Amended and Restated Bylaws of Philadelphia Works, Inc.

*Adopted July 1, 2012*

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ARTICLE 1
NAME, OFFICES AND FISCAL YEAR

Section 1.1 - NAME

The name of this entity shall be *Philadelphia Works, Inc.* (the “Corporation”).

Section 1.2 – REGISTERED OFFICE

The registered office of the Corporation in the Commonwealth of Pennsylvania shall be at 1617 John F. Kennedy Boulevard, Suite 1300, Philadelphia, Pennsylvania 19103 until otherwise established by a vote of a majority of the members of the Board of Directors of the Corporation (hereinafter referred to from time to time as the “Board”) in office, and a statement of such change is filed in the Department of State; or until changed by an appropriate amendment to the Articles of Incorporation.

Section 1.3 – OTHER OFFICES

The Corporation may also have offices at such other places within or without the United States of America as the members (hereinafter referred to from time to time as “Directors” or a “Director,” as applicable) of the Board of Directors may from time to time appoint or the business of the Corporation requires.

Section 1.4 – FISCAL YEAR

The fiscal year of the Corporation shall begin on the first day of July in each year.

Section 1.5 – CORPORATE SEAL

The Corporation shall have a seal in the form of a circle, inscribed thereon the name of the Corporation, the year of its organization, the words “Corporate Seal, Pennsylvania,” and such other details as may be required by the Board.

ARTICLE 2
MISSION AND GOVERNING PRINCIPLES
Section 2.1 - PREAMBLE

The Corporation is the successor to The Philadelphia Workforce Investment Board (the “WIB”), which was established by the Mayor of Philadelphia in 1999. The Mayor, acting on his authority as the chief elected official of the City of Philadelphia, established the WIB as required under Public Law 105-220, Workforce Investment Act of 1998, and consistent with the guidance developed by the Commonwealth of Pennsylvania regarding local workforce investment boards.

The Corporation, as successor to the WIB, is charged, in partnership with and on behalf of the Mayor, to oversee Philadelphia’s workforce investment system, comprising funds administered by a broad range of organizations for services delivered by a vast network of education, training, and other entities. These bylaws of the Corporation establish an environment that promotes consistent decision making and provides immediate support to the members of the Board and the Board’s committees in determining appropriate actions for resolving process-related issues. The bylaws of the Corporation are to be utilized and adhered to by all respective representatives operating under the auspices of the Corporation. These bylaws, once approved, become the rules of governance for the Corporation.

Section 2.2 - PURPOSE

The purpose of the Corporation is to craft policies to develop and sustain a unified, customer-friendly, and market-driven workforce investment system for Philadelphia. To this end, the Corporation leverages public and private resources for workforce investment to support and promote the economic development agenda of the City. The Corporation also coordinates and oversees local workforce investment initiatives to support the growth of business and the self-sufficiency of residents in the local economy.

The Corporation envisions a thriving employer community supported by a dynamic, highly skilled and easily accessible workforce. The success of this vision will be defined by the effective integration between the needs of employers and the skills of the workforce.

Section 2.3 - RESPONSIBILITIES OF THE CORPORATION

The Corporation is charged by the Mayor of Philadelphia as the City’s arm for workforce development policy, and for translating the Mayor’s priorities into workforce investment policy in accordance with the Corporation’s mission and vision.

Further, the Corporation is accountable to carry out the responsibilities of local workforce investment boards as defined in PL 105-220, Workforce Investment Act of 1998, and any
subsequent amendments thereto. Legal requirements of the Corporation can be found in Appendix I of these bylaws. This appendix may be updated as necessary without formal action of the Corporation. However, the Directors must be notified of any such update.

The Mayor, the Chairperson and/or Executive Committee may assign additional responsibilities to the Corporation consistent with its mission, these bylaws, and governing federal legislation. In addition, the Corporation may pass resolutions requiring additional responsibilities for the Corporation, also consistent with its mission, these bylaws, and governing federal legislation. A work plan of the Corporation, as adopted and updated from time to time by the board, shall be Appendix II of these bylaws. This appendix may be updated with the most recent approved work plan of the Corporation without action to these bylaws by the Corporation.

Section 2.4 – NON-PROFIT STATUS OF THE CORPORATION

The Corporation is a non-profit corporation organized for charitable purposes under the Pennsylvania Nonprofit Corporation Law of 1988. The affairs of the Corporation shall be conducted at all times in such a manner as to maintain charitable character and status, and to qualify for tax exempt status pursuant to Section 501(c)3 of the Internal Revenue Code.

ARTICLE 3
BOARD MEMBERSHIP

Section 3.1 – BOARD COMPOSITION

The composition of the Board shall be consistent with the requirements of local workforce investment boards as defined in PL 105-220, Workforce Investment Act of 1998, and any subsequent amendments thereto. Composition requirements of the Corporation can be found in Appendix III of these bylaws. This appendix may be updated as necessary without formal action of the Corporation. However, the Directors must be notified of any such update.

The Directors, in acting in their appointed capacity on the Board, are accountable to the Mayor of Philadelphia.

Section 3.2 TERMS AND COMPENSATION OF DIRECTORS

(a) Terms
Directors shall be appointed for two- or three-year terms and may serve a maximum of six consecutive years, with the exception of a Director who serves as Chairperson in the last year of his term. In this case, the Director may remain on the Board as “past Chairperson” for the duration of the subsequent Chairperson’s term. Re-appointments beyond the initial term of service are at the discretion of the Mayor.

Representatives of the Community College of Philadelphia, the School District of Philadelphia, and any other representatives specifically designated in the statute will have standing seats. Any Director may be re-appointed beyond the maximum term of service set forth in these bylaws at the discretion of the Mayor.

Notwithstanding anything contained in this Section 3.2(a) to the contrary, the initial composition of the Board shall comprise the members of the WIB at the time of the adoption of these bylaws. Such Directors shall be entitled to serve out the remainder of their current terms in accordance with the provisions of the bylaws of the WIB.

(b) Compensation

Subject to Section 7.4 of these bylaws, no compensation shall be paid to any Director. By resolution of the Board, reasonable expenses may be allowed for attendance at regular and special meetings of the Board.

Section 3.3 - ROLES AND RESPONSIBILITIES OF DIRECTORS

General roles and responsibilities of Directors, but are not limited to:

(a) attendance, in person, at quarterly meetings of the Corporation;
(b) committee participation as appropriate;
(c) compliance with governance principles as defined in Article 2;
(d) compliance with the Code of Conduct and Conflict of Interest Policy;
(e) compliance with these bylaws; and
(f) adherence to the Corporation Member Job Description (Appendix IV).

Section 3.4 - RESIGNATION POLICY

Any Director may resign at any time, such resignation to be made in writing to the Mayor and copied to the Chairperson, and to take effect at the time specified therein or, if the time
is not specified, at the time of its receipt by the Chairperson. The acceptance of a resignation shall not be necessary to make it effective.

Section 3.5 - VACANCIES

(a) A vacancy on the Board occurs when a Director’s term expires, or when a Director resigns or is removed from the Board for cause. The Mayor may appoint new Directors to the Board consistent with Section 3.10 of these bylaws and PL 105-220 and any subsequent amendments thereto.

(b) A vacancy in the position of Chairperson, Vice Chairperson, or Secretary may be filled by a majority vote of the Directors for the unexpired portion of the term.

Section 3.6 - REMOVAL OF DIRECTORS

(a) At any time, upon the Chairperson’s recommendation to the Mayor, a Director may be removed from service by the Mayor for any of the following reasons:

(1) the Director no longer represents the organization/industry which s/he was appointed to represent;

(2) the Director represents an organization or entity no longer statutorily required on the Board of Directors of the Corporation;

(3) the Director engages in unacceptable conduct during meetings of the Board or while representing the Corporation, or violates the Code of Conduct;

(4) the Director is absent from three regularly scheduled meetings of the Board during one calendar year, unless such absences are excused by the Chairperson;

(5) the Director is absent from two consecutive regularly scheduled meetings of the Board, unless such absences are excused by the Chairperson;

(6) the Director is absent from a total of five or more regularly scheduled meetings of the Board during a single term of appointment, unless such absences are excused by the Chairperson;

(7) the officer/Director does not comply with assigned responsibilities;

(8) the Director commits a wilful violation of the Conflict of Interest Policy;
(9) the Director is declared of unsound mind by order of the court; or
(10) the Director is convicted of a felony.

(b) The Mayor may suspend or expel Director(s) for the following charges:

(1) professional dishonesty;
(2) conflict of interest which has not been knowingly disclosed;
(3) working against principles and purposes of the organization; or
(4) injuring the professional standing of a Director.

(c) The Mayor may, at any time, remove a Mayoral discretionary appointee from the Board.

Section 3.7 - CODE OF CONDUCT

All Directors must sign a Code of Conduct statement to be kept on file with the Corporation. By signing this statement, Directors agree to:

(a) have genuine concern and knowledge of local workforce development and training needs;
(b) respect others’ opinions;
(c) be trustworthy and honest;
(d) have a strong sense of independence in making decisions;
(e) have a clear understanding of their roles and responsibilities;
(f) conduct themselves in good faith and in a manner that they reasonably believe to be in the best interest of the Corporation;
(g) use such care, including reasonable inquiry, skills and diligence, in making decisions as a reasonable person would use under similar circumstances;
(h) act without conflict of interest. (see Conflict of Interest Policy)
(i) serve in a voluntary capacity (i.e. subject to Section 7.4 of these bylaws, Directors of the Board will not be compensated for their services; however, they may be reimbursed for expenses incurred on behalf of the Corporation when such expenses are first approved by the Board); and

(j) seek ways in which to advocate and leverage resources for the Corporation.

Any Director who, at the time of the adoption of these bylaws, has signed a Code of Conduct statement in connection with his or her membership on the WIB, shall be deemed to have agreed to the requirements of this Section 3.7

Section 3.8 - CONFLICT OF INTEREST POLICY

All Directors must sign a Conflict of Interest Policy statement to be kept on file with the Corporation. By signing this statement, each Director agrees that s/he may not have a financial or personal interest in the outcome of decisions made by the Board. This means that a Director may neither take part in Board discussions with regard to, nor vote on, the Corporation’s providing a contract for services to a person, entity or organization when doing so would create (i) a conflict of interest, or (ii) the appearance of a conflict of interest.

For purposes of this Section 3.8, “conflict of interest” is defined as a circumstance in which the Director serves in a position of authority with or receives compensation from a person, entity or organization that (a) has entered into a contract for service with the Corporation or (b) is the subject of discussions or a vote on entering into a contract for service with the Corporation. This includes, as applicable, serving as an employee, consultant, member of the board of directors, or member of an advisory committee. It also includes being an owner or significant debtor or creditor of the person, entity or organization in question.

For purposes of this Section 3.8, “appearance of a conflict of interest” is defined as a circumstance in which the Director has any past, present or known future relationship with the subject person, entity or organization that could cause a reasonable person to conclude that (a) the Director’s participation in discussions or a vote is influenced by considerations of one or more of the following: gain to the person, entity or organization with which the Director has an employment interest, substantial financial interest, or other significant interest, (b) the Director is motivated by design to gain improper influence over the Corporation, or (c) the Director could not be unbiased in making decisions.

Directors also may not take part in discussions nor vote on matters in which immediate family members meet any of the criteria outlined above in the definitions of “conflict of interest” and “appearance of conflict of interest.”
For purposes of this Section 3.8, “immediate family” is defined as a parent, spouse, child, brother, sister, or like relative in-law of a Director.

Conflict of interest does not include an action having a de minimis economic impact or which affects to the same degree either:

(a) a class consisting of the general public; or

(b) a subclass consisting of an industry, occupation, or other group which includes the Director or a member of his/her immediate family, or a business with which s/he or an immediate family member is associated.

In the event that a Director knows or has reason to believe that his/her participation in discussions or voting on a Board matter has given, or could give, rise to a conflict of interest or the appearance of a conflict of interest, such Director shall promptly disclose the nature of, and any material facts relating to, such conflict or apparent conflict to the Chairperson.

Section 3.9 - INTERESTED DIRECTORS OR OFFICERS; QUORUM

Notwithstanding the foregoing Section 3.8, no contract or transaction between the Corporation and one or more Directors or officers, or between the Corporation and any other Corporation, partnership, association, or other organization in which one or more of the Directors or officers are directors or officers, or have a financial interest, shall be void or voidable solely for such reason, or solely because the Director or officer is present at or participates in the meeting of the Board which authorized the contract or transaction, or solely because his, her or their votes are counted for such purpose, if:

(a) the material facts as to such relationship or interest and as to the contract or transaction are disclosed or are known to the Board and the Board in good faith authorizes the contract or transaction by the affirmative votes of a majority of the disinterested directors, even though the disinterested directors constitute less than a quorum; or

(b) the contract or transaction is fair as to the Corporation as of the time it is authorized, approved or ratified by the Board.

Section 3.10 - REPLACEMENT OF DIRECTORS PRIOR TO TERM EXPIRATION

If a Director resigns or is removed and, as a result, the composition of the Board is no longer consistent with the law, the Mayor will be notified within 10 working days so that a new Director can be appointed in the affected category. If the position is one for which a
nomination process is required, the Mayor may select from among those individuals nominated, but not appointed, within the two years prior to the vacancy.

Section 3.11 – LIMITATION ON LIABILITY

A Director shall not be personally liable as such for monetary damages for any action taken, or any failure to take action, unless (i) the Director has breached or failed to perform the duties of his/her office under Section 5712 of the Nonprofit Corporation law of 1988 (relating to standard of care and justifiable reliance), and (ii) the breach or failure to perform constitutes self-dealing, willful misconduct or recklessness. The provisions of this Section 3.11 shall not apply to (i) the responsibility or liability of a Director pursuant to any criminal statute or (ii) the liability of a Director for the payment of taxes pursuant to local, state or federal law. No amendment or repeal of this Section 3.11 shall apply to, or have any effect on the liability or alleged liability of, any director for or with respect to any acts or failures to act of such Director occurring prior to such amendment or repeal.

ARTICLE 4
MEETINGS OF THE BOARD

Section 4.1 - MEETINGS OF THE BOARD

(a) Regular Meetings

(1) The Board will meet a minimum of four times a year at a time and location agreed upon by the Executive Committee.

(2) Notice of meetings must be sent to each Director and must be mailed or delivered at least seven days prior to the meeting. The notices shall specify location, day and time of the meeting and any other information required by the law or these bylaws.

(b) Executive Committee Meetings

(1) The Executive Committee shall meet whenever necessary during those months when there is not a full meeting of the Board.

(2) Executive Committee meetings may be held as closed sessions, although official action on any matter discussed at such a meeting shall be taken at an open meeting.
(3) The Executive Committee shall make policy decisions only in emergency situations as such situations arise and will report its actions to the full Board at its next regularly scheduled meeting. At that time, the Board may ratify, amend or negate the action taken by the Executive Committee.

(c) Special Meetings

(1) Special meetings of the Board may be called by the Chairperson or by three or more Directors.

(2) Directors will be given a minimum of five days written notice and a minimum of two days telephone notice. The Board may waive the five days written notice and two days telephone notice requirement pending a two-thirds approval from the board.

(d) Waiver of Notice

Whenever any written notice is required to be given under the provisions of these bylaws, a waiver in writing signed by the person(s) entitled to said notice whether before or after the time stated shall be deemed equivalent to the giving of such notice except as otherwise required by these bylaws. Neither the business to be transacted nor the purpose of a meeting need be specified in the waiver of such notice. Attendance by a Director at any meeting shall constitute a waiver of notice at such a meeting except where a Director attends a meeting for the express purpose of objecting at the beginning of a meeting to the transaction of any business because the meeting was not lawfully called or convened.

(e) Public Notification

Public notification of all formal and committee meetings shall be guided by Section 117(e) of the Workforce Investment Act or subsequent amendments thereto and consistent with guidance issued by the Commonwealth of Pennsylvania.

Section 4.2 - QUORUM

(a) Forty percent of the Directors shall be present at each meeting in order to constitute a quorum for the transaction of business.

(b) Every Director shall be entitled to vote except as specified in these bylaws or provided by statute. The acts of a majority of the Directors present and voting at a meeting at which a quorum is present shall be the acts of the board.
(c) Interested Directors shall be counted in determining the presence or a quorum at a meeting of the Board which authorizes a contract or transaction specified in these sections. However, interested Directors shall not participate in any vote.

(d) Amendments to these bylaws require a decision of two-thirds of the Directors present. Any other actions may be passed by simple majority.

(e) In the absence of a quorum, a majority of the Directors present and voting may adjourn the meeting until a time a quorum is present.

Section 4.3 - VOTING

(a) Each Director shall be entitled to vote in the following manner at each meeting: voice vote, show of hands or by ballot as determined by the Directors present; or by mail, email, facsimile, or otherwise delivered; as determined by the Board and if a ballot is sent with notice of the issue to be voted upon.

(b) Records of all votes must be maintained and available for review by the public.

(c) Directors may not vote by proxy at any board meeting.

Section 4.4 - PARLIAMENTARY PROCEDURE

(a) In general business, Board will work to achieve consensus in decisions after adequate discussion.

(b) Modified Robert’s Rules of Order shall govern the proceedings of the Board when consensus cannot be achieved and Directors have called for a vote.

Section 4.5 - MEETING ATTENDANCE

(a) Directors are expected to attend all meetings.

(b) Directors may not miss more than two consecutive, regularly scheduled meetings without being excused by the Chairperson.
ARTICLE 5
BOARD OFFICERS

Section 5.1 - OFFICERS

The elected officers of the Corporation shall be a Chairperson, Vice Chairperson, Secretary, and Treasurer. The immediate past Chairperson of the Corporation shall serve as Past Chairperson for the duration of the term of the subsequent Chairperson, so long as the Past Chairperson continues as a Director.

Section 5.2 - QUALIFICATIONS AND SELECTION

(a) The officers of the Corporation shall be members of the Board.

(b) The Chairperson of the Board shall be elected by a majority of the Board membership from among those Directors appointed to represent business.

(c) The Vice Chairperson, Secretary, and Treasurer shall be elected by a majority of the Directors.

(d) The immediate past Chairperson shall be automatically designated as Past Chairperson upon the election of a new Chairperson.

(e) Elections for officers shall be held once every two years in the fourth quarter or as needed depending on vacancies. Terms of office shall begin at the next quarterly meeting after the election.

(f) The Chairperson may appoint officers to the Board as the need arises in consultation with the Mayor.

Section 5.3 - DUTIES OF OFFICERS

The officers of the Corporation shall have the following duties.

(a) The Chairperson shall:

(1) preside at all regular meetings of the Board and other meetings as appropriate;
(2) supervise the conduct of Board business;

(3) have general supervision of the affairs of the Corporation and report such affairs to the Directors;

(4) serve as mediator for opposing points of view among Directors that threaten to hinder the momentum and positive development of Board policies and initiatives;

(5) provide leadership to ensure open and rational discussions for policies and procedures;

(6) appoint, in collaboration with the Mayor, Committee Chairpersons;

(7) collaborate with Committee Chairpersons on the appointment of committee members;

(8) monitor the progress of committees toward stated goals and objectives;

(9) help establish partnerships that may bring additional financing and/or technical resources to further the board’s mission and/or objectives; and

(10) promote the Corporation and advocate for its policies as necessary/appropriate, including attending select public relations events.

(b) The Vice Chairperson shall:

(1) act in the absence or disability of the Chairperson to fulfil the duties ascribed to the Chairperson;

(2) promote the Board and advocate for its policies as necessary/appropriate, including attending select public relations events; and

(3) perform such duties as may be assigned to him or her by the Chairperson.

In the absence of the Chairperson, the execution by the Vice Chairperson on behalf of the Corporation of any instrument will have the same force and effect as if it were executed by the Chairperson on behalf of the Corporation.

(c) The Secretary shall:

(1) oversee all meeting records, such as agendas, minutes, and notices;
(2) record all votes at meetings;

(3) be knowledgeable of all approved governing rules and regulations of the Board, including Robert’s Rules of Order;

(4) promote the Corporation and advocate for its policies as necessary/appropriate, including attending select public relations events; and

(5) perform such duties as may be assigned to him or her by the Chairperson.

(d) The Treasurer shall:

(1) provide for the custody of the funds or other property of the Corporation;

(2) collect and receive or provide for the collection and receipt of moneys or in any manner due to or received by the Corporation;

(3) deposit all funds in his or her custody as treasurer in such banks or other places of deposit as the Board may from time to time designate;

(4) whenever so required by the Board, render an account showing all transactions as Treasurer, and the financial condition of the Corporation; and

(5) perform such duties as may be assigned to him or her by the Chairperson.

(e) The Past Chairperson shall:

(1) Serve in an advisory capacity to the Chairperson.

(2) Promote the Corporation and advocate for its policies as necessary/appropriate, including attending select public relations events.

(3) Perform such duties as may be assigned to him or her by the Chairperson.

Section 5.4 - TERMS OF OFFICERS

Elected officers may serve up to a total of two consecutive two-year terms in the same office.
ARTICLE 6
COMMITTEES

Section 6.1 - COMMITTEES

(a) The Board shall establish standing and ad hoc committees, subcommittees, and task forces as necessary to fulfill the goals and objectives of the Corporation.

(b) Committee Chairpersons shall be appointed by the Board Chairperson in collaboration with the Mayor.

(c) Committee Chairpersons serve at the discretion of the Chairperson.

Section 6.2 - COMMITTEE MEMBERSHIP

(a) Committee Members shall be selected from among members of the Board and the general public by the Committee Chairperson in collaboration with the Chairperson.

(b) Committee Members serve at the discretion of the Committee Chairperson.

Section 6.3 - STANDING COMMITTEES

(a) Standing Committees and Subcommittees of the Corporation will be defined as part of the Corporation’s work plan, which is Appendix II of these bylaws.

(b) Among its standing committees, the Corporation will maintain a committee specifically charged to address issues of youth preparing for and transitioning into the workforce.

(c) Executive Committee

(1) Membership

(A) The Executive Committee shall consist of elected and appointed officers of the Corporation and of the Chairperson of each Standing Committee.

(B) Committee, subcommittee, and task force chairs shall serve on the Executive Committee at the discretion of the Chairperson.

(C) The president of the Philadelphia Council AFL-CIO shall have a standing seat on the Executive Committee.
(D) The Chief Executive Officer of the Corporation shall have a standing seat on the Executive Committee.

(2) The purpose of the Executive Committee is to position and promote the Corporation so it can effectively carry out its work to design and implement a high-quality local workforce investment system.

(3) The Executive Committee is charged to provide leadership for the Board, oversee the Corporation’s organizational structure, and address, as necessary, business between meetings of the full Board.

ARTICLE 7
STAFFING AND ORGANIZATIONAL STRUCTURE

Section 7.1 – STAFFING OF THE CORPORATION

Regular full-time staff shall be employed by the Corporation to carry out the Corporation’s work.

Section 7.2 – STAFFING STRUCTURE OF THE CORPORATION

(a) The staff of the Corporation shall be structured to carry out the directives, initiatives, and legal responsibilities of the Corporation.

(b) The staff of the Corporation shall be authorized to carry out, under the direction of the Board, all staff duties of the Corporation.

Section 7.3 – CHIEF EXECUTIVE OFFICER OF THE CORPORATION

The Chief Executive Officer of the Corporation shall:

(a) be appointed by the Mayor and shall be a member of the Board;

(b) perform the duties assigned by the Executive Committee, including, but not limited to, oversight of the staff, business and day-to-day operations of the Corporation; and

(c) sign, execute, and acknowledge, in the name of the corporation, deeds, mortgages, bonds, contracts or other instruments authorized by the Board, except in cases
where the signing and execution thereof shall be expressly delegated by the Board of Directors, or by these bylaws, to some other officer or agent of the Corporation.

Section 7.4 - SALARIES

The salaries of the Chief Executive Officer and the other staff of the Corporation shall be fixed from time to time by the Board or by such officer as may be designated by resolution of the Board. Neither the Chief Executive Officer nor any other member of the staff of the Corporation shall be prevented from receiving such salary or other compensation by reason of the fact that s/he is also a member of the Board.

ARTICLE 8
BOOKS AND RECORDS

Section 8.1 - BOOKS AND RECORDS

The Corporation shall keep:

(a) minutes of regular Board meetings and Executive Committee meetings, which minutes will be made available to the public upon request;

(b) records of the names and addresses of all Directors; and

(c) correct and complete books and records of accounts. Copies of the Corporation’s audited financial statement will be made available to members of the Board upon request.

ARTICLE 9
AMENDMENTS

Section 9.1 - AMENDMENTS

(a) These bylaws may be altered, amended, repealed, or revised by an affirmative vote of two-thirds of the members of the Board taken in accordance with the provisions of these bylaws.

(b) Copies of proposed amendments shall be given to members in writing at least one week prior to the request of an amendment vote.
Appendix I: Legal Responsibilities of the Corporation

PL 105-220

At a minimum, the Corporation has the following responsibilities as required under Section 117(d) of the Workforce Investment Act:

Develop the Local Plan for Workforce Investment. The Corporation will work in collaboration with the Mayor to develop and update as necessary a five-year strategic plan for workforce investment in Philadelphia consistent with guidance provided for this purpose by the Commonwealth of Pennsylvania. This plan shall be updated annually, or more frequently as local conditions require. The plan and subsequent updates shall be submitted by the Mayor to the Governor.

Oversee the Local One-Stop Career Center System. The Corporation shall set standards and policies for the local one-stop career center system, select system operators, and oversee system performance.

Conduct Strategic Program Oversight. The Corporation, in partnership with the Mayor, shall conduct strategic oversight of local employment and training activities, local youth activities, and the one-stop delivery system in Philadelphia.

Negotiate Local Performance Measures. The Corporation, in collaboration with the Mayor, shall negotiate and reach agreement with the governor on local performance measures for the local workforce investment system.

Assist in the Development of the Employment Statistic System. The Corporation shall assist the Governor in developing a statewide employment statistics system.

Create and Sustain Employer Linkages. The Corporation shall coordinate publicly funded workforce investment activities with economic development strategies and develop other employer linkages with such activities.

Connect, Broker, and Coach on Behalf of the Local Workforce Investment System. The Corporation shall promote the participation of employers in the workforce
investment system and ensure the effective provision, through the system, of connecting, brokering, and coaching activities through intermediaries to assist employers in meeting hiring and training needs.
Appendix II: Philadelphia Works, Inc. Work Plan
Philadelphia Workforce Investment Area
Workforce Investment Act (WIA) Title I Operational Plan

For the period:

October 1, 2009 – December 31, 2012

Modified May 15, 2012
Originally submitted September 14, 2009

Michelle Staton, Deputy Secretary, Workforce Development
Pennsylvania Department of Labor and Industry
Room 1700, 17th Floor
Labor & Industry Building, 12th Floor
651 Boas Street
Harrisburg, PA 17121
I. Plan Development

Describe the process for the development of the local Plan, including:

A. A description of the involvement of the Local Elected Official (LEO), the LWIB and stakeholders in the modification of the Plan;

B. A description of the collaboration between the LWIB and representatives from economic development, education, the business community, other stakeholders and interested parties in the development;

C. A description of the process used to make the Plan available to the public and the outcome resulting from review of public comments. Describe measures taken to provide increased transparency and measures to include or address all comments received within the review period. A copy of the published notice should be included as Appendix A. Any comments related to the Plan, and a brief discussion regarding any changes made to the Plan in response to comments received are included as Appendix B.

