

PA INDUSTRY PARTNERSHIP ANNUAL REPORT

PY2016-2017

OVERVIEW

Pennsylvania's Workforce Development system is increasingly focused on meeting the skills needs of businesses, the career goals of workers and the economic development goals of the commonwealth. To help improve the effectiveness of Industry Partnerships and ensure that project goals are being met, the Department of Labor & Industry requires each partnership to complete an electronic annual report. **It is critical that ALL sections of this document be fully complete upon submission.**

It is important to note that the answers to the questions posed in this report must be a result of the collaborative effort between the individual responsible for submitting this report and the employers and other members within the IP. The commonwealth is interested in obtaining the collective knowledge of the IP and not just the observations of a single individual. To help insure this happens, after gathering the information from the IP members, **a copy of this completed report must be provided to all members of the IP.**

The goals of this annual report include:

- Capturing the significant accomplishments and outcomes of the IPs;
- Communicating accomplishments and outcomes to show the full range of activities that IPs undertake to improve outcomes for employers, workers, and the commonwealth,
- Identifying exemplary IP approaches and practices that other IPs might replicate and that help demonstrate to legislators and others the value and impact of IPs,
- Helping IP coordinators and members gain insight into the progress their partnership is making over time,
- Compiling a set of performance outcomes that can be shared statewide and nationally.

Additional information may also be collected through follow-up interviews and to develop case studies.

INSTRUCTIONS

Each project that received Industry Partnership and/or Industry Partnership Training Funds in the 2016-2017 program year is required to complete this report. The responses provided in this report should represent the activities and/or results that were achieved between July 1, 2016 and June 30, 2017. Do not include activities or results accomplished outside of this program year. Doing so will cause skewed data and will result in the compilation of data that does not represent Industry Partnership activities and accomplishments for program year 2016-2017.

Please complete each section in its entirety by inserting all information directly into this document. You can present the information in a narrative form or simply by bullet points. Whichever way you select to present the information, be sure that the information is concise and understandable to the reader.

Once the report is complete, please save it as a Word document. Please save the file with the initials of your targeted industry cluster/sub-cluster and your LWDB name. Examples: BC_Berks.doc; LT_Luzerne.doc

When fully complete, please email your document to the Industry Partnerships resource account at RA-LI-PAWDB-IP@pa.gov. This report is due by close of business Friday, July 21, 2017.

CONTACT INFORMATION

Grant title (as submitted on proposal): Berks County Advanced Manufacturing Industry Partnership	Local Workforce Investment Board (fiscal agent): Berks County
Grant number: NOO 015-14-17, NOO 015-15-016	Targeted Industry Cluster: Advanced Manufacturing Sub-cluster:
Name and contact information of person to be contacted on matters involving this report:	
First Name: Rory Last Name: Stevenson	
Title: Mgr., Planning & Partnership Development rpstevenson@bccl.org	Telephone Number: 610-988-1303 Email:

PARTNERSHIP INFORMATION

- A. **Number of years this partnership has been in existence:** 11
- B. **Funding allocation in PY16-17:** Admin: \$7,923 Training: \$141,450 **Intermediary Services:** \$17,015
- C. **Funding expended in PY16-17:** Admin: \$6,450 Training: \$141,450 **Intermediary Services:** \$13,979
- D. **Unexpended funds as of June 30, 2017 (must equal "B" minus "C") :**
 - Admin: \$1,473 Training: \$0.00 **Intermediary Services:** \$3,036
- E. **Employer Cash Match Percentage Required by IP:** 50%
- F. **Employer Cash Contributions:** \$141,450
- G. **Employer In-Kind Contributions:** \$148,364
- H. **Current Balance in Sustainability Fund** (by sustainability fund we mean a separate financial reserve that can be put toward the administrative, operational, and training activities of the Industry Partnership in the case that there is a temporary or permanent cut off in state support): \$50,000
- I. **Number of employers in partnership in PY16-17:** 49
- J. **Number of employers utilizing training in PY16-17:** 12
- K. **Percentage of IP training devoted to consortium-based training in PY16-17:** 98%
- L. **Non-state funding:** Please list all outside sources of leveraged and pooled funding and approximate dollar amounts that helped to support the activities of your Industry Partnership in 2016-2017 program year. In addition, please list what activities the dollars helped to support and what (if any) funding level you feel this financial resource will be able to provide in the coming year. (Federal grants must be listed in the next section.)

Outside Funding Source	Funding Amount	Activities Supported	Predicted Funding in 17-18

M. Federal grants: Please list all federal grants (competitive, planning, etc.) and approximate dollar amounts that helped to support the activities of your Industry Partnership in the 2016-2017 program year. In addition, please list what activities the dollars helped to support and what (if any) funding level you feel this financial resource will be able to provide in the coming year.

Federal Funding Source	Funding Amount	Activities Supported	Predicted Funding in 17-18

INDUSTRY PARTNERSHIP WORKER TRAINING

Now that training has concluded, please complete the chart below with actual partnership data from PY16-17.

