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NWPA JOB CONNECT, COMMUNICATIONS COMMITTEE

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# Introduction

The Workforce Development Board is a **membership consortium** made up of business executives, community leaders and elected officials appointed by the Chief Local Elected Officials (CLEOs). ***This organization acts as both the planner for the region on areas of workforce development and the Board of Directors for the local workforce development area.***

## **The purpose of the WDB:**

To focus on strategic planning, policy development, oversight of the workforce system, and establishment of the priorities for employers and job seekers.

## **Functions of the WDB Board under the Workforce Innovation and Opportunity Act:**

1. Local Plan
2. Workforce Research and Regional Labor Market Analysis
3. Convening, Brokering, Leveraging
4. Employer Engagement
5. Career Pathways Development
6. Proven and Promising Practices
7. Technology
8. Program Oversight (those funded through the Workforce Development Board)
9. Negotiation of Local Performance Accountability Measures
10. Selection of Operators and Providers
11. Coordination with Education Providers
12. Budget and Administration
13. Accessibility for Individuals with Disabilities

**VISION:** Northwest Pennsylvania will have a skilled workforce that is responsive to the current and future needs of the region.

**MISSION:** To connect people with jobs through collaborative workforce development efforts and strong partnerships with the economic development, business, education and government sectors in the Northwest Pennsylvania region.

The goal of a communication protocol is to ensure that all members of the effort have a clear understanding of how the messaging and strategy of the organization will flow and who is responsible for each element of messaging, monitoring and reporting. This protocol will also establish the proper methodology for the execution of all plan required exercises in accordance with the mission of NWP Job Connect and Northwest PA CareerLink® in a succinct, measurable, planned and repeatable format. The process will deliver ongoing communications in a thematic cost-effective manner through defined audiences with traceable and prioritized elements and engagement tools. The process will also ensure that the board has a clear understanding of the status of the workforce system it is charged with directing. The protocol is a “living document” that may be adjusted with the input of the Communications Committee.

In the words of Mark Twain, “the difference between the almost right word and the right word is really a large matter. Tis the difference between the lightning bug and the lightning”. Choosing the “right word” and aligning it with the proper messaging delivered in a timely manner will avoid chaos and ensure informed decisions and articulated messaging executions.

This protocol holds as a principle that there is collective responsibility for ensuring communication among partners members in a predictable and repeatable manner. Our success depends on our having the most efficient network of communication possible and on seeking continuous improvement.

# Purpose

This document outlines procedures, which enable staff and partners to communicate effectively with each other as well as with the media, partners, constituents, customers, elected officials and the public.

Communication within a multi-faceted organization can be difficult to maintain. That difficulty is increased when several organizations with different specialties, locations and leadership come together for one unified but delineated purpose. While this protocol does not replace or substitute any partner prescribed policies, confusion is reduced and unity is possible when all involved agree to adhere to the following four tenets:

- **Partners Interaction** – Clear and accurate communication will be appropriately targeted between partners to ensure the efficiency and effectiveness within the public workforce system.
- **Partners Organizations** – All public statements will be coordinated through the NWPAs Job Connect Director and the One-Stop Operator.
- **Confidentiality** – All information generated by NWPAs Job Connect and PA CareerLink® partners will be held confidential within the partners, unless otherwise designated.
- **Team Effort** – Efficient accurate communication between the oversight agency, board, and partners will serve as the fundamental tool for success.

Ultimately, adherence with this Communication Protocol will reinforce the operation's perception and aid in our ability to maintain the trust of the general public, elected officials, partners, and key influencers.

## 1.0 Protocol Communication Procedures Design

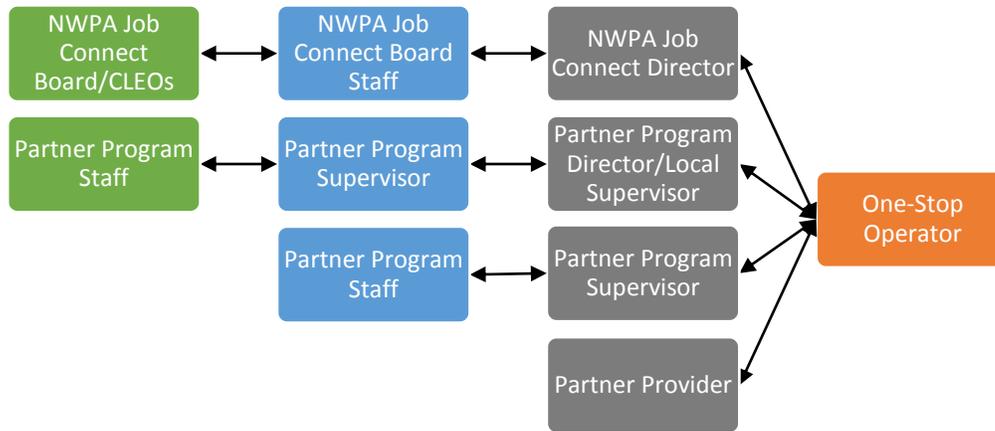
NWPAs Job Connect is responsible for communications, both internal and external, and depends on having the most efficient network of communications possible and on seeking continuous improvement.

What follows in this section codifies our existing practice with reference to those most "intimate" shareholders and partners in this network, namely board staff, PA CareerLink® partners, board directors, CLEOs, providers, and consultants, which make up the **Partners**. Our aim is that communications, in whatever form, should be:

- **Timely:** information shared and responses should be relevant and up-to-date
- **Accurate:** information should be factual and communicate a complete picture
- **Appropriately targeted:** information should be shared with only relevant parties and include all relevant parties
- **Systematic:** information should be disseminated consistently
- **Efficacious:** information is effective and not without purpose

### Conveying Information among the Partners

Information regarding the Organization is conveyed by and through: meetings (scheduled/unscheduled), memos or white papers, email, minutes/meeting summaries, briefings, notice boards, and electronic bulletins. Partners and staff are encouraged to follow their chain of command up to the One-Stop Operator. However, it must be expected that CLEOs and NWPAs Job Connect board members may reach out to any part of the operation, directly.



Documentation is important and a common understanding of all significant transactions relating to any program performance and is essential to cost effective operations. The Communication Protocol herein set forth will make common all communication within the NWSA Job Connect and local Northwest PA CareerLink® Partners by establishing communication procedures for all staff and partners of the workforce development system.

### Key Activities and Responsibilities

The importance of the accurate and complete documentation of key activities and responsibilities cannot be over emphasized. The key activities and responsibilities addressed in this protocol will include:

- **Agency coordination Activities** including changes in needs among partners and adjustments needed to better serve clients.
- **Public Outreach Coordination Activities** that carry the public involvement process into the operations and improvement of the public workforce development system in northwest Pennsylvania.
- **Workforce Update Activities**, as they relate to communications from state and federal entities that affect local workforce development strategy.

Each of these activities is the responsibility of at least two partners. Accordingly, partners members sharing responsibility for an activity will have different skills. For example:

**Partner Responsibilities, Table 1-1**

Activity	Example	Lead Partner	Other Partner	Other Partner
Agency Coordination Activities	Partner MOU, Special Events	One-Stop Operator	NWSA Job Connect Board Staff	PA CareerLink® Partners
Public Outreach Coordination Activities	Focus Groups, Community Events	NWSA Job Connect Board Staff	One-Stop Operator	PA CareerLink® Partners
Workforce Update Activities	Policy updates, guidelines, corrective actions	NWSA Job Connect Board Staff	NWSA Job Connect Board/Committees	One-Stop Operator

Table 1-1 illustrates the distribution and coordination of key activities and responsibilities among NWSA Job Connect and PA CareerLink® partners and members. Over time, modifications may be made to these initial responsibilities. As Table 1-1 illustrates, several partners have responsibilities related to the same key activity, dependent upon their area of

expertise, so it is vital for partners members to communicate clearly and accurately with each other. Listed below are documents we will use to communicate activities.

## 1.1 System Design

System design identifies the procedures we will employ to implement the efficient flow of information among the PA CareerLink® partners and NWPA Job Connect. Each partner’s specific expertise focuses on one or more information categories requiring precise documentation.

- **Status Reports** – Determine the frequency of the reports, who will receive them and who is responsible.
- **Internal Partners Announcements** – Determine what the announcements are about, who will receive them and who is responsible.
- **Directives** – Will be initiated by, submitted to, and distribution to the appropriate partners by NWPA Job Connect Director.
- **Press Releases** – Press releases will be initiated by NWPA Job Connect Director and/or submitted to Board Chair and CLEOS for approval.
- **Public Announcements** – Public announcements will be initiated by NWPA Job Connect Director and submitted to Board Chair and/or CLEOS for approval.
- **Meeting/Teleconference Notes** – Each meeting will be documented by the Senior Administrative Assistant in writing and the notes will be distributed to all partners within 14 days

**Internal Information Distribution, Table 1-2**

Information Category	Initiated by:	Distributed to:	Informed:
Status Reports	Partners	Partner Staff/ NWPA Job Connect Board Staff	One-Stop Operator
Internal Partners Announcements*	One-Stop Operator	Partner Staff	NWPA Job Connect Board Staff
Directives*	Director	Partners	One-Stop Operator
Press Releases & Public Announcements	Director	Media	CLEOs/NWPA Job Connect Board
Meeting/Teleconference Notes	NWPA Job Connect Board Staff	CLEOs/NWPA Job Connect Board	Director
Meeting/Teleconference Notes (PA CareerLink®)	Partners	Director	One-Stop Operator

\*Information will be distributed to all appropriate partners members directly affected by the information.

