



Philadelphia Workforce
Investment Board

Advancing our economy through our people.

Managing the Realignment of Partnerships and Services in Transformational Times

PRESENTED BY

Eric Nelson

Executive Vice President

Discussion Points

- Diversifying funding source
 - Techniques & Partners
- Managing/shifting costs
 - Strategies & Approaches
- Leveraging partnerships & resources
 - Collaborating to achieve maximum efficiency

Diversifying Funding Sources

- Cultivating relationships
- Board member engagement
- Sponsorships
- Collaboration with key stakeholders
- Member support

Managing/Shifting Costs

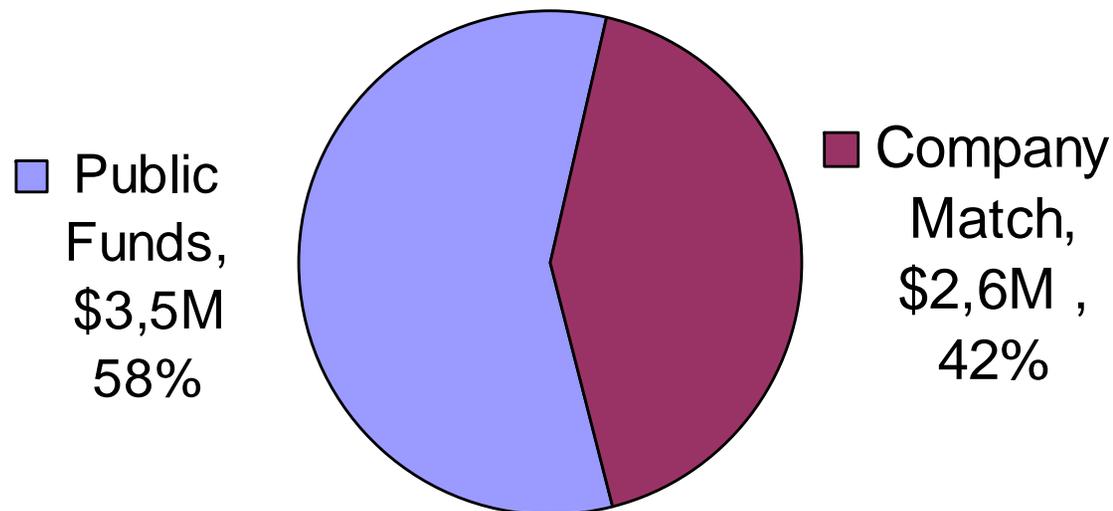
- Increased regional collaboration
 - Economies of scale & knowledge sharing
- Strategic Planning
 - Research & exploration of new programs
- Board
 - Coalition building & member knowledge and expertise

Leveraging Partnerships & Resources

- Advanced Materials & Diversified Manufacturing
 - Public \$400K ~ Employer match \$57K ~ 151 trained
- Hospitality
 - Public \$150K ~ Employer match \$298K ~ 300 trained
- Healthcare
 - Public \$1.8M ~ Employer match \$1.2M ~ 1,246 trained
- Healthcare-Bioscience
 - Public \$1.15M ~ Employer match ~ \$1M ~ 1,540 trained

Leveraging Partnerships & Resources

Public-Private Contribution to Employee Training PY 2005-2007



Leveraging Partnership & Resources

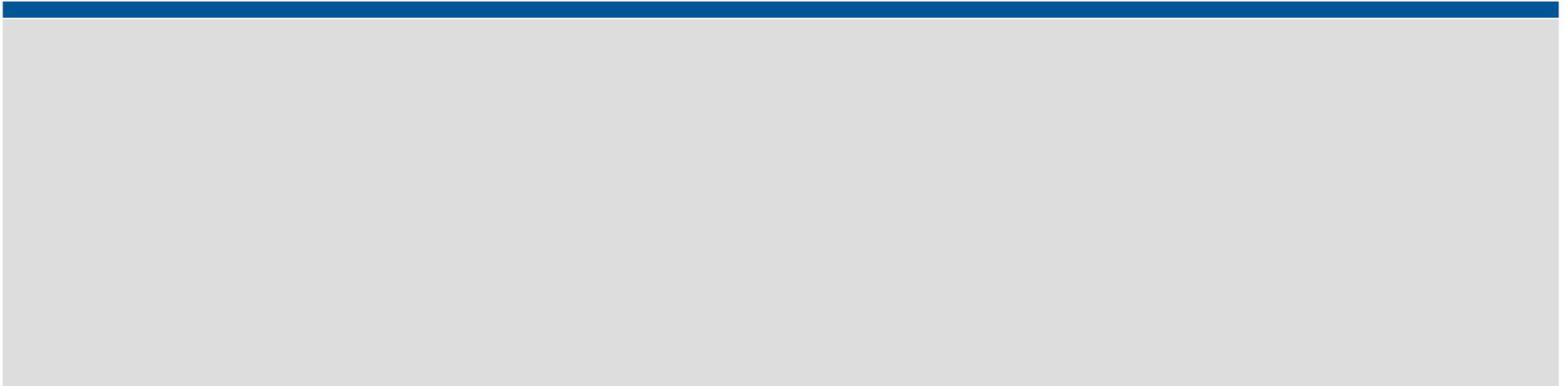
- Industry Partnerships
 - Build economies of scale
 - Opportunities for information exchange
 - Partnership sustainability
 - Create ownership
 - Optimize investment of public funds
 - Demonstrate value to elected officials