Name of Training	Total # of Participants (Final)	Total Cost per Training (Final)	Outcomes (please provide detailed outcomes; specify by name each credential and certification)
Industrial Maintenance/Mechatronics: Hydraulics, Pneumatics, Motor Controls, PLCs, Electrical Circuits, Mechanical Drives, Robotics, Refrigeration Systems, Maintenance Master Certification, Welding	112	\$105,659.12	<p>Sponsoring employers state the following outcomes as a result of training completion</p> <p>Company Impact:</p> <ol style="list-style-type: none"> 6 companies project quality improvement 7 companies project increased productivity (reported range 5%-15%) 5 companies project improved profits (reported range 1%-5%) 7 companies project increased industry competitiveness <p>Employee Impact</p> <ol style="list-style-type: none"> 30 employees receive wage increase (reported range 3%-24%) 25 employees receive promotions 97 employees completed Career Ladder steps leading to potential promotion 87 employees receive Advanced Material Integrated Systems Technology Certification (AMIST) 2 employees receive Maintenance Master Certificates from Manufacturers Resource

			<p>Center (MRC)</p> <ol style="list-style-type: none"> 6. 3 employees receive American Welding Society (AWS) certifications 7. 2 employees receive Ammonia Refrigeration training certification from the Industrial Refrigeration Technical College 8. 14 employees upskilled in Total Preventive Maintenance for standard operations upgrade (MRC)
Six Sigma Black Belt	5	\$16,250.00	<p>Sponsoring employers state the following outcomes as a result of training completion</p> <p>Company Impact:</p> <ol style="list-style-type: none"> 1. 3 companies project quality improvement 2. 1 company projects increased productivity (5%) 3. 1 company projects improved profits (5%) 4. 1 company projects increased industry competitiveness <p>Employee Impact:</p> <ol style="list-style-type: none"> 1. 2 employees completed Career Ladder steps leading to potential promotion 2. 5 employees receive Lean Six Sigma Black Belt credentials from Penn College of Technology
CNC Machine Operation: Milling, Turning, Lathe, Grinding, Engineering Graphics, CAD/CAM, CNC Programming, Electrical Discharge Machining Technician, 3D Printing	3	\$2,285.88	<p>1 sponsoring employer states the following outcomes as a result of training completion</p> <p>Company Impact:</p> <ol style="list-style-type: none"> 1. Increased productivity 2. Improved profits 3. Increased industry competitiveness <p>Employee Impact:</p> <ol style="list-style-type: none"> 1. 3 employees receive a wage increase (reported range 7%-14%) 2. 3 employees completed Career Ladder steps leading to potential promotion 3. 2 employees receive National Institute of Metalworking Skills (NIMS) certificate. 1 employee receives Master Cam Programming certificate.

employment security in the sector. In the unfortunate cases where upskilled workers do become dislocated, the enhanced technical skills provided by such training will enable them to be more quickly re-employed in similar well-paying jobs at other more successful local manufacturers.

INTERMEDIARY SERVICES

Now that intermediary services have concluded, please complete the chart below with actual partnership data from PY16-17.

Intermediary Service	Cost	Explanation for Intermediary Service
Precision Machining Occupations Research in Berks & Surrounding Counties	\$4,315.00	In-depth real-time research into high priority advanced manufacturing skills occupations that directly impact the ability of local companies to invest in technology and expand their business.
Welding & Metals Fabrication Occupation Research in Berks & Surrounding Counties	\$12,700.00	In-depth real-time research into high priority advanced manufacturing skills occupations that directly impact the ability of local companies to invest in technology and expand their business.
	Enter total \$	
	\$17,015.00	

How did intermediary services provided positively impact the partnerships, employers, and participants?

The Berks AM Industry Partnership received intermediary funds for the PY2016-17. These funds are being used to research, with considerable expert input from the AM IP, compose and publish reports on the current and future talent pipeline status of Precision Machining and Welding/Metals Fabrication Occupations in Berks and Surrounding Counties. In PY2016, the AM IP re-focused its emphasis to occupational training activities that will work to close the gap that exists between current and future employment demands and the related qualified talent pool based on specific and verifiable industry consortia need. This labor market intelligence will provide Berks County employers, educators, and workforce and economic agency stakeholders with workforce information for occupations considered vital to sustaining the manufacturing industry sector over the next decade. Critical skill workforce development issues and opportunities where informed and effective solutions must be employed are examined and appropriate allocation of IP attention and resources can be determined by the IP membership. This included identifying priority industry-wide consortia needs, forecasting of next-generation talent pool shortfalls, business/education enterprises needed to promote career awareness for occupations at risk of insufficient new-hire and replacement staffing, and working with education partners for training development and flexible delivery.

