4031	Cutting, Punching & Press Machine Oprs	580	470	-18.96	0	14	14
51-4032	Drilling & Boring Machine Tool Oprs	120	100	-16.66	0	3	3
51-4033	Grinding, Lapping, Polishing & Buffing Machine Tool Oprs	540	480	-11.11	0	5	5
51-4034	Lathe & Turning Machine Tool Oprs	410	320	-21.95	0	8	8
51-4041	Machinists	1,070	1,060	-0.93	0	17	17
51-4061	Model Makers	20	20	0.00	0	0	0
51-4071	Foundry Mold & Coremakers	10	10	0.00	0	0	0
51-4072	Molding & Casting Machine Oprs	90	80	-11.11	0	2	2
51-4081	Multiple Machine Tool Oprs	590	570	-3.38	0	12	12
51-4111	Tool & Die Makers	460	450	-2.17	0	6	6
51-4121	Welders, Cutters, Solderers & Brazers	660	650	-1.51	0	14	14
51-4122	Welding, Soldering & Brazing Machine Oprs	70	70	0.00	0	2	2
51-4193	Plating & Coating Machine Oprs	20	20	0.00	0	1	1
51-4194	Tool Grinders, Filers & Sharpeners	20	20	0.00	0	0	0
51-4199	Metal Workers & Plastic Workers, Other	10	10	0.00	0	0	0
51-5000	Printing Workers	2,200	1,950	-11.36	0	36	36
51-5011	Bindery Workers	460	360	-21.73	0	7	7
51-5021	Job Printers	520	470	-9.61	0	5	5
51-5022	Prepress Technicians & Workers	380	350	-7.89	0	6	6
51-5023	Printing Machine Oprs	840	770	-8.33	0	19	19
51-6000	Textile, Apparel, & Furnishings Workers	1,470	1,290	-12.24	7	25	32

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
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51-6011	Laundry & Dry-Cleaning Workers	590	660	11.86	7	13	20
51-6021	Pressers: Textile, Garment & Related Materials	110	90	-18.18	0	1	1
51-6031	Sewing Machine Oprs	370	220	-40.54	0	4	4
51-6052	Tailors, Dressmakers & Custom Sewers	100	90	-10.00	0	2	2
51-6062	Textile Cutting Machine Oprs	20	10	-50.00	0	1	1
51-6063	Textile Knitting & Weaving Machine Oprs	40	20	-50.00	0	1	1
51-6064	Textile Winding, Twisting, & Drawing Out Machine Oprs	20	10	-50.00	0	0	0
51-6092	Fabric & Apparel Patternmakers	30	10	-66.66	0	1	1
51-6093	Upholsterers	100	90	-10.00	0	2	2
51-6099	Textile, Apparel, & Furnishings Workers, Other	10	10	0.00	0	0	0
51-7000	Woodworkers	600	530	-11.66	0	16	16
51-7011	Cabinetmakers & Bench Carpenters	240	200	-16.66	0	7	7
51-7021	Furniture Finishers	60	50	-16.66	0	1	1
51-7041	Sawing Machine Oprs, Wood	40	40	0.00	0	1	1
51-7042	Woodworking Machine Oprs	250	220	-12.00	0	6	6
51-7099	Woodworkers, Other	10	10	0.00	0	0	0
51-8000	Plant & System Operators	950	930	-2.10	2	23	25
51-8013	Power Plant Oprs	110	100	-9.09	0	4	4
51-8021	Stationary Engineers & Boiler Oprs	30	30	0.00	0	0	0
51-8031	Water & Liquid Waste Treatment Plant & System Oprs	360	380	5.55	2	6	8
51-8091	Chemical Plant & System Oprs	210	220	4.76	0	6	6
51-8092	Gas Plant Oprs	50	40	-20.00	0	1	1
51-8093	Petroleum Pump System Oprs, Refinery Oprs & Gaugers	180	150	-16.66	0	5	5
51-9000	Other Production Occupations	9,290	8,590	-7.53	3	185	188
51-9011	Chemical Equipment Oprs & Tenders	970	990	2.06	2	22	24
51-9012	Separating, Filtering, Clarifying, Precipitating, & Still Machine Oprs	100	100	0.00	0	2	2
51-9021	Crushing, Grinding, & Polishing Machine Oprs	90	70	-22.22	0	1	1
51-9022	Grinding & Polishing Workers, Hand	30	30	0.00	0	1	1
51-9023	Mixing & Blending Machine Oprs	640	600	-6.25	0	10	10
51-9031	Cutters & Trimmers, Hand	30	20	-33.33	0	0	0
51-9032	Cutting & Slicing Machine Oprs	110	110	0.00	0	2	2
51-9041	Extruding, Forming, Pressing, & Compacting Machine Oprs	210	190	-9.52	0	4	4
51-9051	Furnace, Kiln, Oven, Drier, & Kettle Oprs	100	90	-10.00	0	3	3
51-9061	Inspectors, Testers, Sorters, Samplers, & Weighers	2,000	1,850	-7.50	0	30	30