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Comments





September 19, 2007

Role of Chemical Manufacturing in the Economy of Philadelphia County

Research reported in this brief was prepared by Penn State's Office for Economic and Workforce Development (OEWD), a unit in Penn State Outreach.

OEWD advances the economic well-being of Pennsylvania by serving as a catalyst, facilitator, and collaborator for using the resources, expertise, and intellectual assets of Penn State to help create and retain jobs in the Commonwealth and enhance the skills of its workforce (see <http://www.oewd.psu.edu/>).

Analysis of Pennsylvania economic and workforce opportunities and issues are conducted in OEWD by its Workforce Assessment Center in collaboration with the Institute for Research in Training and Development, a unit in Penn State's College of Education.

Contact Rose M. Baker, Program Manager of the Workforce Assessment Center, at rmb194@psu.edu, 814.865.9919 (voice), or 814.865.3589 (fax) for additional information about services available to help plan and evaluate economic and workforce development in the Commonwealth.

The **chemical manufacturing industry** is an important part of the history and economy of Philadelphia County in Pennsylvania. The industry creates jobs and compensation for workers throughout this county and influences tax revenues in the county.

The impact of jobs in chemical manufacturing in Philadelphia county:

- *For every 100 jobs* — Due to the need to supply the chemical manufacturing industry, other industries in Philadelphia County employ an additional 148 workers. Spending of income earned by chemical manufacturing employees and by workers in Philadelphia County industries that supply chemical manufacturing on such items as housing, food, health care, and other retail goods and services creates an additional 97 jobs in Philadelphia County. In short, every 100 jobs in the Philadelphia County chemical manufacturing industry are associated with 345 total jobs throughout the County.
- *For every 100 jobs* — The chemical manufacturing industry generates \$8.9 million compensation for its own Philadelphia County employees and \$7.2 million compensation for employees whose jobs are created because their Philadelphia County firms supply the chemical manufacturing industry in the County. Spending of income by chemical manufacturing employees and workers in supplying industries generates an additional \$3.1 million compensation for other Philadelphia County workers. In this way, the chemical manufacturing industry is responsible for generating \$19.1 million annual compensation for every 100 chemical manufacturing workers employed in Philadelphia County.
- *For every 100 jobs* — Business activity by the chemical manufacturing industry, the industry's impact on Philadelphia County industries that supply it, and the effect of spending by workers employed in the chemical manufacturing industry and its supplying industries generate \$904,500 in property taxes that are paid annually by businesses and individuals in Philadelphia County to local governments.

This Brief contains an analysis of activity of establishments primarily engaged in chemical manufacturing in North American Industry Classification System code 325. Information provided in this Economic & Workforce Brief was calculated using IMPLAN, a macroeconomic model applied by Penn State's Office of Economic and Workforce Development to identify the impact of economic activity on Pennsylvania and its counties. For more information, contact Rose M. Baker (rmb194@psu.edu; 814.865.9919) or David L. Passmore (dlp+irt@psu.edu; 814.863.2583). Dollar values are expressed as year 2002 dollars.



The Office of Economic and Workforce Development

—Your Partner for Economic Growth—

The Office of Economic and Workforce Development (OEWD) advances economic prosperity in Pennsylvania and beyond by engaging the resources, expertise, and intellectual assets of OEWD, Penn State, and its partners with the needs of communities, companies, and nonprofit organizations.

OEWD's Guiding Principles

In service of Penn State's land-grant mission, OEWD:

1. engages in developing globally competitive regions, industry sectors, and businesses in Pennsylvania
2. tailors efforts to the economic and workforce needs of regions, communities, clients, and partners
3. advances opportunities to effect economic, community, and cultural vitality in Pennsylvania through sustainable economic and workforce development
4. serves as a leader, catalyst, facilitator, and partner in identifying and implementing University programs and public infrastructure with transformative potential
5. creates and sustains a responsive work environment that supports risk taking and innovation; employs highly talented and competent staff; and is flexible, family-friendly, and fair
6. stewards resources and returns exceptional value to the Commonwealth, sponsors, and partners



The three operational units of OEWD are:

- **The Pennsylvania Technical Assistance Program (PennTAP)**

Wayne Figurelle, Director, wff3@outreach.psu.edu

PennTAP helps Pennsylvania companies improve their competitiveness by providing a limited amount of no-cost technology assistance and information to help resolve specific technical questions or needs. PennTAP specialists provide assistance in environmental areas, the food processing industry, the forest products industry, health care information technology, information technology, occupational safety and health, new product development, and technology transfer and commercialization.