Table 1-2 shows Internal Information Distribution lists, the categories of documentation communicated among partners, and charts how the information flows throughout the network. The party under “initiated by” will both submit and distribute, or facilitate the distribution, of the product.

## 2.0 Internal Network Communication

In Section 1.0, we discussed the importance of documentation and outlined the types of documentation required. In this section, we will discuss the flow of that documentation through the internal network.

The communication network's main function is to give partners the means to share precise, accurate information needed to make informed decisions and supply the board, via the board staff, accurate clear recommendations.

Additionally, the network design provides a reliable mechanism for archiving documentation that will help us to prove compliance with policies and directives and facilitate all related necessary backups, drives, cloud and paper storage.

The intent of internal network communications is to ensure that accurate communication of issues and operations maintain integrity from the source to the endpoint, ensuring solutions will fully address the issue and that all involved partners are properly informed at each stage.

## 2.1 Status Reports

Status reports are designed to describe the progress of specific tasks or explain any delays relating to specific tasks. Brevity is essential for status reports but should not sacrifice important details. Email is appropriate. See table 1-2.

*Example Situations: issues encountered through service provision, unexpected gaps in service*

Status reports may also be requested, especially as a mechanism for board and committee reports. All status reports will be filed at NWPA Job Connect and shared with board members/CLEOs during committee meetings, or compiled for board reports, as appropriate.

## 2.2 Internal Partners Announcements

Internal Partners announcement distribute import operational information among partners. Such information may consist of changes in deadlines; holiday/weather closings; unforeseen challenges which may affect another partner's schedule of tasks; program performance challenges such as equipment failure or supply issues and any other information affecting the efficiency of operations. Email is appropriate. See table 1-2.

*Example Situations: changes in hours of operation, maintenance, weather issues*

Board staff will file formal internal partner announcements and will share them with the board/CLEOs if appropriate.

## 2.3 Directives

Directives are tools used by leadership to instruct partner members as appropriate. Utilization of this tool requires leadership that has sensitivity to the cohesion of the partners by avoiding unilateral decision and adhering to the agreed upon planning process. Dependent upon the nature of the information communicated it is essential to the solidity of the partners that all members be informed of any challenges, changes or special circumstances or events affecting program performance progression. Emailing a PDF white paper is most appropriate. See table 1-2.

*Example situations: updated policies, new grant awards, required training, external grant support letter requests and other Workforce Update Activities*

Directives will be filed at NWPA Job Connect.

## 2.4 Press Releases & Public Announcements

The most proficient method of conveying information to the public, the media and government officials is through press releases and public announcements. To ensure information released to the public, the media and governmental agencies is accurate and consistent, it is vital that information released originates from one source. Generally, email announcements are well-received by media, but a follow up call should be made to government officials to ensure delivery. See table 1-2.

*Example Situations: addressing/supporting regional efforts, new legislation or legal changes affecting services, large layoffs, announcing community partnerships*

Partners members must agree that the public trust is protected to ensure that workforce development goals are achieved. The establishment and maintenance of the public trust can only be accomplished through the conveyance of clear, accurate and consistent information relating to the program performance and its progress.

These will be filed at NWPA Job Connect but utilized by PA CareerLink® staff to ensure this new information is retained at all areas of operations.

## 2.5 Meeting/Teleconference Notes

The NWPA Job Connect Senior Administrative Assistant will document all board meetings and the board's committee meetings. Additionally, the One-Stop Operator will ensure meetings between partners members will be documented and a copy of the same will be submitted to the NWPA Job Connect Senior Administrative Assistant. Each meeting will be documented in writing and the notes will be distributed to all partners members within fourteen (14) working days following the meeting. Formal minutes from board and committee meetings will be shared once they are approved.

NWPA Job Connect will file partner meeting summaries and will share them with committees as appropriate. Committee minutes will be posted online, once approved. In the interest of providing information timely, committee liaisons will write committee reports and disseminate them to partners, as appropriate.

## 3.0 External Communications

Media Relations involves working with media for the purpose of informing the public of an organization's mission, policies and practices in a positive, consistent and credible manner. Typically, this means coordinating directly with the people responsible for producing the news and features in the mass media.' The goal of media relations is to maximize positive coverage in the mass media without paying for it directly through advertising.

## 3.1 Community Involvement

The Communications Committee will coordinate the program's public outreach effort that will include an overall public awareness campaign; public information meetings and small group meetings and briefings. Social media outlets may be utilized to reach and mobilize the public response. Suggestions for reaching these public audiences may be found in Appendix 6.

## 3.2 Public Outreach Key Responsibilities

A public awareness campaign is a vital kick-start to successful community relations. An effective campaign will continue to hold the public interest and involvement and include the following elements:

- **Informational and Educational Materials** – Informational materials designed to educate a broad audience about all aspects of the project will be distributed to stakeholders.
- **Website** – Web pages, with interactive or self-guided presentations, as well as electronic copies of current programs, will be used as part of a public awareness campaign.
- **Social Media** – Posts catered to relevant audiences on Facebook, Twitter, YouTube, and LinkedIn. These may advertise events, showcase success stories, link to job postings, promote available workers, publicize initiatives, and link to partner sites.
- **Public Information Meetings** – The most effective format for community interaction is an “open house.” An “open house” format allows the community to speak personally with partners in an informal setting. This format also allows team members to engaged community members and solicit their concerns and opinions.
- **Focus Group Meetings and Briefings** – Small group meetings will allow partner members to discuss the personal and community concerns of the public affected by the change. These meetings will be scheduled with community boards, elected officials, civic organizations, and other interested organizations.
- **Newsletters** – A newsletter will be published and disseminated to partners. The newsletter will provide information on the progress of the programs and inform the public of critical changes in plans or recommendations.
- **Radio and TV Broadcasts** – Utilizing Public Service Announcements (PSA) and other programming, spokespersons will regularly provide information to the public (catered to jobseekers or employers) as necessary.
- **Public Notifications** – When appropriate, funding may be used to conduct outreach regarding PA CareerLink® services and NWPA Job Connect. Leveraging resources with community partners and utilizing free space in community buildings and other public spaces throughout the region will help defray the cost of traditional public outreach, such as long-term billboard rental space.

The NWPA Job Connect Communications Committee will determine the necessity and design of public awareness campaigns in coordination with the NWPA Job Connect board staff. The board staff will coordinate with the partners via the One-Stop Operator. Individual partner campaigns through their established practices should be summarized periodically and submitted to the NWPA Job Connect board staff via the One-Stop Operator to coordinate messages across partners for more effective outreach. Suggestions for reaching these public audiences may be found in Appendix 6.

## 3.3 Approval and Clearance of Publications

Publications are defined as any written documents (brochures, booklets, newsletters, research reports, guides, manuals, direct-mail materials, e-mail, web or other electronic documents) developed expressly for distribution.

Any written material originating from and announcing Northwest PA CareerLink® services must be submitted to the NWPA Job Connect Director for approval and release, based on the board’s consideration and determination; however, the NWPA Job Connect™ solicitor may be asked to review all publications prior to release to the media.

## 3.4 Media Relations Procedure

NWPA Job Connect and Northwest PA CareerLink® recognizes the role of the media as an outlet of information. Even so the NWPA Job Connect Director must ensure that all information disseminated to the public regarding policies, programs and activities is accurate, comprehensive and complete. In addition, certain procedures are required for proper response to media inquiries, request for access to personnel or facilities, and response to emergencies.

The NWPA Job Connect Director, in concert with the NWPA Job Connect Communications Committee, will:

- Prepare articles and press releases for the media;
- Develop relationships with national and regional press contacts to ensure NWPA Job Connect and PA CareerLink® reputations are promoted and to deflect criticism;
- Plan and oversee press events; and
- Detect public relations issues as they emerge and address them directly.

Organizations can get into public relations trouble if too many people attempt to speak to the media on behalf of the organization, especially in emergency situations. An organizational media procedure should include the development of positive, consistent messages; print and other supporting documents (including a one-page description of the organization and a press kit); and a pool of official spokespeople versed on issues that are important to the organization. By having a media policy and establishing a designated media contact — whether an officer or a staff member — the organization can help to avoid potential story inaccuracies, conflicting messages, and/or press leaks. And, in the event that the story relates to improper actions by the NWPA Job Connect Director or members of the board, the board may want to specify an impartial spokesperson to act as the principal media contact.

### Key Elements

- The rationale behind a media procedure is to ensure consistency of message. Therefore, the procedure should clearly state who may speak on behalf of the organization. The media procedure may designate subject matter experts on staff who have more latitude in speaking with the media on certain issues.
- The media procedure needs to establish the chain of command for handling media inquiries and clarify the communication process. It should also include alternatives if the primary spokesperson is not available or if the inquiry relates to that individual.
- The procedure should provide direction on whether (and what) documents may be shared with the media. All media relations should be consistent with and supportive of the overall communications objectives of the organization.
- The procedure emphasizes that, as a general rule of thumb, individual board members (other than the board chair) are normally not authorized spokespersons for an organization. Instead, the board chair, the NWPA Job Connect Director, or another designated representative should speak for the organization.

### Practical Tips

- ✓ In sharing the media procedure with board and staff, explain why it is important to have a single contact

person (or a designated group) for all media inquiries.