This plan documents the ways in which Title I of the Workforce Investment Act is carried out in the Philadelphia Workforce Investment Area. The efforts described herein reflect the ongoing work of the Philadelphia Workforce Investment Board, its various standing committees, the local Fiscal Agent, and the local PA CareerLink system. Originally this plan included the strategic priorities and outcomes supported by Workforce Investment Act funds awarded under the American Recovery and Reinvestment Act (ARRA).

The Mayor appoints the Philadelphia Workforce Investment Board (Philadelphia WIB), and charges the members to govern the daily activities of Philadelphia’s workforce system. Recognizing the future progress of the city requires optimizing the potential of its greatest asset, its citizens; Mayor Nutter established two priorities related to human capital development of city residents: 1) decreasing the high school drop-out rate, and 2) increasing the number of Philadelphians who attain a post-secondary degree. The Philadelphia WIB is working diligently to support and advance these two priorities. In addition to the ongoing relationship between the members and Mayor Nutter, the Philadelphia WIB CEO works closely with the Mayor’s office, primarily through the Mayor’s senior policy advisor; and, staff members work with various city departments – such as the Commerce Department, the Mayor’s Commission on Literacy, the Mayor’s Office of Community Services, and the Mayor’s Office for the Reentry of Ex-Offenders – on initiatives relating to workforce development. To further build the synergy between the Philadelphia WIB and the priorities of the Nutter Administration, a senior member of the Nutter Administration serves on the Philadelphia WIB and several other key officials serve on a range of Philadelphia WIB work groups and ad hoc committees. Through these connections, the goals and priorities of the Administration are both shaped by and reflected in the work of the Philadelphia WIB.

The Philadelphia WIB and its committees and work groups – and, hence, Philadelphia’s workforce system – benefit from the active participation of representatives from the business community, organized labor, education, economic development, community-based organizations, and others. In addition to the engagement of the Philadelphia WIB’s mayoral appointees, the board engages other key community stakeholders in the full range of its activities. Early on in the board’s evolution, this engagement occurred only through deliberate planning; however, as its initiatives and efforts have become more known and institutionalized, this engagement also occurs through the usual course of business in the city.
This activity is included in the Philadelphia WIB's regular planning process and resultant strategy, all of which is reflected in this document. However, specific to the drafting of this document, the Philadelphia WIB worked with its operational partners (specifically, the Philadelphia Workforce Development Corporation, the local PA CareerLink Consortium, and the Philadelphia Youth Network) and convened a small group of board leaders to act as advisors.

To make this plan available to the public, the public comment period for the initial draft of this plan included the following: a public notice in The Philadelphia Inquirer and electronic notification to a variety of system stakeholder groups representing employer organizations, organized labor, the disabilities community, literacy agencies, economic development organizations, workforce development organizations, immigrant organizations, training vendors, city government, community-based organizations, educational institutions, elected officials, and others. Additionally, the plan was made available via the Philadelphia WIB website for 30 days. Following this time period, comments made by the public were compiled, analyzed, and, where applicable, incorporated into the final document. This modified version drafted in March 2012, will also undergo a similar process for public notice and comment. The final modified version will be submitted to the Commonwealth, following approval from the Board.

II. VISION, GOALS AND PRIORITIES

A. Vision

1. Utilize available resources to support local workforce and economic development.

2. Maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the local area;

3. Engage business, industry, education, economic development, and community organizations to participate with the public workforce system to identify workforce challenges and develop strategies and solutions to address those challenges;

4. Ensure a continuum of education and training opportunities that support a skilled workforce, including the vision for economic recovery, touching on the Recovery Act principles and how the Recovery Act funds can be integrated into transformational efforts to achieve an invigorated, more innovative public workforce system capable of helping future economic growth and advancing shared prosperity for all Pennsylvanians;

5. Ensure that every youth has the opportunity for developing and achieving career goals through education and workforce training, including youth most in need of assistance: out-of-school youth, homeless youth, youth in foster care, youth aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm workers, youth, youth with disabilities, and other youth at risk;

6. Increase training access and opportunities through:

   a. the use of WIA Title I and ARRA funds as well as other leveraging resources;

   b. contracts or agreements with institutions of higher education, especially community colleges, apprenticeship programs, and other training providers; and

   c. expanding relationships and curricula developed through industry partnerships.
Vision for Philadelphia’s Workforce Development System

Philadelphia’s workforce system is driven by the Philadelphia WIB’s vision of a thriving and inclusive regional economy and its mission to advocate and advance a demand-driven opportunity agenda that effectively prepares Philadelphians to compete in the economic mainstream. The Philadelphia WIB’s theory of action is that when you make people more marketable — that is, aligned to what industry demands — it will have multiple effects: the region will become more attractive to companies, businesses that are here will become more productive, people who live here will be more economically stable, and new wealth will spawn new businesses and jobs.

In effectuating this vision and mission, the Philadelphia WIB looks specifically at three areas:

- **Demand**: the workforce needs in the local economy. Major initiatives in this area include the engagement in 18 Industry Partnerships across 10 industries, and close collaboration with economic development drivers to link the public workforce system to new and emerging opportunities. In the course of the next year, the Philadelphia WIB will be expanding its nascent work in aligning business services across multiple programs and city departments.

- **Supply**: the skill/knowledge levels of workers and potential workers relative to local and regional workforce needs. In addition to working closely with our five Philadelphia PA CareerLink centers to maximize capacity and enhance offerings to the nearly 100,000 customers who will seek services this year, major initiatives in this area include WorkReady Philadelphia (the portfolio of youth workforce development initiatives, including private sector internships), Project U-Turn (with the goal of halving the high school drop-out rate in ten years), Excel Philadelphia (to increase adult literacy levels to meet the demand of local industries and employers), and Graduate! Philadelphia (to help reach the citywide goal of doubling the college completion rate of Philadelphia residents).

- **Assets**: the resources available to align the supply with the demand. Major efforts in this area include the Philadelphia WIB’s signature resource mapping project (most recent conducted for PY2007 showing $220M invested to serve 90,000 individuals), organizing and analyzing real-time job openings to inform Philadelphia, PA CareerLink, development of new connections (e.g., between career & technical education programs and industry partnerships) to expand learning and impact of efforts, and participation in regional initiatives to build economies of scale where those opportunities exist and import best practices. The Philadelphia WIB is also actively involved in building assets — the most notable example being the creation of the Job Opportunity Investment Network, a $2.7M fund (to date) making new investment to create mobility pathways for economically marginalized adults.

The Philadelphia WIB works both to maximize resources available through the public workforce system and to bring in new resources — both financial and programmatic — to close the profound gap that exists between supply and demand. The scope of this problem was most recently articulated in Help Wanted, published by the Philadelphia WIB in June 2009, which shared a startling (to some) statistic: based on literacy levels, less than half of working-age Philadelphians meet the basic requirements of our local employers. That’s 550,000 adults who can compete for only 211,000 jobs — and the number of adults is going up while the number of jobs available to them is shrinking. Specifically, the Philadelphia WIB has secured foundation funds to support the Workforce Solutions Collaborative, a leadership group of adult literacy providers and workforce development professionals who have come together to enhance adult workforce literacy services. Other examples, as previously noted, include the creation of JOIN, designed to address the skill upgrading of under and lower-skilled residents. Additionally, the Philadelphia WIB and surrounding counties have secured Career Opportunities Grants to which Community Service Block Grants will be leveraged to support pipeline and talent development strategies. On the youth side, funds from the city of Philadelphia, along with TANF funds, are used to support in
and out-of-school youth workforce strategies. The Philadelphia WIB continues to build on these efforts and access additional resources through foundations, public competitive grant applications, and private funding for resources to advance this agenda.

Practically, the Philadelphia WIB is organized around four major strategies: public accountability (ensuring that public investments are spent wisely); innovation and incubation (creating or partnering to create new or enhanced initiatives to tackle major, human capital challenges); policy and advocacy (communicate human capital challenges and compel change); and, knowledge generation (provide, in real time, intelligence on labor market and labor force needs to inform and enhance practice). Our promise is expertise and guidance in all aspects of workforce development, which means ensuring the public workforce system – Philadelphia’s PA CareerLink centers, training providers, educational institutions, and others – have the support they need to maximize their effectiveness and that others external to the workforce system – economic development, industry, elected officials, and others – have a mechanism to engage with that system.

**Skilled Workers: Accessing A Continuum of Education and Training Opportunities**

Philadelphia has declining numbers of jobs with family sustaining wages that do not require training or some post-secondary education beyond high school. Even entry-level weatherization jobs require on-the-job training and some classroom work to assure the possibility of advancing through the career ladder. Given the number of residents who must work, messaging and engaging workers around advancement through career ladders is a high priority and is a critical component in a continuum of education and training opportunities needed to build and sustain a skilled workforce. The PA CareerLink centers are at the heart of this effort, and are central to this message, as well as the implementation of strategies which links unemployed and employed residents to a range of workforce development initiatives.

Specifically, the Philadelphia WIB embedded workforce contextualized literacy in all of the local centers to bring basic skill building into the job search process. Early reports from these programs show outstanding results for placement into jobs or enrollment into additional education or training. To build on this model and create a stronger continuum of opportunities, the Philadelphia WIB is spearheading projects which link completers to on-the-job training. In addition, Graduate! Philadelphia has established a presence in all the one-stop centers. The Community College of Philadelphia in partnership with the Collegiate Consortium has increased their offerings of programs for credentialing and college-bearing credits.

To grow the economy and support economic development, the Philadelphia WIB will:

- Supply increased amounts of real-time labor market information to the Career and Technical Education (CTE) programs in the high school and at the community college

- Support the alignment of the CTE Programs in the high schools with credit-bearing credentials available at the Philadelphia Community College

- Increase outreach and information in the PA CareerLink centers on possibilities for training or credentialing for workers both currently working and those out of work

- Continue the work of Graduate! Philadelphia with employers to identify employees who would benefit the employer and their own career by using tuition reimbursement to complete a course, credential, or degree

- Develop knowledge in the PA CareerLink centers around training and credentials that align closely with opportunities being developed through the city’s economic development initiatives
• Use software in the PA CareerLink centers (we are piloting one such product now) that helps workers identify their skill sets, gaps in their knowledge, and transferable skills to help locate work or training that builds on their experience.

• Continue to engage the adult education and literacy community, through Excel Philadelphia and the Literacy Impact Pilot Program, to facilitate enhanced and expanded contextualized literacy programs that align with the need of industry.

For those residents who need to engage in work without first pursuing post-secondary educational opportunities, the Philadelphia WIB will maintain efforts to align the embedded literacy programs in the CareerLink centers with short-term training opportunities or on-the-job training opportunities. The contextualized literacy in these classes prepares students to capture entry-level jobs not formally available. Business services will play a critical role in strengthening ties to employment opportunities for adults who need immediate employment. Likewise, strengthening past relationships with employers will help articulate career pathways to provide for opportunities to advance after placement.

Industry partnerships are collaborative between the public workforce and the region’s key industries. By participating in industry partnerships, local employers can access public resources and network to achieve the following goals:

1. Provide professional development opportunities to their workforce.
2. Become more competitive as their employees gain cutting edge skill.
3. Work in collaboration to develop adult and youth pipelines of qualified, skilled workers.
4. Identify new trends in the industry and maximize economies of scale to meet need for innovation.
5. Identify or develop training curricula that is aligned with industry standards.

The Philadelphia WIB continues to utilize its ability to leverage relationships with more than 100 industry partnership employers to fulfill its charge to provide technical, leadership and grant compliance support. Through the partnerships, PWIB has developed an intimate understanding of current industry-specific trends and needs. The Philadelphia WIB will foster further recruitment and collaborative efforts to increase familiarity and encourage the utilization of the public workforce system while assisting the industry partnerships in gaining a deeper understanding of the WIA. WIA will continue to be articulated as a resource in the context of pipeline building and, through its funding, a significant contributor in preparing entry and mid-level skilled employees to enter the workforce for the first time or re-entering the market with transferrable or upgraded skills. Industry partnerships will also assist in identifying, vetting, and pricing curricula and/or vendors who train consumers utilizing WIA funding. To this end, the PWIB will facilitate cross-functional teams consisting of representatives of various sector-based industry partnerships to further identify vendors and curricula that have relevance across industry boundaries. This effort will increase efficiency and reduce the amount of time necessary to identify and engage a vendor. Additionally, the enhanced level of collaboration will serve to expand relationships between industry partners create new synergies within industry partnership subsets.

By involving key industries in curricula identification and development process, the public workforce system will maximize returns on investment as the training provided will remain relevant and in demand. The industry partnerships will be able to provide guidance on costs incurred for specific trainings, thus allowing public workforce administrators to gain a better understanding of true marketplace cost for training versus guidelines referring to ceilings on per person cost. By developing the capacity to identify marketplace costs in more accurate terms, the public workforce system will be able to gain maximum economies of scale thus expanding number of consumers serviced.

The Philadelphia WIB strongly promotes links to education and training throughout a person’s work-life to increase earning potential and maintain employment. Strategic initiatives like Excel Philadelphia (increasing the capacity of adult literacy providers and connecting these directly with the workforce system to bring to scale efforts to increase literacy levels in the city) and Graduate! Philadelphia (providing a regional partnership and direct services to demonstrate the larger mission of creating a system to bring people who never finished their post-secondary degree back into the educational system
to complete) are evidence of our commitment and determination to link workforce development with "lifetime learning" and moving workers up a career ladder. Other efforts to link education and training to the labor market include the realignment of the Career and Technical Programs of the Philadelphia School District with industry through the support of the Philadelphia Youth Network, the Philadelphia WIB, and other invested partners, and efforts to link training with credit through the Philadelphia Community College. Both Mayor Nutter and Superintendent Ackerman support advancing work skills through education to move youth successfully into the labor market, to retain young workers and college graduates, attract employers, and invigorate those employers already in the region.

From the outset, the Philadelphia Workforce Investment Board planned to use Workforce Investment Act funds as the foundation for building an expansive system of programs and services for the City's disadvantaged and at-risk young people. The WIB's Youth Council (known now as the Council for College and Career Success), which includes senior leaders from the School District of Philadelphia, the Department of Human Services, Family Court, the Mayor's Office of Education and leaders of major corporations in the City, has leveraged millions of new dollars in government, foundation and employment investments to support employment and education-related initiatives for the City's neediest young people.

Specifically, these leveraged resources have helped to establish and sustain two citywide campaigns—WorkReady Philadelphia, which focuses on expanding opportunities for City youth to participate in enriched summer and year-round work and service-related programs; and Project U-Turn, the city's collective effort to create new, high-quality educational options for young people who have dropped or are at risk of doing so. Furthermore, the Council also works closely with the Mayor's Office of Education on a variety of initiatives aimed at increasing the number and percentage of Philadelphia with college degrees, including the PhillyGoes2College and Graduation Coach campaigns.

In addition to services provided through WIA and other leveraged funds, thousands of additional at-risk young Philadelphians received education and training through the American Recovery and Reinvestment Act during 2009, 2010 and 2011. In particular, young people benefitted from more than $7.4M in new ARRA youth employment funding, which provided more than 2,600 youth jobs during the 2009 summer, and enabled the WIB and Council to design and test new year-round models for hundreds of out-of-school youth. These successful out-of-school youth models are now informing the WIB's competitive procurement process for WIA year-round out-of-school youth programs.

Finally, the joint decision by USDOL's Employment Training Administration and USHHS' Administration for Children, Youth and Families to make dollars from the TANF Emergency Contingency Fund available for summer jobs during 2010 enabled the WIB and Council to create employment opportunities for more than 11,100 young people, Philadelphia's largest summer jobs program in more than a decade.

The successes of the 2011 summer notwithstanding, the advent of the WorkReady Philadelphia online registration process revealed that an additional 10,000 young people applied but were turned away due to lack of funded slots. Furthermore, the mismatch between available opportunities and youth demand will be exacerbated this summer, when the numbers of summer opportunities dropped significantly in the absence of ARRA funding.

As noted above, Philadelphia's workforce system involves many key players. It also has a wide range of important partners. All the initiatives described above include business, labor, education, economic development, and community stakeholders—indeed, it is these partnerships that have seeded and given shape to the multitude of programs and projects that are the local workforce system. They are our funders as well; the system is seeded with WIA funds, but is supported by a broad range of resources. For example, foundation grants are supporting serious work in the youth arena, and for Excel Philadelphia. Businesses in the life science and healthcare industry are supporting a substantial amount of the LSCA infrastructure. Colleges are stepping up to fund Graduate! Philadelphia, which was seeded with a grant from the William Penn Foundation. Corporate foundations fund the administration of the WorkReady private sector internship campaign and a range of sector-specific projects. These funds are in addition to the seed funding from WIA and the more traditional sources of support that include grants, in-kind contributions, and private donations. The Philadelphia WIB and its partners will continue to
engage all interested stakeholders in workforce system activities and pursue all appropriate streams of funding to support those activities.

B. **Priorities and Goals**

1. Identify key workforce investment goals and priorities for the local workforce system
   a. Describe how each supports the local workforce development vision. Include strategies to align with Pennsylvania’s current objectives, the Governor’s Job Ready Pennsylvania priorities, and support the creation and sustainability of small, new, and emerging industries.

2. Discuss how goals and priorities are adjusted to respond to the economic downturn and the subsequent infusion of ARRA funds, including:
   a. how workforce investment system resources (WIA formula funds, ARRA, etc.) can be deployed to serve increased numbers of businesses and job seekers;
   b. increasing access to education and training opportunities for adults and dislocated workers who need to upgrade or acquire new skills and developing career pathways that meet the transformed workforce of the future;
   c. preparing youth for the workforce of tomorrow; and
   d. developing partnerships with community colleges and other institutions of higher education, business, labor organizations, registered apprenticeship programs, and community and faith-based organizations to align workforce development strategies in the local area or region.

The development and operation of a world-class workforce investment system in Philadelphia has always been, and remains, a central priority in Philadelphia. World-class means excellence in three areas:

- serving employers who seek workers;
- serving adults who are seeking employment; and
- serving young people who require support and skills enhancement to complete their education and transition into employment.

It should be noted that the approach to achieve these goals are codified in annual strategic and operational plans, and monitored quarterly to track progress against these measures.

Many of Philadelphia’s adults are not prepared to fuel the city’s future economic growth. There is great disparity between the basic and technical skills of the available workforce and the current and projected needs of the business community, especially in the mid-level skilled positions. This disparity has been exacerbated by the current recession, as workers with lower skills have disproportionately lost their jobs. With the appropriate strategic interventions, this creates an opportunity to better align our labor force to the needs of our current and (projected) future economy. Currently, 48 percent of jobs in Philadelphia are mid-skilled positions requiring on-the-job training leading to a certificate and typically some vocational training leading to a credential. In addition, in this set of mid-skilled positions, we have positions for technicians, technologists, and clinical workers requiring associates degrees. The most in-demand current and expected skill needs of the Philadelphia regional employers are:

- Basic computer skills enhanced with literacy enabling workers to locate and maintain office and clerical positions across industry sectors and the mid-level computer support specialists.
- Clinical skills for healthcare, nursing, and laboratory occupations including advanced manufacturing.
Entry-level construction and property management skills that reflect energy efficiency needs of homes and businesses.

These skills are indicated by the short-run forecast of fastest growing occupations with median hourly earnings of $10.00 or more using Economic Modeling Systems, Inc. (EMSI); intelligence gathered from the region's industry partnerships; job developers employed by the public workforce system; employers using the PA CareerLink system; and, job creation projections based on anticipated ARRA investments in infrastructure, energy efficiency, broadband, health information technology, and so on. The Philadelphia WIB research department routinely updates this information for use by the public workforce system and our other stakeholders.

Based on the best available data, priority skills training areas are:

- Computer skills using Microsoft Office
- Introductory laboratory skills
- Clinical healthcare skills and competencies
- Weatherization and construction skills that support energy efficiency and sustainable development, including safety skills for deconstruction and white-roof painting
- Computer applications skills for support specialists and network systems analysts especially associated with health information technology

For the most part, training exists in the regional marketplace and, in addition, Community College of Philadelphia is poised to launch a set of shorter-term, industry-validated training programs that can also be accessed by customers. In addition, Philadelphia has established mechanisms to respond quickly to the skill needs of specific employer or groups of employers through our Customized Job Training and On-the-Job Training Programs, and will employ these means of training to individual employer specification where appropriate. Philadelphia Mayor Michael Nutter has a major priority of increasing the percentage of adults with a post-secondary degree. This priority recognizes a major trend: for the 70 percent of the jobs in the city that require a vocational certificate or above, employers are increasingly looking to hire new entrants with a post-secondary degree. Therefore, to the greatest extent possible, Philadelphia leveraged its ARRA training investments into institutions and programs that yield post-secondary credit. In this effort, the Philadelphia WIB awarded ARRA WIA Adult and Dislocated Worker funds to post-secondary institutions, including the Community College of Philadelphia and Holy Family University, as well as other training and education vendors with the capacity to offer post-secondary credit. Preference was given to organizations that offer education and training programs that yield a college credit or industry-recognized certificate that articulates or links to a college credit-bearing institution. As stated above, the investment of ARRA and formula WIA Adult and Dislocated Workers funds during FY2010 and FY2011 resulted in nearly 2,200 individuals receiving education and training services.

In this recession and before, Philadelphia's PA CareerLink centers provided our most efficient and effective vehicle for connecting job seekers to services and employment, and will be used as the premier venue for attracting interested individuals into training programs. In fact, during a six-week period in October/November 2008, the centers had more than 11,000 visits by more than 6,000 job seekers—a 28 percent increase over the same period in 2007, and a 50 percent uptick in the demand for staff-led or delivered services. In that period, more than 30 percent of job seekers had some technical or college experience and another 38 percent had a high school diploma or GED and were, therefore, positioned to make gains quickly from targeted training. The majority of these job seekers are low-income, minority workers with lesser developed skills or out-of-date skills. Also during this time period, there has been a shift in the demographic of PA CareerLink customers, as more males have accessed services. The proportion and number of males using the PA CareerLink system during a six-week sample has increased since fall 2007. Approximately 55 percent of PA CareerLink participants were male in October and November 2007. The six-week sample one year later in October and November 2008 reflected usage of 63 percent male versus 37 percent female participants. In January and February of 2009, over 67 percent of PA CareerLink participants were male. Other recruitment sources to identify individuals most

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1 BLS and O*Net Data
impacted by the recession include our local Rapid Response Team, training and adult education providers, Graduate! Philadelphia, community and faith-based organizations, E3 Centers and family court (for youth).

Individuals not ready for training or post-secondary education is best served by managed workforce contextualized basic literacy linked to a specific industry where subsequent pipeline training leads directly to employment opportunities. Results from such programs embedded in the PA CareerLink centers in Philadelphia show large gains in employment and entrance into post-secondary education and enable students to access the full range of one-stop services. Funding for these programs is diminished for program year 2009. While continued state support for these programs remains uncertain as of this writing, we are optimistic that other sources of support will ensure these important programs continue – although perhaps not with the increase in capacity we had hoped earlier in the budget cycle.

The Philadelphia WIB will continue the sector-based approach that has been so successful throughout the Commonwealth. Identification of skill gaps among employers with similar workforce needs allows targeted training and education for retention and employment of workers. To this end, the Philadelphia WIB is proud to be a co-founder and partner in the JOIN, which has been accepted by the National Fund for Workforce Solutions as a local site. This fund – currently at $2.7M over three years – seeks to invest in Commonwealth-supported industry partnerships that want to expand their incumbent worker focus to more marginalized workers. In addition to the benefits to employers and workers, this learning from these projects will inform ways in which our local PA CareerLink centers (and others around the Commonwealth and country) can better serve the marginalized workers.

In addition, the Philadelphia WIB supports the Governor’s priorities around energy efficiency and sustainability through actively working with partners in the Weatherization Assistance Program and with PECO to identify demand for weatherization training and possibilities for solar installation training. As indicated above, the Philadelphia WIB’s overall strategy for investing ARRA workforce development funds is designed to achieve two primary goals: (1) to reemploy workers displaced in the recession, and (2) to increase the employability of displaced workers and other Philadelphians who require training or retraining to thrive in the labor force. This will be achieved by preparing job seekers for employment with high-demand industries to help them remain or become competitive in the global market. A number of service delivery models and career pathways will be employed that will optimize partnerships with higher education institutions and other credit-bearing education and training entities, as well as better engage the business community (through PA CareerLink business service staff) to satisfy their skilled worker needs, with specific outreach to employers connected to industry partnerships.

III. Governance and Structure

A. Organization, Administration and Oversight

1. Describe the role of the Chief Executive Officer (CEO) in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision-making process between the local elected officials. Multi-county LWIAs should describe the process to select the CEO.

2. Identify the WIA Title I Contractor. Describe the process for selection and the relationship of the PA CareerLink Consortium to the LWIB.

3. Identify the PA CareerLink Consortium. Describe the role of the Consortium in the One-Stop System and the relationship to the LWIB.

4. Identify the Fiscal Agent, as determined by the CEO. Provide all contact information for this entity (WIA Section 118(b)(8)).

5. Provide an organizational chart (Appendix C) that delineates the relationship between the agencies involved in the workforce development system, including: the CEO, the required
and optional PA CareerLink partner programs, and line of authority. The chart should reflect the distinct separation between governance and service delivery structure consistent with the State’s LWIB Staffing Policy.

In 1999, the Philadelphia WIB was established by then-Mayor Rendell, acting on his authority as the chief elected official of the City of Philadelphia. Since that time, the Philadelphia WIB has served as a volunteer public policy board that works in partnership with and on behalf of the Mayor to govern Philadelphia’s public workforce system. In 2009, the honorable Mayor Michael Nutter called for a transformation of the public workforce system, which included a streamlined governance and operational structure.

A comprehensive evaluation of the workforce system completed in Spring 2011 guides the system’s transformation. The study laid out a number of recommendations, including one to join the Philadelphia Workforce Investment Board (WIB) and the Fiscal agent, Philadelphia Workforce Development Corporation (PWDC). The outcome of that recommendation resulted in Philadelphia Works, which combines the WIB’s mission of establishing a strategic direction for the city’s public workforce development system with the administrative, fiscal and operational duties of PWDC. The name of the merged organization was legally established on February 28, 2012. To codify this new structure, on March 21, 2012, members of the Philadelphia Workforce Investment Board took the following action:

- Approved the by-laws for Philadelphia Works,
- Approved the merger which will take place July 1, 2012.
- Selected the Public Consulting Group (PCG), with their partner Job Works, Inc. as the WIA Title I following the completion of a competitive procurement process as required by law.

At this same meeting, the PWDC Board also took action and approved the merger.

Under this new structure, Philadelphia Works will continue to fulfill the Mayor’s charge, which is reflected in the Chief Elected Official (CEO)/Philadelphia Workforce Investment Area Agreement and serve as the city’s arm for workforce development policy, and works to translate the Mayor’s priorities into workforce investment policy. Each member of the Philadelphia WIB is appointed by the Mayor.

Effective July 1, 2012 the WIA Title I core and intensive services are to be delivered by the WIA Title I provider PCG/Job Works. The new provider, PCG will become a member of the CareerLink Consortium, the organization that oversees the operations of the local PA CareerLink system. The board traditionally meets with the Title I provider and receives updates on activities intrinsic to WIA services including the adult and dislocated worker training services, which are outsourced (for additional information on the selection of providers, please refer to the section on training). Youth service providers are selected through a competitive process directly overseen by the Philadelphia Council for College and Career Success (the Philadelphia Youth Council); this process is managed by the Philadelphia Youth Network, which was selected as the youth operator through a competitive process led by the Philadelphia WIB in collaboration with the city administration.