- **The Penn State Small Business Development Center (SBDC)**

Donna Holmes, Director, dah17@outreach.psu.edu

The purpose of the Penn State SBDC is to provide free business and environmental assistance to small firms and business start-ups in Centre and Mifflin counties, enabling them to compete and grow in today's highly competitive global economy. The SBDC is a statewide organization that plays a unique and vital role in the Commonwealth's economic development initiatives. It is also part of a national network of more than 1,000 centers that offer training, information, and consulting. Funding is provided by the Pennsylvania Department of Community and Economic Development, the U.S. Small Business Administration, the U.S. Department of Agriculture, and Penn State.

- **Workforce Development Initiatives**

Mike Lawrence, Director, mdl15@outreach.psu.edu

The purpose of the Workforce Development Initiatives is to provide a focal point for coordinating major statewide initiatives in workforce development, to facilitate regional workforce development partnerships with Penn State campuses and others, and to identify funding opportunities and help develop proposals for securing resources to support workforce development initiatives.

- **The four major components of the Workforce Development Initiatives are:**

- Workforce Development Initiatives project management and leadership
 - Workforce intermediary assessment and credentialing
 - Collaborative online workforce education and training
- The Workforce Assessment Center
- The Health Care Education Initiatives
- The Pennsylvania Plastics Initiative

For more information about OEWD, contact:

Timothy Franklin, Director

Office of Economic and Workforce Development

The Pennsylvania State University

503B Keller Building

University Park PA 16802

Phone: 814-865-0427

E-mail: oewd@outreach.psu.edu

Visit us on the Web at:

www.oewd.psu.edu

PENNSTATE





October 31, 2007

Economic & Workforce Brief

Information You Can Use About Pennsylvania Economic & Workforce Development

Role of Gas & Oil Extraction & Refining in the Economy of McKean County

Research reported in this *Brief* was prepared by Penn State's Workforce Education & Development Initiative, a collaboration between Penn State Outreach and Penn State's College of Education.

This *Brief* results from analysis of Pennsylvania economic and workforce opportunities and issues conducted by the Workforce Assessment Center in Penn State Outreach in collaboration with the Institute for Research in Training and Development, a research unit in Penn State's College of Education.

Contact Rose M. Baker, Program Manager of the Workforce Assessment Center, at rmb194@psu.edu, 814.865.9919 (voice), or 814.865.3589 (fax) for information about additional services available to help plan and evaluate economic and workforce development in the Commonwealth.