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

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51-9071	Jewelers & Precious Stone & Metal Workers	250	230	-8.00	0	4	4
51-9081	Dental Laboratory Technicians	210	200	-4.76	0	4	4
51-9082	Medical Appliance Technicians	50	60	20.00	0	1	1
51-9111	Packaging & Filling Machine Oprs	1,270	1,150	-9.44	0	24	24
51-9121	Coating, Painting & Spraying Machine Oprs	200	180	-10.00	0	4	4
51-9122	Painters, Transportation Equipment	220	220	0.00	0	4	4
51-9123	Painting, Coating & Decorating Workers	80	80	0.00	0	2	2
51-9131	Photographic Process Workers	20	10	-50.00	0	1	1
51-9132	Photographic Processing Machine Oprs	330	160	-51.51	0	12	12
51-9193	Cooling & Freezing Equipment Oprs	10	10	0.00	0	0	0
51-9194	Etchers & Engravers	10	10	0.00	0	0	0
51-9195	Molders, Shapers, & Casters	280	260	-7.14	0	6	6
51-9196	Paper Goods Machine Oprs	450	410	-8.88	0	11	11
51-9198	Helpers, Production Workers	1,160	1,130	-2.58	0	29	29
51-9199	Production Workers, Other	110	110	0.00	0	2	2
53-0000	Transportation & Material Moving Occupations	29,370	28,590	-2.65	51	657	708
53-1000	Supervisors, Transportation & Material Moving Workers	1,110	1,130	1.80	3	23	26
53-1021	Supervisors - Helpers, Laborers, & Material Movers	500	500	0.00	1	10	11
53-1031	Supervisors - Trans. & Material-Moving Machine Oprs	610	630	3.27	2	12	14
53-2000	Air Transportation Workers	70	90	28.57	1	2	3
53-2011	Airline Pilots, Copilots, & Flight Engineers	40	50	25.00	1	1	2
53-2012	Commercial Pilots	20	30	50.00	1	1	2
53-2021	Air Traffic Controllers	10	10	0.00	0	0	0
53-2022	Airfield Operations Specialists	10	10	0.00	0	0	0
53-3000	Motor Vehicle Operators	12,390	12,660	2.17	40	204	244
53-3011	Ambulance Drivers & Attendants	50	50	0.00	0	1	1
53-3021	Bus Drivers, Transit & Intercity	620	640	3.22	2	8	10
53-3022	Bus Drivers, School	1,520	1,610	5.92	10	20	30
53-3031	Driver/Sales Workers	810	720	-11.11	0	14	14
53-3032	Truck Drivers, Heavy & Tractor-Trailer	4,710	4,990	5.94	27	84	111
53-3033	Truck Drivers, Light or Delivery Services	3,460	3,420	-1.15	0	61	61
53-3041	Taxi Drivers & Chauffeurs	1,160	1,170	0.86	1	15	16
53-3099	Motor Vehicle Oprs, Other	60	60	0.00	0	1	1
53-4000	Rail Transportation Workers	30	30	0.00	0	1	1