With regard to the Operator Consortium, the Philadelphia WIB selected the PA CareerLink Consortium as the local One-Stop Operator on September 10, 1999. As such, the PA CareerLink Consortium is accountable to the Philadelphia WIB in that it is responsible for the management of the One-Stop system and individual centers consistent with the board’s priorities and expectations, as outlined in the WIB/Operator agreement and other binding documents. The Consortium is a partnership of four organizations that have assembled to operate the local PA CareerLink system. As previously noted, PCG will become a member of
the Operator Consortium, therefore replacing PWDC as the WIA Title I Contractor. The members and the funding streams they represent are as follows:

- Bureau of Workforce Development Partnership, PA Department of Labor and Industry representing Wagner Peyser, Trade Adjustment Assistance, and Veterans’ Employment and Training.

- Office of Vocational Rehabilitation, PA Department of Labor and Industry representing US Department of Education/Rehabilitation Services Administration/PA Department of Labor and Industry.

- Pennsylvania Department of Public Welfare representing Temporary Assistance to Needy Families (TANF).

- Public Consulting Group (representing Workforce Investment Act Title 1 Adult and Dislocated Workers).

Last, the Mayor changed the above structure and most recently designated Philadelphia Works as the fiscal agent for the system effective July 1, 2012.

WIA Title I Fiscal Agent
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President and CEO
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WIA Title I Youth Program Operator
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B. Local Workforce Investment Board

1. Describe any functions the LWIB has assumed other than those required by the statute.

The Philadelphia WIB has gone beyond the traditional data role played by most local workforce investment boards to conduct original research in areas key to understanding the nature of Philadelphia’s labor supply, and putting human capital issues into economic terms. This was first introduced in 2007’s Tale of Two Cities, which documented for the first time the economic return if Philadelphia could align its educational attainment levels to state levels ($1.8B annually, a 10 percent growth in the city’s wage base). This set the stage for other work of this kind including 2008’s The Economic Consequences of Dropping out of High School. In 2009, the Philadelphia WIB also completed a comprehensive analysis of the Philadelphia’s Career and Technical Education programs through the lens of employer demand (published as part of a larger paper that included outcomes for youth in CTE programs, as well as a series of recommendations). Additionally, the Philadelphia WIB published Help Wanted, which quantified the full scope of Philadelphia’s adult literacy crisis.
and, building on the WIB's prior analyses of the economic impact of increased literacy levels, presented a validated return on investment percentage of 440 percent. The Philadelphia WIB also understands that in order to build a competitive workforce advantage in Philadelphia, research must translate into action — starting with increased investments and more thoughtful public policy. Tale of Two Cities was an important first step in this area, as it significantly influenced the United Way of Southeastern Pennsylvania's Community Impact Strategy (representing a $60M annual investment) and subsequent investments in human capital made by the John S. and James L. Knight Foundation in Philadelphia. It is for these reasons and for the future success of Philadelphia, its business community and citizens, that we ask you to support strong and rigorous educational standards, including stronger graduation requirements for Pennsylvania students.”

The Philadelphia WIB has established itself as an innovator, particularly in the area of building the strong labor supply that is a common need for nearly every industry sector and occupational cluster in the region. It is the co-founder of Graduate Philadelphia, the founder of Excel Philadelphia, and a founding partner of the Job Opportunity Investment Network. This spirit of innovation extends to the Philadelphia Youth Network, the Philadelphia WIB’s operational partner for the youth workforce system and staff to the youth council, which has nurtured and managed the city’s two defining youth workforce development initiatives: WorkReady Philadelphia and Project U-Turn. All these efforts represent unique solutions to persistent challenges, engage myriad and diverse partners, and have attracted significant non-formula (and non-public) resources to address our city's most difficult workforce challenges. Of note, in the case of the youth-focused portfolio of programs, close to $48M in non-formula dollars have been leveraged.

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

To improve the operational collaboration of workforce investment activities and programs, the mayor recently combined the role of the local WIB and fiscal agent into the same organization. This was an important step to ensure leadership is provided at the policy, governance, oversight, and operational levels that will result in the investment of public workforce development resources that increase the attainment of requisite education and training that aligns with the human capital development needs of key industry. To identify and eliminate barriers to youth workforce investments and programs, the Board launched WorkReady Philadelphia, a coordinated approach to youth workforce development that incorporates investments from WIA, TANF, local foundations, city agencies, the school district, and private sector employers.

As previously mentioned, the Philadelphia WIB will continue to conduct resource mapping as a means to improving the alignment of resources. At present efforts are underway to put a survey instrument online to create a simplified mechanism for resource and outcome reporting. Efforts in this area are designed to better monitor and analyze all public investments that flow to the city’s workforce development system and, as such, the Philadelphia WIB surveys local and state administrators who oversee funding for workforce development activities and whose funding contributes to the larger picture of the workforce development system. Such information is used by the Board to gain an overall understanding of the scope of the publicly-funded workforce system in Philadelphia. It is also used to examine questions regarding the demographic targeting of programs, and to explore issues concerning the allocation of resources. Finally, data collected from the survey helps the Board better understand how the various components of the workforce system relate to each other and, moving forward, will be used to identify programs or services that could benefit from better coordination and leveraging of resources.
3. Describe how the Board ensures that meetings and information regarding Board activities are accessible to the public (including persons with disabilities).

Public notification of all formal or committee meetings are guided by Section 117(e) of the Workforce Investment Act and subsequent amendments thereto and consistent with the guidance issued by the Commonwealth of Pennsylvania. On a regular basis, information is made available to the public regarding the activities of the board, membership, the local plan, contracts and the designation and certification of one-stop operators, and the award of grants or contracts to eligible providers of youth activities through the Philadelphia WIB’s website (www.pwib.org) and links to other relevant websites. Additionally, notification of all formal meetings and information on the appointment of new board members is posted in The Philadelphia Inquirer and other local newspapers. All meetings are held in locations accessible in accordance with the American with Disabilities Act.

4. Describe how the LWIB ensures timely, open and effective sharing of information between state and federal agencies, other LWIBs and the local workforce investment system, including the PA CareerLink.

The Philadelphia WIB has standing committees that oversee and guide the delivery and performance of local workforce programs and are responsible for communicating and sharing information within the local system. The Human Capital works directly with the One-Stop system operator in fulfilling its responsibility to govern and monitor the performance of the local PA CareerLink system on behalf of the Philadelphia WIB. Together with the Human Capital Committee, the Employer Strategies Public Investments Committee monitors the impact of WIA and other workforce programs, guides – on behalf of the Philadelphia WIB – the WIA adult and dislocated worker investment strategy, and oversees the Philadelphia WIB’s state of the workforce activities. The youth council guides the investment and impact of workforce resources for youth, and works in the broader youth development context to integrate workforce development practices into a range of youth-related systems, including public schools, the juvenile justice system, and the social service system. The Philadelphia WIB, under the leadership of its new chair, Roosevelt Hairston, has recently undergone a strategic planning process to identify a number of strategic priorities to guide the Board’s work over the next few years. The current committee structure will be examined to ensure alignment on new priorities.

The Philadelphia WIB works with the Commonwealth directly and through its membership on the PA WIB Association. The LSCA and Graduate Philadelphia staff, supported by the Philadelphia WIB, are actively engaged in a range of activities with the state including, but not limited to, Health Careers Awareness Week and efforts to decrease barriers to college attendance for adults.

Sharing with other local boards is achieved through a number of vehicles. The PA WIB Association provides a mechanism for information-sharing statewide. The Southeastern PA WIB Collaborative does the same regionally; it further provides a platform for regional project development and support. Further, the Philadelphia WIB has been instrumental in the development of the Tri-State WIB Collaborative, an unprecedented three-state (Delaware, New Jersey, Pennsylvania), 13-county body of WIBs formed initially as participants in the region’s US Department of Labor-funded WIRED initiative, the Delaware Valley Innovation Network (DVIN). In addition to working together on $1.3M DVIN-funded worker enhancement project, the WIBs are exploring other opportunities to establish regional workforce and economic development initiatives. The Philadelphia WIB is a member of the National Association of Workforce Boards and collaborates with the National Center for Education and the Economy, and uses their information to stay abreast of national trends. As the Mayor’s representative on the United States Conference of Mayors Workforce Development Council, of which the Philadelphia WIB CEO is a former president, the Philadelphia WIB is connected to a local coalition that collectively (as well as individually) works with the Congress and the Obama Administration on national workforce policy issues.
5. Describe the LWIB committee (other than the youth council) structure, membership and functions.

As per its newly minted bylaws, the Philadelphia Works has an Executive Committee composed of four officers (chair, vice chair, secretary and treasurer), organized labor and the committee chairs.

In 2009, the Board established a refreshed committee that structure includes, in addition to the Executive Committee and aforementioned work groups, committees focused on board development, employer strategies, human capital strategies, public affairs and research. Advocacy, recognized as central to the Philadelphia WIB’s work, will likely be convened in collaboration with at least one other interested organization to maximize the impact of the board’s work in this area.

6. Describe Youth Council membership and how its composition supports programs that prepare youth for employment in demand occupations.

As noted in II.A.5., the Philadelphia Council for College and Career Success (Philadelphia’s WIA Youth Council) is comprised high-level representatives from public, private, and non-profit sectors. With regard to high-demand occupations, the Council includes representatives from leading industry sectors, including health care, education, information technology, financial services, environmental sciences and engineering. These employer members help to design and shape Council program models – e.g. the industry pipeline models referenced in II.B.2.c., and recommend applicants to the PWIB for final approval. Furthermore, employer members help to ensure connections to Philadelphia’s employer community through, for example, maintaining close ties to the Greater Philadelphia Chamber of Commerce, which is a key partner in WorkReady Philadelphia summer and year-round programming.

7. Describe the relationship of the Youth Council to the LWIB and to the WIA Title I Contractor

The Philadelphia Council for College and Career Success is a standing committee of the PWIB, as mandated by the Workforce Investment Act, guidance from the Commonwealth, and PWIB Bylaws. As such, the Council takes steps and coordinates activities in accordance with the PWIB Bylaws and the Workforce Investment Act Agreement between the Mayor and the PWIB.

Several members of the PWIB serve on the Council, and other Council members represent key neighborhood organizations and are thus able to bring community perspectives to deliberations and decision-making. In this way, information flows both from the PWIB and the Council to the community, and from the community back to the Council and the PWIB.

The Philadelphia Youth Network (PYN) was selected through a competitive procurement to administer the WIA Title I youth contracts. These contracts are awarded through a grant process under the auspices of the Council, which – as required by federal law – makes recommendations to the PWIB for final contract approval. Because the PWIB will soon begin to take on the function of fiscal agent, it will also take on management of the PYN contract, including conducting periodic fiscal monitoring and other related oversight. The PWIB also designated PYN to staff the Council and to support its work.
8. Describe the process used to identify and select LWIB members.

With regard to business representatives, the Philadelphia WIB staff maintains an analysis of board membership compared to major industry sectors that is used as a tool when board recruitment is discussed. The analysis includes the percentage of employment in the city, the percentage in the region, and the percentage of private sector members by industry. To fill gaps, the Philadelphia WIB works closely with current and former members, the Mayor’s Office, the Greater Philadelphia Chamber of Commerce, other business groups, and industry associations to identify and recruit private sector members that are representative of key industry clusters. Other board members are identified in a variety of ways. For example, organized labor representatives are identified through a nomination process organized by the Philadelphia Council AFL-CIO. Economic development representatives are identified in collaboration with the City of Philadelphia Commerce Department. Adult literacy representatives are selected by the Mayor from among a list generated by the local literacy coalition in partnership with the Commonwealth. Other public representatives are identified based on their job responsibilities. As there is no overarching local organization that represents the many educational institutions and organizations, representatives from the education community typically become members through their involvement in a Philadelphia WIB initiative or project. Community representatives are identified in a similar manner. In addition to the deliberate activities described above, potential members also come to the attention of the Philadelphia WIB through recommendations of current board members or through participation in one of the Philadelphia WIB’s many projects.

Philadelphia WIB’s Board Development Committee has formal responsibility for board development, which includes identifying, recommending, and recruiting potential members as well as maximizing board engagement. These efforts augment, rather than replace, any of the protocols noted above.

In all cases, potential members are discussed by the Philadelphia WIB Executive Committee. At their direction, candidates are presented to the Mayor with the Philadelphia WIB’s recommendation. All appointments are at the Mayor’s discretion. It should be noted that the Philadelphia WIB offers a wide range of participation opportunities for interested parties, irrespective of whether they are nominated or appointed by the Mayor.

9. Describe the process to identify a potential conflict of interest for, or any matter that would provide a financial benefit to: a LWIB member, a member’s immediate family, or a representative entity. Include actions to be taken by the LWIB or LWIB member, in the event of a conflict of interest.

All members must sign a Conflict of Interest policy statement to be kept on file at the PWIB. The Conflict of Interest Policy is consistent with Commonwealth policy, as per State WIIN 3-03. By signing the statement, PWIB members agree to the following:

LWIB members may not have a financial or personal interest in the outcome of decisions made by the Board. This means that a LWIB member may neither recommend nor vote on providing a contract for service to an organization with which the LWIB member:

a. Serves in a position of authority with or is compensated by. This includes serving as an employee, consultant, member of the board of directors, or member of an advisory committee. It also includes being an owner or significant debtor of the organization.

b. Has any past, present, or known future relationship with the organization that could cause a reasonable person to conclude that the LWIB member could not be unbiased in making decisions.
LWIB members also may not vote in matters where immediate family members meet any of the criteria outlined above. Immediate family is defined as parent, spouse, child, brother, sister, or like relative-in-law.

Before votes pertaining to the recommendation or award of service contracts, all members who have a conflict of interest are asked to refrain from voting. The Mayor may suspend or expel members for voting when they have a conflict of interest which has not been knowingly disclosed.

IV. Economic and Labor Market Analysis

Provide an updated analysis of the local economy, the labor pool, and labor market with a focus on the economic downturn and projections for economic recovery. This analysis must include:

A. The current makeup of the local economic base by industry.

The labor market in Philadelphia is undergoing a realignment reflecting the current recessionary period. In August 2009, there were more than 65,000 unemployed workers in Philadelphia meaning one in every ten workers is seeking work. These are uncertain times and, in the short run, the initial recovery in jobs will be linked to those created by government policy and grants and by local economic development efforts. Philadelphia's job performance historically lags behind the nation and the state. The rate of job growth from business cycle to business cycle has remained relatively flat over the past 21 years. The recession that began in late 2001 stalled employment growth through 2005. Comparing the start of the national recession in 2001 to the start of the regional recession in 2008, city employers offered 26,650 fewer jobs in 2008. However, the number of establishments employing workers rose by 2,337 during this same time period, suggesting the growth of smaller employers.

<table>
<thead>
<tr>
<th>Industry</th>
<th>2002 Jobs</th>
<th>2008 Jobs</th>
<th>Growth</th>
<th>% total employment 2002</th>
<th>% total employment 2008</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Natural Resources, and Mining</td>
<td>132</td>
<td>143</td>
<td>11</td>
<td>0.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td>Construction</td>
<td>17,399</td>
<td>19,209</td>
<td>1,810</td>
<td>2.3%</td>
<td>2.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>38,621</td>
<td>28,133</td>
<td>(10,488)</td>
<td>5.2%</td>
<td>3.8%</td>
</tr>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>116,105</td>
<td>103,853</td>
<td>(12,252)</td>
<td>15.6%</td>
<td>13.9%</td>
</tr>
<tr>
<td>Information</td>
<td>17,686</td>
<td>13,684</td>
<td>(4,003)</td>
<td>2.4%</td>
<td>1.8%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>60,713</td>
<td>60,855</td>
<td>142</td>
<td>8.2%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>100,539</td>
<td>101,507</td>
<td>969</td>
<td>13.5%</td>
<td>13.6%</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>183,117</td>
<td>215,283</td>
<td>32,166</td>
<td>24.6%</td>
<td>28.8%</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>61,300</td>
<td>66,152</td>
<td>4,851</td>
<td>8.2%</td>
<td>8.9%</td>
</tr>
<tr>
<td>Other Services</td>
<td>36,361</td>
<td>35,371</td>
<td>(990)</td>
<td>4.9%</td>
<td>4.7%</td>
</tr>
<tr>
<td>Government</td>
<td>111,668</td>
<td>102,445</td>
<td>(9,223)</td>
<td>15.0%</td>
<td>13.7%</td>
</tr>
</tbody>
</table>

| Total                                         | 743,641   | 746,635   | 2,994  | 100.0%                  | 100.0%                  |

The city's economy is supported strongly by the health and education sectors, which provides a buffer to employment losses during recessionary periods. More than one in four jobs (28.8 percent) is found in these two growth sectors. Government plays a large, albeit shrinking, role in Philadelphia as well. Government jobs comprise 13.7 percent of all employment in 2008 (see chart below for further breakdown).
Below are the Commonwealth industry clusters. While manufacturing employers struggled to maintain employment levels, business services grew until 2008 when the regional economy slowed quickly. The education cluster struggled in 2006, but rebounded. The cluster analysis supports the major industry findings above. The sectors that show strength in the local economy as compared to the national economy are the clusters of industries in business services, and education and healthcare. These location quotients are greater than one; indicating a strong concentration of employment in these sectors relative to the nation.

**Philadelphia Employment in Industry Clusters from 2001 through 2008**

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>2001</th>
<th>2002</th>
<th>2003</th>
<th>2004</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
<th>2008*</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Food Production</td>
<td>13,401</td>
<td>13,308</td>
<td>12,993</td>
<td>11,878</td>
<td>11,841</td>
<td>11,683</td>
<td>11,667</td>
<td>11,151</td>
</tr>
<tr>
<td>Advanced Manufacturing: Chemical, Rubber, Plastic</td>
<td>2,608</td>
<td>2,529</td>
<td>2,302</td>
<td>2,068</td>
<td>1,910</td>
<td>1,831</td>
<td>1,806</td>
<td>1,615</td>
</tr>
<tr>
<td>Advanced Manufacturing: Electronics</td>
<td>2,194</td>
<td>1,947</td>
<td>1,602</td>
<td>1,324</td>
<td>1,156</td>
<td>965</td>
<td>805</td>
<td>756</td>
</tr>
<tr>
<td>Advanced Manufacturing: Metals</td>
<td>3,064</td>
<td>2,803</td>
<td>2,591</td>
<td>2,558</td>
<td>2,638</td>
<td>2,681</td>
<td>2,871</td>
<td>2,604</td>
</tr>
<tr>
<td>Advanced Manufacturing: Printing</td>
<td>3,699</td>
<td>3,227</td>
<td>3,035</td>
<td>2,913</td>
<td>2,878</td>
<td>2,876</td>
<td>2,751</td>
<td>2,523</td>
</tr>
<tr>
<td>Advanced Manufacturing: Vehicle</td>
<td>4,957</td>
<td>5,085</td>
<td>3,764</td>
<td>4,619</td>
<td>4,797</td>
<td>4,883</td>
<td>4,415</td>
<td>4,615</td>
</tr>
<tr>
<td>Business &amp; Financial Services: Financial and Insurance</td>
<td>40,736</td>
<td>39,468</td>
<td>38,354</td>
<td>37,193</td>
<td>36,914</td>
<td>36,584</td>
<td>39,120</td>
<td>33,810</td>
</tr>
<tr>
<td>Business &amp; Financial Services: Business Services</td>
<td>48,716</td>
<td>50,976</td>
<td>52,277</td>
<td>54,124</td>
<td>54,758</td>
<td>55,256</td>
<td>58,046</td>
<td>56,419</td>
</tr>
<tr>
<td>Biomedical</td>
<td>2,286</td>
<td>2,496</td>
<td>2,705</td>
<td>2,735</td>
<td>3,008</td>
<td>3,105</td>
<td>3,627</td>
<td>3,698</td>
</tr>
<tr>
<td>Building and Construction</td>
<td>20,441</td>
<td>19,071</td>
<td>18,326</td>
<td>17,614</td>
<td>18,515</td>
<td>19,055</td>
<td>19,049</td>
<td>18,688</td>
</tr>
<tr>
<td>Education</td>
<td>87,753</td>
<td>90,789</td>
<td>91,374</td>
<td>90,999</td>
<td>91,323</td>
<td>90,175</td>
<td>90,712</td>
<td>92,426</td>
</tr>
<tr>
<td>Energy</td>
<td>5,269</td>
<td>4,959</td>
<td>4,252</td>
<td>4,395</td>
<td>4,352</td>
<td>3,785</td>
<td>3,808</td>
<td>3,742</td>
</tr>
<tr>
<td>Health Care</td>
<td>110,097</td>
<td>110,426</td>
<td>112,847</td>
<td>110,935</td>
<td>112,575</td>
<td>115,652</td>
<td>120,016</td>
<td>119,983</td>
</tr>
<tr>
<td>Information &amp; Communication</td>
<td>22,598</td>
<td>21,361</td>
<td>21,160</td>
<td>16,691</td>
<td>16,378</td>
<td>16,012</td>
<td>20,006</td>
<td>19,038</td>
</tr>
<tr>
<td>Logistics &amp; Transportation</td>
<td>11,835</td>
<td>11,789</td>
<td>14,136</td>
<td>11,037</td>
<td>11,467</td>
<td>11,378</td>
<td>11,537</td>
<td>10,815</td>
</tr>
<tr>
<td>Lumber, Wood, Paper</td>
<td>3,808</td>
<td>3,529</td>
<td>3,194</td>
<td>2,584</td>
<td>2,282</td>
<td>2,087</td>
<td>1,849</td>
<td>1,728</td>
</tr>
</tbody>
</table>
# Philadelphia Location Quotients by Pennsylvania Industry Cluster

<table>
<thead>
<tr>
<th>Cluster Name</th>
<th>Employment</th>
<th>Average Annual Wage</th>
<th>National LQ</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Food Production</td>
<td>11,121</td>
<td>$49,336</td>
<td>0.54</td>
</tr>
<tr>
<td>Advanced Manufacturing: Chemicals, Rubber, Plastic</td>
<td>1,620</td>
<td>$65,129</td>
<td>0.28</td>
</tr>
<tr>
<td>Advanced Manufacturing: Electronics</td>
<td>745</td>
<td>$51,527</td>
<td>0.12</td>
</tr>
<tr>
<td>Advanced Manufacturing: Metals</td>
<td>2,572</td>
<td>$61,380</td>
<td>0.29</td>
</tr>
<tr>
<td>Advanced Manufacturing: Printing</td>
<td>2,515</td>
<td>$54,179</td>
<td>0.88</td>
</tr>
<tr>
<td>Advanced Manufacturing: Vehicle</td>
<td>4,620</td>
<td>$43,479</td>
<td>0.58</td>
</tr>
<tr>
<td>Business &amp; Financial Services: Financial and Insurance</td>
<td>33,809</td>
<td>$98,388</td>
<td>1.10</td>
</tr>
<tr>
<td>Business &amp; Financial Services: Business Services</td>
<td>56,406</td>
<td>$88,107</td>
<td>1.25</td>
</tr>
<tr>
<td>Biomedical</td>
<td>3,694</td>
<td>$59,527</td>
<td>0.71</td>
</tr>
<tr>
<td>Building and Construction</td>
<td>18,661</td>
<td>$65,483</td>
<td>0.46</td>
</tr>
<tr>
<td>Education</td>
<td>92,413</td>
<td>$52,222</td>
<td>1.47</td>
</tr>
<tr>
<td>Energy</td>
<td>3,743</td>
<td>$81,290</td>
<td>0.35</td>
</tr>
<tr>
<td>Health Care</td>
<td>119,990</td>
<td>$53,620</td>
<td>1.60</td>
</tr>
<tr>
<td>Information &amp; Communication</td>
<td>19,015</td>
<td>$76,211</td>
<td>0.70</td>
</tr>
<tr>
<td>Logistics &amp; Transportation</td>
<td>10,799</td>
<td>$46,034</td>
<td>0.69</td>
</tr>
<tr>
<td>Lumber, Wood, Paper</td>
<td>1,717</td>
<td>$54,882</td>
<td>0.28</td>
</tr>
</tbody>
</table>

The top 50 employers in the city include city government, universities, hospitals, the public transportation authority, and an airline.

<table>
<thead>
<tr>
<th>Rank</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>CITY OF PHILADELPHIA</td>
</tr>
<tr>
<td>2</td>
<td>UNIVERSITY OF PENNSYLVANIA</td>
</tr>
<tr>
<td>3</td>
<td>SCHOOL DISTRICT OF PHILADELPHIA</td>
</tr>
<tr>
<td>4</td>
<td>THE CHILDREN'S HOSPITAL OF PHILA.</td>
</tr>
<tr>
<td>5</td>
<td>THOMAS JEFFERSON UNIV HOSPITAL</td>
</tr>
<tr>
<td>6</td>
<td>TEMPLE UNIVERSITY</td>
</tr>
<tr>
<td>7</td>
<td>SE PA TRANSPORTATION AUTHORITY</td>
</tr>
<tr>
<td>8</td>
<td>US AIRWAYS INC</td>
</tr>
<tr>
<td>9</td>
<td>TENET HEALTH SYSTEM PHILA INC</td>
</tr>
<tr>
<td>10</td>
<td>TEMPLE UNIVERSITY HOSPITAL</td>
</tr>
<tr>
<td>11</td>
<td>ALBERT EINSTEIN MEDICAL CENTER</td>
</tr>
<tr>
<td>12</td>
<td>CARDONE INDUSTRIES INC</td>
</tr>
<tr>
<td>13</td>
<td>INDEPENDENCE BLUE CROSS</td>
</tr>
<tr>
<td>14</td>
<td>THOMAS JEFFERSON UNIVERSITY</td>
</tr>
<tr>
<td>15</td>
<td>DREXEL UNIVERSITY</td>
</tr>
<tr>
<td>16</td>
<td>THE FRANKFORD HOSPITAL</td>
</tr>
<tr>
<td>17</td>
<td>PENNSYLVANIA HOSPITAL</td>
</tr>
</tbody>
</table>
B. Current and Anticipated Mass Loss of Jobs

Labor market information for Philadelphia County shows a mixed picture. Last year's shedding of financial workers has slowed, with smaller numbers of bank employees most likely to be affected as new partners or owners reorganize offices in the city. This decline in employment in financial and insurance companies continues a trend set in 2001. While other reductions in employment were scattered across industries and employers in the first two months of this calendar year (January and February 2009), the largest group of jobs lost was in the retail sector. In the next few months, expected layoffs in federal agencies, city government, non-profit providers, healthcare, and chemical manufacturing (for a specific organization) may total between 1,200 and 4,800 depending on the passage of the Pennsylvania budget and opportunities to relocate within organizations. Many more experienced clinical employees, especially nurses, are under credentialed for the current market and will need to complete course work to be competitive. General office staff has relatively weak skills for the upcoming changes in health information technology and will need to bolster computer skills. The healthcare industry remains strong in Philadelphia and the region, suggesting up-skilling should lead directly to reemployment. The losses of employment in chemical manufacturing continue a trend of several years of losses in employment in this industry in Philadelphia. These workers have strong skills in production, but will struggle to find open opportunities for similar work. Another concern is the pipeline programs
in the high school CTE schools. These programs are directly linked to specific employers and some of these opportunities may be curtailed in the short run. The Department of Commerce, City of Philadelphia is targeting economic development outreach efforts to green construction material manufacturing and warehousing, which, if successful, might provide good opportunities for these workers. Likewise, if biotech manufacturing continues to make inroads in employment in the surrounding suburbs, those workers able to travel outside the city may be a match for these production positions, especially if they earn a credential. However, these small companies are largely stalled at the present time and not expecting growth for the next few quarters.