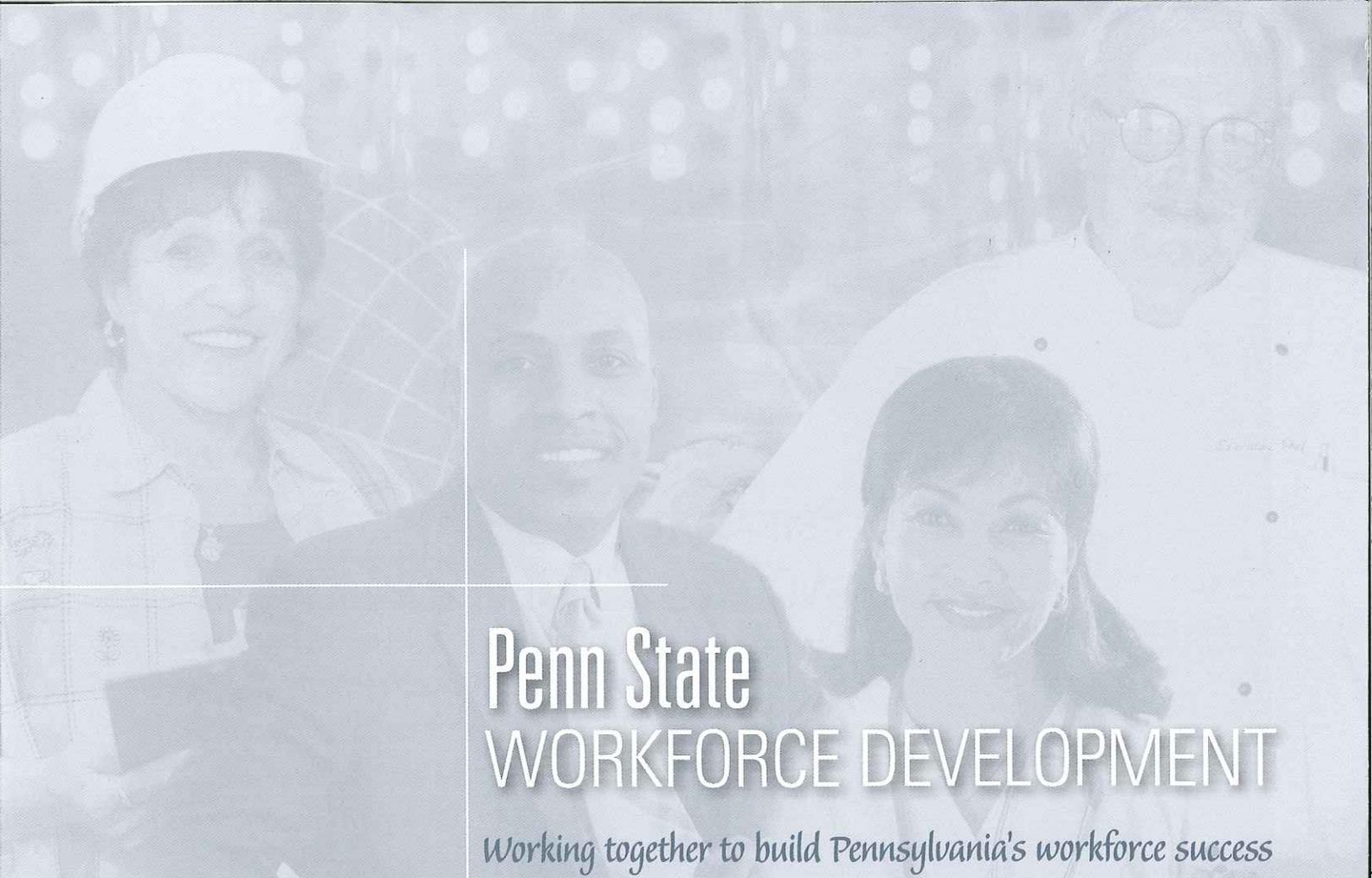


The **gas and oil extraction and refining industry** is an important part of the history and economy of McKean County in Pennsylvania. The industry creates jobs and compensation for workers and influences tax revenues in the County.

The impact of jobs in gas and oil extraction and refining in McKean County:

- *For every 100 jobs* — Due to the need to supply the gas and oil extraction and refining industry, other industries in McKean County employ an additional 325 workers. Spending of income earned by gas and oil extraction and refining employees and by workers in McKean County industries that supply gas and oil extraction and refining on such items as housing, food, health care, and other retail goods and services creates an additional 130 jobs in McKean County. In short, every 100 jobs in the McKean gas and oil extraction and refining industry are associated with 555 total jobs in the County.
- *For every 100 jobs* — The gas and oil extraction and refining industry generates \$6.5 million compensation (wages, pensions, income of proprietors) for its own McKean County employees and \$15.8 million compensation for employees whose jobs are created because their McKean County firms supply the gas and oil extraction and refining industry in the County. Spending of income by gas and oil extraction and refining employees and workers in supplying industries generates an additional \$3.1 million compensation for other McKean County workers. In this way, the gas and oil extraction and refining industry is responsible for generating \$25.4 million annual compensation for every 100 gas and oil extraction and refining workers employed in McKean County.
- *For every 100 jobs* — Business activity by the gas and oil extraction and refining industry, the industry's impact on McKean County industries that supply it, and the effect of spending by workers employed in the gas and oil extraction and refining industry and its supplying industries generate \$2.1 million in property taxes that are paid annually by businesses and individuals in McKean County to local governments.

This Brief contains an analysis of activity of establishments primarily engaged in gas and oil extraction and refining in North American Industry Classification System codes 211, 213111, 213112, and 32411. Information provided in this Economic & Workforce Brief was calculated using IMPLAN, a macroeconomic model applied by Penn State's Office of Economic and Workforce Development to identify the impact of economic activity on Pennsylvania and its counties. For more information, contact Rose M. Baker (rmb194@psu.edu; 814.865.9919) or David L. Passmore (dlp+irt@d@psu.edu; 814.863.2583). Dollar values reported in the Brief are expressed as year 2006 dollars.