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

SOC Code	Occupational Title	Employment			Average Annual Openings		
		Estimated 2008	Projected 2018	Percent Change	Due to Growth ^{1/}	Due to Replace. ^{2/}	Total ^{3/}
53-5000	Water Transportation Workers	170	170	0.00	0	5	5
53-5011	Sailors & Marine Oilers	70	70	0.00	0	2	2
53-5021	Captains, Mates & Pilots of Water Vessels	60	60	0.00	0	1	1
53-6000	Other Transportation Workers	940	940	0.00	3	33	36
53-6021	Parking Lot Attendants	520	550	5.76	2	14	16
53-6031	Service Station Attendants	380	340	-10.52	0	17	17
53-6051	Transportation Inspectors	40	40	0.00	1	1	2
53-7000	Material Moving Workers	14,670	13,580	-7.43	4	390	394
53-7021	Crane & Tower Oprs	80	90	12.50	1	2	3
53-7032	Excavating & Loading Machine & Dragline Oprs	90	90	0.00	1	1	2
53-7051	Industrial Truck & Tractor Oprs	1,550	1,450	-6.45	0	39	39
53-7061	Cleaners of Vehicles & Equipment	1,160	1,170	0.86	1	44	45
53-7062	Laborers & Freight, Stock & Material Movers, Hand	7,610	6,980	-8.27	0	244	244
53-7063	Machine Feeders & Offbearers	270	220	-18.51	0	5	5
53-7064	Packers & Packagers, Hand	3,360	3,010	-10.41	0	41	41
53-7081	Refuse & Recyclable Material Collectors	460	480	4.34	2	13	15
53-7199	Material Moving Workers, Other	70	60	-14.28	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.

Appendix P – Self Sufficiency Standard from Pathways PA

Self Sufficiency Standard from Pathways PA

The Self-Sufficiency Standard for Montgomery County, PA 2010								
MONTHLY COSTS	Adult	Adult + Preschooler	Adult + Infant Preschooler	Adult + Preschooler Schoolage	Adult + Schoolage Teenager	Adult + Infant Preschooler Schoolage	2 adults + Infant Preschooler	2 adults + Preschooler Schoolage
Housing	1012	1211	1211	1211	1211	1481	1211	1211
Child Care	0	909	1656	1582	673	2329	1656	1582
Food	278	422	553	633	734	746	794	870
Transportation	299	306	306	306	306	306	588	588
Health Care	130	326	342	347	367	362	398	403
Miscellaneous	172	317	407	408	329	522	465	465
Taxes	453	847	1087	1091	801	1618	1161	1164
Earned Income Tax Credit (-)	0	0	0	0	0	0	0	0
Child Care Tax Credit (-)	0	-50	-100	-100	-50	-100	-100	-100
Child Tax Credit (-)	0	-83	-167	-167	-167	-250	-167	-167
Making Work Pay Tax Credit (-)	-33	-33	-33	-33	-33	-33	-67	-67
SELF-SUFFICIENCY WAGE								
HOURLY	\$13.13	\$23.70	\$29.89	\$29.98	\$23.70	\$39.66	\$16.87	\$16.90
							per adult	per adult
MONTHLY	\$2,311	\$4,172	\$5,261	\$5,277	\$4,171	\$6,980	\$5,940	\$5,949
ANNUAL	\$27,735	\$50,064	\$63,137	\$63,323	\$50,047	\$83,762	\$71,275	\$71,393

Appendix Q – Individual Training Account Policy

MONTGOMERY COUNTY WORKFORCE INVESTMENT BOARD

INDIVIDUAL TRAINING ACCOUNT POLICY

The Montgomery County Workforce Investment Board ("WIB") has established the following policy with respect to the issuance of Individual Training Accounts ("ITA's") under the federal Workforce Investment Act ("WIA").