Late March began a series of mass layoffs in the legal industry with more than 300 attorneys and another 250 staff members associated mostly with Wolf Block and Schnader Harrison. The City of Philadelphia is also proposing a cut of 24 or more prosecutors in their budget and leaving vacancies of more than 90 positions in the court system unfilled. Reports from the industry suggest that more than 200 attorneys laid off in late March or early April are reemployed. Less clear are the impacts on the support staff and paralegals from these firms. There are no hard figures on the number of staff that have been reemployed or their skill levels.

### Major Layoffs in Philadelphia by Company and Industry

<table>
<thead>
<tr>
<th>Date of Report</th>
<th>Source of Report</th>
<th>Company Name</th>
<th>Industry - Company Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>January 2008</td>
<td>WARN Notice</td>
<td>Amoroso's Baking Company</td>
<td>311812 - Commercial Bakeries</td>
</tr>
<tr>
<td>March 2008</td>
<td>WARN Notice</td>
<td>Federal Bond &amp; Collection Srvc. Inc.</td>
<td>522298 - All Other Nondepository Credit Intermediation</td>
</tr>
<tr>
<td>May 2008</td>
<td>WARN Notice</td>
<td>Inglis at Home Services LLC</td>
<td>624120 - Services for the Elderly and Disabled</td>
</tr>
<tr>
<td>May 2008</td>
<td>WARN Notice</td>
<td>St. Agnes Continuing Care Center</td>
<td>624120 - Services for the Elderly and Disabled</td>
</tr>
<tr>
<td>June 2008</td>
<td>Phila Business Journal</td>
<td>Rohm and Haas</td>
<td>325211 - Plastics Material &amp; Resin Manufacturing</td>
</tr>
<tr>
<td>July 2008</td>
<td>WARN Notice</td>
<td>American Airlines, Inc.</td>
<td>481111 - Scheduled Passenger Air Transportation</td>
</tr>
<tr>
<td>July 2008</td>
<td>WARN Notice</td>
<td>Republic Airways</td>
<td>481111 - Scheduled Passenger Air Transportation</td>
</tr>
<tr>
<td>November 2008</td>
<td>Philadelphia Business Journal</td>
<td>Charming Shoppes</td>
<td>448120 - Women's Clothing Stores</td>
</tr>
<tr>
<td>September 2008</td>
<td>WARN Notice</td>
<td>Global</td>
<td>Unknown</td>
</tr>
<tr>
<td>November 2008</td>
<td>WARN Notice</td>
<td>The Comcast Network, CN8</td>
<td>515210 - Cable and Other Subscription Programming</td>
</tr>
<tr>
<td>January 2009</td>
<td>Philadelphia Business Journal</td>
<td>Fox Chase Cancer Center</td>
<td>622110 - General Medical and Surgical Hospitals</td>
</tr>
<tr>
<td>December 2008</td>
<td>WARN Notice</td>
<td>DHL Express</td>
<td>484110 - General Freight Trucking, Local</td>
</tr>
<tr>
<td>December 2008</td>
<td>WARN Notice</td>
<td>Exel, Inc.</td>
<td>488510 - Freight Transportation Arrangement</td>
</tr>
<tr>
<td>December 2008</td>
<td>WARN Notice</td>
<td>QVC</td>
<td>452990 - All Other General Merchandise Stores</td>
</tr>
</tbody>
</table>
The end result of these layoffs has been a sharp increase in unemployment. Below is the unemployment rate and unemployment level through the second quarter of 2008. The unemployment rate is reported to be 10.4 percent in August 2009.

<table>
<thead>
<tr>
<th>Date of Report</th>
<th>Source of Report</th>
<th>Company Name</th>
<th>Industry - Company Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>February 2009</td>
<td>Philadelphia Business Journal</td>
<td>Dechert</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>March 2009</td>
<td>Philadelphia Business Journal</td>
<td>Dechert</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>March 2009</td>
<td>Philadelphia Business Journal</td>
<td>Morgan Lewis</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>March 2009</td>
<td>Philadelphia Business Journal</td>
<td>Blank Rome</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>March 2009</td>
<td>Philadelphia Business Journal</td>
<td>Wolf Block</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>April 2009</td>
<td>Philadelphia Business Journal</td>
<td>Reed Smith</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>April 2009</td>
<td>Philadelphia Business Journal</td>
<td>Walgreens and Take Care Health Systems</td>
<td>446110 - Pharmacies and Drug Stores</td>
</tr>
<tr>
<td>March 2009</td>
<td>WARN Notice</td>
<td>USF Holland Inc.</td>
<td>484230 - Other Specialized Trucking, Long-Dist</td>
</tr>
<tr>
<td>April 2009</td>
<td>Philadelphia Business Journal</td>
<td>Children's Hospital Of Philadelphia</td>
<td>622110 - General Medical and Surgical Hospitals</td>
</tr>
<tr>
<td>July 2008</td>
<td>Philadelphia Inquirer</td>
<td>Mothers Work Inc.</td>
<td>448120 - Women's Clothing Stores</td>
</tr>
<tr>
<td>April 2009</td>
<td>WARN Notice</td>
<td>Wolf Block LLP</td>
<td>541110 - Offices of Lawyers</td>
</tr>
<tr>
<td>March 2009</td>
<td>Temple University Health Sciences</td>
<td>Northeastern Hospital</td>
<td>622110 - General Medical and Surgical Hospitals</td>
</tr>
<tr>
<td>May 2009</td>
<td>WARN notice</td>
<td>YRC Worldwide</td>
<td>488510 - Freight Transportation Arrangement</td>
</tr>
<tr>
<td>May 2009</td>
<td>WARN notice</td>
<td>Rohm and Haas Company</td>
<td>325211 - Plastics Material &amp; Resin Manufacturing</td>
</tr>
<tr>
<td>May 2009</td>
<td>WARN notice</td>
<td>Aramark</td>
<td>454390 - Other Direct Selling Establishments</td>
</tr>
<tr>
<td>May 2009</td>
<td>WARN notice</td>
<td>Community Education Programs (CEP)</td>
<td>611110 - Elementary and Secondary Schools</td>
</tr>
<tr>
<td>June 2009</td>
<td>WARN notice</td>
<td>Marshall Laboratory</td>
<td>541712 - Research and Development in the Physical, Engineering, and Life Sciences (except Biotechnology)</td>
</tr>
<tr>
<td>July 2009</td>
<td>WARN notice</td>
<td>HGA Quest</td>
<td>541613 - Marketing Consulting Services</td>
</tr>
<tr>
<td>July 2009</td>
<td>Philadelphia Inquirer</td>
<td>North Philadelphia Health System</td>
<td>621999 - Miscellaneous Ambulatory Health Care Svc</td>
</tr>
<tr>
<td>July 2009</td>
<td>Philadelphia Business Journal</td>
<td>DLA Piper</td>
<td>541110 - Offices of Lawyers</td>
</tr>
</tbody>
</table>
Overall, employment in healthcare and education continues to increase in Philadelphia and in the region, though job openings are fewer than in the past three years. Healthcare is undergoing a shift in institutional focus, thus some nurses have unexpectedly found the immediate labor market saturated when looking for positions. Nurses with Associate’s degrees rather than Bachelor’s degrees may need to credential in a specialty to find employment in the current labor market. Declines in first residential and now commercial construction, both in the city and in the suburbs have left a large number of Philadelphians unemployed. The Pennsylvania Convention Center remains a major source of commercial construction employment in the city. Manufacturing job losses in the suburbs also adversely affect the many lower-skilled residents who commute to work outside the city. The largest numbers of real time, full-time job opportunities lie in clinical positions in healthcare, engineering of all kinds, and information technology. There are a number of positions in accounting, both for clerks and for certified CPAs. Part-time sales positions are in fairly good supply, but these do not meet the needs of family sustaining wages.

Another set of growing occupations are in weatherization. The local Weatherization Assistance Programs (WAP) is planning on increasing staff by 50 – 70 people. Private market firms are expected to increase demand for weatherization workers as funds for homeowners and small businesses become available for energy efficiency. The demand for new job entrants and for credentialed, skilled construction workers is expected to rise through the next two years – especially as PECO struggles to reach a 4.5 percent decline in use of energy and hires contractors to help reduce costs through weatherization and alternative energy generation. Likewise schools and city buildings will see contract positions for weatherization workers.

As noted above, the Philadelphia city suffered numerous plant closings and layoffs as did the surrounding region. Almost one in four Philadelphia workers were employed outside the city in 2007, the majority in the four surrounding Southeastern Pennsylvania counties of Bucks, Chester, Delaware, and Montgomery counties. In addition, Philadelphia city businesses draw more than one-third of their labor force from workers living outside the city. More than 50 percent of the jobs in the Southeast Pennsylvania region were located in Philadelphia city in 2007. The
Southeast Pennsylvania region acts as a single planning unit through the Southeast Pennsylvania Regional WIB Collaborative.

C. Industries projected to grow or decline

In the short run, educational services and some healthcare services are expected to grow. Over the next five years, industrial growth will first be spurred by governmental policy and funds and by economic development activity in the city. Given the large amount of funds for watershed management in Philadelphia to be contracted out including the repair of sewers, employment in landscaping services and water and sewer construction should increase. Likewise, the stimulus funds for weatherization and public housing will increase residential construction employment in retrofitting and transportation funds will increase employment in heavy construction and highway, bridge, and street construction. Philadelphia’s economic development focus is on green material manufacturing and distribution.

Declines in employment in the very short run are affecting every sector except educational services. As noted above, WARN notices impact even the hospital industry. Expectations are that all sectors will show some improvement in the number employed as the current regional recession wanes in the first quarter of 2010. From the broadest perspective, only Education and Health Care Services are expected to grow appreciably in the next ten years according to the forecast of Economic Modeling Services Incorporated (EMSI). However, this masks growth of more detailed industries. A more detailed analysis shows projected growth across education, services, recreation, healthcare, and one manufacturing industry.

### Philadelphia Employment Ten Year Forecast by Major Industry Sector

<table>
<thead>
<tr>
<th>Description</th>
<th>2008 Jobs</th>
<th>2018 Jobs</th>
<th>Growth</th>
<th>% Growth</th>
<th>Current Earnings per Worker</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Natural Resources, and Mining</td>
<td>143</td>
<td>154</td>
<td>11</td>
<td>8%</td>
<td>$63,574</td>
</tr>
<tr>
<td>Construction</td>
<td>19,209</td>
<td>18,202</td>
<td>-1,006</td>
<td>-5%</td>
<td>$56,328</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>28,133</td>
<td>23,119</td>
<td>-5,014</td>
<td>-18%</td>
<td>$62,058</td>
</tr>
<tr>
<td>Trade, Transportation, and Utilities</td>
<td>103,853</td>
<td>88,311</td>
<td>-15,542</td>
<td>-15%</td>
<td>$47,241</td>
</tr>
<tr>
<td>Information</td>
<td>13,684</td>
<td>13,043</td>
<td>-641</td>
<td>-5%</td>
<td>$85,534</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>60,855</td>
<td>61,133</td>
<td>278</td>
<td>0%</td>
<td>$91,688</td>
</tr>
<tr>
<td>Professional and Business Services</td>
<td>101,507</td>
<td>96,483</td>
<td>-5,024</td>
<td>-5%</td>
<td>$94,669</td>
</tr>
<tr>
<td>Education and Health Services</td>
<td>215,283</td>
<td>231,083</td>
<td>15,799</td>
<td>7%</td>
<td>$54,844</td>
</tr>
<tr>
<td>Leisure and Hospitality</td>
<td>66,152</td>
<td>65,484</td>
<td>-668</td>
<td>-1%</td>
<td>$36,140</td>
</tr>
<tr>
<td>Other Services</td>
<td>35,371</td>
<td>33,875</td>
<td>-1,496</td>
<td>-4%</td>
<td>$30,781</td>
</tr>
<tr>
<td>Government</td>
<td>102,445</td>
<td>89,103</td>
<td>-13,342</td>
<td>-13%</td>
<td>$76,395</td>
</tr>
<tr>
<td></td>
<td>746,635</td>
<td>719,990</td>
<td>-26,645</td>
<td>-4%</td>
<td></td>
</tr>
</tbody>
</table>

Source: EMSI Complete Employment – 2nd Quarter 2009 v. 2

### Philadelphia Growth Industries Forecast from 2008 to 2018 by Detailed Sector

<table>
<thead>
<tr>
<th>Description</th>
<th>2008 Jobs</th>
<th>2018 Jobs</th>
<th>Change</th>
<th>Change %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleges, Universities, and Professional Schools</td>
<td>55,560</td>
<td>62,930</td>
<td>7,370</td>
<td>13%</td>
</tr>
<tr>
<td>Other Hospitals</td>
<td>12,575</td>
<td>16,540</td>
<td>3,965</td>
<td>32%</td>
</tr>
<tr>
<td>Individual and Family Services</td>
<td>16,682</td>
<td>19,125</td>
<td>2,443</td>
<td>15%</td>
</tr>
<tr>
<td>Management and Technical Consulting Services</td>
<td>9,054</td>
<td>11,064</td>
<td>2,010</td>
<td>22%</td>
</tr>
<tr>
<td>Child Daycare Services</td>
<td>9,380</td>
<td>10,955</td>
<td>1,575</td>
<td>17%</td>
</tr>
<tr>
<td>Promoters of Performing Arts and Sports</td>
<td>2,411</td>
<td>3,973</td>
<td>1,562</td>
<td>65%</td>
</tr>
</tbody>
</table>
D. Local industries and occupations that have a demand for skilled workers and have available jobs, both today and projected over the next decade.

Currently, 48 percent of jobs in Philadelphia are mid-skilled positions requiring on-the-job training leading to a certificate and typically some vocational training leading to a credential. In addition, in this set of mid-skilled positions we have positions for technicians, technologists, and clinical workers requiring Associate’s degrees. The most in-demand current and expected skill needs of the Philadelphia regional employers are:

- Basic computer skills enhanced with literacy enabling workers to locate and maintain office and clerical positions across industry sectors and the mid-level computer support specialists.
- Clinical skills for healthcare, nursing, and laboratory occupations including advanced manufacturing.
- Entry-level construction and property management skills that reflect energy efficiency needs of homes and businesses.
- Landscaping and construction skills to apply permeable surfaces and to capture water runoff before it reaches the combined sewers and storm drains in the city.

Other occupations that will show growth in the next five years cluster around long-term care and in-home care, child care, the expected revival of the real estate market, educational, and entertainment. Nursing demand seems to be moving towards specialty nursing and replacement of retiring nurses.
# Philadelphia Ten Year Projected Growth Occupations

<table>
<thead>
<tr>
<th>SOC Code</th>
<th>Description</th>
<th>2008 Jobs</th>
<th>2018 Jobs</th>
<th>Growth</th>
<th>Current Median Hourly Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>25-1090</td>
<td>Postsecondary Teachers</td>
<td>19,008</td>
<td>22,509</td>
<td>3,501</td>
<td>$39.03</td>
</tr>
<tr>
<td>41-9020</td>
<td>Real Estate Brokers and Sales Agents</td>
<td>8,467</td>
<td>10,562</td>
<td>2,095</td>
<td>$9.99</td>
</tr>
<tr>
<td>39-9010</td>
<td>Child Care Workers</td>
<td>8,057</td>
<td>9,803</td>
<td>1,746</td>
<td>$8.72</td>
</tr>
<tr>
<td>31-1010</td>
<td>Home Health Aides</td>
<td>17,462</td>
<td>18,881</td>
<td>1,419</td>
<td>$12.47</td>
</tr>
<tr>
<td>29-1110</td>
<td>Registered Nurses</td>
<td>22,518</td>
<td>23,314</td>
<td>796</td>
<td>$34.19</td>
</tr>
<tr>
<td>21-1010</td>
<td>Counselors</td>
<td>8,302</td>
<td>9,081</td>
<td>779</td>
<td>$18.74</td>
</tr>
<tr>
<td>39-9020</td>
<td>Personal and Home Care Aides</td>
<td>3,179</td>
<td>3,883</td>
<td>704</td>
<td>$10.35</td>
</tr>
<tr>
<td>39-3030</td>
<td>Ushers, Lobby Attendants, and Ticket Takers</td>
<td>1,357</td>
<td>2,021</td>
<td>664</td>
<td>$10.75</td>
</tr>
<tr>
<td>11-9140</td>
<td>Property, Real Estate, and Community Association Managers</td>
<td>2,386</td>
<td>3,031</td>
<td>645</td>
<td>$10.75</td>
</tr>
<tr>
<td>21-1090</td>
<td>Miscellaneous Community and Social Service Specialists</td>
<td>4,213</td>
<td>4,744</td>
<td>531</td>
<td>$15.03</td>
</tr>
</tbody>
</table>

Source: EMSI Complete Employment - 2nd Quarter 2009 v. 2

The biggest declines projected in occupations over the next five years are largely associated with low-skilled, lower-paying positions. Other declines reflect the turbulence in the manufacturing sector and in business services. The shape of the longer-term economy is very speculative given all the unknown factors. However, given Philadelphia city’s slow recovery from the 2001 recession, a similar pattern would predict that employment may not, without specific intervention, return to pre-recession numbers until 2012.

# Philadelphia Ten Year Projected Declining Occupations

<table>
<thead>
<tr>
<th>SOC Code</th>
<th>Description</th>
<th>2008 Jobs</th>
<th>2013 Jobs</th>
<th>Change</th>
<th>Current Median Hourly Earnings</th>
</tr>
</thead>
<tbody>
<tr>
<td>41-2030</td>
<td>Retail Salespersons</td>
<td>16,805</td>
<td>14,998</td>
<td>(1,807)</td>
<td>$10.47</td>
</tr>
<tr>
<td>53-7060</td>
<td>Laborers and Material Movers, by Hand</td>
<td>13,668</td>
<td>11,903</td>
<td>(1,765)</td>
<td>$10.20</td>
</tr>
<tr>
<td>41-2010</td>
<td>Cashiers</td>
<td>13,865</td>
<td>12,403</td>
<td>(1,462)</td>
<td>$9.84</td>
</tr>
<tr>
<td>35-3020</td>
<td>Fast Food and Counter Workers</td>
<td>15,714</td>
<td>14,855</td>
<td>(859)</td>
<td>$9.88</td>
</tr>
<tr>
<td>43-6010</td>
<td>Executive Secretaries and Administrative Assistants</td>
<td>26,350</td>
<td>25,709</td>
<td>(641)</td>
<td>$17.52</td>
</tr>
<tr>
<td>37-2010</td>
<td>Building Cleaning Workers</td>
<td>19,043</td>
<td>18,452</td>
<td>(591)</td>
<td>$12.58</td>
</tr>
<tr>
<td>35-3030</td>
<td>Waiters and Waitresses</td>
<td>9,930</td>
<td>9,394</td>
<td>(536)</td>
<td>$9.10</td>
</tr>
</tbody>
</table>
### Occupations most critical to the economy

The occupations with the strongest concentration in the Philadelphia city economy over the last economic expansion include occupations in business services, social services, life sciences, entertainment, and administrative work. Notably, occupations in life sciences with large location quotients include both healthcare occupations and scientists. Many of the core occupations require knowledge, skills and abilities in science, technology, engineering, and math (STEM).
## Top Occupation Location Quotients over the Past Three Years

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>13-2081</td>
<td>Tax Examiners, Collectors, and Revenue Agents</td>
<td>1,449</td>
<td>1,400</td>
<td>5.21</td>
<td>5.06</td>
</tr>
<tr>
<td>11-9151</td>
<td>Social and Community Service Managers</td>
<td>3,181</td>
<td>3,484</td>
<td>5.01</td>
<td>5.17</td>
</tr>
<tr>
<td>21-1014</td>
<td>Mental Health Counselors</td>
<td>2,508</td>
<td>2,693</td>
<td>4.99</td>
<td>5.04</td>
</tr>
<tr>
<td>19-1042</td>
<td>Medical Scientists, except Epidemiologists</td>
<td>2,010</td>
<td>2,006</td>
<td>4.89</td>
<td>4.60</td>
</tr>
<tr>
<td>43-4061</td>
<td>Eligibility Interviewers, Government Programs</td>
<td>2,036</td>
<td>1,964</td>
<td>4.31</td>
<td>4.21</td>
</tr>
<tr>
<td>29-9099</td>
<td>Healthcare Practitioners and Technical Workers, all other</td>
<td>909</td>
<td>944</td>
<td>3.79</td>
<td>3.80</td>
</tr>
<tr>
<td>21-1022</td>
<td>Medical and Public Health Social Workers</td>
<td>2,165</td>
<td>2,360</td>
<td>3.68</td>
<td>3.80</td>
</tr>
<tr>
<td>53-6021</td>
<td>Parking Lot Attendants</td>
<td>1,922</td>
<td>1,837</td>
<td>3.35</td>
<td>3.13</td>
</tr>
<tr>
<td>39-9041</td>
<td>Residential Advisors</td>
<td>794</td>
<td>799</td>
<td>3.33</td>
<td>3.27</td>
</tr>
<tr>
<td>25-4013</td>
<td>Museum Technicians and Conservators</td>
<td>183</td>
<td>195</td>
<td>3.30</td>
<td>3.44</td>
</tr>
<tr>
<td>21-1011</td>
<td>Substance Abuse and Behavioral Disorder Counselors</td>
<td>1,265</td>
<td>1,447</td>
<td>3.25</td>
<td>3.46</td>
</tr>
<tr>
<td>29-1124</td>
<td>Radiation Therapists</td>
<td>210</td>
<td>233</td>
<td>3.24</td>
<td>3.43</td>
</tr>
<tr>
<td>29-2012</td>
<td>Medical and Clinical Laboratory Technicians</td>
<td>2,003</td>
<td>2,147</td>
<td>3.21</td>
<td>3.34</td>
</tr>
<tr>
<td>43-6012</td>
<td>Legal Secretaries</td>
<td>4,779</td>
<td>4,780</td>
<td>3.13</td>
<td>3.12</td>
</tr>
<tr>
<td>39-3031</td>
<td>Ushers, Lobby Attendants, and Ticket Takers</td>
<td>1,333</td>
<td>1,357</td>
<td>3.04</td>
<td>3.08</td>
</tr>
<tr>
<td>19-3022</td>
<td>Survey Researchers</td>
<td>714</td>
<td>753</td>
<td>3.02</td>
<td>3.15</td>
</tr>
<tr>
<td>15-2041</td>
<td>Statisticians</td>
<td>296</td>
<td>287</td>
<td>2.97</td>
<td>2.86</td>
</tr>
<tr>
<td>11-9033</td>
<td>Education Administrators, Postsecondary</td>
<td>1,680</td>
<td>1,719</td>
<td>2.96</td>
<td>2.94</td>
</tr>
<tr>
<td>23-1022</td>
<td>Arbitrators, Mediators, and Conciliators</td>
<td>143</td>
<td>138</td>
<td>2.94</td>
<td>2.88</td>
</tr>
<tr>
<td>15-2011</td>
<td>Actuaries</td>
<td>266</td>
<td>278</td>
<td>2.88</td>
<td>2.91</td>
</tr>
</tbody>
</table>

Source: EMSI Complete Employment - 2nd Quarter 2009 v. 2

### F. Skill needs for the available, critical, and protected jobs

As noted above, many of the occupations that are concentrated in Philadelphia and that have opportunities for family sustaining wages and career advancement along a defined career ladder require strong skills in science, technology, engineering, and math (STEM).

Based on the best available data, current priority skills training areas are:

- Computer skills using Microsoft Office
- Introductory laboratory skills
- Weatherization and construction skills that support energy efficiency and sustainable development, including safety skills for deconstruction and white-roof painting
- Watershed landscaping skills to create permeable surfaces and contain runoff
- Computer applications skills for support specialists and network systems analysts especially associated with health information technology

For the most part, training exists for these in the regional marketplace and, in addition, Community College of Philadelphia is poised to launch a set of shorter-term, industry-validated
training programs that can also be accessed by customers using ARRA funds. The Collegiate Consortium has remained a strong partner in regional efforts to design and put in place curriculum in emerging skill needs of local employers. In addition, Philadelphia has established mechanisms to respond quickly to the skill needs of a specific employer or groups of employers through our Customized Job Training and On-the-Job Training Programs, and will employ these means of training to individual employer specification where appropriate.

Longer-term needs for skill development will continue in the clinical and laboratory occupations, as well as in computer literacy for the expansion of business services and the control of production and distribution. The Mayor of Philadelphia supports the growth and strengthening of greening the city that lends itself to new skill development for existing occupations as well as the development of emerging occupations. Occupations like property management require new skills in water management, energy management, recycling, supply chain management, and other energy efficiency and resource reducing processes. Philadelphia city’s green procurement policy gives advantages to suppliers to the city that create a reduced distributional footprint. Green building requires a grasp of basic building dynamics for the flow of air and the shedding of water. These changes all require additional knowledge in measurement, reading of blueprints and/or maps, basic material science, and computers. A high priority for all greening efforts is training in customer service skills as workers come into neighborhoods and interact with residents.

G. Current and projected demographic of the available labor pool, including the incumbent workforce.

Philadelphia has been losing population since the 1970 Census. About 1,450,000 people lived in Philadelphia between 2005 and 2007 (US Census ACS 2005-2007). This is a decrease of nearly 70,000 residents since the last Census in 2000 and a decrease of 138,000 since the 1990 Census. The most recent census data shows over 40 percent of the Philadelphia residents who migrated out of the city moved to one of the surrounding counties. About 12 percent moved to other locations within Pennsylvania and an additional 4 percent moved to other locations within New Jersey.

The median age in Philadelphia is 36 years old - 4 years younger than the median age for all of Pennsylvanians. About 51 percent of Philadelphia residents are between the ages of 25 and 64 years old - "prime working age;" 13 percent of Philadelphians are 65 years old or older. Nearly 225,000 fewer children and adults under the age of 25 lived in Philadelphia County in 1990 than in 1970. Since 1990, the number of adults over the age of 65 has decreased by more than 50,000. The number of residents under the age of 25 and the number of working age adults 25 to 64 have decreased by about 40,000 each. Of all age groups, the working age population has declined relatively less than any other 40 year age group since 1970. In 2008, the Pennsylvania State Data Center projected that the population of Philadelphia would continue to decline to 1,408,232 by 2030, a loss of an additional 40,000 residents. Compared to the State as a whole, Philadelphia has a smaller percentage of residents over the age 60 and a greater percentage of residents under the age of 20. Philadelphians are split evenly across gender (50.5 percent female and 49.5 percent male).
Philadelphia residents of working age (ages 24 to 65 years old) predominantly identify as White or African American. The Latino population makes up just under 10 percent of the total working age population.


Educational attainment remains the biggest barrier to strengthening the labor pool. Lower educational levels result in difficulty attaching fully to the labor market. Philadelphia also continues to struggle with a large population with insufficient literacy skills to maintain full-time, stable work in the current labor market. The PA CareerLink staff report an increase in participants
looking for work who are unskilled or whose skills are out-of-date. These come largely from production occupations, food service occupations, and from low-level sales occupations. Literacy partners report that many of these participants cannot see themselves working outside their current industry or using a computer. Many focus on trying to find reemployment in jobs that may not be available in this region in the future. Interventions require a focus on literacy competencies related to workplace skills and direct alignment with training opportunities. Low proficiency with English creates labor force barriers for 6.7 percent of the working age population. This is a slowly growing percentage of the Philadelphia labor force. According to the Census Data, foreign-born residents of Philadelphia are split between those with college education and those with very little formal education. While more educated foreign-born residents easily engage in the labor market, the poorly educated foreign-born residents with little proficiency in English face dual barriers connecting with jobs that pay family sustaining wages.