- ✓ This designated spokesperson must be able to communicate with a reporter, even if he or she needs to rely on others to provide talking points or to designate someone else to handle technical information. When appropriate, the designated spokesperson may have other staff members provide additional information to the reporter, at the discretion of NWPA Job Connect
- ✓ Develop and share documents that contain basic organizational talking points that board and staff members can use to introduce the organization and its activities.
- ✓ If any media inquiry involves an allegation of wrongdoing by the organization or any of its officers, directors, or employees, engagement of the organization's legal counsel prior to any statements being made to the media or to the general public.

The NWPA Communications Committee will create a desk aid media procedure addressing the above to be shared with all partners, board members, and staff. Suggestions for reaching these public audiences may be found in Appendix 6.

## 3.5 Responses to Media Inquiries

A free and open exchange of public information is in the public interest and contributes to the development and maintenance of sound public policy. To ensure media representatives have appropriate access to the best sources of information, the partners manage all news media inquiries according to the following protocol.

As previously stated, the general protocol is that the NWPA Job Connect Director is the primary Media contact for the dissemination of all information. This ensures that all information provided is consistent, complete and contextual. The NWPA Job Connect Director will notify Solicitor/Operator/Board of all sensitive or significant media inquiries prior to interacting with the Media.

### **General Guideline for Interacting with the Media**

To maintain responsible interaction with the Media has benefit to the NWPA Job Connect, the local PA CareerLink®, our Partners and all those affiliated with the Workforce Development system. Accordingly, our Policy and Guidelines must be that of cordiality and professionalism.

When a member of the Media makes an inquiry, or approaches a member of the NWPA Job Connect, or the local PA CareerLink®, the representative must:

1. Obtain the media representatives name, company and contact information.
2. Always ask the representative to provide an overview of their story or how they are going to use the information.
3. Report all media contacts to the NWPA Job Connect Director.

### **General Reasons for Contact from the Media**

A journalist, reporter, producer or other broadcast or digital news outlet may contact staff for a number of reasons, for example:

- To obtain information about the local PA CareerLink® system or local workforce development area and/or its board, including but not limited to, labor market information

- To obtain information about recent events related to plant closings, mass layoffs, funding cuts, new company start-ups, customer or employee complaints, federal, state or local regulatory actions, etc.
- To obtain information or comment about an action or event that could impact the workforce development industry, new products, businesses, changes in government or system policies, problems or issues specific to the local community you serve, etc.

Again, the NWPA Job Connect Director is responsible for answering all media inquiries and is the primary spokesperson for the organization. Rather than being rude or dismissive to Media personnel, an appropriate response is as follows:

"It is my pleasure to assist you in your inquiry, the best contact for answers is NWPA Job Connect. They can be reached by phone at: 814-333-1286."

In Section 5.0, we cover that immediate, concise and accurate information must be provided for every inquiry or response to incidents. Allowing for delay in our response is not an acceptable approach.

Please remember to contact the NWPA Job Connect Director if and when you have been approached by the media. If the Director is not available, contact the Senior Administrative Assistant. Even though you have referred the media, your help may be needed in preparing a response. Journalist, reporters and others assisting with compiling stories may approach you informally, however, your communication must always be according to established protocol which is to allow all interactions and responses come from the NWPA Job Connect Director or designated spokesperson.

#### **Guidelines for Photographs and Film**

Established Media outlets have strict guidelines for managing their staff reporters, photographers and video/photojournalist which they generally observe. Even so, it is important to know that it is against our policy to allow any Media outlet or independent reporters, photographers or video/photojournalist to enter our facility for the purpose of obtaining audio, video or still images of personnel or anyone in our facility without permission. Any attempt by a member of the Media or other personnel infringing upon the staff or facility is a matter for security and should immediately be reported to local operations staff in charge, as well as the NWPA Job Connect Director, and the authorities if appropriate.

To ensure there are no unauthorized audio, video or still photos or recordings in any NWPA Job Connect, or PA CareerLink® facility, the approvals for such activity, particularly for Media purposes may only be given by the NWPA Job Connect Director. Equally important, the NWPA Job Connect Director will not give approval or direct Media personnel to the PA CareerLink® without talking in advance with the One-Stop Operator. A decision to move forward is a joint decision between the facility and the NWPA Job Connect Director.

If approached by Media personnel (professional or otherwise), rather privately or at your place of work, be respectful and professional, but always follow protocol and revert the individual(s) to the established procedure and protocol.

A reporter or camera crew may show up unannounced at a facility. This is most likely to occur in crisis situations at one of our facilities or within one of the communities we serve. Or, it could occur if the media learned about an event at the facility from an external source who has organized a demonstration or boycott.

When dealing with reporters and camera crews who may show up unannounced, the staff should act with the

same courtesy and professionalism as we approach customers. Contact the NWPA Job Connect Director and Operator immediately and let them know which news source is there. The NWPA Job Connect Director or Operator will contact the camera crew's news room or the print photographer's editor for clarification, if necessary.

We cannot prevent the filming or photographing of common areas outside of our facilities which we do not operate. Examples include public parking lots, courtyards and walk ways.

The following guidelines should be used when television camera crews or print photographers show up unannounced at your facility.

- Although we cannot prevent the media from photographing or filming the exterior of the facilities, we shall contact their news room and/or editors for clarification
- The media cannot enter the facility to photograph or film without permission
- The media cannot block the entrance to the facility or prevent people from entering the facility or conducting business as usual
- We can inform the media if our customers complain about the inconvenience caused in the parking lot or walk ways

Be courteous and friendly, and remember that no matter how congenial or affirming the reporter, photographer or camera crew are, everything you say and do may be observed and reported by the media representative who is trying to make their story more significant or interesting.

## 4.0 Crisis Communication

The anticipated introduction of sub-contractors with personnel not primarily employed through NWPA Job Connect or a single entity contributes to the need for a clear procedure for internal and external communication when a crisis erupts.

For the purposes of this protocol, a crisis is defined as any situation that threatens the integrity of by NWPA Job Connect or Northwest PA CareerLink®. Such situations include, but are not limited to, natural disasters, personnel problems, political or social disturbance, terrorist threats, any legal dispute, theft, accident, fire, that can be attributed to the program performance including situations involving consultants and sub-consultants and are accentuated by adverse or negative media attention, sometimes pertaining to a local issue of high importance.

The four (4) tenet framework outlined below and on which this protocol is built upon can be used in conjunction with common sense to address any foreseeable crisis situation encountered.

- **Partners Interaction** – Clear accurate communication appropriately targeted between partners is paramount to efficiency and effectiveness within the public workforce system.
- **Partners Organizations** – All public statements will be coordinated through the NWPA Job Connect Director and the One-Stop Operator.
- **Confidentiality** – All information generated by NWPA Job Connect and PA CareerLink® partners remains confidential within the partners, unless otherwise designated.
- **Team Effort** – Efficient accurate communication between the oversight agency, board, and partners is the fundamental tool required for success.

## 4.1 Crisis Communication Framework

### **The Crisis Communication Partners**

The individuals listed below are the core crisis communication partners members. Their job is to develop a protocol that identifies when a crisis exists, the responsibilities of each partner member and who speaks to the partners/media/public.

NWPA Job Connect Director  
Solicitor  
NWPA Job Connect Board Chair  
CLEO Board Chair

### **Position Policy**

The first responsibilities of the Crisis Communication Partners are to identify the overall information needs and to determine an appropriate position or message which addresses the situation. Position determination includes consideration of the legal, financial and administrative ramifications of the situation as well as the status of persons involved in the situation and the public view. Whatever position the partners determines, it is essential that we, “Tell it all, tell it fast and tell the truth” while keeping in mind that people are most likely to remember what they hear first and what they hear last. It is essential to anticipate as many questions beforehand as possible. Developing a fact sheet answering those questions will keep the possibility of the release of misinformation to a minimum. Ignoring the situation is out of the question and will only make it worse.

### **Designated Spokesperson**

One individual will be designated as the primary spokesperson to represent the NWPA Job Connect or Northwest PA CareerLink®, by making official statements and answering media questions throughout the crisis. A back up to the designated spokesperson will also be identified to fill the position in the event that the primary spokesperson is unavailable.

Staff who are contacted for comment during an ongoing crisis shall refer to the designated spokesperson for comment: “Thank you for your concern. Please contact the NWPA Job Connect Director for a response to your inquiry at 814-333-1286.” If the NWPA Job Connect Director is unavailable, a designated spokesperson and contact information will be available at that number.

## 5.0 Facilitating Complaints and Inquiries

This procedure provides guidelines for facilitating complaints and managing and responding to inquiries. The staff and partners personnel responsible are identified and how, when and who will communicate information for public consumption.

Specifically, this section identifies and explains the procedure to be used when addressing complaints, concerns, and questions related to all Partner activities at any particular Partner sites.

### 5.1 Internal Complaints – PA CareerLink® Partners

Dispute procedures are outlined in the Mandated Partner MOU which has been signed by all partners and is posted at <https://www.nwpajobconnect.org/local-documents>.

In general, complaints and disputes among partners will be addressed by the Operator, who facilitates the coordination of services. The Operator will work with the affected parties and keep the NWSA Job Connect Director apprised of any ongoing issues, as they may affect the integrity of the PA CareerLink® partnership. ***The NWSA Job Connect Director should always be the facilitator between PA CareerLink® and board members, CLEOs, other local elected officials, and stakeholders.***

Partners who have questions or concerns that are more general in nature and do not require immediate resolution or are not of a high priority can contact the Operator or the NWSA Job Connect Director at any time.