- ITA's will be issued to eligible dislocated workers and economically disadvantaged adults as defined under WIA that have received a minimum of one core and one intensive service at the Montgomery County CareerLink.
- The maximum dollar amount of an ITA is \$3,500 per customer per lifetime. The WIB's funding can be applied to tuition, fees, and other required elements of the program including, books, uniforms, fees, and other training materials specifically required to complete the training program.
- Skill training programs must be selected from the Commonwealth's "Approved Training Provider" list and lead to employment in an in-demand occupation listed on the High Priority Occupation List. A Contract is prepared with the LWIB and the training providers for each of the approved training programs.
- Training is encouraged to be not longer than two years, however, exceptions will be reviewed on a case-by-case basis and can be approved by the Executive Director.
- Once a customer selects a training program the CareerLink Career Specialist or other appropriate staff prepares the ITA. All costs of training are listed. The ITA must then be signed off by the CareerLink Site Administrator, the Fiscal Officer, and the Contracts Manager, as well as an authorized representative from the provider of the skill training.
- The WIB will enter into a formal contract with the training provider specifying the terms and conditions of the training and payment of costs by the WIB. In addition, instructions for submittal of attendance sheets are included.
- The WIB will pay for the cost of training once all other sources of financial aid, including PELL and PHEAA grants, have been applied.
- If a client is unable to complete the training program the standard refund policy of the training provider will apply.

Appendix R – Conflict of Interest Form

Montgomery County Workforce Investment Board

I, _____, Workforce Investment Board member, agree to the terms and conditions contained herein as adopted by the State Workforce Investment Board on June 29, 1999.

CONFLICT OF INTEREST CODE LOCAL WORKFORCE INVESTMENT BOARDS AND YOUTH COUNCILS

Established by Executive Order 2000-2, the mission of the State Workforce Investment Board is to foster a dynamic world-class workforce in which Pennsylvania's citizens and businesses possess the knowledge and skills to succeed and excel in a highly competitive and rapidly changing world.

The key responsibilities of the State and Local Workforce Investment Boards include broad-based strategic planning, more efficient use of resources, improved service delivery, results-based accountability, and increased employer involvement.

In order to insure that the citizens of our Commonwealth have complete confidence in those individuals appointed by the Governor to serve on the State Workforce Investment Board, and those individuals appointed by the Chief Elected Official(s) to serve on Local Workforce Investment Boards and Youth Councils, these individuals agree to abide by the following conflict of interest provisions as required by the Workforce Investment Act of 1998:

RESTRICTED ACTIVITIES

1. No member on the State Workforce Investment Board, Local Workforce Investment Board and/or Youth Council shall:
 - a. Cast a vote or participate in any decision-making capacity on any matter under consideration;
 - i. regarding the provision of services by such member (or by an entity that such member represents); or
 - ii. that would provide direct financial benefit to such member or the immediate family of such member.
 - b. Engage directly or indirectly in any business transactions or private arrangement for profit that accrues from or is based upon his or her official position or authority on the board.
 - c. Participate in the negotiation of or decision to award contracts or grants, the settlement of any claims or charges in any contracts or grants, the certification

of any eligible providers or the establishment of any designation of local workforce investment areas or the establishment of any one stop delivery systems, with or for any entity in which he or she has a financial or personal interest.

2. Representation of interests

No member of any of these boards shall represent or act as an agent for any private interest, whether for compensation or not, in any transaction in which the board has a direct and substantial interest and which could be reasonably expected to result in a conflict between a private interest of the board member and his official board responsibility.

3. Misuse of board facilities and equipment.

No member of the board shall use any board equipment, supplies, or properties for his or her own private gain or for other than official designated purposes.

DUTIES OF BOARD MEMBERS

It shall be the duty of all board members to:

1. Recuse themselves from their official board duties if there is a conflict of interest
2. Advise the board of any potential conflicts of interest
3. Ask the board for an opinion if there is any doubt that a specific situation involves a conflict of interest.

VIOLATIONS OF THE CONFLICT OF INTEREST CODE

1. If, after an investigation, the board believes that this code has been violated it can recommend to the Governor or the chief elected officials of the local workforce investment area that the individual who has violated the code be removed as a member of the board.
2. The Governor or the chief elected official of the local workforce investment area has the authority to remove a member of the board for a violation of this code, even if the board has not made such a recommendation.

Signature _____

Date _____

Appendix S – PA CareerLink® Certification Policy

A standardized training curriculum and credentialing program was created to ensure heighten the overall awareness of PA CareerLink services with the predicted outcome of aligned and seamless services.

The PA CareerLink Training and Credentialing program is mandatory for all PA CareerLink employees and partners in order to establish a foundation on workforce development and gain a thorough understanding of the PA CareerLink system. This program had pilot programs in late 2005 and was deployed for all staff in 2006. It was designed as a state initiative in conjunction with Penn State University.