H. Any in migration or out of migration of workers that impact the local labor pool.

As noted above, the largest group of Philadelphia residents leaving the city locate in one of the adjoining Southeastern Pennsylvania counties – remaining part of the regional labor shed.

<table>
<thead>
<tr>
<th>Destination of Migrants Leaving Philadelphia, 2007</th>
<th>Percentage of Out Migration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Bucks County, PA</td>
<td>5.2%</td>
</tr>
<tr>
<td>Montgomery County, PA</td>
<td>15.7%</td>
</tr>
<tr>
<td>Delaware County, PA</td>
<td>11.0%</td>
</tr>
<tr>
<td>Chester County, PA</td>
<td>2.4%</td>
</tr>
<tr>
<td>Burlington County, NJ</td>
<td>2.3%</td>
</tr>
<tr>
<td>Camden County, NJ</td>
<td>2.3%</td>
</tr>
<tr>
<td>Gloucester County + Salem County, NJ</td>
<td>1.7%</td>
</tr>
</tbody>
</table>


As might be predicted by the location of several large universities with graduate programs in the city, the group most likely to move into Philadelphia are between the ages of 20 to 24 years old.

<table>
<thead>
<tr>
<th>Count of Migrants Moving Into Philadelphia by Age Group and Source 2007</th>
<th>Moved from different Pennsylvania county</th>
<th>Moved from different state</th>
<th>Moved from abroad</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 to 4 years</td>
<td>696</td>
<td>1,871</td>
<td>536</td>
<td>3,103</td>
</tr>
<tr>
<td>5 to 17 years</td>
<td>1,619</td>
<td>2,097</td>
<td>1,260</td>
<td>4,976</td>
</tr>
<tr>
<td>18 and 19 years</td>
<td>3,877</td>
<td>5,122</td>
<td>617</td>
<td>9,616</td>
</tr>
<tr>
<td>20 to 24 years</td>
<td>5,078</td>
<td>5,953</td>
<td>1,455</td>
<td>12,486</td>
</tr>
<tr>
<td>25 to 29 years</td>
<td>2,816</td>
<td>4,125</td>
<td>1,210</td>
<td>8,151</td>
</tr>
<tr>
<td>30 to 34 years</td>
<td>1,684</td>
<td>3,236</td>
<td>1,523</td>
<td>6,443</td>
</tr>
<tr>
<td>35 to 39 years</td>
<td>1,201</td>
<td>2,283</td>
<td>420</td>
<td>3,904</td>
</tr>
<tr>
<td>40 to 44 years</td>
<td>1,126</td>
<td>1,214</td>
<td>729</td>
<td>3,069</td>
</tr>
<tr>
<td>45 to 49 years</td>
<td>811</td>
<td>693</td>
<td>629</td>
<td>2,133</td>
</tr>
<tr>
<td>50 to 54 years</td>
<td>785</td>
<td>834</td>
<td>465</td>
<td>2,084</td>
</tr>
<tr>
<td>55 to 59 years</td>
<td>621</td>
<td>995</td>
<td>363</td>
<td>1,979</td>
</tr>
<tr>
<td>60 to 64 years</td>
<td>449</td>
<td>345</td>
<td>178</td>
<td>972</td>
</tr>
<tr>
<td>65 to 69 years</td>
<td>207</td>
<td>314</td>
<td>200</td>
<td>721</td>
</tr>
<tr>
<td>70 to 74 years</td>
<td>329</td>
<td>195</td>
<td>132</td>
<td>656</td>
</tr>
<tr>
<td>75 years and over</td>
<td>680</td>
<td>631</td>
<td>160</td>
<td>1,471</td>
</tr>
<tr>
<td>Total</td>
<td>21,979</td>
<td>29,908</td>
<td>9,877</td>
<td>61,764</td>
</tr>
</tbody>
</table>

I. Current local area skill gaps projected to occur over the next decade.

Gaps in skills beyond literacy include basic computer skills for offices and healthcare, clinical skills for patient care and nurses, basic laboratory skills that feed both the healthcare and bio-manufacturing industries, weatherization skills from sealing and caulking through energy auditing, energy efficient heating-venting-air-conditioning installation, solar panel installation, and computer programming for basic applications (technicians and network systems). Other skill gaps in landscaping and water control are expected to appear in the next year to meet the growing demand of environmental work expected to be contracted out by city offices. As green industrial development takes root in the city, there will be a need for increased logistics and transportation skill sets as well as for specialized advanced manufacturing skills. Training opportunities will be available in part through ARRA funds and funds flowing through from alternative energy and weatherization sources. Resources for training in clinical skills and basic laboratory skills and in computer programming are in place and well-aligned with sector-based industry partnerships in the five-county region. Introductory computer skills are taught at the CareerLink centers and broadened in the literacy programs currently embedded in the centers. In addition, the Community College of Philadelphia and other community colleges in the region have basic computer skills courses that might be tapped using any future ARRA funds.

*Philadelphia Change in Educational Attainment 1980 to 2007*

Source: American Community Survey 2005-2007, 1980 Census

While city residents have improved in their educational attainment, there is still a gap between the needs of employers and the educational and literacy levels of the population. Jobs with family sustaining wages require good math and language skills. Philadelphia Mayor Michael Nutter has a major priority of increasing the percentage of adults with a post-secondary degree. This priority recognizes a major trend: for the 70 percent of the jobs in the city that require a vocational
certificate or above, employers are increasingly looking to hire new entrants with a post-secondary degree.²

Philadelphia Unemployment Rates Increase More for Lower Educational Levels In 2006 than in 1980

The following chart from the report completed by the Center for Labor Market Studies illustrates the gap between the literacy skills of Philadelphia residents and those required by the industry mix and occupations found in businesses located in the city. The first bar represents the mean literacy scores of Philadelphia residents and the second and third bar represent the mean scores found in the occupations and industry mix of businesses located in the city.

Simulated Prose, Document, and Quantitative Literacy Scores of Based Upon Age-Gender Characteristics of Working Age Residents of Philadelphia City 2005

Sources: (1) U.S. Bureau of the Census; 2005 American Community Survey. Public Use Microdata Samples (PUMS) data file, tabulations by authors; (2) U.S. Department of Education, Institute of Education Sciences, National Center for Education Statistics, 2003 National Assessment of Adult Literacy, Public Use Data Files, tabulations by authors.

² BLS and O*Net Data.
V. Planning and Evaluation

A. Describe the network that is the Workforce Development System in the local area. Provide information about the availability and coordination of services. Include information about strategic partnerships with community and faith-based organizations, RIGs, WIRED, IPs, Health careers, and others.

Philadelphia’s public workforce development system, which is ultimately led by the Mayor of Philadelphia, as the Local Elected Official (LEO), includes the Philadelphia WIB, which governs and sets policy for the system on the mayor’s behalf, and consists of three major areas: fiscal administration, operations, and service delivery. Fiscal administration, the Investment and management of workforce development funds, is a function that has been recently added to the Philadelphia Workforce Investment Board, Inc. (Philadelphia WIB, Inc.), selected by the mayor as the city’s fiscal agent and administrator of WIA Adult and Dislocated Worker funds, and the Philadelphia Youth Network (PYN), the fiscal administrator of WIA, and other youth funds, selected by the Philadelphia WIB through a competitive process. Operations, the system-wide structure for workforce development programs and activities, includes the WIA Adult Operator, PWDC, the Youth Operator, PYN, and the One-Stop Operator, the CareerLink Consortium, selected by the Philadelphia WIB (with representatives from local - PWDC and state agencies – the Commonwealth’s Bureau of Workforce Development Partnerships, Office and Vocational Rehabilitation, and Department of Public Welfare). Service delivery, the structure through which workforce development services are delivered to business and individuals includes: five PA CareerLink centers; WIA Adult and Dislocated Worker-funded training providers, selected by PWDC; and youth workforce development services, recommended by the Council for College and Career Success (Youth Council), approved by the Philadelphia WIB and managed by PYN. Information is shared throughout Philadelphia’s public workforce development system through a number of periodic meetings and reports. Further, the Philadelphia WIB is actively engaged in a number of local and regional workforce development collaboratives: the Southeastern PA WIB Collaborative has been instrumental in the development of the Tri-State WIB Collaborative, a three-state (DE, NJ, PA) 13-county body of WIBs formed initially as participants in the region’s US Department of Labor-funded WIRED initiative, the Delaware Valley Innovation Network (DVIN). In addition to working together on $1.3M DVIN-funded worker enhancement project, where the Philadelphia WIB serves as the fiscal agent, the WIBs are exploring other opportunities to establish regional workforce and economic development initiatives. Lastly, the Philadelphia WIB provides leadership to Philadelphia-based industry partnerships, and works closely with Bucks, Chester, Delaware, and Montgomery county WIBs on nearly a dozen other industry partnerships to ensure the human capital development needs of key industries are met. Learning from the activities, described above, are channeled through the system to ensure it informs service delivery, data collection and reporting, investment decisions, and policy development.

B. Describe the integration of labor market information provided by the Center for Workforce Information and Analysis into planning and decision making.

The Philadelphia WIB has increased its internal capacity to conduct labor market research and analysis, and, as a result, will more fully utilize data to guide all planning and decision making. Internal resources and tools have been secured, which will be integrated with information available from the Center for Workforce Information and Analysis (CWIA) and the Regional Analysis Data Tool (RDAT), as deemed appropriate. CWIA provides detailed information on industry clusters, major employers, and projections for occupations along with the industry analyses. These are all essential to the Philadelphia WIB’s ability to provide the data best aligned to the local region. The Philadelphia WIB eagerly anticipates the new 2008 to 2018 occupational forecast to better integrate their use of other proprietary software.
Data and information from CWIA provide the tools to align investments in occupations and industries important to the local and regional economy, including occupations on the statewide and local High-Priority Occupations Lists. Further, labor market information will also govern outreach to industry groups and individual employers who will, in turn, confirm labor market information and guide related activities to impact workforce developments’ needs. For example, information regarding demand industry/occupations will guide outreach efforts to employers and guide policy for skills training investments. Equally important is the data CWIA provides constructs a benchmark against which other data may be examined for its relative accuracy.

CWIA provides data for a number of special projects that help provide strategic planning for the Philadelphia PA CareerLink centers. Specifically, CWIA provided an estimate of unemployment by census tract for 2008 to help guide outreach at the one-stop centers. CWIA provides data to allow the Philadelphia WIB to participate in the Performance Benchmarking Project funded through the Annie E. Casey Foundation. This project allows the Philadelphia WIB to compare services and outcomes anonymously with other large one-stop systems in the U.S.

C. Describe how LWIB ensures that the strategic direction and performance goals are communicated for PA CareerLink planning and decision making.

The Philadelphia WIB governs, sets related policy, and provides oversight of the local PA CareerLink system and the One-Stop system Operator, the PA CareerLink Consortium. The board also works to align policy and system performance with the overall strategic direction and performance goals set by the full board. Efforts to align strategic direction and performance goals are routinely addressed in collaboration with the Consortium. The Consortium is responsible for monitoring overall activity at the local level and is required to provide quarterly performance reports for the local CareerLink System. The Operator, in its role to manage the operations of the system, meets periodically with the PA CareerLink center leadership, and translates priorities into center-specific and system-wide performance and priorities.

VI. Service Delivery

A. Delivery System

1. Provide a description of the service delivery network.

The PA CareerLink Consortium has made great strides in establishing a comprehensive service delivery network comprised of mandated and optional partners. It is through these partnerships that a broad range of services are delivered to meet the diverse needs of more than 75,000 PA CareerLink customers.

The PA CareerLink Operator continues to work towards strengthening service deliveries with a number of key partner organizations that bring to bear a variety of resources. The Operator, in collaboration with the PA CareerLink administrators have developed strong linkages and referral processes to partner organizations in support of a seamless transition along a continuum of services. Of particular focus in recent years is an increased partnership with the adult literacy community to address foundational skill gaps. Specifically, the Mayor’s Commission on Literacy, Center for Literacy, Community Learning Center, District 1199C Training and Upgrading fund, and Community Women Education Project and Temple University Center have helped to lead this charge.

To ensure all customers – including individuals with disabilities and those with multiple barriers to employment – have the opportunity to take full advantage of the services offered through the PA CareerLink system, the operator has pursued several strategies:
• Adherence to ADA requirements

• Continuous improvement to ensure universal access to services for individuals with special needs. Such efforts will include input from customers and agencies with expertise in accessibility and otherwise addressing the needs of the disabled.

• Development of an Accessibility Advisory Board to advise and address issues related to ADA compliance, training issues, and to assist disabled job seekers find employment. The Office of Vocational Rehabilitation is a Consortium partner and is active in all aspects of ADA compliance issues. HireAbility—a local agency that specializes in workforce development services to job seekers with a disability—has recently partnered with the PA CareerLink Philadelphia system to provide workshops and job search assistance to people with disabilities.

• Implementation of the TTY line for the deaf community and procurement of Braille-printed materials for individuals with impaired sight.

• Established partnerships with the Title V Older Worker Programs, which are on site at the PA CareerLink Centers. In addition, a collaborative relationship with the Mayor’s Commission for Services to the Aging, and the local Area Agency on Aging exists to ensure the needs of mature workers are met.

• Increased system capacity to serve Philadelphia’s culturally diverse non-English speaking community through the implementation of the Language Line that is available in all centers. Additionally, PA CareerLink materials have been translated into Spanish and are available at all PA CareerLink centers. The PA CareerLink Center in Northeast Philadelphia has partnered with New World Association to help provide services to the Russian-speaking community, and efforts are currently evolving to enhance the availability of services to the city’s Asian communities. Further, the Philadelphia WIB will pursue other appropriate strategies to more effectively mitigate the challenges related to limited English language skills.

2. Identify the LWIA’s PA CareerLink(s), including: the number of sites, location, and affiliate sites. Describe factors used to assess the effectiveness of such configuration. Include factors for determining a location’s business hours and the types of services offered.

The Philadelphia workforce investment area is home to five comprehensive sites which serve participants and employer customers. The sites are as follow: (1) PA CareerLink North, 990 Spring Garden Street, 19123; (2) PA CareerLink Northwest, 235 West Chelten Avenue, 19144; (3) PA CareerLink Northeast, 3210 Red Lion Road, 19114; (4) PA CareerLink Suburban Station, 1617 JFK Boulevard, 2nd Floor, 19103; and, (5) PA CareerLink Nueva Esperanza, 4261 North 5th Street, 19140. These sites were selected based on a series of factors, which included population density, rates of unemployment, and accessible transportation. Additionally, the Philadelphia WIB, Operator Consortium, and PA CareerLink centers have established 18 community outreach centers, which drives services deep within communities, that ultimately broadens the reach and impact of the one-stop system. In 2004, the Philadelphia WIB commissioned an evaluation of the CareerLink system, inclusive of a review of the site configuration and the extent to which it met the needs of the community. In short, the evaluation revealed the system was sufficiently configured, and customer needs were met given the robust and comprehensive network of service providers. Specifically, factors used to determine the effectiveness of these sites included
3. Describe the process and criteria used to certify/validate PA CareerLink and affiliate sites.

The Philadelphia WIB charters sites that have been presented by the PA CareerLink operator for consideration and have successfully met the chartering criteria. Prior to the Board’s certification of sites, the PA CareerLink operator takes the action needed to ensure the following criteria have been met:

- The one stop Service Plan—This document must be fully executed, evidenced by an agreement signed by the operator and all investors and affiliates, if applicable. The plan addresses how partners will work together to meet chartering requirements, certification standards, as well as customer needs.

- The PA CareerLink Quality Review. This process—a qualitative and quantitative measure of how services are delivered to individual and business customers—must be completed. A score of average or above must be achieved before a full charter is issued.

- The PA CareerLink Staff Development and Credentialing—a staff development and system improvement effort—must be fulfilled.

- A system for measurement must be in place, evidenced by a documented and tested process for collecting and reporting data and trends.

The charter is in effect for two years, which aligns with the duration of the Commonwealth’s Certification. In 2008, the Commonwealth extended its certification for one year, changing the expiration date to December 2009. The Philadelphia WIB’s charter was also extended following the revised submission of the local plan and performance benchmarks. The remaining criteria were considered met for the next calendar year.

4. Describe the overarching service delivery strategies, including the following:

   a. The strategy for seamless service delivery including: transition between core, intensive, and training services and referral to partner services for both businesses and individual customers.

   b. The type and availability of training and employment activities and supportive services available in the local area. Include a description of how these were assessed/determined.

   c. Include a copy of the memorandum of understanding (Appendix D) between the LWIB and each partner in the local workforce investment system, as required in WIA Section 118 (b)(2)(B).

To ensure seamless service delivery and coordination of services, the PA CareerLink center administrators, with the input of front line staff, have made significant changes in the service delivery strategy to ensure seamless and timely services. The strategy for both employers and job seekers includes three key elements: the establishment of cross-functional teams, cross training, and abbreviated sequence of services. Regarding type and availability of training and other workforce services, Philadelphia has a wide variety of employment and training possibilities, which includes literacy and post-secondary training which is made available through the local colleges and
universities. Support activities include personal development and guidance, health, childcare, and other services to enable participants to reach their employment and educational goals. To guide linkages and referrals to partner services, a range of assessment tools are used throughout the system. Included in this mix are TABE for reading and math, Self-Directed Job Search that helps individuals better understand their interests in the context of pursuing an occupation, and Prove It, an instrument used to demonstrate competencies needed for a specific occupation. Like other counties throughout the Commonwealth, the Philadelphia workforce investment area recently introduced Work Keys, and Key Train, which are respectively, competency and remediation tools. From a strategic perspective, the Philadelphia WIB in an effort to assess the flow of public workforce investment funds that support these programs and the outcomes they generate embarked on a resource-mapping project which revealed $220 million of public funds enter the city to support these programs. The Philadelphia WIB is presently conducting current research to confirm more recent workforce investment information, a key component of this effort includes confirming required outcomes of each major funding stream and determining populations served, services provided, neighborhoods served, etc., all to guide work to determine and recommend common outcomes across all funding streams. The outcome of this work will further inform the efforts of the Philadelphia WIB and reflected in this document.

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

The Philadelphia WIB is responsible for the determination of local level training providers and uses the following criteria to award and determine continued eligibility:

- **Past performances in achieving planned program goals**: A satisfactory record of past performances in meeting requirements of job training, basic skills training, or related activities.

- **Likelihood of meeting performance goals**: The service provider must demonstrate, through a satisfactory record of past performance as well as through a demonstration of adequate financial resources or the ability to obtain adequate financial resources that it is willing and able to meet the performance goals set in the contract.

- **Ability to meet program design specifications at a reasonable cost**: Service providers must demonstrate the ability to meet program design specifications at a reasonable cost while maintaining or exceeding performance goals.

- **Quality of training**: Organizations must show, through past performance and through program proposals, that they will provide quality training, which will meet or exceed performance goals.

- **Connection to support services**: An outline for how it has and will link participants to support services, such as transportation, childcare, etc.

- **Established fiscal controls**: A satisfactory record of integrity, business ethic, and fiscal accountability of State and/or Federal funds in previous programs is required of potential service providers. The service provider cannot have significant outstanding audit deficiencies, disallowed costs, or significant uncorrected administrative deficiencies.

- **Ability to provide services that can lead to achievement of competency standards for participants with identified deficiencies**: The service provider must demonstrate the attainment of performance standards in the operation of previous programs.
6. Describe and provide examples of coordination with apprenticeship programs.

The Philadelphia WIB will continue to work with the Regional US DOL office to strengthen the connection to apprenticeship programs and anticipates a connection in the near future.

B. Adults and Dislocated Workers

1. Describe how the LWIB ensures universal access to the minimum required core services and how partner resources are integrated to deliver core services.

As previously shared, the Philadelphia WIB has five comprehensive centers strategically located throughout the county and, at a minimum, provides three tiers of service-core, intensive, and training. Additionally, the established network of community outreach centers serve as additional points of entry into the system where core services can be accessed. Community outreach centers are key to ensuring the extended availability of services to special populations such as those on public assistance and other low income customers.

Cross functional teams share responsibility for delivering the full continuum of services that are timely and inclusive of resources needed to meet customer demand.

Moreover, PA CareerLink customers have the opportunity to access continuing education and customized job-training programs. Also, specialized training programs have been implemented for ex-offenders, homeless individuals, and bilingual customers. Adults and dislocated workers who have moved through the continuum of core and intensive services and have not secured self-sustaining employment have the opportunity to choose a job training program from the Commonwealth’s Eligible Training Provider List. This extensive list of training programs enables customers to select the most appropriate program that aligns with their career development goals.

Additionally, supportive services available to adults and dislocated workers include:

- Child care information
- Transportation information
- Credit card counseling
- Homeless prevention services
- Referral to counseling and drug treatment services
- Food Stamp and Welfare Benefit information
- Income supports such as the Earned Income Tax credit and C.H.I.P.

The individual centers, guided by continuous improvement strategies, continue to increase system capacity to serve all populations. As previously noted, efforts to enhance ADA compliance have been increased and resulted in additional staff training on the use of assistive technology equipment. Interpretative services are now available upon request and documents are available in Braille and large text. Orientation videos have been developed with closed captioning and Spanish subtitles.

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

As noted, the PA CareerLink operator has made great strides in establishing a comprehensive service delivery network comprised of mandated and optional partners. It is through these partnerships and continuous improvement strategies, such as cross training, that the intensive service needs of dislocated workers and adults are met. Additionally, each of the five comprehensive centers has established a process for moving customers to intensive services, where staff uses a variety of instruments to aid in the assessment process, and inform the next steps that are most appropriate for the customer. While
intensive services are provided by a mix of staff, the WIA Title I operator for Adult and Dislocated Workers is primarily responsible for this service, which is articulated in an agreement with the operator, the Philadelphia Workforce Development Corporation. Last, the Philadelphia WIB through its annual monitoring assesses the availability of intensive services and, if applicable, corrective action is required if a center falls short of delivering this service.

3. Discuss how, in the context of a low-growth economy, innovative training strategies to:

   a. Address longer-term unemployment

      Increases in the educational and skill attainment levels of Philadelphians continues to be a part of the broader workforce strategy with individuals connecting to a mix of services that increases marketability, and simultaneously optimizes jobseeker engagement in value-added activities during prolonged periods of unemployment. For example, in collaboration with the ABLE-funded literacy providers, the PA CareerLink sites have implemented integrated contextualized literacy programs. These programs operate in cycles, which are typically 10-12 weeks in duration. At completion, individuals have shown significant increases in their reading and math skills but remain in the project for two to three additional cycles. Participation at this level is needed to effectively build the foundational skills of those who seek training, post-secondary education or employment opportunities. To that end, this model is an effective strategy in the effort to keep individuals engaged during long periods of unemployment and as a result are better positioned to re-enter the marketplace. Additionally, the centers have partnered with Graduate Philadelphia to increase access to institutions of higher education and courses of study that are typically longer in length. The Community College of Philadelphia launched a number of certificate programs that could be completed within an academic year, aligning with the anticipated economic recovery. Last, the Philadelphia WIB pursued and successfully implemented Way to Work Philadelphia! the transitional work model supported with ARRA funds as an additional mechanism to engage individuals with longer bouts of employment.

   b. Increase services to workers in need.

      At the height of the recession, the Philadelphia PA CareerLink centers saw a marked increase in the volume of customers who are in need of workforce services; upwards of 30%. To accommodate demand, the centers increased the availability and diversity of services through new and existing partnerships. Of particular note is the partnership with JEVS Human Services who conducts Career Exploration workshops. Volunteers from the Southeastern United Way are planning on conducting various job search related workshops in the CareerLink centers; and, the mature workers from the Mayor’s Office on Aging have been volunteering in the CareerLink computer resource rooms. In addition, CareerLink staff is conducting a new workshop titled, the Job Finder’s workshop that assists job seekers with online employment websites.

   c. Support the full range of PA CareerLink customers in acquiring the skills needed to attain jobs in high-growth, high-wage industries and occupations, including such supports as needs-based payments, basic skills remediation, English as a second language, and supportive services.

      In December 2003, the Philadelphia WIB adopted several public policy statements one of which guides the investment of funds for training. The policy, which is also referenced in Section VIII of this document, states "Philadelphia’s approach to investing its core funds in training should be employer-driven and emphasize outcomes and long-term benefits for individuals, with appropriate focus on economic development and meeting the needs of strategic industry clusters. Further, every
effort should be made to maximize all other potential resources for skills training and non-training services to employers and individual customers." Following this policy, the investment strategy developed by the Title I operator and approved by the Philadelphia WIB includes a plan for funding training programs that is in alignment with this policy. Customers in need of supportive services are connected to the region’s robust network of service providers; however, those in need of a specific supportive service such as transportation are supported with WIA formula funds as available. The Philadelphia WIB will continue its efforts to bring in additional funds, above and beyond the WIA formula allocation, to build and expand partnerships with the private sector to leverage public resources. Further, the development of training programs are driven by the labor market needs of employers and job seekers, with the goal of meeting the skill requirements of business, and connecting individuals to jobs that lead to economic self-sufficiency.

d. Ensure education and training delivered through the workforce system results in education and workforce skills of demonstrated value and focus assessments and certifications towards the next level of education and employment.

As previously noted, the Philadelphia WIB’s policies on the investment of WIA formula funds are employer-driven and emphasize outcomes and long-term benefits for individuals, with appropriate focus on economic development and meeting the needs of strategic industry clusters. Additionally, the Philadelphia WIB strategic priorities for the investment of ARRA competitive bid funds further ensured the system produced outcomes that elevate the education and employment prospects of the system’s customer base.

e. Provide targeted work experiences in order to prepare individuals for job opportunities in new industries or occupation, particularly using registered apprenticeship and on-the-job training for all jobseekers and summer work experience for youth.

The Philadelphia WIB and two other surrounding counties have been awarded a Career Opportunity Grant in the amount of $750,000 - $250,000 per county. The Philadelphia WIB is leveraging these funds to create an innovative on-the-job training (OJT) partnership with sector-based employers. In collaboration with the city of Philadelphia and select members of the literacy community, the Philadelphia WIB seeks to offer contextualized literacy services in PA CareerLink centers followed by on-the-job training with select industry partnership employers. Participants in this project are currently seasonal workers and will be connected to full-time, permanent employment within occupations identified through existing industry partnerships and in emerging industries such as “green.” When successful, the pilot project will be expanded with the impact of creating a new pipeline of skilled workers to meet industry demand. As noted earlier, the Philadelphia WIB is working with the Regional US DOL office to strengthen the connection to apprenticeship programs and anticipates a connection in the near future particularly as the weatherization certification training programs are launched.

With regard to youth, the last two Request for Proposals (RFP), for Summer Employment Opportunities and Services for Out-of-School Youth have both targeted green jobs as a priority area. These RFP’s were both funded under the ARRA Stimulus package. Proposals have been solicited from providers to target opportunities within the green economy and knowledge economy. Eligible participants will have the ability to explore career opportunities within the targeted field, participate in internships, and increase their academic potential.

f. Align workforce activities with education, economic, and community development strategies to meet skill needs of individuals for occupations and industries important to the local and regional economies.
As noted, ARRA funds were used to provide education and training programming that earned college credit or yielded an industry-recognized certificate and articulates/links to a credit-bearing institution. Job seekers were prepared to connect to employment aligned with the priority industry cluster list, an emerging industry such as “green industry cluster” or “alternative energy,” or with employers’ demand for workers not currently filled in the regional job market.