Penn State WORKFORCE DEVELOPMENT

Working together to build Pennsylvania's workforce success

Workforce education

Workforce assessment

Health care personnel

Industry initiatives

Talent management

Partnership relations

PENNSTATE



Expertise



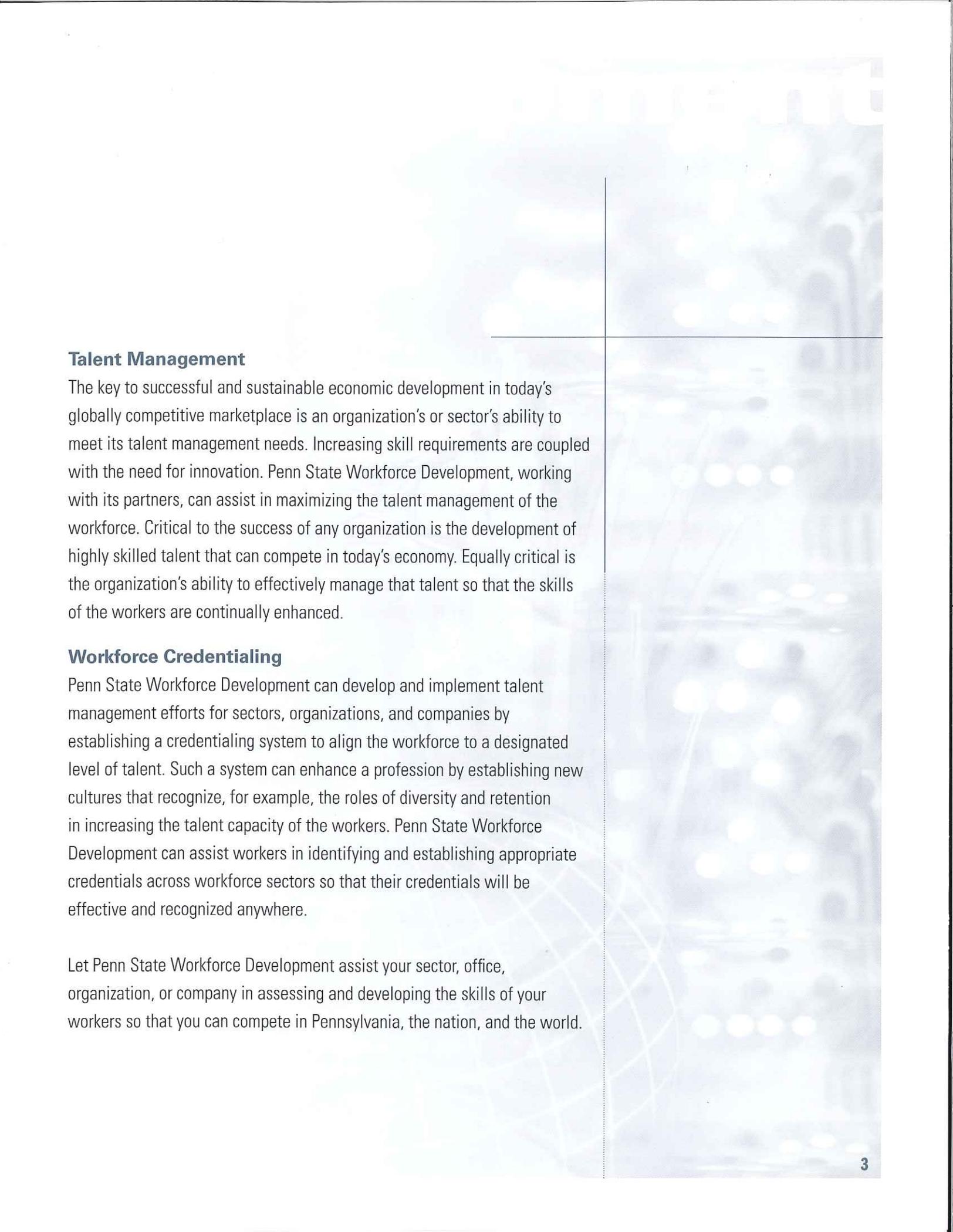
Penn State WORKFORCE DEVELOPMENT

The promise of economic growth is tied to the development of an adaptable, educated workforce. Penn State offers essential expertise and the following services to state, local, and municipal authorities, employers, Workforce Investment Boards, and industry associations and organizations:

- *on-site training*
- *industry-specific education*
- *workforce assessment*
- *contract and grant management*
- *evaluation and reporting*

Health Care Workforce Development

Penn State health care education initiatives improve health care in Pennsylvania through strategic workforce development. These efforts include enhancing health care management and supervision, establishing high-quality management processes, developing a culture of retention, and establishing workforce certificate programs for workers in the health care system. These and other, related measures assist in the development of professionals throughout the health care industry.