### 5.2 External Complaints – Service Provision

Complaints about PA CareerLink® services should be addressed in a confidential, efficient, and timely manner. To facilitate this, a process is defined below.

**First Line Facilitator/Documenter:** This person will receive notice of the complaint and will contact the person who received the complaint as well as the person lodging the complaint immediately to gather details of the complaint. This person should ask questions to determine the details of the complaint, what partners of the system contributed to the situation, what the expected outcome is, and the best way to contact the individual. The individual should be given a time frame for a response, and the option to call the First Line Facilitator/Documenter back if a timely response is not received. This information should be formed into a short memo and shared with the Responder (or their designee) for action, and the First Line Facilitator/Documenter will request a return call/email/text acknowledging receipt of message.

**Responder:** This person will receive the details of the complaint from the First Line Facilitator/Documenter. This person will investigate the details of the complaint with the affected partner supervisors and define a possible resolution. The Responder will then contact the individual with whom the complaint originated, communicate the resolution, and ascertain the reaction of the individual. If the resolution is not sufficient, the Responder will report back to the affected partner and continue to work toward an agreeable resolution, if attainable within regulations. Meetings with the individual may be necessary.

**Informed:** Information about the complaint, progress, and resolution should be shared with affected partner supervisors. Supervisors should disseminate this information to their staff, as appropriate, to mitigate similar circumstances going forward. The person who originally received the complaint and the First Line Facilitator/Documenter will also be informed of the resolution.

A log must be kept for these complaints. ***The NWPA Job Connect Director is responsible for keeping the board members, stakeholders, CLEOs, and other affected local elected officials informed of issues pertinent to their communities and/or operations. This determination is made at the NWPA Job Connect Director's discretion.***

Complaint Received By:	First Line Facilitator/Documenter	Responder	Informed
NWPA JC Board Staff	Senior Administrative Assistant	Director	Operator Title I (if appropriate)
Title I Staff	Center Manager	Title I Project Director	NWPA Job Connect Director, Operator
PA CL Partner Staff (regarding other partner staff)	Affected Partner Supervisor	Operator	Affected Partner Staff, NWPA Job Connect Director
NWPA JC Board Member**	NWPA Job Connect Director	NWPA Job Connect Director	Operator and/or Title I, informs affected Partner staff supervisor

\*\*NWPA Job Connect board members are strongly encouraged to work with the NWPA Job Connect Director to address service-related complaints and issues. This ensures that a reasonable resolution may be offered.

# Appendix 1: Audience Programmatic Communications

This communications plan is based on a hierarchical framework of desired outcomes and actions.

- **Goals** are derived from an organization's mission or vision statement or at least from strategic organizational imperatives.
- **Challenges** provide background information on barriers to reaching the audience
- **Objectives** provide a measure of completion or success for determining when a goal has been met.
- **Strategies** describe the approach an organization's staff will take to achieve objective.
- **Tactics** define actions to be taken or materials to be developed.

## Goals

Goal setting is the heart of a strategic communications plan. The sum total of NWPA Job Connect communications goals should describe a desired end-state for the organization.

Proper goals are not measurable, actionable or constrained by a specific time frame. They are like newspaper headlines declaring what the group would like to see happen in the future. "Requiem; appropriate and managed communications to the region's key employers so these entities understand NWDB Job Connect® vision, operating procedures and capabilities," is an example of a communications plan goal.

Goals form the foundation layer, spelling out what a marketing effort hopes to achieve. To be effective, goals should be relatively few in number. Once established, goals seldom change.

The communications plan contains more goals than the consulting partners would normally recommend for an organization of NWPA Job Connect's size, but we believe this is the best choice, given the desire to quickly jump-start the communications effort and the large potential to do joint communication efforts.

## Objectives

Goals become achievable when they are measurable. An objective states exactly what needs to be done to achieve the goal, in what time frame and according to what standards. Objectives clearly define the parameters and measurements for success. Each goal may have one or more objectives associated with it, but all objectives must be achieved to claim the goal has been met. Objectives need to be complete, realistic, and readily measurable. They, in turn, provide the basis for group strategies. "*Within 60 days, NWPA Job Connect staff will receive updates either via email or within the context of staging staff meetings,*" is an example of an objective.

All objectives should be SMART, i.e. Specific, Measurable, Achievable, Realistic and Time Bound.

- **Specific** – the objective should state exactly what is to be achieved.
- **Measurable** – an objective should be capable of measurement, so that it is possible to determine whether (or how far) it has been achieved.
- **Achievable** – the objective should be realistic given the circumstances in which it is set and the resources available to the organization.
- **Relevant** – objectives should be relevant to the people responsible for achieving them.
- **Time-Bound** – objectives should be set with a time frame in mind. These deadlines also need to be realistic.

## Strategies

While objectives are realized when a set of detailed strategies are linked to them, a strategy states: How we are going to achieve the objective, given the resources and time frame available. If, for example, an objective is to boost activity by a specific amount, a marketing strategy could include determining key selling points and marketing channels to reach decision makers. For a public agency like NWPA Job Connect, objectives might include specific percentage increases in public participation over a given timeframe, or specific numbers of positive editorial mentions in major regional media within a given time period.

Each objective has one or more strategies linked to it. Together these present a complete picture of exactly how the objective will be met. Strategies should make explicit the assumptions about available resources and critical success factors including people, funding, economic and market conditions, supporting technologies, and so on. This is the place in the communications planning process for clearly stating needs, flagging risks, and establishing contingencies.

## Tactics/Tools

Once a comprehensive system of goals, objectives, and strategies has been developed, a sound basis exists for planning and budgeting specific activities to support them. Tactics (tools) are the deliverable formats for communication: brochures, advertising campaigns, media relations, etc.

## Appendix 2: Contacts

Last updated 2/13/19. For most recent, please visit [www.nwpajobconnect.org/uploads/LocalPAACLContacts.pdf](http://www.nwpajobconnect.org/uploads/LocalPAACLContacts.pdf)

Organization	Contact	Phone	Mobile Phone	Email
NWPA Job Connect	Janet Anderson, Director	814-333-1286 x103	814-282-1551	<a href="mailto:janderson@nwpajobconnect.org">janderson@nwpajobconnect.org</a>
	Jackie Hamilton, Senior Admin Assistant	814-333-1286 x102	N/A	<a href="mailto:jachamilton@nwpajobconnect.org">jachamilton@nwpajobconnect.org</a>
PA CareerLink®	Latrisha Mitchel, Operator	N/A	814-758-5649	<a href="mailto:Latrisha.Mitchell-Payne@rescare.com">Latrisha.Mitchell-Payne@rescare.com</a>
	Bridget Wolf, Regional Director (ResCare)	N/A	614-332-1243	<a href="mailto:Bridget.Wolf@rescare.com">Bridget.Wolf@rescare.com</a>
Title I	Sara Dodeci, Project Director	814-455-9966 x550	814-516-2422	<a href="mailto:Sara.Dodeci@nwpacareerlink.org">Sara.Dodeci@nwpacareerlink.org</a>
	Russel Byler, Operations Manager	814-455-9966	814-853-5094	<a href="mailto:Russell.byler@nwpacareerlink.org">Russell.byler@nwpacareerlink.org</a>
	Fadhail Ibraheem, Business Solutions Manager	814-455-9966 x419	814-853-5254	<a href="mailto:Fadhail.ibraheem@nwpacareerlink.org">Fadhail.ibraheem@nwpacareerlink.org</a>
	Misty O'Connor, Youth Prog Mgr	814-853-0910		<a href="mailto:Misty.oconnor@nwpacareerlink.org">Misty.oconnor@nwpacareerlink.org</a>
BWPO	Larry Fannie, Asst Regional Director	724-471-7235	724-309-7972	<a href="mailto:lfannie@pa.gov">lfannie@pa.gov</a>
	Joe Miceli, Program Supervisor	814-455-9966		<a href="mailto:jmiceli@pa.gov">jmiceli@pa.gov</a>
BWPO Rapid Response	Beverly Rapp, Regional Workforce Analyst		717-503-7901	<a href="mailto:berapp@pa.gov">berapp@pa.gov</a>
	Dan Kuba, Western RR Supervisor		717-243-4431	<a href="mailto:dkuba@pa.gov">dkuba@pa.gov</a>
OVR	Jack Hewitt, District Administrator	814-651-9607	814-882-4953	<a href="mailto:jhewitt@pa.gov">jhewitt@pa.gov</a>
	Kim Garnon, Asst District Administrator	814-651-9605	814-872-6952	<a href="mailto:kgarnon@pa.gov">kgarnon@pa.gov</a>
GECAC	Ben Wilson, Workforce Pgm Mgr	814-459-4581 x413	814-870-5413	<a href="mailto:bwilson@gecac.org">bwilson@gecac.org</a>
	Silvana Rabat-Lavor, Career JumpStart Pgm Mgr	814-455-9966 x301	814-450-1987	<a href="mailto:slavor@nwpacareerlink.org">slavor@nwpacareerlink.org</a>
EARN	Nancy Sabol, Exec Director	814-452-4072 x299	814-440-6787	<a href="mailto:nsabol@stben.org">nsabol@stben.org</a>
	Stephanie Krauza, Pgm Director		814-490-3895	<a href="mailto:skrauza@stben.org">skrauza@stben.org</a>
Title II	Caryl Unseld, Sup. Fed & State Pgms & Adult Ed	814-734-5806	814-440-2970	<a href="mailto:Caryl_unseld@iu5.org">Caryl_unseld@iu5.org</a>
	Elizabeth Wilson, Coordinator, Adult Ed		814-460-3695	<a href="mailto:Elizabeth_wilson@iu5.org">Elizabeth_wilson@iu5.org</a>
Erie Center Manager	Jean Blaine	814-455-9966 x440		<a href="mailto:Jean.blaine@nwpacareerlink.org">Jean.blaine@nwpacareerlink.org</a>
Oil Region Center Manager	Russ Byler	814-853-5094		<a href="mailto:Russ.Byler@nwpacareerlink.org">Russ.Byler@nwpacareerlink.org</a>
Mobile Services Manager	Carmine Camillo	814-218-0937	814-282-4489	<a href="mailto:Carmine.camillo@nwpacareerlink.org">Carmine.camillo@nwpacareerlink.org</a>