4. Describe any plans for transferring funds between Adult and Dislocated Worker programs. Include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

At present, the Philadelphia Workforce Investment area is not planning on transferring funds between Adult and Dislocated Worker funding streams. However, if economic conditions change, the local area may reevaluate the need to transfer funds in accordance with local and state policy, with consideration of the following factors:

- Transfer of funds would not result in loss of services from whom the transferred funds were originally intended.
- Fund transfer would not negatively impact expected program performance.

5. Describe reemployment services provided to Unemployment Insurance claimants including:

a. Coordination of RES with other services provided at PA CareerLink under WIA.

b. Services that will be provided under RES, such as skill assessment, career guidance, individuals service plans, and labor market information.

Dislocated workers are able to access the full range of services which includes all three tiers of service, core, intensive, and training. Individuals seeking Trade Act Program Services receive dual-enrollment, in both WIA and Wagner Peyser as to capture the full complement of services offered to these workers. Customers are assessed as well as receive job search assistance, training, and follow-up services. With record numbers of unemployed customers, the one stop centers have not only increased the number of orientations but provide core and intensive services in a single visit. To further facilitate participation, UC claimants are notified by telephone calls and by way of mailed letters to participate in to facilitate participation, PA CareerLink’s profiling system and other re-employment services. When an employer has a downsizing and a rapid response is needed, stakeholders from multiple agencies assist in the planning of the event and are present during the sessions. In coordination with the rapid response unit, represented at these sessions is PWDC, BWDP, United Way, UC, and Community College of Philadelphia. After the sessions occur, additional assistance is provided at the PA CareerLink centers for all job seekers who require more services.

C. Service to Specific Populations

Describe for each of the groups listed below the process used to integrate programs in the service delivery system; e.g., maximize and leverage resources, ensure sustainability of the system, avoid duplication, and provide innovative services within the LWIA. Describe how the LWIA will ensure that ARRA services will be prioritized for low income individuals and those receiving public assistance.

- Services to businesses
- Approach to identify qualified applicants for partner programs
- Services to migrant seasonal farm workers
• Services to persons with disabilities
• Services to veterans and related eligible persons, including National Guard and returning veterans (TEGL 22-04) (TEGL 22-04 Change 1)
• Services to TANF customers and low income individuals
• Services to displaced homemakers
• Services to women and minorities
• Services to individuals with multiple barriers to employment including:
  o Persons with limited English proficiency
  o Persons with disabilities and
  o Ex-Offenders
  o Services to dislocated workers and Trade Act eligible participants

The Philadelphia WIB in collaboration with the Operator Consortium have made significant advances to the integration of services for participants and employer customers. The integration of service has been a priority area of focus as the Board and its implementation partners work to build a world-class system. To serve the business community, teams comprised of multiple partners come together to deliver a broad range of core and intensive services. This mix of partners includes coordination within the centers to provide staffing services or with other stakeholders such as the Community College of Philadelphia to deliver more comprehensive services such as incumbent worker training. This level of coordination is an important step in the ongoing effort to coordinate services across funding streams and will continue to be a priority moving forward.

The local PA CareerLink system serves a diverse customer base, with a myriad of needs. To fully meet the needs of participants, a critical element in the service delivery strategy includes appropriate linkages to partner programs. To truly be effective, PA CareerLink staff are consistently engaged in activities, which deepen the understanding of the services and requirements of partner programs. Activities, such as in-service training, site visits, and presentations at community events, help achieve this end. Program requirements as well as an articulated tracking mechanism for more formalized partnerships are codified in letters of agreement and support.

As noted previously, the system has advanced efforts to ensure full integration of services for all customers. There are some occasions where dedicated staff are needed to respond to the unique needs of the customer base such as migrant and seasonal workers. To serve this population, PA CareerLink has partnered with Path Stones, which is co-located within the system and offers services to this special base. With regard to individuals with disabilities, the system has significantly transformed its ability to physically serve customers in the centers, as well as increase the type and quality of services offered. Under the direction of the Accessibility Advisory Board (AAB), the CareerLink staff receives routine in-service training to enhance the system's capacity to serve this cohort, as well as organize employer-based activities designed to increase the awareness and the ultimate hire of individuals with disabilities. The Board is comprised of members from PA CareerLink, Office of Vocation and Rehabilitation, and Horizon House, one of the largest mental health and mental retardation service provider and employer in the region.

With regard to veterans, a wealth of services are available through PA CareerLink centers in Philadelphia for this very important segment of the population. Additionally, veterans and related eligible persons, including National Guard and returning veterans are provided priority of services in accordance with the Jobs for Veterans Act (PL. 107-288) USC 38, section 4215 and the Training and Employment Guidance Letter (TEGL) 5-03; this policy is recognized and supported by all staff in PA CareerLink centers to ensure veterans receive expedient, quality services. Veterans are given the three-tiered service options (core, intensive, and training) and are given priority in all employment and training programs for which they qualify and across all partners services coordinated throughout the one-stop system. Information about
their priority status is communicated at all levels of service. Efforts to serve veterans are maximized through linkages to services offered by vocational rehabilitation regional offices as well as Impact Services and the Multi-Service Center.

The Philadelphia WIB's priority of service list clearly identifies low income and those on public assistance as participants who, after veterans are next in line for service. While many of the TANF funded customers are served by the TANF funded EARN centers, a mechanism was established to ensure these customers had full access to education and training services supported by ARRA WIA Adult funds.

As noted, the system serves a diverse customer base and special recruitment and outreach activities are additional approaches used to ensure the populations with specialized needs are informed of the services available throughout the PA CareerLink system. For example, to serve women, including displaced homemakers have been developed with the Community College of Philadelphia's New Choices/New Options Program which promotes careers in non-traditional employment. To serve minorities, one center has been established that has a primary focus of serving the Latino community, and efforts to engage the Chinese community are still underway. These efforts are supported by the one-stop center partners, particularly the Office of Vocational Rehabilitation, Department of Welfare, Trade, and Veterans.

In an effort to serve individuals with criminal backgrounds, the local system has liaisons in each of the CareerLink centers to meet the unique needs of this population. To serve older individuals, which often include displaced homemakers, the one-stop system has a long established relationship with the local senior community service employment programs where customers are linked to these specialized services. Additionally, Career Solutions for 55+, the full-service older adult employment—administered by the Jewish Employment and Vocational Service (JEVS) and funded by the Philadelphia Corporation for Aging (PCA)—is co-located at PA CareerLink North.

Individuals with limited English proficiency can be serviced via the Language Line, and access to documents translated into a variety of languages are available. Additionally, customers can also access the ESL program, or receive services through a bilingual counselor at select locations. To serve persons with disabilities, partner staff representing the Office of Vocational Rehabilitation (OVR) and HireAbility are co-located at PA CareerLink centers to link job seekers needing specialized services. With regard to ex-offenders, workshops have been customized to address the unique needs of this customer group and select PA CareerLink member staff have been extensively trained to serve as a resource that enhances efforts to address other issues and barriers.

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In an effort to serve individuals with criminal backgrounds, the local system has established an ex-offender unit at the Suburban Station CareerLink, as well as liaisons in each of the remaining centers to meet the unique needs of this population. To serve older individuals, which often include displaced homemakers, the one-stop system has a long established relationship with the local senior community service employment programs where customers
are linked to these specialized services. Additionally, Career Solutions for 55+, the full-service older adult employment—administered by the Jewish Employment and Vocational Service (JEVS) and funded by the Philadelphia Corporation for Aging (PCA)—is co-located at PA CareerLink North.

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As previously stated, dislocated workers are able to access the full range of services which includes all three tiers of service, core, intensive and training. Individuals seeking Trade Act Program Services receive dual-enrollment, in both WIA and the BWDP. They enroll in the same process as well, receiving the same assessment programs, job search assistance, training, and follow-up services provided to all. Disabled individuals with significant barriers are referred to OVR and HireAbility for increased assistance and services. Related to the Unemployment Compensation Work Test, individuals receiving unemployment benefits must be able and available for employment; refusal to accept suitable work or participate in re-employment services may impact their UC eligibility. To facilitate participation, UC claimants are notified by telephone calls and by way of mailed letters to participate in to facilitate participation, UC claimants are notified by telephone calls and by way of mailed letters to participate in PA CareerLink’s profiling system and other re-employment services. When an employer has a downsizing and a Rapid Response is needed, staff from multiple agencies assist in the planning of the event and are present during the sessions. In coordination with the Rapid Response unit, represented at these sessions is PWDC, BWDP, United Way, UC, and Community College of Philadelphia. After the sessions occur, additional assistance is provided at the PA CareerLink centers for all job seekers who require more services.

D. Priority of Service

1. Provide the Individual Training Account (ITA) Policy (Appendix E) including policy for the justification of exceptions. Describe how ITA resources are leveraged with other resources.

2. Describe local policies regarding self-sufficiency, including the process for establishing, monitoring compliance with and updating policy.

3. Discuss the LWIB’s policies and procedures for priority of service for the One Stop Consortium, including the process used to determine whether funds are limited.

4. Provide Adult and Dislocated Worker and Veterans priority policies. (Appendix F) Veterans’ priority must be sufficient to meet the requirements of 20 CFR 1010.230, published at 73 Fed. Reg. 78132 on December 19, 2008. Should funding under WIA Title I (Adult and Dislocated Worker funds) be insufficient to meet the demand for service, service priority will be determined according to the WIB’s priority of service policy adopted December 9, 1999. First, all residents of Philadelphia will be given priority since the allocation for WIA Title I is calculated based on the city’s population and poverty levels. Should a further delineation of priority be necessary, the priority of service will be applied and, in accordance with the Jobs for Veterans Act (PL 107-288) USC 38, section 4215 and the Training and Employment Guidance Letter (TEGL) 5-03, veterans will have first priority. Customers receiving Temporary Assistance for Needy Families (TANF) and other supplemental public supports (such as food stamps) will be given
priority, along with anyone not making a self-sufficient wage or who is not on a career path that will reasonably lead to self-sufficiency in the local economy. This is in accordance with the Philadelphia WIB Self Sufficiency Standard adopted in 2000 and serves as the local standard for economic self-sufficiency as it relates to the city’s workforce investment system. If shortage of funds necessitates a further delineation of priority of service, the following priority guidelines – in the order they are listed – will be in effect in addition to the residency requirement described above.

- Veterans and related eligible persons.
- Customers receiving TANF or other supplemental public supports.
- Customers who fall below the Lower Living Standard Income Level.
- Customers who earn less than 75 percent of the income necessary to reach self-sufficiency as defined by the WIB.
- Customers who earn between 76 and 99 percent of the income necessary to reach self-sufficiency as defined by the WIB.

In the case of Individual Training Accounts, the above priority of service will apply with one addition. Priority also will be given to customers who have not received an ITA for three years (36 months).

The Philadelphia WIB and its operational partner PWDC use a number of data sources which illustrate the state of Philadelphia’s workforce. The data analysis suggests the funding allocation, even in the case of flat funding, and certainly in the case of decreased funding, is less than adequate when compared to the overwhelming demand for workforce services. As a result, the availability of workforce development funds are determined “limited” upon receipt and the priority of service policy (see above) is always in effect and managed by the PA CareerLink Operator.

E. Rapid Response (RR)

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

In October 2008, the Philadelphia WIB established a local policy to guide the delivery of WIA Dislocated-funded Rapid Response services and the related investment of public workforce investment funds. The policy establishes a Rapid Response Strategic Planning Committee, comprised of key stakeholders. The committee is charged to 1) develop a comprehensive implementation plan, 2) ensure rapid response services are delivered in accordance with the priorities of the Philadelphia WIB and the city of Philadelphia and, 3) report on outcomes of funds invested in related projects.

The committee is convened and led by the Philadelphia WIB. With representation from the Bureau of Workforce Development Partnership Coordination Services Unit, the Philadelphia WIB ensures rapid response activities are delivered in coordination with statewide activities. Additionally, the CareerLink Operator Consortium, Philadelphia Workforce Development Corporation, PA CareerLink, United Way of Southeastern Pennsylvania and the Community College of Philadelphia are participating members. Efforts to engage the City of Philadelphia and the Greater Philadelphia Chamber of Commerce are underway.

Each member of the group is responsible for galvanizing its agency’s resources to advance the committee’s work. For example, the Philadelphia WIB provides labor market information and analysis of the region’s dislocations that is used to inform the service delivery strategy, and for use by the partners in their respective agencies. PWDC, as the fiscal agent, provides updates on the spending of these funds and ensure these dollars as well as all other WIA investments are aligned with the board’s strategic priorities.
F. Youth

1. Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include strategies to address:

   a. Youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.

   The PWIB and its Youth Council are committed to ensuring that all young people in the City have opportunities to gain academic and workplace skills that prepare them for active and productive citizenship. To these ends, the PWIB and Council have established major citywide strategies that promote school completion and career preparation for thousands of young Philadelphians from low-income families.

WorkReady Philadelphia. In 2003, the PWIB and Council launched WorkReady Philadelphia, a comprehensive effort to build a citywide system of youth workforce preparation. WorkReady was established to coordinate all major youth workforce programs in the City, making them both more efficient and effective. Furthermore,

WorkReady was intended to build new career preparation opportunities for young people to prepare for postsecondary and career success, with particular emphasis on reaching out to and leveraging resources from City employers.

Today, WorkReady Philadelphia incorporates investments from a wide variety of public, private and non-profit sources, including:

- The Workforce Investment Act
- ARRA Youth Employment (2009, 2010 and the first half part of 2011), and TANF ECF (summer 2010)
- TANF Block Grant – made available through the PA Department of Public Welfare
- The William Penn Foundation and other area philanthropies
- The City of Philadelphia
- Regional employers
- The School District of Philadelphia

In Program Year 2010, these investments amounted to more than $16M and enabled the Council and PWIB to provide more than 13,000 at-risk young people with high-quality, academically-enriched work and service experiences. The PWIB and Council support several different models and delivery systems.

- Summer Opportunities
  - Internships
  - Work Experience
  - Service Learning

- Year-round opportunities for students
  - Industry pipeline models
  - 21st Century Skills Continuum (designed to help cohorts of students acquire work readiness and other 21st Century Skills)

- Year-round opportunities for Out-of-School Youth
  - GED-to-college
  - Credential-Focused Occupational Skills Training
  - Job Placement support and assistance
• Community-Based Youth Centers (E3 Power)
  o Academic Skills Training
  o Life Skills Training
  o Occupational Skills Training
  o Job Placement and Support Services

Project U-Turn. With specific regard to youth most in need, also in 2003 the Youth Council established an Out-of-School Youth Committee to provide a tighter focus on our most vulnerable young people, and also decided to raise the floor for OSY programs from the WIA statutory minimum of 30 percent to 50 percent.

Based in large part on these decisions, in November 2004 Philadelphia was one of only five cities nationally selected to receive funding from the Youth Transition Funders Group, that includes philanthropies such as Gates, Carnegie, Mott and the William Penn Foundation, to assess current capacity and enhance opportunities to serve youth who are out-of-school, aging-out of foster care, and involved in the juvenile justice system. This enabled the City to undertake a strategic assessment planning phase to gauge current needs and develop strategies to expand programs and services.

High-quality data analyses were an essential component of this process. For example, based on the exceptional work of researchers from UPenn and Johns Hopkins, the Council learned that as many as 5,000 young people drop out each year. Furthermore, young people involved in public care systems — e.g. juvenile justice, foster care, and/or abuse and neglect, or who are pregnant and parenting teens, are four times more likely to drop out of school than youth who do not have these characteristics.

Based on these findings and on the collective commitment of its members, in 2006 the PWIB and Council launched Project U-Turn, a citywide campaign to bring attention to the City’s dropout crisis, and to begin to build new educational opportunities for young people who were at-risk of dropping out or had already done so.

Given the educational trajectories of youth in the city’s public care systems, the PWIB and Council worked through Project U-Turn to leverage new dollars and allocate regular WIA out-of-school youth funding to agency-involved youth. In addition, the PWIB and Council worked to ensure that all successful applicants for PWIB funding were equipped to make social service referrals and had sufficient knowledge of the field to support all youth, including those who are homeless and youth of incarcerated parents.

While there is not a significant population of migrant and seasonal farm worker youth in Philadelphia, certainly any youth in need of services could be served through WIA or our partner services. Additional detail on Project U-Turn can be found in VI.F.1.b.

CollegeReady Philadelphia. After being reconstituted by Mayor Nutter in 2008, the Council established standing committees to manage WorkReady Philadelphia and Project U-Turn. It also established a third committee — CollegeReady — to support the City’s goal of doubling the baccalaureate attainment rate of its citizens by 2017. Working with the Mayor’s Office of Education, the Council’s CollegeReady Committee has been instrumental in developing new data on college-going and effective practices in college retention, and in supporting college-going initiatives launched by the Mayor’s Office of Education, including:

• PhillyGoes2College — a one-stop resource for citizens interested in learning about how to attend and pay for college; and
b. Reconnecting disconnected youth through multiple pathways to education and training that enable them to enter and advance in the workforce.

From their inception in 1999, the PWIB and Council have designed and supported program models and strategic partnerships that have helped to create variety of pathways that reconnect out-of-school and out-of-work young people to opportunities to acquire educational and occupational skills credentials. As noted above, the PWIB’s and Council’s focus on the needs of out-of-school young people culminated in the launch of Project U-Turn, a citywide campaign to resolve Philadelphia’s dropout crisis, launched in 2006.

Today, these efforts are led by the Council’s Project U-Turn committee, a standing committee of the Council. Over the last several years, Project U-Turn has achieved notable successes, including:

- **Expanding Multiple Pathways to Graduation.** Working with the School District, a key Project U-Turn partner, and other influential members, the Council helped to leverage and align funding to increase the number of seats in small high schools and other high-quality educational pathways for over-age and under-credited youth by more than 2,000, substantially improving their probabilities of graduating from high school and going on to college.

- **Creating New Structures to Recover Dropouts.** Working with the School District, the PWIB and Council helped to establish a Re-Engagement Center at school district headquarters for former dropouts. Furthermore, a second center was recently opened to improve services to neighborhoods and residents in East North Central Philadelphia.

- **Building Capacity in Public Care Systems to Support Education.** The Department of Human Services established a new Education Support Center to help DHS staff to track the educational progress of young people in public care systems, and to provide support for educational success.

- **Expanding Access to Services.** With support from DHS, the original set of three federally-funded Youth Opportunity Centers (now known as E3 – Education, Employment and Empowerment) was expanded to five neighborhood locations to serve out-of-school and adjudicated youth.

- **Leveraging New Resources to Promote Dropout Recovery.** PWIB and Council efforts were responsible for developing and leveraging well in excess of $100M to expand multiple pathways options since the U-Turn campaign launch in October 2006.

Building on these proven approaches and others currently under development, the Council and PWIB will continue to leverage funds and to build opportunities for Philadelphia’s disconnected youth, steadily increasing the numbers of young people who return to education, earn credentials and enter high-demand employment.
c. Serving youth with funds from the ARRA, and how strategies respond to the economic downturn.

As referenced in II.5.A., the PWIB and Council made very good use of ARRA funds by supporting youth employment in the 2009 and 2010 summers, as well as through the funding of high-quality year-round programming for out-of-school youth between September 2009 and June 2011.

**Summer Employment.** In the 2009 summer, ARRA support enabled the PWIB and Council to place an additional 2,600 young people in high-quality, academically enriched six-week work and service experiences, helping to build the overall total to more than 8,500 Philadelphia teens who participated in 2009 WorkReady Philadelphia summer experiences. Research documents that teen employment has been hit particularly hard during the recession, so it is highly unlikely that these 2,600 young people served through ARRA would otherwise have found summer jobs.

In 2010, with most ARRA youth employment dollars expended, the PWIB and Council were very concerned about the loss of thousands of summer employment opportunities. However, the joint decision by the U.S. Departments of Labor and Health & Human Services to make the TANF Emergency Contingency Fund available for summer jobs — and the subsequent quick action by PA state officials to make this opportunity real — enabled Philadelphia to increase substantially the number of young people served in the 2010 summer. Specifically, Philadelphia was able to draw down more than $9M in TANF ECF wage subsidies, which, when combined with the other existing revenue sources for summer jobs in the City, enabled the PWIB and Council to fund more than 11,100 summer work and service opportunities in the 2011 summer. Given the persistence of the recession, thousands of these young people would not have been able to find work had it not been for the availability of these TANF ECF dollars.

**Out-of-School Youth.** The PWIB and Council authorized the release of a Request for Proposals and eventually approved funding for out-of-school youth activities funded through ARRA for the period September 2009 – June 30, 2011 in three program areas, all of which are designed to promote increased skill acquisition and/or placement and support in employment leading to career success.

- **GED-To-College:** The GED-to-College pilot successfully blends skill building, remediation and test preparation with post-secondary preparation and enrollment. Program participants are prepared to take and pass the GED exam; place into credit bearing course work at the college level; and effectively matriculate into an accredited college or university.

- **Job Placement:** The Job Placement model is a partnership with other out-of-school youth serving programs to place qualified young people in long-term, unsubsidized employment. The successful bidder identifies and cultivates employment opportunities for youth, facilitates their placement, provides follow-up services to youth and employers, and assists referral sources in delivering effective job readiness training and preparation.

- **Occupational Skills Training:** Occupational Skills Training models in the areas of green jobs and sustainable employment offer industry-specific skills training leading to three combined outcomes for all participants: GED attainment; an employer-recognized industry credential coupled with work experience or apprenticeship; and post-secondary transition support for employment or continued education.
d. STEM education and green jobs

As noted, the PWIB and Council priorities for ARRA funds for out-of-school school youth have a specific focus on skills training for green and sustainable jobs. Additionally, the PWIB and Council intentionally designed their competitive procurement process to identify programs which embed relevant and industry-validated curriculum content in the programs with ties to these occupations.

The Council and PYN staff also worked closely with City organizations focusing on green and sustainable jobs, including the Philadelphia Sustainable Business Network, and relevant city agencies, to build new career exposure opportunities for young people in green and sustainable industries and jobs. Based on outreach and informational meetings, new green-oriented ARRA training opportunities were established, particularly for older, out-of-school youth. These included property management, which yielded EPA and PA Weatherization Installers Certification; and sustainable agriculture and landscaping.

With regard to summer programming, Philadelphia youth were exposed to a variety of STEM education and green jobs, including geo-mapping, tech-based distance learning and social networking activities offered through Temple University’s Information Technology and Society Research Group; opportunities to participate in urban gardening and sustainable agriculture; and community-based weatherization assessments and remediation.

2. Describe the Youth Council and how it is integrating a vision for serving youth through collaboration with crosscutting agencies or entities within the local workforce investment system.

In 2008, Mayor Nutter reconstituted the Youth Council into the Council for College and Career Success, with an emphasis on assembling strong leaders from all sectors of the Philadelphia economy who could lead efforts to improve educational and workforce development opportunities for Philadelphia’s young people. Consistent with the Mayor’s direction, the Council is focusing its efforts on addressing two overarching goals:

a. Increasing Philadelphia’s high school graduation to 80 percent by 2014; and
b. Doubling the baccalaureate attainment rate by 2017.

To address these two overarching goals, the Council developed and is organizing its work plan into five specific areas:

- Engaging struggling students.
- Re-engaging disconnected youth.
- Preparing young people for college and careers.
- Promoting college access; and
- Supporting college completion and mobility.

These goals and strategies are addressed through three standing Council committees, each of which is comprised of Council members as well as experts and leaders invited to participate based on interest and expertise:

- WorkReady Philadelphia designed to increase the number of high-quality workplace experiences for Philadelphia youth.
- Project U-Turn, which focuses on enhancing strategies for struggling students and out-of-school youth; and
• College-Ready, which focuses on college access, completion, and career success.

The Council is led by a cross-sector steering committee of two institutional leaders, who help to drive the agenda and ensure accountability for results:

• Mr. Anthony Bartolomeo, CEO, Pennoni Associates, Consulting Engineers
• Dr. Lori Shorr, Mayor's Chief Education Officer

In addition, the Council also includes high-ranking officials from public, private and non-profit sectors of the Philadelphia economy, including:

• Public Sector:
  o The Mayor’s Office of Education
  o the School District of Philadelphia
  o the Department of Human Services
  o Department of Commerce, Family Court
  o the Department of Recreation.

• Institutions of higher education:
  o Temple University
  o University of Pennsylvania
  o Philadelphia University
  o Community College of Philadelphia

• The William Penn Foundation
• The United Way of Southeastern PA
• Organized Labor
• Leading Employers
  o Citizen’s Bank
  o Pennonni, Associates
  o Independence Blue Cross
  o Comcast Communications

• Representatives of high-quality, community-based, youth-serving organizations.

In short, the cross-system makeup of the Council and members’ active participation and collaboration in its committees ensures that Council actions are aligned across different agencies and sectors, and constitute a comprehensive and coordinated approach to youth career preparation.

3. Describe local efforts to promote collaboration between the public workforce system, education, human services, juvenile justice, and others to better serve youth that are most in need and have significant barriers to employment. Additionally, describe local efforts to successfully connect youth to the education and training opportunities that lead to successful employment.

As previously noted, the Philadelphia WIB and Youth Council took steps in 2003 to place even greater emphasis on out-of-school and other disconnected youth by establishing a
committee focused specifically on the needs of out-of-school youth, and also by expanding the percentage of WIA youth funds available to these vulnerable young people. These actions have had important results for the city and its youth. For example:

- In 2004, the Youth Transitions Collaborative was formed from the Council’s Out-of-School Youth Committee, to oversee funding from national and regional foundations (see #1, above); and, represents all major stakeholders with interest and expertise in out-of-school and other disconnected youth. In 2005, the Collaborative undertook important steps to improve programming for youth most in need, including:
  - developing new data sources and performing analyses that document the educational status of out-of-school youth in terms of literacy levels and high school credits accumulated, as well as involvement in other social services agencies;
  - creating an advocacy agenda that identifies policy and funding barriers for address;
  - increasing slots available in high-quality, alternative educational options for struggling students and dropouts; and
  - enhancing the involvement of parents, youth, and communities in building support for these young people.

- In 2005, the Department of Human Services (DHS) and the Philadelphia Youth Network (PYN), which staffs the Youth Council and administers WIA and TANF youth development funds, worked together to build a transitional program for youth returning from delinquent placement facilities, housed within the city’s three community-based E3 centers. Based on early evidence of success, DHS has decided to expand to two additional centers, which will open in the fall of 2006.

- In 2004, the DHS, in cooperation with PYN and other youth-serving agencies in the city, is managing the Achieving Independence Center, a one-stop center for youth aging out of foster care, designed to provide information on and strategies for gaining employment and additional education, as well as skill building and access to services associated with independent and self-sufficient living.

- In 2004, the School District of Philadelphia, with support from the PYN, the Youth Council, and other stakeholders, established transitional high schools designed to accelerate credit acquisition for over-age, under-credentialled students and out-of-school youth that will enable them to overcome credit deficits and move successfully towards graduation.

All of these activities are continuing and are an ongoing part of partnership with the Youth Council and WIA resources.

4. Describe the strategy to coordinate with Job Corps and other youth programs. Representatives from the USDOL Region II Job Corps are active members of the Council, and have served on the Council’s WorkReady Committee. Other leaders representing youth-related programs, services, and advocacy include the Philadelphia Education Fund; the Center for Literacy; the Urban Affairs Coalition; Public Citizens for Children and Youth; Philadelphia Academies, Inc., and Youth United for Change, etc. All Council participants also actively engage in sub-committees and contribute to the overall strategy work of the Council.
5. Describe policies to ensure compliance with applicable safety and child labor laws.