The Berks WDB consistently looks to the industry partners for input and guidance as to the best and most effective focus in the pursuit of, and ultimate expenditure of, federal and state funding opportunities to support the upskilling of incumbent workers to

increase productivity and efficiencies, and for the rapid “on-boarding” of new hires through well-defined on-the-job training activities. Outreach, feedback and interaction between the IP business community and its economic and education stakeholders is required for true labor market intelligence and the Berks AM IP will continue to utilize these “boots on the ground” techniques to insure that our workforce development focus continues to be relevant and timely.

These documents will serve to guide the Berks manufacturing base, education partners, economic development stakeholders, and the Berks County workforce system in our transition to a “new generation” industry partnership.

MEASURING IMPACT

What has been the overall impact of the partnership on workers?

Beginning with the 2011-12 program year, the Berks AM IP incorporated the following outcomes quantifiers into the request for funds application. Response was mandatory with at least one quantifier being applicable to the training outcome in order to qualify for grant subsidy. The numbers shown are cumulative totals for trainee headcounts from all member companies that received funding in the 2016-17 program year. Some numbers are duplicate outcomes as identified by the applicant. Twelve companies participated in subsidized training activities. A table with summary of IPWT expenditures and outcomes by participating company is included on page 12.

Employee Impact	1	2	3	4	5
	Wage Increase	Promotion	Career Ladder	Certification	Skill for SOP upgrade
# Trained	33	30*	144	142	30

* Indicates career readiness training leading to promotion as employer’s rationale for the request. Some cases will result in a higher grade level position for completers of the training following hands-on verification of competencies.

What has been the overall impact of the partnership on employers?

Beginning with the 2016-17 program year, the Berks AM IP revised its outcomes to include the following quantifiers into the request for funds application. Response was mandatory with at least one quantifier being applicable to the training outcome in order to qualify for grant subsidy consideration. The numbers shown are cumulative totals for trainee headcounts from all member companies that received funding in the 2016-17 program year. Some numbers are duplicate outcomes as identified by the applicant. Twelve companies participated in subsidized training activities. A table with summary of IPWT expenditures and outcomes by participating company is included on page 12.

Company Impact	1	2	3	4
	Quality Improvement	Increased Productivity	Improved Profits	Increased Industry Competitiveness
# Trained	143	139	95	104

How do you prioritize employer and worker needs?

An on-line survey of all current IP member companies is distributed at the start of each program year’s IP grant proposal development process, requesting employer and worker training needs by top 5 priority status with number 1 being highest need. The survey includes anticipated numbers of trainees for each of the five activities identified as well as all expected outcomes lending weight to the priority status. The survey results are assessed using this weighted method, aggregated to cull the priority needs of the IP as a whole, and included in the grant proposal training plan. Flexibility must be considered as priorities are adjusted by the IP membership moving forward throughout the program year.

What is the process for determining the most suitable training provider?

Training providers are consistently identified by the IP member company expressing the training need. Once the need has been communicated, it is broadcast to the IP to enlist interest on the part of other members in an effort to satisfy the consortia (2 or more partnering companies) rule for reimbursement. If the requesting company has identified the need but not a suitable provider, the IP Coordinator, in conjunction with IP stakeholders, will assist in the RFP search.

The Berks WDB, as fiscal agent, is not involved in training brokerage activities nor does it enter into any agreement with training providers.

Did your IP identify additional resources to support a pipeline initiative? If yes, please explain in detail.

The Berks AM IP participated in a highly successful “What’s So Cool About Manufacturing” video contest sponsored by the Manufacturers Resource Center. Eighth graders from 16 Berks middle schools participated.

The Berks AM Industry Partnership received intermediary funds for the PY2016-17. These funds are being used to research, with considerable expert input from the AM IP, compose and publish reports on the current and future talent pipeline status of Precision Machining and Welding/Metals Fabrication Occupations in Berks and the Surrounding Counties. In PY2016, the AM IP continued to re-focus its’ emphasis to occupational training activities that will work to close the gap that exists between current and future employment demands and the related qualified talent pool. This labor market intelligence will provide Berks County employers, educators, and workforce and economic agency representatives with employment information for occupations considered vital to sustaining the manufacturing industry sector. These reports will be used to identify workforce development issues and opportunities where informed and effective solutions that can be employed to mitigate the demand versus pipeline talent gap. One solution being considered calls for the development of a Precision Machining 2+2+2 Technical Academy partnership between RACC and the two Berks CTCs much on the order of the highly successful Industrial Maintenance/Mechatronics Technical Academies.

Many Advanced Manufacturing Industry Partners have identified themselves as work sites for WIOA funded Summer Youth internships to provide on the job work experience in their manufacturing-related fields of study. IP involvement in practical experience will be carried over into the new fiscal year supported by a recently approved 2016-17 Berks Business-Education Partnership “Young Talent Pipeline for Technical Skills” Grant.

How do you track and increase employer investment?