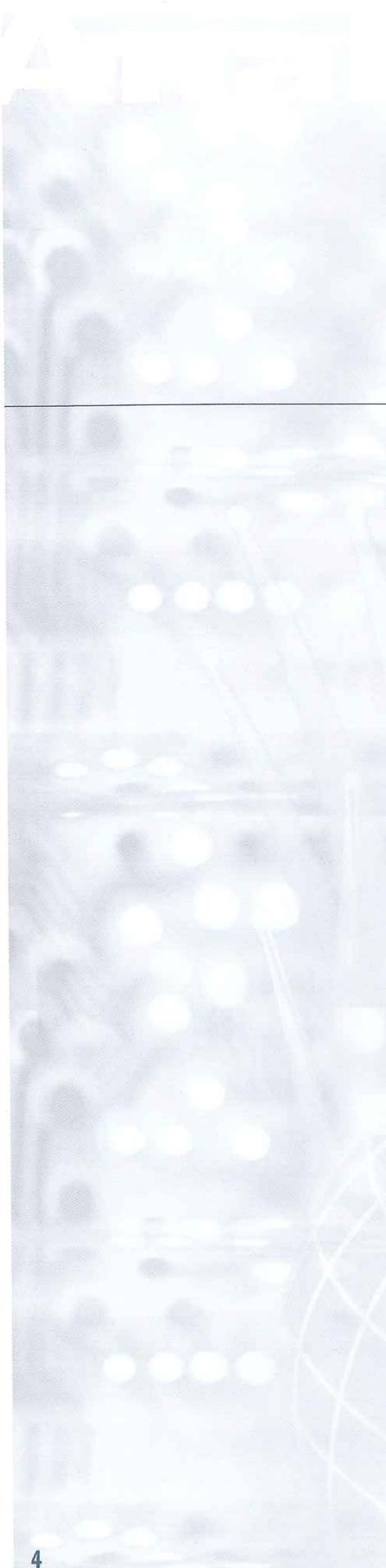
Talent Management

The key to successful and sustainable economic development in today's globally competitive marketplace is an organization's or sector's ability to meet its talent management needs. Increasing skill requirements are coupled with the need for innovation. Penn State Workforce Development, working with its partners, can assist in maximizing the talent management of the workforce. Critical to the success of any organization is the development of highly skilled talent that can compete in today's economy. Equally critical is the organization's ability to effectively manage that talent so that the skills of the workers are continually enhanced.

Workforce Credentialing

Penn State Workforce Development can develop and implement talent management efforts for sectors, organizations, and companies by establishing a credentialing system to align the workforce to a designated level of talent. Such a system can enhance a profession by establishing new cultures that recognize, for example, the roles of diversity and retention in increasing the talent capacity of the workers. Penn State Workforce Development can assist workers in identifying and establishing appropriate credentials across workforce sectors so that their credentials will be effective and recognized anywhere.

Let Penn State Workforce Development assist your sector, office, organization, or company in assessing and developing the skills of your workers so that you can compete in Pennsylvania, the nation, and the world.



Workforce Assessment

The mission of the Penn State Workforce Assessment Center is to conduct workforce-related assessments and educational events; develop tools and services; identify funding, University resources, and external partners for workforce development projects; prepare proposals for and manage assessment projects; and establish and maintain communication with clients, partners, and University personnel. Analysis of Pennsylvania's economic and workforce opportunities and issues are conducted by the Workforce Assessment Center in collaboration with the Institute for Research in Training and Development (IRTD), a unit in Penn State's College of Education.

The economic, workforce, and demographic information in analysis reports includes:

- economic base
- location quotients
- multipliers
- demographics
- industry and occupational employment
- occupational competencies
- industry unemployment
- regional supply purchases
- occupational compatibility
- occupational training
- group decisions and advice
- simulation of policy alternatives
- workforce performance measures
- financial forecast of training outcomes

The Workforce Assessment Center and IRTD team has substantial experience in conducting and reporting economic and employment forecasts and analyses.

The diverse topics that the team has analyzed include:

- the costs of lost manufacturing opportunity
- defense spending
- long-term health care employment
- educational reform
- adoption of pollution standards
- community economic analysis
- impact of spectator sports
- vehicle emissions testing
- adolescent fertility
- health care reform
- infrastructure investment
- manufacturing history and forecasts
- job forecasts for strategic planning
- employment of older people

In addition to technical research reports, the Workforce Assessment Center and IRTD team produces a variety of reports for public use, such as its *Economic and Workforce Brief* series. The *Brief* is a one-page, quick-response report about the economic impact of a change in the number of jobs in an industry in a Pennsylvania county. The number of jobs might have changed because of a plant opening, a plant closing, outsourcing, a firm's expansion, or a natural disaster. The *Economic and Workforce Brief* report captures the "big picture" of how regional employment changes affect the total number of a region's jobs, worker compensation, and property taxes.