\*Partner contact information is more specific than the information provided in the Mandated Partner MOU/IFA

## Appendix 3: Workforce Related Acronyms

AAA	Area Agency on Aging
ABE	Adult Basic Education
ABLE	Adult Basic Literacy Education
ACT	American College Test
ADA	Americans with Disabilities Act
ADMIP	Advanced Diversified Manufacturing Industry Partnership
AGA	Announcement of Grant Availability
AP	Accounts Payable
AMR	Agreement of Mutual Responsibility
AR	Accounts Receivable
ARRA	American Recovery and Reinvestment Act
BETP	Bureau of Employment & Training Programs (DPW)
BLS	Bureau of Labor Statistics
BREP	Business Retention and Expansion Program
BSA	Boy Scouts of America
BSR	Business Service Representative
BST	Business Service Team
BWDA	Bureau of Workforce Development Administration
BWDP	Bureau of Workforce Development Partnership
BWPO	Bureau of Workforce Partnership and Operations
CAA	Career Advancement Accounts
CAO	County Assistance Office
CAP	Customer Action Plan
CARS	Cost Allocation Reimbursement System
CBO	Community Based Organization
CCIS	Child Care Information Services
CCR	Central Contractor Registration
CEO	Chief Executive Officer
CES	Current Employment Statistic Program
CFDA	Catalog of Federal Domestic Assistance
CFO	Chief Financial Officer
CFR	Cod of Federal Regulations
CIP	Classification of Instructional Programs
CIS	Case Inquiry Screen
CJT	Customized Job Training
CJTG	Critical Job Training Grants
CLEO	Chief Local Elected Official
CLWDT	County Level Workforce Development Team
COG	Career Opportunity Grant
CRC	Career Resource Center
CRC	Civil Rights Center
CT	Customized Training
CTC	Career and Technical Center
CWIA	Center for Workforce Information
CWDS	Commonwealth Workforce Development System

CYS	Children & Youth Services
DHS	Department of Human Services
DOL	Department of Labor (Federal)
DOT	Dictionary of Occupational Titles
DPW	Department of Public Welfare
DST	Direct Services Teams
DUNS	Data Universal Numbering System
DW	Dislocated Worker
EARN	Employment and Retention Network (DPW work programs)
ECF	Erie Community Foundation
EDP	Employability Development Plan
EDRP	Employee Development & Retention Plan
EDWAA	Economic Dislocation & Worker Adjustment Assistance Act
EEO	Equal Employment Opportunity
EEOC	Equal Employment Opportunity Council
EER	Entered Employment Rate
EIN	Employer Identification Number
EO	Equal Opportunity
ERR	Employment Retention Rate
ES	Employment Specialist
ESS	Employer Services Specialist
ESL	English as a Second Language
ETA	Employment & Training Administration (DOL)
EYE	Expanded Youth Employment Program
FBO	Faith Based Organization
FLSA	Fair Labor Standards Act
FMS	Financial Management System
FSR	Financial Status Report
FY	Fiscal Year
GBA	Green Building Alliance
GBC	Green Building Council
GED	General Equivalency Diploma
GECAC	Greater Erie Community Action Committee
GLBCT	Great Lakes Building and Construction Trades
HCIP	Health Care Industry Partnership
HIPAA	Health Insurance Portability and Accountability Act
HPO	High Priority Occupations
IBEW	International Brotherhood of Electrical Workers
IEP	Individualized Education Plan
IEP	Individual Employment Plan
IMU	Internal Monitoring Unit
IOCT	Individual Occupational Classroom Training
IP	Industry Partnership

IRC	Industrial Resource Center
ISY	In School Youth
ISS	Individual Service Strategy
IT	Information Technology
ITA	Individual Training Account
IU	Intermediate Unit
IW or ICW	Incumbent Worker
JA	Junior Achievement
JJI	Joint Jobs Initiative
JTPA	Job Training Partnership Act (Act before WIA, no longer in effect)
JVA	Jobs for Veterans Act
KIZ	Keystone Industrial Zone
KIZ	Keystone Innovation Zone
KOZ	Keystone Opportunity Zone
KSA	Knowledge, Skills & Abilities
LA	Lead Agency
LAUS	Local Area Unemployment Statistics
L & I	Department of Labor & Industry (State)
LEA	Local Education Agency
LEO	Local Elected Official
LEP	Limited English Proficiency
LMI	Labor Market Information
LMO	Labor Market Orientation
LMC	Local Management Committee
LLSIL	Lower Living Standard Income Level
LWDA	Local Workforce Development Area
LWDB	Local Workforce Development Board
MBA	Manufacturer and Business Association
MBE/WBE	Minority Business Enterprises/Women's Business Enterprises
MFA	Memorandum of Financial Agreement
MIS	Management Information System
MOA	Memorandum of Agreement
MOU	Memorandum of Understanding
NAB	National Alliance of Business
NACO	National Association of County Organizations
NAFTA	North American Free Trade Agreement
NAICS	North American Industry Classification System
NAPIC	National Association of Private Industry Councils
NASWA	National Association of State Workforce Agencies
NAWB	National Association of Workforce Boards
NCRC	National Career Readiness Certificate
NEG	National Emergency Grant
NNSP	National Network of Sector Partners
NOO	Notice of Obligation

NPTPC	Northwest Pennsylvania Training Partnership Consortium, Inc. (previous name for RCWE)
NRTI	Northwest Regional Technology Institute
NTMA	National Tooling and Machining Association
NWA	National Workforce Association
NWIRC	Northwest Industrial Resource Center
NWPA	Northwest Pennsylvania
NWPAGE	Northwest Pennsylvania Green Economy
NWPA WIA	Northwest Pennsylvania Workforce Investment Area
OCT	Occupational Classroom Training
OEM	Original Equipment Manufacturer
OES	Occupational Employee Statistics
OIG	Office of Inspector General
OJT	On-the-Job Training
OMB	Office of Management and Budget
ONET	Occupational Informational Network
OSY	Out of School Youth
OVR	Office of Vocational Rehabilitation
OY	Older Youth
PARES	Partnering Assets to Reach Employment Solutions
PAYT	Pennsylvania Youth in Transition Project
PCC	Pennsylvania Conservation Corps
PCEGC	Pennsylvania Center for Energy and Green Careers
PDE	Pennsylvania Department of Education
PPF	Partners for Performance
PIC	Private Industry Council (no longer)
PO	Purchase Order
POC	Point of Contact
PRC	Personal Responsibility Contract
PREP	Pennsylvania Profile Re-employment Program
PY	Program Year
RA	Rapid Attachment to the Workforce Program
RAD	Recovery Act Data Systems
RCEP	Regional Career Education Partnership
RCWE	Regional Center for Workforce Excellence
RFF	Request for Funds
RFP	Request for Proposals
RIG	Regional Innovation Grant
RR	Rapid Response
RRP	Rapid Reemployment Program
RSA	Resource Sharing Agreement
RWDT	Regional Workforce Development Team
SBA	Small Business Administration
SBDC	Small Business Development Center
SBEC	St. Benedict Education Center
SDA	Service Delivery Area

SEA	Self Employment Assistance Program
SEG	State Education Grant
SESP	State Energy Sector Partnership
SIC	Standard Industrial Classification
SOC	Standard Occupation Code
SPOC	Single Point of Contact
STEM	Science Technology Engineering and Math
STW	School to Work
SYEP	Summer Youth Employment Program
TAA/TRA	Trade Adjustment Act/Trade Readjustment Act
TAG	Technical Assistance Guide
TANF	Temporary Assistance for Needy Families
TDS	Talent Development Specialist
TEEN	Transportation Education and Economic Network
TEGL	Training and Employment Guidance Letter
TES	Talent Engagement Specialist
TJTC	Targeted Jobs Tax Credit
UC	Unemployment Compensation
UCB	Unemployment Compensation Board
UCIP	Unemployment Compensation Insurance Program
UI	Unemployment Insurance
UIPL	Unemployment Insurance Program Letter
VA	Veterans Administration
VETS	Veterans Employment and Training Service
VSM	Value Stream Mapping
VTDC	Venango Training & Development Center
WAP	Weatherization Assistance Program
WDB	Workforce Development Board
WIA	Workforce Investment Act or Workforce Investment Area
WIN	Worldwide Interactive Network
WIIN	Workforce Investment Information Notice
WIOA	Workforce Innovation and Opportunity Act
WIRED	Workforce Innovation and Regional Economic Development
WOLIP	Workforce Online Learning Information Portal
WOTC	Work Opportunity Tax Credit
WTW	Welfare to Work
WTW	Way to Work
WX	Weatherization
YY	Younger Youth

## Appendix 4: Board, Staff, Standing Committees

### NWPA Job Connect Board

Most up to date board member contact information may be found online at <https://www.nwpajobconnect.org/wdb-members>.