Financial spreadsheets are maintained by the IP Project Manager on an annual basis and activity is reported to the IP Steering Committee at quarterly meetings. Data that includes numbers trained, IPWT grant expenditure by company, and company match contributions is tracked by program year. In the 2009-10 through 2016-17 program years, employer contribution has ranged from 200% to over 500% of the required 1:1 grant/contribution match, with a high of 510% occurring in PY2011-12. This year’s company cash/in-kind match vs. IPWT grant achieved 205% of the 1:1 ratio. This consistent high employer contribution has enabled the IP Steering Committee to maintain an adopted reimbursement policy reducing the maximum grant subsidy from 75% to 50%.

How do you track and increase employer engagement?

AM IP member companies are required to attend at least one quarterly meeting each program year to continue eligibility for funds in a given program year. This requirement has been mandated in order to provide a wider pool of feedback for IP effectiveness, continual improvement, and environmental scanning for industry needs and trends. A spreadsheet meeting register of attendance has been maintained throughout the lifespan of the Berks AM IP.

In addition to scheduled meetings, regular email announcements are distributed and a Berks AM IP LinkedIn webpage for discussion and job posting is managed by the IP Coordinator.

PARTNERSHIP ADMINISTRATION

How did you collaborate with outside entities and leverage outside resources?

The IP maintains a vibrant relationship with the Greater Reading Chamber of Commerce and Economic Development Corporation, PA CareerLink® Berks, Manufacturers Resource Center, Ben Franklin Technology Partners, industry associations/trade organizations, and educational providers to further strengthen the IP enterprise and broaden employer recruitment. In support of this effort, applicants for IP funding subsidy are required to confirm and/or commit to meeting with the PA CareerLink® Berks Business Services Team for the purpose of maintaining an Employer Profile in the Commonwealth Workforce Development System (CWDS), assess candidates for employment using the WorkKeys™ Job Readiness Certificate program, discuss potential for NEG OJT wage subsidy, and post job openings on the PA CareerLink® CWDS website.

Additionally, IP applicants must identify interest and willingness to participate in other Berks WDB workforce initiatives such as job shadowing, employer tours, work experience worksite, internship/mentorship, and Summer Youth Programs to name a few.

The Berks WDB consistently looks to the industry partners for input and guidance as to the best and most effective focus in the pursuit of, and ultimate expenditure of, federal and state funding opportunities to support the upskilling of incumbent workers to increase productivity and efficiencies, and for the rapid “on-boarding” of new hires through well-defined on-the-job training activities.

Utilizing a funding assessment methodology, developed in collaboration with our WEDnet Partners, the IP has been able to assist its partners with maximizing IP and WEDnet usage by identifying the greatest training investment benefit to employers from both funding sources.

The Berks WDB enjoys a relationship with the Greater Reading Economic Partnership and the Greater Berks Development Fund economic development agencies, which provide the Berks AM IP with information and guidance on opportunities for financial assistance in facility upgrade/expansion projects. As IP stakeholders, both organizations provide the IP companies with a direct link to the Governor’s Action Team and assist companies in the development of business plans that can lead to the PA Department of Economic Development’s investment in business growth strategies.

In PY2016, the Berks WDB submitted a successful proposal for Rapid Response Additional Funds from the PA DOLI in the amount of \$50,000 as support for an employment retention/layoff aversion strategy to be used solely for the purpose of incumbent worker training. This funding availability will enable the WDB to continue to subsidize technical skills training during employer “windows of opportunity” without the restrictions that fiscal year to year funding can impose.

What indicators does the partnership currently measure in order to determine impact on stakeholders, businesses, workers, and the local economy?

To validate the IP’s effectiveness, an IP evaluation survey is conducted annually, Measured utilizing a “strongly disagree ” to strongly agree ” rating are; 1. Overall, Partnership meetings are helpful and informative, 2. Involvement in the Partnership is worth the organization’s time and money, 3. Partnership meetings are well organized, 4. Partnership Coordinator is knowledgeable about the IP grant and grant process, 5. Partnership Coordinator was effective in communicating IP training events & opportunities, 6. Partnership’s grant materials are user friendly. Anecdotal information is also solicited using specific open-end questions.

Continual industry environmental scanning is conducted at each IP meeting. Employers, Educational Providers, Greater Reading Chamber of Commerce & Industry, Ben Franklin Technology Partners, IRC representatives, WEDnet Partners, and PA CareerLink®-Berks Business Services Staff are included in all IP quarterly meetings.

CWIA labor market data and High Priority Occupation lists are shared with all in order to maximize training focus toward the greatest projected occupational needs of the Workforce Investment Area.

At the conclusion of each training activity, the participating member companies are required to submit post-training student evaluations to gauge training relevance, timeliness, and expected on-the-job usefulness. In addition to the student evaluation, a 90 to 180 day post- training business impact survey has been introduced to gauge the actual outcomes the employer has realized as a result of the training.

How does the partnership collect participant promotion and wage gain information?

Participant promotion and wage gain information including % of wage increase, if applicable, is required as a mandatory quantifier in the consideration of any request for IPWT funds. Information is required from the employer at the time of application.

How long does it take to obtain participant promotion and wage gain information?

See previous comment.

How do you monitor and determine in-kind contributions from employers?