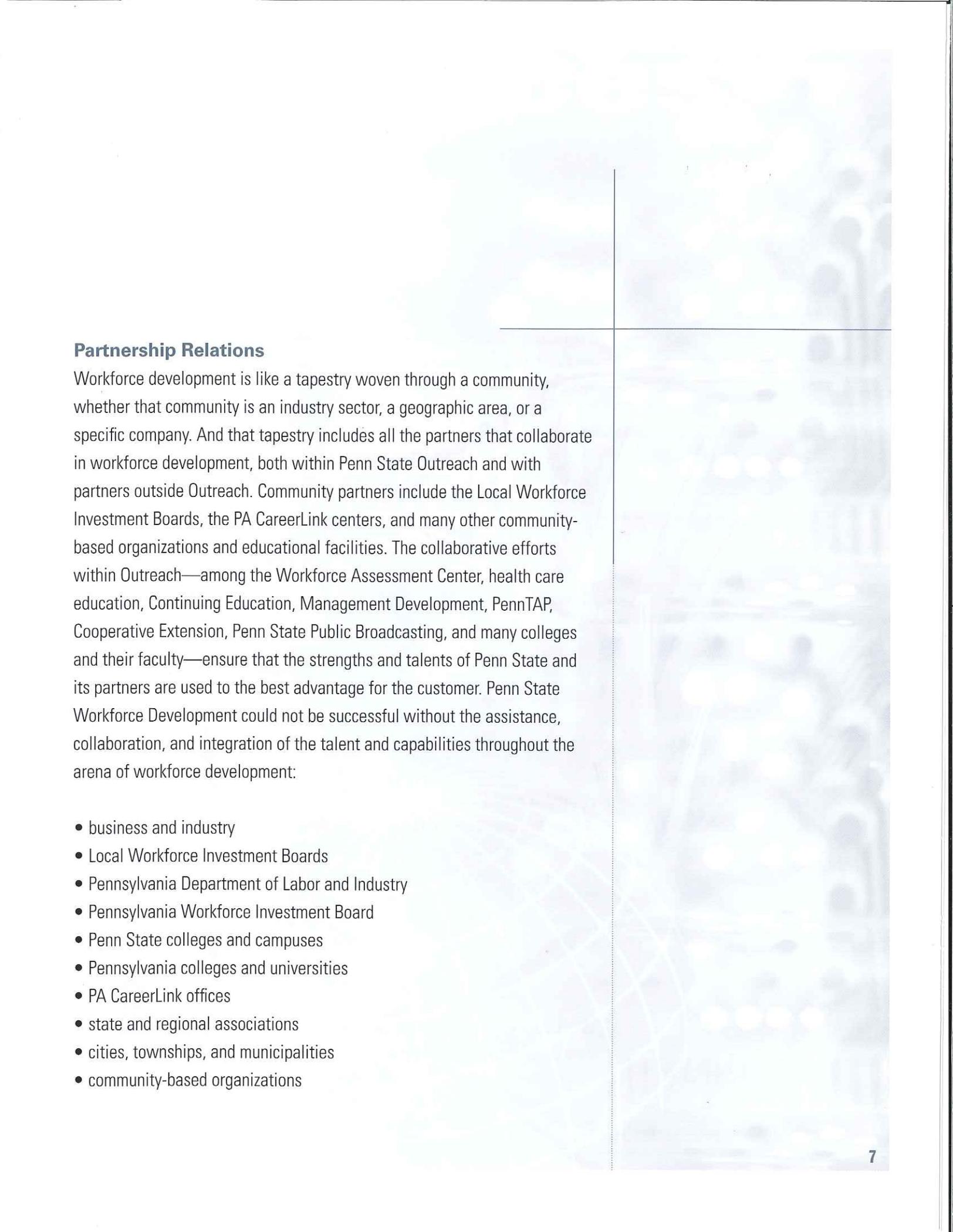


Industry Initiatives

The Pennsylvania Plastics Initiative is a project funded by a federal (U.S. Department of Labor) high-growth ETA grant, supplemented with state matching funds from the Pennsylvania Department of Labor and Industry's Bureau of Workforce Development, Ben Franklin Technology Partners, and the Industrial Resource Centers. The project is intended to improve the competitiveness of plastics manufacture throughout the Commonwealth. By creating a statewide network of plastics companies, workforce and economic development organizations, and educational institutions, the initiative supports the holistic development of Pennsylvania's plastics industry, with the objective of increasing business retention and growth.

The initiative focuses on four broad areas:

- incumbent-worker training
- workforce pipeline development
- strategic assessment
- R&D support/industry symposium



Partnership Relations

Workforce development is like a tapestry woven through a community, whether that community is an industry sector, a geographic area, or a specific company. And that tapestry includes all the partners that collaborate in workforce development, both within Penn State Outreach and with partners outside Outreach. Community partners include the Local Workforce Investment Boards, the PA CareerLink centers, and many other community-based organizations and educational facilities. The collaborative efforts within Outreach—among the Workforce Assessment Center, health care education, Continuing Education, Management Development, PennTAP, Cooperative Extension, Penn State Public Broadcasting, and many colleges and their faculty—ensure that the strengths and talents of Penn State and its partners are used to the best advantage for the customer. Penn State Workforce Development could not be successful without the assistance, collaboration, and integration of the talent and capabilities throughout the arena of workforce development:

- business and industry
- Local Workforce Investment Boards
- Pennsylvania Department of Labor and Industry
- Pennsylvania Workforce Investment Board
- Penn State colleges and campuses
- Pennsylvania colleges and universities
- PA CareerLink offices
- state and regional associations
- cities, townships, and municipalities
- community-based organizations

People

This publication is available in alternative media on request.