### NWPA Job Connect Staff

Janet Anderson, Director

P 814-333-1286 x103

M 814-282-1551

[janderson@nwpajobconnect.org](mailto:janderson@nwpajobconnect.org)

Deb O'Neil, Policy & Compliance Specialist

P 814-333-1286 x101

M 814-720-8294

[doneil@nwpajobconnect.org](mailto:doneil@nwpajobconnect.org)

Erin Shaffer, Program Specialist

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M 814-493-1513

[eshaffer@nwpajobconnect.org](mailto:eshaffer@nwpajobconnect.org)

Ramon Rodriguez, Grant Writer/Research Specialist

P 814-333-1286 x108

M 814-853-2134

[rrodriguez@nwpajobconnect.org](mailto:rrodriguez@nwpajobconnect.org)

Jackie Hamilton, Senior Administrative Assistant

P 814-333-1286 x102

[jachamilton@nwpajobconnect.org](mailto:jachamilton@nwpajobconnect.org)

Kennedy Henry, Administrative Assistant

P 814-333-1286

[khenry@nwpajobconnect.org](mailto:khenry@nwpajobconnect.org)

Partners for Performance Office

920 Water St

Suite 32B

Meadville, PA 16335

F 814-333-1754

### NWPA Job Connect Standing Committees

*The most updated committee membership listing may be found at <https://www.nwpajobconnect.org/wdb/nwpa-job-connect-committees>.*

**Executive Committee:** *Responsibility/Authority: Act on behalf of the full Workforce Development Board, when necessary, due to timing, with ratification by the full board at the next full Workforce Development Board Meeting; To delegate to the board's committees and review findings and recommendations by the committees*

Staff Contact: Janet Anderson

**Business Solutions Committee:** *Responsibility/Authority: To identify and address common skill gaps, education and credential needs, and workforce requirements in high priority occupations within targeted industry sectors. Committee identifies those industry-specific workforce issues and needs that must be addressed to sustain a robust economy in the Northwest WDA by working with education and economic development to develop an action plan*

Staff Contact: Janet Anderson

**Communications Committee**

*Responsibility/Authority: Develop regional outreach and communication plan*

Staff Contact: Jackie Hamilton

**Fiscal/Monitoring Committee**

*Responsibility/Authority: Ensure system accountability and transparency through fiscal oversight, audit, and program system monitoring, including performance measures, metrics that matter, and certification of the one-stop centers*

Staff Contact: Erin Shaffer

**Governance Committee**

*Responsibility/Authority: Ensure compliance to WDB Bylaws and other governing documents from US DoL and the PA Department of Labor & Industry. This includes the review and updating of policies. Further, the committee is responsible to oversee the nominations process of the WDB, including recommendations for appointments, removals, and nominations of members and partners.*

Staff Contact: Deb O'Neil

**Workforce Solutions Committee**

*Responsibility/Authority: Continuously review and improve the one-stop and mobile system to eliminate barriers that inhibit job-seekers from attaining the education/training needed to be employable at family sustaining wages*

Staff Contact: Erin Shaffer

**Youth Committee**

*Responsibility/Authority: Supports/advises the WDB in the establishment and delivery of youth services; promotes career pathways and tangible opportunities for youth*

Staff Contact: Deb O'Neil



## Appendix 6: Audiences

The following are the audiences, communication plan and required actions for all external groups that the NWPA Job Connect™ interacts with on an ongoing basis.

Adult/Dislocated Worker

In-School Youth

Out of School Youth

Business Community

Internal PA CareerLink® Partners/One-Stop Operator

Mobile Service Delivery Partners

Stakeholders: Community Partners

Training Providers

Elected Officials/Legislators

NWPA Job Connect Staff

NWPA Job Connect Board Members/CLEOS

Media

Public

# ADULT/DISLOCATED WORKER

Adult: Unemployed and seeking a job, up skill. Majority of funding must be spent on clients with barriers to employment.

Dislocated Worker: Eligible worker who has been permanently laid off or has received a notice of layoff or termination from employment due to the firm's failure or plant closure. Workers dismissed because of unsatisfactory job performance are generally not considered dislocated.

CHALLENGES: This population may be satisfied with their current situation and not actively looking for a way to improve it. They may not be engaged with other agencies. Alternatively, if interested in assistance, this population may have misconceptions about how to get PA CareerLink® services in NWP. WIOA funding must be used primarily for job seekers with barriers to employment. Organic identification of these barriers is most easily performed through mobile service delivery, serving an established client of another organization.

GOAL: Regular appropriate and managed communications to jobseekers, delivered through intermediaries such as the media and PA CareerLink®, so these customers understand NWP Job Connect's vision, operating procedures, capabilities, and purpose as the public workforce system.

**Objective:** Develop an ongoing outreach campaign targeted to unemployed, underemployed, looking to upskill

**Strategy 1:** PSAs on local radio stations

**Strategy 2:** Social media posts for events and workshops, job postings

Tactics: *On PA CareerLink® local sites, shared by NWP Job Connect*

*As needed but kept current to keep showing up in feeds. Adult/DW staff to generate content.*

*Promotion of posts concurrent with concerted efforts related to program and services pushes*

*Define what platforms should be utilized for this group*

**Strategy 3:** Websites for NWP Job Connect and PA CareerLink® kept updated

Tactic: *Define plan for staff responsible for website updates, including Adult/DW staff to generate content*

**Strategy 4:** Bulletin board flyers in high traffic areas (malls, bus stops) and community agencies

Tactics: *Created by Adult/DW Staff, reviewed by NWP Job Connect Director*

*Provided to Mobile Service Delivery Partners*

*Mobile staff and NWP Job Connect staff will ensure flyers remain posted when they visit high traffic areas*

**Strategy 5:** Interviews on local television stations

Tactics: *By NWP Job Connect Director and a guest if preferred*

*Timed in concurrence with concerted efforts related to program and services pushes*

**Strategy 6:** Billboard campaign with mobile service delivery number

**Strategy 7:** Update brochures available at PA CareerLink®

Tactics: *Situation specific (barriers to employment, self-serve, etc.)*

*Displayed at one-stops and other partners as agreed (Libraries, County Assistance Offices)*

*Communicates way to get in contact immediately*

**Strategy 8:** PA CareerLink® sets up at all known career fairs in region, or hold a career fair 2x yearly

## **ADULT/DISLOCATED WORKER**

Tactics: *Make available job postings, info on available services, short list of partners and their available services, info on how to be a good employee, publications to help with resumes, HPO/Career Pathways, etc.*

*Setup computers for instant registration on PA CareerLink® state website (/and registration with WIOA)*

*Staffed by front-line staff/available partners*

*Collect information for follow-up (like sales partners, and for survey)*

*Maintain contact with client through follow up services*

# IN-SCHOOL YOUTH

In-School Youth: *In traditional school, up to age 21.*

CHALLENGES: Only 25% of youth funding may be spent on ISY. This population is easy to identify as they are regularly attending school.

GOAL: Create a community presence so that if the need arises, the in-school youth, their educators, families, and mentors know about the public workforce system and trusts that it will help them meet their goals.

**Objective 1:** Develop an ongoing outreach campaign targeted to parents, grandparents, caregivers

**Strategy 1:** PSAs on local radio stations

**Strategy 2:** Websites for NWPA Job Connect and PA CareerLink® kept updated

**Strategy 3:** Interviews on local television stations

**Strategy 4:** PA CareerLink® sets up at all known career fairs in region, or hold a career fair 2x yearly

Tactics: *Make available job postings, info on available services, short list of partners and their available services, info on how to be a good employee, publications to help with resumes, HPO/Career Pathways, etc.*

*Setup computers for instant registration on PA CareerLink® state website (/and registration with WIOA)*

*Staffed by front-line staff/available partners*

*Collect information for follow-up (like sales partners, and for survey)*

*Maintain contact with client through follow up services*

**Objective 2:** Partner with schools

**Strategy 1:** Info to send home: WIOA eligibility info

Tactics: *Sent through High School Counselors*

*Career exploration events/projects*

**Objective 3:** Update brochures available at PA CareerLink®

**Strategy 1:** Situation specific (graduating, joining the workforce for the first time)

Tactic: *Displayed at one-stops and other partners as agreed (Libraries, County Assistance Offices)*

**Strategy 2:** Communicates way to get in contact immediately

# OUT-OF-SCHOOL YOUTH

Out-of-School Youth: *Not enrolled in school, up to age 24. Includes dropouts working towards GED. College or high school graduate not yet employed. Also includes JobCorps participants.*

CHALLENGES: This population is particularly hard to locate and engage, due to their lack of connection with a facility such as a school. Difficult to engage and retain.