In-kind contributions are identified by the employer at the time of request for funds application in a signed company match letter. Since the IP Steering Committee has mandated a 50% cash contribution for any company utilizing IPWT funds, the 1:1 required company match is automatically satisfied. Company in-kind match information is requested strictly on a voluntary basis and is tracked for EOY employer commitment reporting purposes only. Seven IP companies reported in-kind matches totaling \$148,364 for PY2016.

What percentage of employer partners utilize IP training funds?

Participation varies from program year to program year dependent upon the IPWT budget and the funding availability within IPWT grant timelines. In the ten years of the Berks AM IP lifespan, the percentage of member company grant utilization of IP funds has decreased from approximately 40% to the current ~24%. This more than likely can be attributed to several factors; increased production work time required to meet customer demands, reduced time off-the-job available for training activity, and a decline in IPWT funding with uncertainty regarding funds availability and reimbursement. It should be noted, however, that the number of companies partnering in consortia training activities has increased indicating that the IP is aggregating their needs more efficiently.

It should also be noted that IP member companies follow a need-based timeline with regard to training delivery. One of the detriments of delays in funding availability and a limited grant timeline has been that companies may be reluctant to approve training plans without a promise that an IPWT grant subsidy is in the offing. For many companies, this results in stalled business cases and/or a shortened window of opportunity for planning/delivery where, realistically, only months may remain to deliver training utilizing the grant subsidy...a scenario that doesn't effectively allow for their need-based timeline.

Are all employers required to provide a cash contribution or just those that participate in training?

Cash contributions are required of and limited to employers that participate in IPWT grant subsidized training activities.

Are all employers required to provide in-kind contributions or just those that participate in training?

In-kind contributions are limited to employers that participate in IPWT grant subsidized training activities. Since the IP Steering Committee has mandated a 50% cash contribution for any company utilizing IPWT funds, the 1:1 required company match is automatically satisfied. Company in-kind match information is requested strictly on a voluntary basis and is tracked for EOY employer commitment reporting purposes only.

CONTINUOUS IMPROVEMENT

What does the partnership feel has been their greatest accomplishment over the program year?

Research into the current status and projected needs of occupations that are critical across all manufacturing industry sub-clusters has led to the development of a well-defined IP training strategy that will directly benefit the IP member companies by assisting them with growing their own talent. IP networking and sharing of best practices has enabled the IP to re-focus its' emphasis into occupational training activities that work to close the gap that exists between current and future employment demands and the related qualified talent pool in four job families requiring skilled competencies; industrial maintenance/mechatronics technician, precision machining, welding and metals fabrication and quality systems management. As evidence of the success of this collective targeted priority training strategy, 162 employees from 12 Berks County AM IP companies successfully completed training in five separate occupational fields of study and multiple distinct training events (see attachments), resulting in 142 industry recognized certifications and/or credentials awarded.

Utilizing a funding assessment methodology, developed in collaboration with our WEDnet Partners, the IP has been able to assist its partners with maximizing IP and WEDnet usage by identifying the greatest training investment benefit to employers from both funding sources.

What does the partnership feel were their greatest challenges and why?

The greatest challenge has been continued employer engagement in the Industry Partnership. Employer participation and retention remains stable, however, the main attraction in new recruitment has been IPWT funding. The IP is looking at other networking benefits to lessen the primary emphasis on incumbent worker training unless that training benefits the industry or target audience as a whole (vis-à-vis, expressed consortia industry need).

Employers, especially smaller employers, are concerned that they cannot depend on an IP funding source in their budgets or workforce development plans since the State budget IP funding levels are uncertain from year to year. This fact presents a roadblock to longer term planning for training needs.

Employers consistently voice concern over the imminent natural attrition of skilled trades employees and that the next several years will be critical to the creation of qualified feeder pools for employment in new and replacement jobs requiring increased knowledge, skills, and abilities.

In addition to the ongoing funding uncertainty, many employers have expressed the need for increased productivity allowing for less time off the job as a contributing factor to a diminished “window of opportunity” for training activities in the time IP funds are available on a fiscal year to year basis. One of the detriments of delays in funding availability and a limited grant timeline has been that companies may be reluctant to approve training plans without a promise that an IPWT grant subsidy is in the offing. For many companies, this results in stalled business cases and/or a shortened window of opportunity for planning/delivery where, realistically, only months may remain to deliver training utilizing the grant subsidy...a scenario that doesn’t effectively allow for their need-based timeline. Many employers feel flexibility with regard to grant funds carry-over to retroactively reimburse costs for training that commences late in the program year but completes in the first quarter of the subsequent State fiscal year would allow for improved completion rates. Even more beneficial, IP funding that could span two fiscal years would allow for better planning & the successful delivery of training.

In PY2016, the Berks WDB submitted a successful proposal to the PA DOLI for Rapid Response Additional Funds in the amount of \$50,000 as support for an employment retention/layoff aversion strategy to be used solely for the purpose of incumbent worker training. This funding availability now enables the WDB to subsidize technical skills training during employer “windows of opportunity” without the restrictions that fiscal year to year funding can impose.