The Pennsylvania State University is committed to the policy that all persons shall have equal access to programs, facilities, admission, and employment without regard to personal characteristics not related to ability, performance, or qualifications as determined by University policy or by state or federal authorities. It is the policy of the University to maintain an academic and work environment free of discrimination, including harassment. The Pennsylvania State University prohibits discrimination and harassment against any person because of age, ancestry, color, disability or handicap, national origin, race, religious creed, sex, sexual orientation, gender identity, or veteran status. Discrimination or harassment against faculty, staff, or students will not be tolerated at The Pennsylvania State University. Direct all inquiries regarding the nondiscrimination policy to the Affirmative Action Director, The Pennsylvania State University, 328 Boucke Building, University Park, PA 16802-5901; Tel 814-865-4700/V, 814-863-1150/TTY.

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Workforce Development Initiatives

Michael Lawrence, Director

mdl15@psu.edu

814-865-6696

Michael Lawrence has more than thirty years of experience in local, state, and national workforce development activities, as well as experience in linking workforce, economic, and community development efforts. He has coordinated and implemented local, regional, state, and national projects to retrain and assist dislocated workers, assist communities in implementing workforce initiatives, and adopt high-quality management practices throughout the public workforce system.



Industry Initiatives

Frank Sorg, Director

fxs15@psu.edu

717-772-4966

Through incumbent-worker training and other programs, Frank Sorg is leading the Pennsylvania Plastics Initiative to improve the competitiveness of the Commonwealth's plastics manufacture and to provide a pipeline of well-trained workers for the future.



Health Care Personnel

Janetta DeOnna, Project Director

jxg141@psu.edu

814-863-6717

Janetta DeOnna, Ph.D., holds degrees in nursing, psychology, and workforce education and development, which have prepared her to serve the health care industry in a broad capacity. Her areas of expertise include industry-driven curriculum development, organizational assessments, competency modeling, and managing human capital to recruit and retain a competent health care workforce.



Workforce Assessment Center

Rose Baker, Program Manager

rmb194@psu.edu

814-865-9919

A project management professional through the Project Management Institute, Rose Baker, Ph.D., manages a variety of projects, including ones involving economic analysis, occupational forecasting, benchmarking, training outcomes analysis, training needs assessment, job task analysis, and labor market data analysis, interpretation, and reporting.

OUTREACH

PENN STATE *Making Life Better*®



March 27, 2008

***Role of Retail Trade in the Economy
of Mercer County, Pennsylvania***

Research reported in this *Brief* was prepared by Penn State's Workforce Education & Development Initiative, a alliance between Penn State Outreach and Penn State's College of Education.

This *Brief* results from analysis of Pennsylvania economic and workforce opportunities and issues conducted by the Workforce Assessment Center in Penn State Outreach in collaboration with the Institute for Research in Training and Development, a research unit in Penn State's College of Education.

Contact the staff of the Penn State Workforce Education & Development Initiative at dlp+rmb194@psu.edu, 814.865.9919 (voice), or 814.865.3589 (fax) for information about additional services available to help plan and evaluate economic and workforce development in the Commonwealth and beyond.



The retail trade industry is an important part of the history and economy of Mercer County in Pennsylvania. The industry creates jobs and compensation for workers throughout this County and influences tax revenues in the County.

The impact of jobs in retail trade in Mercer County:

- *For every 100 jobs* — Due to the need to supply the retail trade industry, other industries in Mercer County employ an additional 9 workers. Spending of income earned by retail trade employees and by workers in Mercer County industries that supply retail trade on such items as housing, food, health care, and other retail goods and services creates an additional 17 jobs in Mercer County. In short, every 100 jobs in the Mercer County retail trade industry are associated with 126 total jobs in the county.
- *For every 100 jobs* — The retail trade industry generates \$2.1 million compensation (wages, pensions, income of proprietors) for their own Mercer County employees and \$310,000 compensation for employees whose jobs are created because their Mercer County firms supply retail trade establishments in the county. Spending of income by retail trade employees and workers in supplying industries generates an additional \$445,000 compensation for other Mercer County workers. In this way, the retail trade industry is responsible for generating \$2.8 million annual compensation for every 100 retail trade workers employed in Mercer County.
- *For every 100 jobs* — Business activity by the retail trade industry, the industry's impact on Mercer County industries that supply it, and the effect of spending by workers employed in retail trade establishments and the industries supplying retail trade generate \$347,000 in property taxes that are paid annually by businesses and individuals in Mercer County to local governments.

This Brief contains an analysis of activity of retail trade establishments in North American Industry Classification System codes 442, 443, 444, 445, 446, 448, 451, 452, and 453. Information provided in this Economic & Workforce Brief was calculated using IMPLAN, a macroeconomic model applied by Penn State's Office of Economic and Workforce Development to identify the impact of economic activity on Pennsylvania and its counties. For more information, contact Rose M. Baker (rmb194@psu.edu; 814.865.9919) or David L. Passmore (dlp+irttd@psu.edu; 814.863.2583). Dollar values are expressed as year 2006 dollars.