Each RFP response and contract for PWIB and Council-supported funding specifically address all applicable safety and child labor laws. All contractors must stipulate in writing that they understand and agree to adhere to the requirements. Specifically, provisions require that students are provided with adequate and safe equipment and safe and healthful workplaces in conformity with all health and safety requirements of federal, state, and local law. To ensure that contractors understand these provisions, training sessions on these laws and strategies for ensuring compliance are held prior to program start dates. Furthermore, all contractors are monitored on a regular basis, with specific attention to safety and child labor laws.

6. Describe the strategy to provide initial intake, objective assessment, case management, individual service strategies and eligibility assessment for Youth.

As noted earlier, through the use of WIA youth funding the PWIB and Council have designed a set of research-based programs and services that promote high school graduation, college readiness and career success.

- In-school WIA-funded year-round models include (1) Industry Pipeline models, and 21st Century Continuum approaches.

- Out-of-School WIA-funded year-round programs will be of three types: (1) GED-to-College; (2) Job Placement and Referral; and (3) Occupational Skills training, including an emphasis on green and sustainable jobs and industry sectors.

Regardless of program type, in all cases PWIB-approved contractors must provide for initial intake, objective assessment, case management, individual service strategies, and youth eligibility assessment. All CWDS entry is completed by the PYN staff throughout the various stages of the process.

Data is collected from participants by youth program providers (sub-contractor network) during the following phases of the program:

- **Recruitment.** To identify potential participants for the program, providers outreach to youth who may be interested in the services of the program. Basic contact information is obtained at this stage of data collection. Providers also complete preliminary assessments to determine if the program is a good fit for the participant.

- **Enrollment.** Prior to receiving any services, participants must complete the enrollment process and meet the program eligibility requirements. All documents are submitted to PYN staff (Performance Monitors) who review the information, certify that the youth is eligible based on WIA regulations, and enter the information into CWDS and PYRAMID within 14 days of the expected Program Start date (first date of youth service). Once the data is entered into PYRAMID, the providers can record the participation, achievement and progress towards the goals no less than monthly.

- **Assessment.** To determine the appropriate level of service, participants are assessed using the objective tools that reflect the academic, social, workforce and developmental needs of the participant. Provider staff develops an Individual Service Strategy using the Goal Plan to identify goals and services. This assessment process may occur up to 14 days after the first date of youth service. The results of the assessment are entered into the PYRAMID software and submitted to PYN staff for entry into the CWDS system no less than monthly.
• **Participation.** The participant's attendance and progress within activities should be documented via sign-in sheets. The date, duration of time, as well as case notes should be entered into the PYRAMID system by provider case managers no less than monthly. PYN staff use this information to update the estimated end dates in CWDS no less than monthly.

• **Achievement.** The participant's arrival at a milestone in the process will be recorded in PYRAMID at the time the achievement occurs. The milestones are analogous with the outcomes of the initiative. After the participant accomplishes an outcome, they may continue with additional services or they may exit the program. All achievements are reported to PYN via PYRAMID. PYN staff then enters the information into CWDS no less than monthly.

• **Completion.** Participants who are no longer engaged in services of the program are dismissed successfully, or unsuccessfully. Post exit, the youth is engaged in follow-up.

• **Follow-up.** Participants who exit the program are contacted for the duration of 1 year post program exit. Follow up contacts are documented in PYRAMID by the provider and recorded in CWDS by PYN Staff no less than quarterly.

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

   a. Preparing youth for post-secondary education;

   **Industry Pipeline Programs:** PYN supports a portfolio of Industry Pipeline programs. The Industry Pipeline model provides two years of comprehensive, industry-specific training for 11th and 12th grade students. It is designed to prepare participants, upon high school graduation, to become successful employees at either a high wage/high-demand firm or within a local priority industry sector, as well as to pursue post-secondary education. The model relies on partnership between an employer/cluster of employers, a school or schools, and a youth-service organization, as well as, ideally, an institution of higher education. The model provides post-secondary and career counseling. It is also designed, ideally, to provide post-secondary education opportunities at low or no cost to participants upon high school graduation.

   **21st Century Continuum Programs:** PYN also supports a portfolio of 21st Century Continuum programs. The 21st Century Continuum model is a two-year experience for 11th and 12th grade students that deliver 21st Century Skills along with post-secondary preparation. It is intended as a "continuum" experience -- one that goes beyond the often sporadic engagement youth have with experiential work-related education to provide a consistent, deepening two-year connection that is integrated into students' school program. It includes progressive school-year and summer programming, service learning, 21st Century Skill building, internships, and post-secondary preparation and planning.

   **GED to College:** The GED to College model is designed to strengthen the connections that GED aspirants experience between preparation for the GED, successful transition into college, and subsequent employment. While pursuing the GED, the focus of the model is on facilitating student development of the necessary skills, knowledge and abilities for college and career success. The rigor of GED preparation is of special importance given the aim for program participants to place into credit bearing college courses upon attainment of the GED. To this end, quality partnerships with post-secondary institution(s) are integral to the success. The model entails post-secondary counseling, as well as access, transition, and retention supports.
b. Connecting academic and occupational learning

PYN WIA-funded programs deliver academic programming, building core academic skills, as well as work readiness programming. Program models – such as Occupational Skills Training, Industry Pipelines, and 21st Century Continuum programs, train young people for specific occupations by providing on-site work experiences and specific skill training.

PYN-funded internships are encased in a curriculum and include a project-based learning component. Participants develop projects or portfolios demonstrating the use and acquisition of particular skills. In this way, young people simultaneously develop occupational and academic competencies.

Occupational skills training – independent of internship experiences -- also includes project-based learning. In the context of training (whether in construction, nursing, urban farming, or information technology, as examples) participants are required to solve applied academic problems.

c. Preparing youth for unsubsidized employment opportunities

PYN programs prepare youth for unsubsidized employment by:

- Building core academic skills, focused on literacy and numeracy
- Building basic work readiness skills such as:
  o Resume and cover letter writing
  o Job searching
  o Interviewing
  o Reliability and timeliness
  o Ability to accept supervision/feedback
  o Respect for supervisors, co-workers, and customers
  o Ability to manage emotions on the job, and
  o Ability to accept supervision and feedback; and appropriate attire

- Building the 21st Century skills which are necessary for employment success, including:
  o Critical thinking
  o Creativity
  o Initiative and self-direction
  o Productivity and accountability
  o Flexibility and adaptability, and
  o Collaboration and team work

- Providing post-secondary and career counseling
- Providing supportive services, including referrals to appropriate partner organizations, to alleviate the specific barriers that youth face.

d. Connecting youth to the business community through intermediary entities.

PYN connects youth to the business community through shadowing days, internships and work experiences.
8. Describe the anticipated program design for the WIA Youth funds provided under the Recovery Act. Include in this description a program design for both younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with Recovery Act funds).

As noted earlier in this document, the PWIB and Council program design for ARRA youth funds was in two parts.

**Summer youth Employment (3 components):**

- *Work and Learning Programs/Work Experience Models,* which provide an initial exposure to the workplace for younger youth with little or no work history, offer a mixture of academic skill building, college exposure, career exploration, and work readiness training. These programs should take place on college or university campuses or in a workplace setting. For these youth, a combination of work-based and classroom-based learning activities may be warranted to provide basic skills instruction, career and college exploration and life skills training.

- *Internship Programs* are designed for young people who have had previous work experience and mastered some aspects of work readiness, offer youth career exposure and connections to public and private sector employers via internships. Internship programs offer a strong focus on building workplace skills, academic achievement, career exploration, and post-secondary readiness. All placements are of high quality and are related to youth career interests.

- Service Learning Programs involve youth in team-based projects that identify community needs and provide visible, active service to address them.

**Year-Round Education and Employment Programs for Out-of-School Youth (3 models)**

- *GED-To-College:* The GED-to-College pilot successfully blends skill building, remediation and test preparation with post-secondary preparation and enrollment. Program participants were prepared to take and pass the GED exam; place into credit bearing course work at the college level; and effectively matriculate into an accredited college or university.

- *Job Placement:* The Job Placement model is a partnership with other out-of-school youth serving programs to place qualified young people in long-term, unsubsidized employment. The successful bidder identifies and cultivates employment opportunities for youth, facilitates their placement, provides follow-up services to youth and employers, and assisted referral sources in delivering effective job readiness training and preparation.

- *Occupational Skills Training:* Occupational Skills Training models in areas of green jobs and creative economy offer industry-specific skills training leading to three combined outcomes for all participants: GED attainment; an employer-recognized industry credential coupled with work experience or apprenticeship; and post-secondary transition support for employment or continued education.

Regardless of program model, community organizations competitively selected to deliver regular WIA and ARRA youth programming are contractually required to connect and/or refer youth to needed social services. Program providers may deliver services on-site, or may refer youth to accessible service providers, which are typically located within the service area of the community organization. Out-of-School youth also have access to services through the city’s five community-based E3 centers, and through the School District Re-Engagement Center – which is jointly staffed by the Department of Human Services and
the school’s district – and which offers referrals both to educational programming and to social supports.

9. Describe any policies or strategies, in alignment with state guidance to ensure implementation of activities that support out-of-school youth during summer and/or non-summer months, such as supportive services, needs-based payments, or day care.

As noted immediately above, funded community organizations selected to operate year-round programs for out-of-school youth are contractually required to refer youth to needed services and supports. Youth participating in these programs receive a mix of wages and stipends.

10. Describe strategies to incorporate the required youth program elements within the design framework. Elements to include are:

- tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention;
- alternative secondary school services;
- summer employment opportunities linked to academic and occupational learning;
- paid and unpaid work experiences;
- occupational skill training;
- leadership development opportunities;
- comprehensive guidance and counseling;
- adult mentoring;
- supportive services; and
- follow-up services.

In all cases, funded contractors must offer youth access to the WIA required elements. While every contractor will not offer all ten elements (e.g., alternative education) through the network of youth services, contractors will be trained and able to make appropriate referrals based on the needs of youth. WorkReady year-round priorities, identified above in response to question #6, and the design framework, described in #7, provide specific instances of how program types reflect WIA required elements. Targeted training is provided in advance of contract initiation on the required elements, and ongoing technical assistance and annually monitoring help to ensure that elements are successfully addressed.

The contractor checklist, included immediately below, helps to identify the specific elements and tracks the amount of time provided to these components on a weekly basis. As part of the application and selection process, contractors are asked to identify primary and secondary services provided as well as services provided through referrals. The approximate number of hours per week that youth are engaged in those activities is also monitored to ensure that the intensity of services is applicable to the needs of youth. The integration of quality standards and best practices occurs through trainings and site visits.
11. Describe services provided to non-WIA eligible youth under the 5 percent exception (WIA Section 129(c) (5)). Include the process and criteria used to determine "serious barriers to employment."

The 5 percent exception is rarely exercised, given the significant need of most youth served through WIA funds in Philadelphia. However, on a case-by-case basis, contracted organizations may submit requests on behalf of youth who may not meet income guidelines but evidence other barriers to employment. Assuming there is sound justification and that there is room within the 5 percent exception, then the request will be considered. However, since the advent of WIA programming, the Council and Philadelphia WIB have not come close to granting the full 5 percent exception.

12. Describe the Summer Youth Employment Program (SYEP) authorized by the ARRA. In your description, distinguish between WIA-funded and Recovery Act-funded youth, as appropriate when different program components apply, including:

- Program period: July 6, 2009 – August 14, 2009
- Program design for younger, in-school, and older or out-of-school youth (including the 22-24 year olds that can be served with ARRA funds). Academically-enriched summer programs are primarily focused on younger youth, although older youth are also eligible. Out-of-school youth programming is primary focused on older youth, and involves more intentional work experience, occupational skills training and academic enrichment.
• Program elements: Regardless of worksite placement or program types, all youth engage in experiential learning (workplace experience or service learning) academic enrichment via project-based instruction and focused opportunities to master and demonstrate 21st Century skills.

• Pre-/post-work readiness test: All youth are assess with a locally-devised, supervisor-administered instrument designed to measure seven specific 21st Century skills.

• Types of worksites: varied – 2,500 youth are placed in hundreds of worksites at private sector workplaces, community service settings, higher education institutions, and community-based organizations.

• Use of wages and/or stipends: All summer jobs participants receive the minimum wage of $7.25. Out-of-school program participants receive a combination of wages and stipends, depending on the specific program and activity.

• 2010 Summer

The 2010 summer program operated from July 5, 2010 through August 13, 2010. The program design and elements, work readiness assessments, worksites and uses of wages and stipends were comparable to 2009.

The major difference from 2009 was the availability and use of ARRA TANF ECF to support summer jobs. Because TANF ECF could support wages only, the PWIB and Council dedicated many of their traditional sources of support for summer jobs – e.g. foundations, the City and other government contributions, School District, etc – to covering the non-wage costs of summer employment. As a result of these efforts, in combination with ongoing support from area employers who continued to support more than 1,000 summer Internships, Philadelphia was able to leverage more than $8M in TANF ECF wage subsidies, and to provide more than 11,100 young people with high-quality work and service experiences in 2010.

G. Business Services

1. Describe the role of the Business Service Team in the PA CareerLink system.

The Business Service Team is organized by and functions under the leadership of the Director of Business Services, who is staff of the current Title I Operator for Adult and Dislocated worker service provider, PWDC. The Director will remain in this role within the new organization.

Each PA CareerLink Philadelphia center has designated an individual who will serve as an Employer Services/Business Services liaison in each center. In that capacity, the liaison will be responsible for outreach to employers for the expressed purpose of identifying job orders but, in addition, will be trained by the business services division to assess and address questions related to the services delivered under the business services model, which include access to tax incentives, customized, on-the-job and incumbent worker training.

This liaison meets monthly with the entire Business Services Team to share pertinent information on employers contacted during that month in their center. They also receive instruction and/or direct assistance from the business services division. The liaison will handle questions in the center regarding business services, and will distribute the marketing materials as needed. The employer/business service liaison is the person to contact key persons within the business services division when necessary.
The Employer Services Team will remain integrated with staff from the WIA Title I contractor and BWDP. These staff members create job orders, perform job order maintenance, and seek to create new relationships with employers. Employer Services Team staffers are located at each PA CareerLink Philadelphia site.

2. Describe how the Local Area ensures that local strategic plans and goals of the PA CareerLink system for business services are communicated and connected with Business Services Teams.

Business Services Team members communicate with the PA CareerLink administrators who are informed of the direction of Business Services through the PA CareerLink Operator Consortium and, more specifically, the WIA Title I Operator who is responsible for translating the strategic priorities established by the Philadelphia WIB into operational goals. The extent to which these goals are met are monitored and additional guidance provided by the Philadelphia WIB. In addition, members attend training sessions to ensure up-to-date skill sets and obtain current information from Center for Workforce Information Analysis (CWIA) as well as instruction on how to utilize the department’s resources. Additionally, the Philadelphia WIB’s research team provides guidance and direction on a set of labor market information.

3. Describe service innovations offering human resource solutions for business customers, including development of: career ladders, industry recognized credentialing, customized service delivery, and collaboration or partnership.

The Philadelphia WIB, through a number of partnerships, has developed several human resource solutions for business customers. These projects are developed in response to intelligence that is gathered by strategic and operational partners as well as industry. Specifically, members of the business services teams are critical to the development of these projects as their input is informed by on-the-ground experience in addition to their implementation role. For example, with regard to the development of career ladders, the Philadelphia WIB partnered with the Greater Philadelphia Restaurant and Purveyors Association to develop a recruitment mechanism for its members through the local PA CareerLink system. This project not only resulted in the development of collaterals that illustrated the career paths inherent in this sector, but included a customized, curriculum-based workshop designed to impact the high turn-over rates experienced within this industry—an unprecedented event for our region. Additionally, Philadelphia WIB, through its partnership with the Montgomery County, WIB and the Community Colleges in Philadelphia and Montgomery County developed a Career Pathways program for the financial services sector based on industry input with recruitment also conducted through the PA CareerLink system.

4. Describe any Local Area plans for waiving the required 50 percent matching employer payment for Customized Training. If applicable, describe the criteria that will determine the percentage of cost to be paid by the employer.

The investment of private dollars is a key strategy that maximizes the availability of flat and, sometimes, decreased funding. Philadelphia employers are earnest in their efforts and have eagerly invested in Philadelphia’s labor force, allowing their respective organizations to remain competitive. To that end, there are no plans to waive the required 50 percent matching employer payment of customized training. However, conditions may develop that warrant consideration of waiving the 50% employer match in order to meet an employer’s workforce needs through customized training, and a decision will be made based upon the circumstances of the situation.
5. Describe any plans the Local Area has to permit the use of up to 10 percent of Local Area formula funds to conduct Statewide Activities, such as Incumbent Worker Training.

The availability of funding through Governor Rendell’s Job Ready Pennsylvania and Statewide Activities funds, allows the Philadelphia Workforce Investment Area to apply 100 percent of the local area formula dollars to serve adults and dislocated workers. The Philadelphia WIB in concert with its partners has applied and secured additional funding thereby leveraging the conventional WIA allocation. Philadelphia will continue to pursue and maximize the availability of resources made available by the Commonwealth. However, the decision to not use 10 percent of locally allocated funds for statewide activities may be re-evaluated if local economic conditions develop that warrant such consideration.

H. Faith-Based Organizations

Describe service coordination with Faith-Based and Community Organizations.

The Philadelphia WIB values the unique perspective, quality, and role of faith-based and community organizations. As such, we coordinate service delivery with those organizations in a number of ways. They participate in periodic meetings with faith-based and community organizations designed to inform them of broader workforce services, but particularly to provide technical assistance that would better position them to successfully apply for various workforce grants. Connection with those same organizations has resulted in them serving as PA CareerLink Community Outreach centers.

VII. Administration

A. Program Administration

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

In addition to the policies and guidelines included in the plan, the Philadelphia WIB developed public policy for the local workforce investment system to clarify the Philadelphia WIB’s position. The policies were designed to answer six fundamental policy questions, as outlined below.

- Is the workforce system fundamentally about job attachment or is it about skill enhancement?

- What should the balance be between the services offered in multiple locations across the city and service centralized at a few locations?

- How should the CareerLink system provide services to people in neighborhoods be balanced, particularly during a time of reduced state and federal funding that may limit physical locations?

- What type of investments in training make the most sense given limited resources? As a follow-up, what is the best way to balance customer choice against skill demand?

- What policies can be developed to maximize resources to provide non-training workforce services (counseling, assessment, labor exchange information, prescreening, résumé development, etc.) to employers and individual customers?
The WIA Title I fiscal agent, prepares and submits for approval an annual strategic plan for investments, based on priorities articulated by the Philadelphia WIB. The plan is submitted to the Philadelphia WIB Employer Strategies and Human Capital Committee, which provides feedback and first-line approval. The annual plan is then submitted to the full board for presentation and approval. The plan is monitored through monthly meetings between Philadelphia WIB leadership staff and Title I contractor leadership staff to ascertain alignment, and monthly reports from the fiscal agent to the Philadelphia WIB, which detail financial activities, services provided, and related monthly and year-to-date outcomes. Given the inclusion of the fiscal agent responsibilities within the auspices of the Philadelphia WIB, Inc., the process by which oversight of WIA funds will be more streamlined, and the related protocol and processes will be established accordingly. Further, the Philadelphia WIB has a competitively selected WIA YouthWorks Fiscal Administrator (the Philadelphia Youth Network) to be accountable for administering the youth portion of the investment plan under the direct auspices of the PWIB Youth Council. Because WIA youth funding is distributed via a competitive process that occurs bi-annually, the process differs from that used for Adult and Dislocated Worker funds. With youth funds, approximately once every 18 months, the Youth Council conducts a comprehensive analysis of current programs and uses that analysis to develop a two-year strategy for year-round, youth programming. This strategy is recommended by the Youth Council to the Philadelphia WIB, and when approved is used as the basis for the grant solicitation. This strategy has been incorporated into the contract between PWDC and PYN to move youth funds, and will continue to occur with the Philadelphia Works, Inc. as the new fiscal agent. There have been, and there will continue to be periodic meetings between leadership staff of the Philadelphia WIB and PYN, as well as periodic status reports regarding youth funds and related activities and outcomes. In addition, the Philadelphia Works, Inc., will conduct periodic fiscal monitoring of PYN to ensure appropriate activity and internal controls. Lastly, both contractors are formally monitored by the Philadelphia WIB, as per the Monitoring Policy described later in the plan (section VIII – Performance: A.1.). Moving forward, new monitoring policies and protocols will be developed, and executed, to appropriately align with the changed structure of Philadelphia’s public workforce system.

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

In an effort to avoid duplication of administrative costs, the Philadelphia WIB has put a number of measures in place. For example, the Philadelphia WIB ensures monitoring is conducted at several levels and spread across a number of entities. This approach works to avoid duplication of this administrative function. At present, the WIA fiscal agent, PWDC, and PYN, the contracted WIA Youth manager, conducts fiscal/procurement and programmatic monitoring of its respective subcontractors. The Philadelphia WIB, in turn, does spot monitoring to confirm PYN and PWDC has conducted its monitoring in alignment with the respective policies. This process will be modified accordingly, given the revised structure, and will further eliminate duplication.

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

The Philadelphia WIB maintains a comprehensive inventory of all equipment purchased with grant funds as well as shares that inventory with PWDC. Prior to the acquisition of any new items, the Philadelphia WIB requires a review of current property listings. The Chief Operations Officer (COO) shall develop and maintain a comprehensive inventory of all prospective vendors of the types of administrative goods and services governed by these policies. The vendor inventory shall be developed from a periodic solicitation of prospective vendors through newspaper advertisements, mass mailings and other appropriate means. Such inventory will contain all relevant and necessary information.
about companies and organizations that are interested in and capable of providing administrative goods and services to the Philadelphia WIB.

The vendor inventory shall be kept current by the COO, who shall make every effort to ensure that prospective vendors are well represented by small, minority and women-owned businesses as well as larger, regional and national firms. The COO shall also ensure that prospective vendors who have been suspended or debarred from contracting with the federal government per Executive Order 12549 will not be included on the inventory, or will be removed once each status has been determined. The Vendor Inventory shall be the primary source list, from which competition will be sought, for the administrative goods and services purchased by the Philadelphia WIB.

The Philadelphia WIB uses cost and quality comparison procedures to ensure economy in the purchase of all items and services, and solicits three price quotations (unless the COO is unable to locate three vendors) in writing submitted on vendor letterhead from a variety of area vendors for purchases of $5,000.00 or greater. Bids are compared on the basis of the purchase and maintenance cost of the item, the quality and reliability of the product(s) or service(s), and the timeliness of delivery.

The Philadelphia WIB’s full property management policy is as follows:

The Philadelphia WIB’s Procurement Policy and Procedure is intended to comply with the general requirements of the Workforce Investment Act of 1998, OMB Circulars A-87, A-102, A-133, and final rule (20 CFR Part 652 and Parts 660 through 671), and the policies established by the Commonwealth of Pennsylvania, Department of Labor, Bureau of Workforce Investment. The policies and procedures will serve as administrative guidance to the staff of the Philadelphia WIB to carry out the specific types of procurement activities.

PURPOSE:

The purpose of our policy and procedure is to ensure that:

- the public funds under the control of the Philadelphia WIB are used efficiently and prudently in the purchase of administrative goods and services;
- a full accounting is available and given for all procurements; and
- procurement transactions are carried out in accordance with the highest ethical standards.

SCOPE:

The policy and procedures apply specifically to the purchase of goods and services that support the administrative functions of the Philadelphia WIB in carrying out its responsibilities as a grantee of state and federal financial assistance programs. The particular types of goods and services include, but not necessarily limited to, the following:

- Consumable supplies
- Office equipment and furniture
- Conference management and catering
- Management consulting
- Technical assistance and training (staff)
- Computer hardware and software
- Communications equipment and services
- Space and facilities rental
GENERAL PROCUREMENT POLICY:

The procurement activities shall be conducted in a manner consistent with the standards set forth in the applicable OMB Circulars and the applicable laws and regulations of the federal government and the Commonwealth of Pennsylvania. Accordingly the Philadelphia WIB adopts the following policy statements:

- No employees, officers, or agents of the Philadelphia WIB shall participate in the selection, award, or administration of a contract in which Philadelphia WIB funds are used where, to their knowledge, they or their immediate families or partners have a financial interest or with whom they are negotiating or has any arrangement concerning prospective employment.

- The Philadelphia WIB's officers, employees, or agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or potential contractors. Disciplinary actions shall be applied to employees, officers, and/or agents who violate the rule.

- All procurement transactions shall be conducted in a manner to provide to the maximum extent practical, open and free competition. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors who develop or draft specifications and other requirements for Philadelphia WIB solicitation instruments shall be excluded from competing for such procurements.

- Awards shall be made to the vendor whose offer is responsive to the solicitation and is most advantageous to the Philadelphia WIB, price and other factors considered.

- Solicitations shall clearly set forth all requirements that the vendor must fulfill, in order for the offer to be evaluated. Any and all offers may be rejected when in the best interest of Philadelphia WIB to do so.

ORGANIZATIONAL RESPONSIBILITY:

The procurement of administrative goods and services shall be supervised and managed by the COO of the Philadelphia WIB, under the direction of the CEO.

The responsibilities of the COO will include the following:

- Processing organization purchase requests
- Classification of purchases according to the criteria contained herein
- Identification and selection of vendors
- Negotiation and execution of purchase orders and contracts
- Monitoring the terms of purchase orders and contracts
- Maintenance of vendor inventories
- Ensuring that all procurements are documented
- Maintenance of all procurement files and records, and
- Other responsibilities as assigned by the CEO

The COO shall have the authority to approve and execute purchase orders that do not exceed $5,000 (excluding contractual agreements). The CEO has the authority to approve purchases in excess of $5,000. The CEO must also sign any contractual agreement before execution.
VENDOR INVENTORY:

The COO shall develop and maintain a comprehensive inventory of all prospective vendors of the types of administrative goods and services governed by these policies. The vendor inventory shall be developed from a periodic solicitation of prospective vendors through newspaper advertisements, mass mailings, and other appropriate means. Such inventory will contain all relevant and necessary information about companies and organizations that are interested in and capable of providing administrative goods and services to the Philadelphia WIB.

The vendor inventory shall be kept current by the COO, who shall make every effort to ensure that prospective vendors are well represented by small, minority, and women-owned businesses as well as larger, regional and national firms. The COO shall also ensure that prospective vendors who have been suspended or debarred from contracting with federal government per Executive Order 12549 will not be included on the inventory, or will be removed once each status has been determined.

The Vendor Inventory shall be the primary source list, from which competition will be sought, for the administrative goods and services purchased by the Philadelphia WIB.

BIDDING/QUOTATION PROCESS:

Three bids (unless the COO is unable to locate three vendors) must be obtained on vendor letterhead for any purchase in excess of $5,000. All purchases over $1,000 will only be processed after reasonable cost comparison with more than one vendor. Prices will be obtained in a manner consistent with the funding sources’ regulations. The organization will use a bid process for major services used by the organization such as audit, banking, insurance, and other services as determined by management, the Executive Committee, or the Board. The organization is not obligated to accept the lowest bid and may reject any and all bids. Funding sources may dictate whether an invitational bid or open bid is required.

A solicitation for goods and services (requests for proposals) should provide for all of the following:

- A clear and accurate description of the technical requirements for the material, product, or service to be procured. In competitive procurements, such a description shall not contain features, which unduly restrict competition.

- Requirements which the bidder/offer or must fulfill and all other factors to be used in evaluating bids or proposals (see the next section entitled “Evaluation of Alternative Vendors” for required criteria).