Has your partnership discussed possible solutions to these challenges? If so, what are the partnership’s proposed strategies for overcoming these challenges next year? If not, please explain your strategy for discussing challenges and coming to a consensus on possible solutions with partnership members.

The IP will continue to partner with organizations, such as the Greater Reading Chamber and Economic Development Corporation, The Manufacturers Resource Center, and the Ben Franklin Technology Partners to research additional sources and streams of funding, employment pools, supply chain mapping, technology transfer, etc. The IP will continue to partner with these groups as well as RACC and the CTC’s to develop new curriculum and maintain current relevant curriculum that addresses industry-wide needs rather than individual, customized training.

The Berks WDB seeks to engage IP members in championing manufacturing career awareness in secondary and post-secondary education in partnership with the Berks Business Education Coalition and the Berks County Intermediate Unit. To this end, many IP members are actively involved in career fairs, student and teacher internships, annual Manufacturing Day events, Occupational Advisory Committees, and development of career pathway resource tools for use by school counselors.

The IP will work to improve and increase the communication between neighboring IP’s of events within the near region (Lancaster, Lebanon, Chester, Montco, Schuylkill and Lehigh) and the broader SE PA region in order to maximize partnering opportunities and promote greater consortia possibilities.

Presentations by subject matter experts in industry related topics at IP meetings has increased interest in researching available business resources for growth, and provided a forum for members to network with peers sharing employment and industry trends,

identifying training needs, and discussing issues related to the local potential workforce's employability (i.e., skill/education/work ethic gaps).

The IP will continue to partner with the Chamber and economic development agencies to educate and inform on IP legislation, to recognize IP's as a vital workforce AND economic development resource and, as such, to solicit support for suitable funding levels for incumbent worker training.

Training plans are encouraged at the start of each program year and are required from each IP applicant for aggregated needs assessment prior to any request for funds approval. The IP will continuously identify aggregated needs and communicate consortium based training opportunities to all IP members.

Collaboration with Reading Area Community College and Kutztown University, Berks County's WEDnet GFT Partners, is ongoing and their participation in IP activities is actively promoted. Identified as another training funds subsidy resource, WEDnet's utilization is continuously emphasized to our industry partners. This collaboration has been able to assist IP partners with maximizing IPWT and WEDnet usage by identifying the greatest training investment benefit to employers from both funding sources.

In your opinion, how effective has the PA WDB been in administering the IP grants?

The Berks WDB considers the PA WDB to be vital to the continuation of IP and IPWT grant funding at the state level. We rely on the PA WDB, as champion of the Industry Partnership initiative, for guidance on lobbying the Legislature and determining future grant emphasis in support of sustaining DOLI funding. To these ends, we consider the PA WDB's administration to be exemplary. It should be cautioned, however, that the fundamental driver of any IP activity must be industry need as identified by the industry partners.

What changes could be made at the state level to improve IPs?

We are anxious to learn more about the State's transition to "Next Generation" Industry Partnerships but we are concerned that an immediate transition might cause a drop in IP membership due to a lack of understanding of the mission, benefits, required outcomes, and expected new roles and responsibilities on the part of the IP members. This year the Berks Advanced Manufacturing Industry Partnership grew momentum as it charted its future course with investments in prioritized training that benefits the employer through improved production capabilities and the employee through truly portable and marketable skills enhancement. We feel that the workforce development solutions employed in PY2016 will continue to be relevant and effective for years to come and momentum could be sustained if the "New Generation" IP framework includes options for continued subsidized training applications.