PA CareerLink 101 serves as the inaugural class that all employees will be required to attend; PA CareerLink classes 200, 300, and 400 are designed for specialists and management following completion of the 101 class.

Ninety percent (90%) of each center's staff must be credentialed for that PA CareerLink center to remain active. The remaining 10% must be certified within 6 months. Staff hired after the effective date of charter and PA Certification must complete the mandated PA CareerLink training and obtain required credentials within one (1) year of their hire date.

The purpose of the PA CareerLink Training and Credentialing Program is to enhance worker skill levels with regard to improving customer service; enhancing the quality of career development services and; achieving greater organizational integration. This initiative is intended to develop a meaningful, customized training and credentialing program that supports the organizational development goals of the PA CareerLink system that provides value to individuals earning a PA CareerLink professional credential, in turn providing value to the workforce development system. Upon completion of the PA CareerLink 101 program, participants are awarded with a Certificate of Completion and declared as a PA CareerLink Associate.

In addition to this program staff is encouraged to attend other skill-building and skill-reinforcing training sessions provided by partners and local organizations.

The long-term goal of the PA CareerLink system is to reach a level of certification directed by the Commonwealth of Pennsylvania in order to build competent, certified workforce development professionals.

Appendix T – Policies and Procedures

**REVISIONS TO POLICY AND PROCEDURE FOR CERTIFYING TRAINING
PROGRAMS/ PROVIDERS UNDER
THE WORKFORCE INVESTMENT ACT OF 1998 (WIA)**

The Montgomery County Workforce Investment Board, Inc. (MCWIB) requires all training providers to electronically submit all training programs and/or courses through the Pennsylvania CareerLink® on-line application located at www.cwds.state.pa.us in order to receive WIA Adult and Dislocated Worker training funds for residents of Montgomery County.

Any customer requesting funding through the Workforce Investment Act or Trade Adjustment Assistance Act must choose an **approved training program** from the PA Statewide Eligible Training Programs/Providers List located at www.cwds.state.pa.us.

All training providers must adhere to the following policy and procedure to have training programs and/or courses approved by the LVWIB:

Adhere to the PA Department of Labor & Industry's Certification Process for Eligible Programs/Providers, Workforce Investment Information Notice (WIIN) No. 1-07, Change 1 which can be accessed at www.paworkforce.state.pa.us.

Adhere to the following local policy

- Training providers only need to apply to one Local Workforce Investment Area (LWIA).
- Local Policies and Procedures may differ from each Local Workforce Investment Area.
- To remain eligible to provide training services and receive training funds, training providers must submit and meet performance levels on an ANNUAL basis.
- All training providers are strongly encouraged to have a current email address used to notify training providers of meetings, policy updates, etc.
- All training providers must update contact personnel, site addresses, site phone numbers, program and/or course information.
- Training providers must supply the MCWIB with hard copies of their ADA Policy, Non-Discrimination Policy and Financial Statements prior to local approval of first time program/course submission.
- Training providers will be required to sign a Non-Financial Training Vendor Agreement. Training Vendor Agreements will be forwarded to each new training provider.
- Training providers must be licensed by the State Board of Private Licensed Schools **OR MUST** meet one of the exemptions as outlined in Workforce Investment Information Notice (WIIN) 1-07, Change 1 which can be accessed at www.paworkforce.state.pa.us.

H. High Priority Occupations

The Montgomery County High Priority Occupation List is available for training providers to use in submitting courses/programs for approval for the Statewide List of Eligible Training Programs/Providers. Training programs and/or courses must lead to an occupation on the Montgomery County High Priority Occupations List. The Montgomery County High Priority Occupation List can be accessed at www.paworkforce.state.pa.us. If an occupation is not included on the Montgomery County High Priority Occupation List, refer to Workforce Investment Information Notice (WIIN) 1-05, Change 2 which outlines the process whereby Local Workforce Investment Boards can petition the PA Department of Labor & Industry to consider adding an occupation to be included on the Montgomery County High Priority Occupation List. WIIN 1-05, Change 2 is available at www.paworkforce.state.pa.us.