GOAL: Create a community presence so that if the need arises, out-of-school youth, their former educators, families, mentors, and other contacts know about the public workforce system and how to become a part of it

**Objective 1:** Develop an ongoing outreach campaign

**Strategy 1:** PSAs on local radio stations, at movie theater

Tactics: *Reach out to local radio stations and movie theaters for in-kind/non-profit opportunities at low/no-cost*  
*Targeted time: post-seasonal, summer*

**Strategy 2:** Social media posts for events and workshops, job postings, success stories

Tactics: *On PA CareerLink® local sites, shared by NWSA Job Connect*  
*As needed but kept current to keep showing up in feeds. Youth staff to generate content.*  
*Promotion of posts concurrent with concerted efforts related to program and services pushes*  
*Define what platforms should be utilized for this group*

**Strategy 3:** Websites for NWSA Job Connect and PA CareerLink® kept updated

Tactic: *Define plan for staff responsible for website updates, including youth staff to generate content*

**Strategy 4:** Bulletin board flyers in high traffic areas (malls, bus stops) and community agencies

Tactics: *Created by Youth Staff, reviewed by NWSA Job Connect Director*  
*Leave at Mobile Service Delivery Partners*  
*Mobile staff and NWSA Job Connect staff to ensure flyers remain when they visit high traffic areas*

**Strategy 5:** Interviews on local television stations

Tactics: *By NWSA Job Connect Director and a guest if preferred*  
*Timed in concurrence with concerted efforts related to program and services pushes*

**Strategy 6:** Target caregivers (grandparents via Active Aging)

Tactics: *Flyers created by Youth Staff, reviewed by NWSA Job Connect Director*  
*Left at Active Aging and in areas they recommend*  
*Instructions on how to get more copies*  
*Monthly follow up calls made by mobile team*

**Strategy 7:** PA CareerLink® sets up at all known career fairs in region, or hold a career fair 2x yearly

Tactics: *Make available job postings, info on available services, short list of partners and their available services,*  
*info on how to be a good employee, publications to help with resumes, HPO/Career Pathways,*  
*etc.*  
*Setup computers for instant registration on PA CareerLink® state website (/and registration with WIOA)*  
*Staffed by front-line staff/available partners*  
*Collect information for follow-up (like sales partners, and for survey)*  
*Maintain contact with client through follow up services*

**Objective 2:** Partner with schools to capture drop outs and ensure they have the correct information on the opportunities available to them

**Strategy 1:** Work with counselors to contact new HS dropouts

Tactics: *Via mailing*  
*Via direct contact/text message*

## OUT-OF-SCHOOL YOUTH

**Strategy 2:** Work with counselors to contact students at risk of dropping out

Tactic: *Visit, gather contact information for referral to CL*

**Strategy 3:** Work with counselors to contact students completing first year of college

Tactic: *Decipher whether plan is to stay in college, if not, collect info for referral to CL*

**Objective 3:** Update brochures available at PA CareerLink® to be situation specific for issues this demographic is facing

**Strategy 1:** Situation specific (barriers to employment, need training, GED, entering workforce for first time)

Tactic: *Displayed at one-stops as well as other partners as agreed (Libraries, County Assistance Offices)*

**Strategy 2:** Communicates way to get in contact immediately

**Strategy 3:** Reviewed by NWPA Job Connect Director

# BUSINESS COMMUNITY

Business Community: *Employers in both individual and organized forms. (i.e. chambers of commerce, economic development organizations or industry groups)*

**CHALLENGES:** Some businesses have not had a satisfactory experience with PA CareerLink® in the past. PA CareerLink® is the public workforce system and may conflict with the expectation that they provide highly-skilled candidates for upper management positions.

**GOAL:** Engage businesses to establish and maintain relationships that keep PA CareerLink® and NWPA Job Connect front-of-mind when employers consider utilizing the public workforce system to address their needs

**Objective 1:** Inform Businesses of the purpose of the public workforce system

**Strategy 1:** Develop a quarterly publication for area employers

Tactics: Created by Business Solutions/Board Staff, Reviewed by Business Solutions and Communications Committees

Disseminated by the Chambers of Commerce/MBA

Focus on employer services available, success stories

Invitation to try PA CareerLink®

Invite to Business Solutions Committee Meetings

Requests for input on what is keeping them up at night (to address later)

Includes updated contact list of business solutions partners

**Strategy 2:** Contribute to local employer publications (MBA Magazine, Chamber newsletters)

**Strategy 3:** Hold employer webinars/focus groups regularly and/or in conjunction with new opportunities

Tactics: Hosted/advertised by Chambers/MBA

Presentation by Business Solutions Partners & Business Solutions Committee (member)

Collect information to follow up (and survey)

GoToMeeting/Skype

**Strategy 4:** Create a staple event convening businesses (separate from PA CL, for NWPA JC)

Tactic: Bi-annually, just prior to board development sessions

**Strategy 5:** Create a trifold about NWPA JC for businesses

Tactic: Outline partnerships with area agencies (Engage, NWC)

**Objective 2:** Become known as a source of trained talent

**Strategy 1:** Advertise participants ready to enter the workforce, no names, on social media, emails, and PSAs (read as a success story to apply to multiple audiences)

# INTERNAL PA CAREERLINK® PARTNERS/ONE STOP OPERATOR

Internal PA CareerLink® Partners/One-Stop Operator: *Mandated partners party to the MOU for PA CareerLink® Partners and shared costs through the Infrastructure Funding Agreement.*

CHALLENGES: Typical challenges of groups who are collocated and/or sharing costs.

GOAL: Create natural opportunities for two-way communication among PA CareerLink® Partners and the One Stop Operator in a manner that benefits the overall workforce system without creating a significant amount of new procedures

**Objective 1:** Foster communication among partners about the public workforce system as a whole

**Strategy 1:** Develop a quarterly email update for Internal PA CareerLink® Partners

Tactics: *Emailed from NWPA Job Connect*

*Focus on partnerships and concerns communicated by the Operator*

*Requests for input on issues being discussed at the committee level*

*Includes updated contact list of all partners and local contacts*

**Strategy 2:** Create and distribute a guide for Internal PA CareerLink® Partners

Tactics: *Binder*

*Provided to local partner contact at the beginning of partnership/updated with MOU cycle; provided to MOU signer if requested*

*Short overview PA CareerLink® operations in Northwest PA*

*Contacts of other partner staff and operator*

*Delivered as a personal briefing by the Operator*

**Strategy 3:** Operator holds regular internal partner meetings

Tactics: *Current internal partner meeting material; best practices, success stories*

*Run by Operator, may offer a virtual call-in option*

*Report Template shared in advance to be collected at the meeting (Report to be used for NWPA JC Operator Report, Scorecard)*

**Objective 2:** Give partners the tools to share a consistent message about PA CareerLink® services and NWPA Job Connect

**Strategy 1:** Communications Committee will create a media procedure for use by all staff

Tactics: *Includes an overview of the protocol, "what to do when"*

*Details who to contact for specific situations*

*Includes the mission and vision of NWPA Job Connect and PA CareerLink® Core Values*

*Defines the most relevant messages per audience*

## MOBILE SERVICE DELIVERY PARTNERS

Mobile Service Delivery Partners: *Agencies with mutual clients served through mobile service delivery of PA CareerLink® services.*

CHALLENGES: Partnering with PA CareerLink® in a new way. These groups are identifying the best ways to reduce duplication of efforts yet meet their separate required outcomes with each client

GOAL: To strengthen current mobile service delivery partnerships while creating new ones

**Objective:** Foster a partnership among mobile service delivery partners and staff

**Strategy 1:** Develop a quarterly email update for Mobile Service Delivery Partners

Tactics: *Emailed from the One-Stop Operator (or Mobile Services Manager)*

*Focus on partnerships and new data*

*Mechanism in place for personal contact from Operator, Mobile Services Manager, or other partner staff*

**Strategy 2:** Create and distribute an orientation guide for new Mobile Service Delivery Partners

Tactics: *Folder*

*Short overview of what NWPA Job Connect and PA CareerLink® offer*

*Customized portion of folder about individual partnership*

*Contacts of other partner staff and operator (by topic?)*

*Delivered as a personal briefing by the Mobile Service Delivery Manager in conjunction with MOU signing, if needed*

**Strategy 3:** Hold regular meetings for collaborating, like internal partner meetings

Tactics: *Share best practices, success stories*

*Run by Mobile Service Delivery Manager and Operator*

*Via Zoom/Skype/etc.*

## STAKEHOLDERS: COMMUNITY PARTNERS

Community Partners: *Organized to represent the interests of segments of the community typically not defined by geography. Examples would include veteran groups, unions, advocacy organizations, non-governmental organizations, etc.*

CHALLENGES: This population sometimes does not understand the role of PA CareerLink® nor the fact that they are the public workforce system.

GOAL: Keep community partners informed of the status of the public workforce system and opportunities to partner within it

**Objective 1:** Create regular communication with community partners

**Strategy 1:** Develop a quarterly email update for partners

Tactics: *By NWPAs Job Connect Director, emailed from MailChimp*  
*Focus on local impact of PA CareerLink® and ways to partner*  
*Include pertinent workforce data on the local area*  
*Showcase an engaged stakeholder*  
*Invitation for membership on committees*

**Strategy 2:** Engage partners periodically in conjunction with events

Tactics: *Emailed via MailChimp*  
*Holidays, back to school, graduation, etc.*

**Objective 2:** Gather stakeholder input

**Strategy:** Via email to engaged stakeholders, bimonthly, before board meetings

Tactic: *Invite for committee meeting attendance when specific topic arises*

# TRAINING PROVIDERS

Training providers: education providers in the region that already receive WIOA funding for participants or are eligible to do so. Since approved training providers provide programming that educates participants in high priority positions, they need to be kept informed of the workforce needs of the region.

**CHALLENGE:** Training providers often do not understand their role in the workforce system, nor the “flow” of a PA CareerLink® client in the system.

**GOAL:** To better inform training providers of their role in the public workforce system as well as their opportunities within the local system.