2016-17 Berks County Advanced Manufacturing Industry Partnership - \$ 191,450 IPWT										
Qtr. Completed	# Trained	Applicant Company	Training	Grant \$	Co. \$	Co. in-kind	CWDS	MA	Co. Impact	Employee Impact
Q4-16/17	10	Sweet Street	Mechatronics/Welding	\$ 11,212.50	\$ 11,212.50	\$ -	Y	Y	2	1,2,3,4
Q4-16/17	16	Cambridge-Lee	Mechatronics	\$ 21,243.00	\$ 21,243.00	\$ 52,734.00	Y	Y	1,2,3,4	1,2,3,4,5
Q4-16/17	1	Sweet Street	Six Sigma Black Belt	\$ 3,250.00	\$ 3,250.00	\$ -	Y	Y	1,2,3,4	3,4
Q4-16/17	3	EnerSys	Six Sigma Black Belt	\$ 9,750.00	\$ 9,750.00	\$ 19,200.00	Y	Y	1	4
Q4-16/17	1	East Penn Mfg.	Six Sigma Black Belt	\$ 3,250.00	\$ 3,250.00	\$ 600.00	Y	Y	1	3,4
Q4-16/17	33	East Penn Mfg.	Global Standards Plastics Cert.	\$ 7,000.00	\$ 7,000.00	\$ 26,400.00	Y	Y	1,2	3,4
Q4-16/17	2	SGL Carbon	Machining Turning	\$ 1,350.00	\$ 1,350.00	\$ 3,479.00	Y	Y	2,3,4	1,3,4
Q4-16/17	1	SGL Carbon	CAM Programming	\$ 935.88	\$ 935.87	\$ 1,960.50	Y	Y	2,3,4	1,3,4
Q3-16/17	3	Sweet Street	Lean Tools	\$ 3,555.00	\$ 3,555.00	\$ -	Y	Y	1,3,4	3,4
Q3-16/17	1	Bayer Consumer Health	Mechatronics AMIST II	\$ 2,200.00	\$ 2,200.00	\$ 3,024.00	Y	Y	2,3,4	1,2,4
Q3-16/17	1	Berks Packing	Mechatronics	\$ 2,242.50	\$ 2,242.50	\$ -	Y	Y	2,3,4	1,3
Q4-16/17	3	Custom Processing	HACCP Certification	\$ 1,020.00	\$ 1,020.00	\$ -	Y	Y	1,2,4	3,4
Q4-16/17	1	Custom Processing	Maintenance Master Cert.	\$ 880.00	\$ 880.00	\$ -	Y	Y	2,4	3
Q3-16/17	1	RM Palmer	Lean Tools	\$ 1,185.00	\$ 1,185.00	\$ 536.55	Y	Y	1,2,3,4	3
Q4-16/17	13	Carpenter Technology	Mechatronics	\$ 8,859.50	\$ 8,859.50	\$ -	Y	Y	1	3,4
Q4-16/17	52	East Penn Mfg.	Mechatronics	\$ 52,021.62	\$ 52,021.62	\$ 39,200.00	Y	Y	1,2,3,4	3,4
Q2-16/17	1	Reading Alloys	Controllogix PLC	\$ 550.00	\$ 550.00	\$ 446.00	Y	Y	4	1,2,3
Q2-16/17	2	Reading Alloys	Electrical Circuits	\$ 1,100.00	\$ 1,100.00	\$ 784.00	Y	Y	4	1,2,3
Q4-16/17	2	Novipax	Lean Master Certification	\$ 4,495.00	\$ 4,495.00	\$ -	Y	Y	1,2,3,4	3,4
Q4-16/17	1	Novipax	Maintenance Master Cert.	\$ 2,050.00	\$ 2,050.00	\$ -	Y	Y	1,2,3,4	3,4
Q4-16/17	14	Novipax	TPM/Maintenance Excellence	\$ 3,300.00	\$ 3,300.00	\$ -	Y	Y	1,2,3,4	5
YTD Total Trained	162		YTD Total	\$ 141,450.00	\$ 141,449.99	\$ 148,364.05				
IPWT Admin = \$7,072.50				Remaining Budget \$ 50,000.00		(non-admin)				
Submitted for payment			Rapid Response Funds		Total Company Match YTD			\$289,814.04		
No training. Returned to budget			IPWT Grant Funds		% Company Match vs. Grant			205%		
Disallowed										
							Obligated to Date	Remaining Budget		
Company Impact	1	2	3	4			\$ -	\$ 50,000.00		
	Quality Improvement	Increased Productivity	Improved Profits	Increased Industry Competitiveness			\$ 141,450.00	\$ -		
# Trained	143	139	95	102						
Employee Impact	1	2	3	4	5					
	Wage Increase	Promotion	Career Ladder	Certification	Skill for SOP upgrade					
# Trained	33	30	144	142	30					

ATTACHMENT 1: TRAINING PLAN INFORMATION

In order to make sure you are meeting the goals set forth in the approved submitted training plan, please complete the form below for **EACH** training offered through your partnership during the program year.

A. Name of Training: Industrial Maintenance/Mechatronics Technician Training

B. Name of Employers Participating in this Training: Bayer Consumer Health, Berks Packing, Cambridge-Lee Industries, Carpenter Technology, Custom Processing Services, East Penn Mfg. (Deka), Novipax, Ametek Reading Alloys, Sweet Street Desserts

a. Of the employers participating in this training how many are small, medium or large?

i. Small (0-49 employers): 0

ii. Medium (49-250 employers): 3

iii. Large (250 or more employees): 6

C. Total Number of Participants: 112

D. Total Number of Training Completers: 112

E. Overall Cost of Training: \$105,659.12

F. Did training completers receive credentials? Yes

a. If yes, give the specific name of earned credentials and the number of participants that earned each: 87 employees receive Advanced Material Integrated Systems Technology certifications (AMIST), 3 employees receive American Welding Society (AWS) certifications, 2 employees receive Ammonia Refrigeration training certification from the Industrial Refrigeration Technical College

G. Did the training completers receive certificates? Yes

a. If yes, give the specific name of earned certificates and the number of participants that earned each: 2 employees receive Maintenance Master Certificates from Manufacturers Resource Center (MRC), 14 employees upskilled in Total Preventive Maintenance Excellence Certificates (MRC)

H. Did training completers receive promotions? Yes

a. If yes, how many? 25

I. Did training completers receive wage gains? Yes

a. If yes, give the total number receiving wage gains as well as the percentage wage gain overall: 27 (3%-24%)

J. Please add any additional outcomes from the training below:

6 companies project quality improvement, 7 companies project increased productivity (reported range 5%-15%), 5 companies project improved profits (reported range 1%-5%), 7 companies project increased industry competitiveness

ATTACHMENT 2: TRAINING PLAN INFORMATION

In order to make sure you are meeting the goals set forth in the approved submitted training plan, please complete the form below for **EACH** training offered through your partnership during the program year.