Program Costs

When entering Program Cost into the online application, it must include tuition, and any additional costs (i.e. books, tools, clothing and equipment.) If the customer is required to purchase other required items, those costs must be included as well.

I. Performance Requirements

Training courses/programs will be required to meet six (6) out of ten (10) performance measures to be considered for inclusion on the PA Statewide Eligible Training Programs/Providers List. However, if a course or program serves no WIA clients, it must meet three (3) of the five (5) measures for the ALL population. The measures and levels are as follows:

Workforce Investment Act (WIA)

1. Program Completion - 70%
2. Entered Unsubsidized Employment – 80%
3. Employment Retention - 82%
4. Average Quarterly Wage - \$5,211
5. Program Graduate/Certificate - 60%

Workforce Investment Act and Non Workforce Investment Act (ALL)

1. Program Completion -
2. Entered Unsubsidized
3. Employment Retention - 82%
4. Average Quarterly Wage
5. Program

There are three methods to report performance:

1. Upload Student Data Method

Training Providers can upload a "Comma Separated Value" (CSV) file. The CSV file can be completed as an Excel spreadsheet that contains the following data elements:

- a. SSN;
- b. Certificate Attainment (y/n);
- c. WIA Student (y/n);
- d. Course Completion (y/n);
- e. Scheduled to Complete (y/n);

- f. Individuals employed when they entered the program or furthering their education (y/n); and
- g. Course end date

2. Manual Data Entry Method

Training Providers can manually data enter in the program application the following:

- a. SSN;
- b. Certificate Identification (y/n);
- c. WIA Identification (y/n);
- d. Completer Identification (y/n);
- e. Scheduled Completion Identification(y/n);
- f. Employed or Continuing Education (y/n); and
- g. Participation End Date

3. Aggregate Student Data Method

Training providers must provide aggregate student data for each performance question on the application for each course/program. Training providers who use this method will be required to have the data independently validated by a third party, such a as a public accounting firm, and provide a copy of the report to the LVWIB, OR provide a copy of the annual report for the courses/programs performance that is sent to the training providers accrediting agencies. Course/program applications cannot be approved until the report is received by the LWIB.

Meeting Performance Levels may be waived by LVWIB for the following good cause reasons:

1. The training program is new and data on past performance is not available for the specified reporting period. (New program to school curriculum, not new program to statewide list.)
2. The training program served less than ten (10) individuals during the reporting period. (Performance information must still be provided regardless of the number of participants in a program.)

Submissions Process

MCWIB designated staff will review all applications submitted for approval. If an application is missing any item(s) MCWIB staff will notify the training provider and allow the training provider to submit the additional information. The MCWIB has 30 days to approve or deny an application.

If an application is considered approved, it will be electronically submitted to the Bureau of Workforce Development Partnership, Certification Coordination Services for review and determination of eligibility to furnish training to Workforce Investment Act (WIA) and Trade Adjustment Assistance (TAA) eligible participants.

The Bureau of Workforce Development Partnership, Certification Coordination Services will review, determine eligibility and certify each program and/or course of training within thirty (30) days.

Appeal Process

Please see WIIN 1-07, Change 1, Section VIII, Appeal Process, for the mechanism for a training provider to challenge one of the following actions initiated by the MCWIB or the Department of Labor & Industry: The rejection of training courses/programs for inclusion on the Statewide List of Eligible Training Programs/Providers; a denial of continuing eligibility; suspension; or termination of eligibility.

Documentation

The following information must be provided to the MCWIB to verify information submitted through the on-line application: 1.) ADA Policy 2.) Non-Discrimination Policy 3.) Most recent Financial Statements

Please provide copies of requested information to:

Dee Mellor
Deputy Executive Director
Human Services Building
Economic and Workforce Development
1430 DeKalb Street, 5th Floor
P.O. Box 311
Norristown PA 19404

Please refer to state site: www.paworkforce.state.pa.us for the most recent
Workforce Investment Information Notices (WIIN)
WIIN 1-07, Change 1 (General Eligibility Information)
WIIN 1-05, Change 2 (High Priority Occupations).

Montgomery County WIB reserves the right to change its local policy at any time.