**Objective 1:** Ensure area training providers are aware of their role in the public workforce system

**Strategy 1:** Maintain updated resources geared toward training providers

Tactics: *Information on how to apply to be on Eligible Training Provider List*

*Information on High Priority Occupations and unmet training needs in the area*

*Update materials as needed and inform engaged training providers*

**Strategy 2:** Hold an annual session for new and current training providers

Tactics: *Outline the process for application and timelines*

*Include information on unmet training needs*

**Objective 2:** Address unmet needs through engaging training providers

**Strategy 1:** Engage new training providers who offer programs that support high priority occupations not already supported by training providers on the ETPL

Tactics: *Internet search annually, in summer, and as needed*

*Engage Adult Education (or similar) representatives at disengaged training providers*

*Periodically review former training providers and reengage them for the application process or for feedback*

## ELECTED OFFICIALS/LEGISLATORS

Elected Officials/Legislators: *Federal, State and Local officials that serve constituents in the Workforce Development Area not directly involved with the workforce boards. This includes local elected officials not on the NW CLEO Board.*

CHALLENGES: The public has difficulty understanding the public workforce system and may voice this to their elected officials.

GOAL: Local, state, and federal elected officials will have access to relevant information that puts the region's workforce situation in perspective and will be provided with the data they need to address their constituents and make informed decisions.

**Objective:** Keep elected officials and legislators informed of the public workforce system and its operations within the six-county region

**Strategy 1:** Develop a quarterly email update for elected officials

Tactics: *Emailed from the NWPA Job Connect Director*

*Focus on policymaking issues and new data*

*Mechanism in place for direct contact for personal contact*

*Detailing PA CareerLink® impact on their communities*

*Pertinent workforce data on their local area*

*Partnerships happening within their communities and agencies*

*Comparisons to other regions where partnerships could be explored*

*Upcoming board/committee meeting schedule*

**Strategy 2:** Create and distribute an "annual issues" guide to legislators

Tactics: *Binder*

*Short overview of what NWPA Job Connect and PA CareerLink® are doing*

*Suggestions for assistance needed*

*Delivered as a personal briefing by the NWPA Job Connect Director*

**Strategy 3:** Hold meetings or working groups for elected officials, legislators, and staffers

Tactics: *Annually/biannually*

*Invite helpful stakeholders as needed*

# NWPA JOB CONNECT STAFF

Staff: *Internal audience*

**CHALLENGES:** The oversight and policy arm of the public workforce system is sometimes overlooked for inclusion in partner meetings and other partner discussions. While a firewall is in place to prevent the board staff from providing programming, they offer valuable insight from the various entities they interface with, as well from the board members.

**GOAL:** Board staff will implement the communications protocol to have real-time pertinent community information available to the board when reviewing the impact of PA CareerLink® on the region. “Information” includes partnerships, opportunities to leverage resources and dually serve clients, gaps in service provision, and opportunities to inform entities of the climate for job seekers and employers alike.

**Objective 1:** Create a timeline to implement Communications Protocol

**Strategy:** Board staff to align current efforts with timeline/protocol

**Objective 2:** Monitor the implementation of the protocol and revise as needed

**Strategy 1:** Staff input gathered at weekly staff meetings

**Strategy 2:** Partner input received via Operator after partner meetings

**Strategy 3:** Communications Committee input on revisions 2-3 times annually

**Objective 3:** Keep full board informed of Communications activity on behalf of NWPA Job Connect

**Strategy:** Committee report in board meeting packet

**Objective 4:** Involve board members in outreach

**Strategy 1:** Invite to events/focus groups

**Strategy 2:** Designate board members to head events with staff preparation

# NWPA JOB CONNECT BOARD MEMBERS AND CLEOS

NWPA JC Board Members and CLEOs: *Appointed board members and one elected official from each county in Northwest PA.*

CHALLENGES: The public workforce system is difficult to grasp in its entirety and these groups are responsible for directing it.

GOAL: Keep the board members and CLEOs informed and up-to-date on their workforce efforts in the region, leading to informed decisions and leveraging of resources and expertise

**Objective 1:** Deliver relevant board development

**Strategy 1:** Update orientation binders

**Strategy 2:** Hold orientation sessions twice yearly

**Strategy 3:** Keep orientation information current on website

**Strategy 4:** Strategic planning session every three years

**Strategy 5:** Web page with workforce news on website

**Strategy 6:** Keep informed the board of their responsibility to move forward their agenda as a cohesive group, communicate with board staff, and support the board staff as they work to advance the board's agenda

**Objective 2:** Strengthen relationships with and between board members

**Strategy 1:** Hold regular face-to-face meetings with the NWPA Job Connect Director

Tactics: *One-on-one*

*By county or sector, as appropriate*

*Bring PA CareerLink® partner staff, as appropriate*

**Strategy 2:** NWPA Job Connect Director fosters flow of communication between CLEOs and their appointed members, ensures reciprocation

Tactic: *By county or sector, as appropriate*

**Objective 3:** Spread a better understanding of the public workforce system

**Strategy 1:** Create an elevator speech

**Strategy 2:** Create a longer speech for events

**Strategy 3:** Trifold for board members to disseminate to community members

Tactic: *Created by board staff, reviewed by NWPA Job Connect Director*

# MEDIA

Media: *Print, broadcast and social media outlets. This may include newsletters of elected officials and/or partners/partners.*

CHALLENGES: The public workforce system is difficult to grasp in its entirety and the media may report on its impact on the communities they cover. Managing the public response to the dissemination of incomplete information by these outlets is taxing on staff and partners without a consistent message or contact.

GOAL: Engage the media on an ongoing basis to convey the relevant purpose of the public workforce system in the region.

**Objective:** Keep media informed of the mission of the public workforce system and its impact on the region

**Strategy 1:** Develop a press packet

Tactics: *Provided at the beginning of the program year and upon request by the NWPA Job Connect Director  
Designed to be updated easily and available electronically  
Reviewed by the Communications Committee  
Contact: NWPA Job Connect Director*

**Strategy 2:** Create opinion pieces for local publications

Tactics: *Provided/Coordinated by the NWPA Job Connect Director  
Address Community and Individual impact  
Reviewed by Communications Committee  
Provide responses to recent current event articles, tying back to PA CareerLink® services  
Contact: NWPA Job Connect Director*

**Strategy 3:** Regular presence on media

Tactics: *Schedule television interviews, NWPA Job Connect Director  
Schedule radio interviews, NWPA Job Connect Director  
Submit informative articles in local newsletters/publications  
Make NWPA Job Connect Director visible at community events related to education and training/workforce*

# PUBLIC

Public: *Members of the public that are not part of any of the above audiences and would not typically receive information about the workforce development initiatives/efforts.*

CHALLENGES: The public workforce system is difficult to grasp in its entirety and the media may report on its impact on the communities they cover. Managing the public response to the dissemination of incomplete information by these outlets is taxing on staff and partners without a consistent message or contact.

GOAL/OBJECTIVE: Create a community presence so that if the need arises, the public knows about the public workforce system and trusts that it will help them meet their goals.

**Objective:** Be visible to the public

**Strategy 1:** Create opinion pieces for local publications

Tactics: *Provided/Coordinated by the NWPA Job Connect Director*

*Addresses community and individual impact*

*Reviewed by Communications Committee*

*Provide responses to recent current events articles, tying back to PA CareerLink® services*

*Contact: NWPA Job Connect Director*

**Strategy 2:** Regular presence on media

Tactics: *Television interviews, NWPA Job Connect Director*

*Radio interviews, NWPA Job Connect Director*

*Articles in local newsletters/publications*

*NWPA Job Connect Director visible at community events related to education and training/workforce*

**Strategy 3:** Develop an ongoing outreach campaign

Tactics: *PSAs on local radio stations, movie theater*

*Social media posts for events and workshops, job postings*

*Websites for NWPA Job Connect and PA CareerLink® kept updated*

*Bulletin board flyers in high traffic areas (malls, bus stops) and community agencies*

*Interviews on local television stations*

*Billboard campaign, mobile service delivery number*

**Strategy 4:** Provide updated brochures at public places available through PA CareerLink®

Tactics: *Situation specific (barriers to employment, self-serve)*

*Displayed at one-stops and other partners as agreed (Libraries, County Assistance Offices)*

*Communicates way to get in contact immediately*

**Strategy 5:** Setup at all career fairs in region, or hold a career fair 2x yearly

Tactics: *Make available job postings, info on available services, short list of partners and their available services, info on how to be a good employee, publications to help with resumes, HPO/Career Pathways, etc.*

*Setup computers for instant registration on PA CareerLink® state website (/and registration with WIOA)*

*Staffed by front-line staff/available partners*

*Collect information for follow-up (like sales partners, and for survey)*

*Maintain contact with client through follow up services*

## Resource: Frequently Asked Questions

**The NWPA Job Connect Communication Committee understands that staff may come across specific inquiries that may not be clearly covered within the body of the protocol. Examples might include the following Frequently Asked Questions, and this reference may be expanded to address additional inquiries and how to manage them.**

**An agency has requested a letter of support from workforce/PA CareerLink®. Who do I refer them to?**

Only the Workforce Development Board may offer a letter of support, this is done through board staff. Board staff will review the request and related documentation, then review for alignment with the Local Plan before providing a letter of support. Please advise that this process may take up to a week. Please send the request and any supporting documentation to the NWPA Job Connect Director and Senior Administrative Assistant.

**A community agency has contacted me directly for help in obtaining funding for workforce programs and I don't know how best to help them. What do I do?**

This inquiry may best be handled by NWPA Job Connect staff. Please refer to Appendix 2.