A. Name of Training: CNC Machine Operation

B. Name of Employers Participating in this Training: SGL Carbon

a. Of the employers participating in this training how many are small, medium or large?

i. Small (0-49 employers): 1

ii. Medium (49-250 employers): 0

iii. Large (250 or more employees): 0

C. Total Number of Participants: 3

D. Total Number of Training Completers: 3

E. Overall Cost of Training: \$2,285.88

F. Did training completers receive credentials?

a. If yes, give the specific name of earned credentials and the number of participants that earned each:

G. Did the training completers receive certificates? Yes

a. If yes, give the specific name of earned certificates and the number of participants that earned each: 1 employee receives Master Cam Programming Certificate, 2 employees receive National Institute for Metalworking Skills (NIMS) Certificate

H. Did training completers receive promotions? No

a. If yes, how many?

I. Did training completers receive wage gains? Yes

a. If yes, give the total number receiving wage gains as well as the percentage wage gain overall: 3 (7%-14%)

J. Please add any additional outcomes from the training below:

Increased productivity (not specified), Improved profits (not specified), Increased industry competitiveness

ATTACHMENT 3: TRAINING PLAN INFORMATION

In order to make sure you are meeting the goals set forth in the approved submitted training plan, please complete the form below for **EACH** training offered through your partnership during the program year.

- A. Name of Training:** Lean Six Sigma Black Belt
- B. Name of Employers Participating in this Training:** East Penn Mfg. (Deka), EnerSys, Sweet Street Desserts
- a. Of the employers participating in this training how many are small, medium or large?**
- i. Small (0-49 employers):** 0
 - ii. Medium (49-250 employers):** 0
 - iii. Large (250 or more employees):** 3
- C. Total Number of Participants:** 42
- D. Total Number of Training Completers:** 42
- E. Overall Cost of Training:** \$16,250.00
- F. Did training completers receive credentials?** Yes
- a. If yes, give the specific name of earned credentials and the number of participants that earned each:** 5 employees receive Lean Six Sigma Black Belt credentials from Penn College of Technology
- G. Did the training completers receive certificates?**
- a. If yes, give the specific name of earned certificates and the number of participants that earned each:** 5 employees receive Lean Six Sigma Black Belt certificates from Penn College of Technology
- H. Did training completers receive promotions?** No
- a. If yes, how many?**
- I. Did training completers receive wage gains?** No
- a. If yes, give the total number receiving wage gains as well as the percentage wage gain overall:**
- J. Please add any additional outcomes from the training below:**

3 companies project quality improvement, 1 company projects increased productivity (5%), 1 company projects improved profits (5%), 1 company projects increased industry competitiveness

ATTACHMENT 4: TRAINING PLAN INFORMATION

In order to make sure you are meeting the goals set forth in the approved submitted training plan, please complete the form below for **EACH** training offered through your partnership during the program year.

- A. Name of Training:** Quality Systems Training
- B. Name of Employers Participating in this Training:** Custom Processing Services, East Penn Mfg. (Deka), Novipax, RM Palmer, Sweet Street Desserts
- a. Of the employers participating in this training how many are small, medium or large?**
- i. Small (0-49 employers):** 0
 - ii. Medium (49-250 employers):** 0
 - iii. Large (250 or more employees):** 3
- C. Total Number of Participants:** 5
- D. Total Number of Training Completers:** 5
- E. Overall Cost of Training:** \$17,255.00
- F. Did training completers receive credentials?** Yes
- a. If yes, give the specific name of earned credentials and the number of participants that earned each:** 2 employees receive Lean Master Certification from Manufacturers Resource Center (MRC)
- G. Did the training completers receive certificates?** Yes
- a. If yes, give the specific name of earned certificates and the number of participants that earned each:** 33 employees receive Global Standards for Plastic Certification from Penn College of Technology, 2 employees receive Lean Master Certification from Manufacturers Resource Center (MRC), 3 employees receive Hazard Analysis and Critical Control Point (HACCP) certification
- H. Did training completers receive promotions?** No
- a. If yes, how many?**
- I. Did training completers receive wage gains?** No
- a. If yes, give the total number receiving wage gains as well as the percentage wage gain overall:**
- J. Please add any additional outcomes from the training below:**

5 companies project quality improvement, 4 companies project increased productivity (reported range 1%-10%), 3 companies project improved profits (reported range 2%-10%), 4 companies project increased industry competitiveness