- A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.

- The specific features of “brand name or equal” descriptions that bidders are required to meet when such items are included in the solicitations.

- Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.
A description of the proper format, if any, in which proposals must be submitted, including the name of the Philadelphia WIB contact person to whom proposals should be sent.

The date by which proposals are due.

Required delivery or performance dates/schedules.

Clear indications of the quantity requested and unit(s) of measure.

**RECEIPT OF LATE PROPOSALS:**

Solicitations should provide for sufficient time to permit the preparation and submission of offers before the specified due date.

Vendor proposals are considered late if received after the due date and time specified in the solicitation. All such late proposals shall be marked "Late Proposal" on the outside of the envelope and retained, unopened, in the procurement folder. Vendors that submit late proposals shall be sent a letter notifying them that their proposal was late and could not be considered for award.

**Evaluation of Alternative Vendors:**

Alternative vendors shall be evaluated on the following criteria:

- Adequacy of the proposed methodology of the vendor
- Skill and experience of key personnel
- Demonstrated company experience
- Other technical specifications (designated by department requesting proposals)
- Compliance with administrative requirements of the request for proposal (format, due date, etc.)
- Vendor's financial stability
- Vendor's demonstrated commitment to the nonprofit sector
- Results of communications with references supplied by vendor
- Ability/commitment to meeting time deadlines
- Cost
- Minority- or women-owned business status of vendor
- Local vendors will be utilized when all other factors are equal.
- Other criteria (to be specified by department requesting proposal)

**SPECIAL PURCHASING CONDITIONS:**

*Emergencies:* Where equipment, materials, parts, and/or services are needed, quotations will not be necessary if the health, welfare, safety, etc., of staff and protection of organization property is involved.

*Single Distributor/Source:* Where there is only one distributor for merchandise needed and no other product meets the stated needs or specifications, quotations will not be necessary.

*Contracts:* All contracts shall contain suitable provisions for the termination by the recipient, including the manner by which the termination shall be effected and the basis for settlement. In addition, such contracts shall describe conditions under which the contract may be terminated for default as well as conditions where the contract may be terminated because of circumstances beyond the control of the contractor.
EQUIPMENT RENTAL:

No employee will rent equipment from a vendor who assumes that liability for the equipment or persons using the equipment are the responsibility of the renter. Philadelphia WIB shall not rent equipment if the rental agreement is in conflict with or not covered by Philadelphia WIB’s liability insurance carrier. Vendors who have buy-on insurance policies may be considered but must have the approval of the COO or CEO.

ETHICAL CONDUCT IN PURCHASING:

Ethical conduct in managing the organization’s purchasing activities is an absolute essential. Staff must always be mindful that they represent the Board of Directors and share a professional trust with other staff and the general membership.

Staff shall discourage the offer of, and decline, individual gifts or gratuities of value in any way that might influence the purchase of supplies, equipment, and/or services. Staff shall notify their immediate supervisor if they are offered such gifts. However, unsolicited gifts of a nominal value, $50 or less may be accepted with the approval of the CEO.

Conflicts of Interest Prohibited:

No officer, board member, employee, or agent of the Philadelphia WIB shall participate in the selection or administration of a vendor if a real or apparent conflict of interest would be involved. Such a conflict would arise if an officer, board member, employee or agent, or any member of his/her immediate family, his/her spouse/partner, or an organization that employs or is about to employ any of the parties indicated herein, has a financial or other interest in the vendor selected.

4. Describe how the LWIB will ensure that Recovery Act funds will supplement, not supplant, existing resources.

To ensure Recovery Act funds were supplemented and did not supplant resources, WIA formula funds were competitively procured through a separate process than the process utilized for ARRA funds. The focus for investing formula funds aligned with longer standing priorities that include: business services, skills training, through customized and ITAs, PA CareerLink center infrastructure costs, job placement and retention, and performance management and monitoring. ARRA funds, in order to supplement the investment of formula funds, primarily supported slightly different priorities, including: a preference for credit-bearing education and training programs, contracts with higher education institutions, focus on emerging industries, such as green and alternative energy, and implementing a more robust assessment process in PA CareerLink centers. These funds will be fully expended by June 30, 2011 and it is our intent to review the impact of strategy priorities implemented for the Recovery Act funds to maximize future formula funds.

5. Describe the monitoring and oversight criteria and procedures the Local Area has in place to ensure not only compliance with the laws, regulations and guidance but also with the intent and spirit of the Recovery Act, particularly plans to monitor reemployment services and summer employment, including summer employment worksites.

The Philadelphia WIB developed and implements a robust compliance and oversight monitoring policy and related protocols (details outlined in a subsequent section) that will serve as the basis for monitoring of ARRA-funded activities and programs. Enhancements will be made to current Philadelphia WIB monitoring policy and protocols to ensure alignment with the intent of the Recovery Act.

6. Describe pro-active risk management strategies the LWIB will implement to prevent waste, fraud, and abuse of all funds and activities.
The Philadelphia WIB employs Generally Accepted Accounting Procedures (GAAP) to ensure proper controls and procedures over all activities. This includes internal and external audits of all fiscal activities. Further, the Philadelphia WIB ensures similar practices are prevalent with our major operational partners, PWDC and PYN, and their subcontractors.

C. Procurement:

1. Describe the competitive and non-competitive process that will be used to award grants and contracts for activities under Title I of WIA, including how potential bidders are made aware of the availability of grants and contracts. Include the process to procure training services that are made as exceptions to the ITA process.

To procure training services not covered through the ITA system in the immediate future, the fiscal agent (now Philadelphia Works Inc.) will continue the system outlined below, that was developed by the previous fiscal agent, PWDC, and with guidance from the city and Commonwealth, will areas to enhance the process.

A legal notice of the request for proposal (RFP), which is released in the spring of each year, is placed in Philadelphia’s 2 daily newspapers with citywide distribution. Unions will also receive a copy of the legal notice. The RFP is also mailed to over 300 agencies, including a wide variety of public and private organizations, community groups, and education and training organizations.

Potential training providers submit program proposals to the fiscal agent. Program proposals must include programmatic information, detailed information on the provider’s past performance, and an Agency Information sheet (information concerning an agency’s status, bonding, terminations, or suspension of any federal, state, or city contracts, insurance coverage, permits, citations or fines, or audit issues).

Teams of PWDC program staff review each proposal, evaluating each for its content, budget, and compliance with the Philadelphia WIB, WIA-mandated and PWDC-imposed standards. Program proposals are presented to PWDC’s Board of Directors. The Board reviews all programs applying for WIA funding. The full Board votes on all program proposals. The PWDC Request for Proposal package contains information on the above-referenced criteria and standards used to evaluate each proposal. Training services not provided through the ITA system (customized and OJT) are delivered to meet skills training needs of employers. The need for employer training through customized and OJT is determined through outreach efforts of PA CareerLink specialists and staffing specialists, as well as direct requests from employers.

2. Describe the criteria used for awarding grants for all WIA and Recovery Act youth activities, including criteria used to identify effective or ineffective youth activities and providers of such activities.

Criteria for identifying successful applicants for PWIB funding:

a. Capacity
   - Mission and vision aligned with service goals
   - Relevant, substantial experience with comparable services
   - Success, quantitatively assessed and presented, delivering comparable services
   - Infrastructure necessary to effectively absorb and support the program within the organization (including an organizational chart that explains where the program will sit within the organization.)
Financial capacity to sustain program -- of particular importance to providers applying to enter into hybrid cost-reimbursement/performance-based contracts.

b. Evaluation and Data
   o Provider uses data to monitor, evaluate, and improve programs
   o Provider has an effective plan to evaluate the proposed program on an ongoing basis
   o Provider has an effective plan to enter service and outcome data in PYN's data base in an ongoing, timely manner.

c. Staffing
   o Provider has an effective staffing plan for the program that delineates staff positions, areas of responsibility, and selection criteria to be used to fill positions.

d. Partnerships
   o If partnerships are necessary, providers have partnerships in place to deliver all service components.
   o The roles, responsibilities, and commitments of each partner are clear, written in the proposal, and documented in letters of commitment from each partner.
   o The provider presents an effective plan to manage the partnership, addressing methods of communication and assessment.

Criteria for identifying effective youth activities

e. Model development: Program models are developed based on the following criteria
   o Appropriate use of WIA funds
   o Models designed to deliver WIA attainment, placement, and literacy/numeracy outcomes
   o Models that fit within the strategic framework of the Youth Council
   o Models that meet the expressed needs of the youth and provider communities
   o Models that incorporate best practices and research

f. Program Identification: To be selected, individual providers must:
   o Describe in detail an effective recruitment, enrollment and orientation process
   o Describe in detail an effective retention strategy
   o For every component detailed in the description of a program model in a request for proposals document - and this varies substantially by program model -- providers must explain precisely how they intend to deliver that component, including a program schedule and calendar
   o If the provider has past-performance history with a like program model at PYN, include performance data in evaluation.

3. Describe how providers of all youth services are procured under the Recovery Act. If using funds for summer employment opportunities and the fiscal agent or the LWIA is not operating this program element, please specifically describe procedures for procuring summer employment operational entities and job opportunities.
The PWIB and Council issued a total of three Requests for Proposals which included ARRA youth-related funds: one for summer 2009 programs (which included ARRA youth employment funds dedicated to summer jobs); one for summer 2010 programs (which included a wide variety of investments, such as ARRA youth employment, ARRA TANF ECF, foundations and government); and one for out-of-school youth programs for the period September 1, 2009 through June 30, 2011 (which included the out-of-school youth component of ARRA youth employment funding).

In each case, the PWIB and Council designed and approved the Request for Proposals, which was then made available to hundreds of eligible applicants in the Philadelphia Workforce Investment Area, followed by a bidders’ conference for all interested parties. Proposals were reviewed and scored by teams of PWIB and Council members, augmented by others with expertise in youth workforce preparation. Proposals were reviewed, ranked and recommended by the Council, and final funding decisions were made by the PWIB.

Based on the PWIBs decisions, PYN negotiated contracts with successful bidders, and undertook a series of trainings to ensure effective program oversight and management, and to convey the principles of effective youth workforce development practices.

4. Describe the process to award contracts for Customized Training, On-the-Job Training

An RFP is released annually, which gives employers and vendors the opportunity to bid on providing a CJT program. Proposals are reviewed by a committee, evaluating each for content, budget, and compliance with the Philadelphia WIB, WIA-mandated, and PWDC-imposed standards. Selected program proposals are presented to PWDC’s Board of Directors and they review them. The full Board votes on all selected program proposals. The PWDC request for proposal package contains information on the above-referenced criteria and standards used to evaluate each proposal. Training services not provided through the ITA system (customized and OJT) are delivered to meet skills training needs of employers. The need for employer training through customized and OJT is determined through outreach efforts of the business service team and CareerLink staffing specialists, as well as direct requests from employers.

5. Describe how the LWIA will implement the Recovery Act provision allowing the LWIB to award a contract to an Institution of higher education or other eligible training provider if the LWIB determines that it would facilitate the training of multiple individuals in high-demand occupations, and if such a contract does not limit customer choice.

The Philadelphia WIB, in recognition of the impact to helping connect job seekers to family-sustaining employment and onto the path toward career advancement, as well as to implement the ARRA provision allowing LWIBs to award a contract to an institution of higher education, has given preference to workforce development programs that yield college credit and/or have an articulation/partnership with a credit-bearing institution. As a result, two institutions of higher education were awarded ARRA WIA-funded contracts through a competitive process.

6. Describe the system to assure compliance with federal and state laws and regulations regarding Minority and Women Business, discrimination or harassment.

Positive efforts shall be made by the Philadelphia WIB to utilize small businesses, minority-owned firms, and women’s business enterprises, whenever possible. The following steps shall be taken in furtherance of this goal:

a. Ensure that small business, minority-owned firms, and women’s business enterprises are used to the fullest extent practicable.
b. Make information on forthcoming opportunities available and arrange time frames for purchases and contracts to encourage and facilitate participation by small business, minority-owned firms and women's business enterprises.

c. Consider in the contract process whether firms competing for larger contracts tend to subcontract with small businesses, minority-owned firms, and women's business enterprises.

d. Encourage contracting with consortiums of small businesses, minority-owned firms, and women's business enterprises when a contract is too large for one of these firms to handle individually.

e. Use the services and assistance, as appropriate, of such organizations as the Small Business.

D. APPEALS PROCESS:

1. Describe the procedures established for providers of youth or training services to appeal a denial of eligibility, a termination of eligibility or other action by the Board or One-Stop Operator.

   The Philadelphia Youth Network has established grievance procedures which are described in the contractual agreement with providers and reviewed again during the training of staff at the beginning of each contract cycle. Any person who believes that he or she or any specific class of individuals has been or is being subjected to discrimination on the basis of race, color, religion, sex, national origin, age, disability, political affiliation on belief and for beneficiaries only, citizenship or participation in WIA, may file a written complaint which will be forwarded to the Program Officer at PYN. If the client or provider is not satisfied with the outcome, an informal hearing may be held with the Chief Operations Officer. The next step would entail the appointment of an impartial hearing officer to hear the complaint. If resolution is not met through these procedural steps, then if the complaint does not receive a decision from PYN within 60 days of filing the complaint, or receives a decision that is unsatisfactory to the complainant, the complainant has the right to request a review of the complaint by the Governor.

2. Describe the procedure(s) for individual customers to appeal a denial of eligibility, reduction or termination of services or other adverse action by the PA CareerLink or service provider.

   As noted in Section E of this document, the local workforce investment area has established a Complaint Process, which is in accordance to CFR Part 37. Section 37.76 of the WIA and includes the required elements of a recipient's discrimination complaint processing procedures. Complaint forms for filing allegations of discrimination at the local, state and federal levels can be obtained from the EO Liaison in the CareerLink, the Local WIA EO Officer, the Office of Equal Opportunity, or directly from CRC. Complaints must be filed within 180 days from the date of the alleged occurrence of discrimination. Complaints filed after the 180-day time period will be forwarded to CRC. The Director of CRC, for good cause shown, may extend the filing time beyond 180 days.

   Individuals, specific classes of individuals, or authorized representatives may file complaints/allegations of discrimination regarding CareerLink issues with the Equal Opportunity liaison in the CareerLink who forwards them directly to the State Equal Opportunity Officer.
Individuals, specific classes of individuals, or authorized representatives may file complaints/allegations of discrimination about LWIA programs or services with the Local Workforce Investment Area's Equal Opportunity Officer, or directly with the State Equal Opportunity Officer. Complainants are also made aware of their right to file allegations directly with the USDOl Civil Rights Center (CRC).

NOTE: Complaints/allegations do not have to be submitted on the prescribed complaint form in order for them to be considered valid complaints or allegations. Discrimination complaints may be submitted to:

**Local Workforce Investment Area Equal Opportunity Liaison**
Mr. Auto Heath, Jr., Director
Office of Equal Opportunity
Department of Labor & Industry

TDD/TTY 1-800-654-5984 or PA Relay 711
Or
Director, Civil Rights Center
U.S. Department of Labor
200 Constitution Avenue, NW
Room N-4123
Washington, DC 20210
(202) 219-7026
TDD (202) 219-7003

Complaints filed by the complainant or his/her authorized representative must be filed in writing and must contain the complainant's and respondent's name and address, date alleged incident of discrimination occurred, a description of the allegations with enough detail to allow a determination by the Civil Rights Center (CRC) or Department of Labor & Industry about jurisdiction over the complaint, whether or not the complaint was filed in a timely manner, apparent merit, and, if true, whether the allegations would violate any of the nondiscrimination and, equal opportunity provisions of WIA, and the complainants or his/her authorized representative's signature.

**Procedures for Complaint Processing at the Local Workforce Investment Area Equal Opportunity Officer Level**

Upon notification of a discrimination complaint, the LWIA EO Officer must inform the complainant of their right to file a complaint and have it investigated at the local, state, or federal level. All complaints filed with the LWIA Equal Opportunity Officer must be immediately reported to the EO Officer in the Department of Labor & Industry.

If the complainant elects to attempt resolution at the local level, the LWIA EO Officer, based on consultation with the state OEO, will conduct fact-finding/investigation at the local level in consonance with procedures outlined in the WIA.

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

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

For complaints that are not EO in nature and an appeals process is necessary, the issue will be attempted to be resolved at the level from which the complaint generates and escalated to a higher official in the following order PA CareerLink Administrator, PA CareerLink Consortium, the Philadelphia WIB.

E. Equal Opportunity and Affirmative Action

1. Provide contact information for the Equal Opportunity (EO) Officer and EO Liaisons in the Local Area
   EO Officer:
   Suzanne Krasinsky
   Philadelphia Workforce Development Corporation
   1617 JFK Blvd., 13th Floor
   Philadelphia, PA 19103
   215-854-1993
   skrainsky@pwdc.org

   Contact information for EO Liaisons by center:

   Jennifer Siroli
   PA CareerLink Philadelphia North
   990 Spring Garden Street
   Philadelphia, PA 19123
   215-560-5465
   TDD/TTY: 215-560-5389

   Tony Zimmerman
   PA CareerLink Philadelphia Northwest
   235 WestChelten Avenue
   Philadelphia, PA 19144
   215-560-5187
   TDD/TTY: 215-560-5157

   Rick Ramos
   PA CareerLink Philadelphia Northeast
   Academy Plaza Shopping Center
   3210 Red Lion Road
   Philadelphia, PA 19114
   215-281-1038
   TDD/TTY: 215-632-6451

   Larry Lattimore
   PA CareerLink Philadelphia Suburban Station
   1617 JFK Boulevard, 2nd Floor
   Philadelphia, PA 19103
   215-557-2592
   TDD/TTY: 267-514-8076
2. Describe how the identity of the EO Officer and the appeal process are made available.

The EO officer is identified on all local PA CareerLink materials as well as placards located in each one-stop center. Through this advertisement, the customer is instructed to contact the center’s liaison who initiates the complaint process. Customers are also informed of the complaint process when they receive a copy of the Civil Rights Statement, as well as mandatory posting displayed throughout WIA programs and/or facilities where the "Equal Opportunity Is the Law" poster is displayed in both English and Spanish. As articulated in the WIA, a written Notice of Final Action is provided to the complainant within 90 days of the date on which the complaint was filed. Information on appealing to the Commonwealth is included in the Notice of Final Action.

3. Describe the appeal process for assuring that no individual shall be excluded from participation, denied benefit or employment, nor subjected to discrimination under or in connection with, any program or activity for any reasons, including but not limited to: race, color, religion, national origin or citizenship, age, disability, political affiliation or belief.

The local workforce investment area has established a Complaint Process, which is in accordance to CFR Part 37. Section 37.76 of the WIA and includes the required elements of a recipient's discrimination complaint processing procedures. In the event an appeals process is necessary, the issue will be attempted to be resolved at the level from which the complaint generates, and escalated to a higher official in the following order: Local PA CareerLink site office EEO liaison, Senior Director of EEO/ADA, followed by the State EEO officer. As previously mentioned, a written Notice of Final Action, is provided to the complainant within 90 days of the date on which the complaint was filed. Information on appealing to the Commonwealth is included in the Notice of Final Action.

VIII. PERFORMANCE

A. Performance Management

1. Describe the monitoring process and oversight criteria and procedures utilized to move the system workforce investment toward the LWIA goals.

Below are the policy and protocols currently in place to conduct required oversight and compliance monitoring, as dictate by local, state, and federal guidelines. However, given the impending change in the structure of Philadelphia’s public workforce system, all appropriate modifications will be made to ensure appropriate alignment and adherence to an enhanced vision in Philadelphia.

The Philadelphia WIB developed a policy to guide monitoring of WIA-funded services and the local PA CareerLink system, and includes the following:

Introduction
This policy statement is being issued to delineate monitoring and oversight responsibilities for the Philadelphia Workforce Investment Board (Philadelphia WIB) and the programs and agents it oversees. The Philadelphia WIB is responsible for oversight of the system as a whole and will carry out that responsibility through direct monitoring of major segments of the system and by requiring monitoring be performed by the fiscal agent and Workforce
Investment Act (WIA) Title I provider, the Philadelphia Workforce Development Corporation (PWDC), and the contract WIA Youth administrator, the Philadelphia Youth Network (PYN). Through this approach the Philadelphia WIB will ensure the entire system is given proper levels of oversight using the most appropriate resource at hand to complete the tasks.

The following section sets for the legislative and regulatory references for the monitoring process to be followed by the Philadelphia WIB.

Workforce Investment Act of 1998 (WIA)

Program Oversight (WIA, Section 117, (d) 4) The local board in partnership with the chief elected official, shall conduct oversight with respect to local programs of youth activities authorized under section 129, local employment and training activities authorized under section 134, and the one-stop delivery system in the local area.

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

a. Determine that expenditures have been made against the cost categories and within the cost limitations specified in the act and the regulations.

b. Determine whether or not there is compliance with other provisions of the Act and WIA regulations and other applicable laws and regulations.

c. Provide technical assistance as necessary and appropriate.

The Monitoring Policy will ensure that the Philadelphia WIB is in compliance with the Workforce Investment Act of 1998.

Guiding Principle

The Philadelphia Workforce Investment Board is committed to fulfilling its monitoring responsibility in a manner that is not over encumbering to the parties involved. As a result, the Philadelphia WIB will accept and utilize all other reports, audits, and review findings from federal and state agencies, as well as private, contracted auditing firms, where appropriate, as proxies for monitoring conducted by the Philadelphia WIB.

Methodology

WIA Title I Investment Strategy

The Philadelphia WIB, in order to fulfill its charge to develop policy, strategically plans and oversees the local workforce investment system, requires the development and submission of a strategy for allocating and investing Workforce Investment Act Title I adult, dislocated worker, and youth funds for Board review and approval.

The PWDC is responsible for developing a strategy for earmarking WIA Title I adult and dislocated worker funds to support the priorities of the Philadelphia WIB, and should submit a plan for review and approval by the Philadelphia WIB no later than March 31 of each program year.

The management of WIA Title I youth funds are deferred to the Philadelphia Youth Network (PYN). PYN, through its contract, and guided by the PWIB Youth Council, is responsible for developing a strategy for earmarking WIA Title I youth funds in accordance with the priorities of the Philadelphia WIB.
The Philadelphia WIB will monitor the extent to which WIA Title I funds are invested according to the Board-approved strategies developed by the PWDC and PYN.

For example, the Philadelphia WIB will consider the outcome of the Commonwealth of Pennsylvania Bureau of Workforce Development Partnership’s review of the Philadelphia Workforce Investment area fiscal and procurement system, as well as the results of the CareerLink quality review when conducting annual monitoring activities.

**WIB Administrative and Oversight Compliance**

The Philadelphia WIB will annually do a self-evaluation of its administrative and oversight responsibilities in compliance with the Workforce Investment Act.

**CareerLink Delivery System and Operator**

Monitoring of CareerLink development and operations will be conducted annually. Philadelphia WIB staff will ensure each site is visited to determine the following requirements are being met:

- Compliance with the following legal documents: Combined Business Plans and Resource Sharing Agreements, Memoranda of Understanding, Modifications to Agreements, Operator Consortium Agreements;
- Adherence to the chartering criteria;
- ADA requirements for sites;
- EEO requirements for sites;
- Customer satisfaction (both job seekers and employers);
- Progression of services (core-intensive-training);
- Continuous improvement strategies; and
- Best practices

The Philadelphia WIB is implementing a new monitoring tool to be used for all CareerLink sites. This monitoring tool is in compliance with the Workforce Investment Information Notice (WIIN) No. 3-00 Change 1, issued by the Pennsylvania Bureau of Workforce Development Partnership (BWDP).

The Philadelphia WIB will complete its monitoring of the CareerLink operations by May 31 of the corresponding program year. The Philadelphia WIB is responsible for advising the CareerLink operator of the results of the monitoring prior to the end of the program year (June 30). The operator is responsible for follow-up with each individual site.

If the Philadelphia WIB identifies an area(s) of concern, a corrective action plan must be submitted to the Philadelphia WIB within 30 days of the notification of the finding. The CareerLink site, through the Operator, then has 90 days to document follow-up activities and implement the corrective action. After 90 days, the Philadelphia WIB will assess progress to ensure the necessary actions have been implemented.

The Philadelphia WIB staff will report the monitoring findings to the designated oversight committee periodically with a final report in August of the subsequent program year. Once the committee approves the results, a full Board report will be presented at a subsequent Board meeting. If any of the CareerLink sites are working on a corrective action plan, progress will be reported to the committee and the full Board (as deemed appropriate by the oversight committee) on an ongoing basis to ensure the necessary actions have taken place.
TIMELINE FOR CAREERLINK MONITORING

<table>
<thead>
<tr>
<th>ACTION</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor Philadelphia PA CareerLink Centers</td>
<td>January – May</td>
</tr>
<tr>
<td>Monitoring Completed</td>
<td>May 31</td>
</tr>
<tr>
<td>Findings Compiled &amp; Communicated to Sites</td>
<td>By August 31</td>
</tr>
<tr>
<td>Report to the Board</td>
<td>1st Business Meeting after August 31</td>
</tr>
<tr>
<td>Corrective Action Plans received by Philadelphia WIB (if applicable)</td>
<td>By September 30</td>
</tr>
<tr>
<td>Status of Corrective Action Monitored (if applicable)</td>
<td>By December 31</td>
</tr>
<tr>
<td>Report to the Philadelphia WIB on Corrective Action Status (if applicable)</td>
<td>1st Business Meeting after December 31</td>
</tr>
</tbody>
</table>

Please note: The timeline for conducting monitoring activities may be revised to align with Philadelphia WIB Board meetings in order to effectively communicate findings to the Board. The revised timeframe will be communicated to all parties involved.

Fiscal Agent
The Philadelphia Workforce Development Corporation (PWDC) is the fiscal agent for WIA funds allocated to the Philadelphia Workforce Investment area. The fiscal agent is accountable to the Philadelphia WIB for successful administration of the responsibilities assigned to the fiscal agent as noted below. The Philadelphia WIB will monitor fiscal agent activities once per program year. The following areas will be reviewed:

- Procurement methods
- Fiscal System
- Cost Allocation Plan
- Internal controls
- Obligations and expenditures
- Audit requirements
- Rapid Response
- Insurance

The Philadelphia WIB monitoring of the PWDC will be completed by May 31 of each program year. The Philadelphia WIB will advise the PWDC of the results of the monitoring prior to the end of the program year (June 30). If the Philadelphia WIB identifies an area(s) of concern, a corrective action plan must be submitted to the Philadelphia WIB within 30 days of the notification of the finding. The PWDC then has 90 days to document follow-up activities and implement the corrective action. After 90 days, the Philadelphia WIB will assess progress to ensure the necessary actions have been implemented.

The Philadelphia WIB staff will report the monitoring findings to the designated committee periodically with a final report in August of the following program year. Once the committee approves the results, a full Board report will be presented at a subsequent Board meeting. If the PWDC is working on a corrective action plan, progress will be reported to the committee and the full Board (as deemed appropriate by the committee) on an ongoing basis to ensure the necessary actions have taken place.
TIMELINE FOR FISCAL AGENT MONITORING

<table>
<thead>
<tr>
<th>ACTION</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monitor PWDC</td>
<td>January – May</td>
</tr>
<tr>
<td>Monitoring Completed</td>
<td>May 31</td>
</tr>
<tr>
<td>Findings Compiled &amp; Communicated to PWDC</td>
<td>By August 31</td>
</tr>
<tr>
<td>Report to Philadelphia WIB</td>
<td>1st Business Meeting after August 31</td>
</tr>
<tr>
<td>Corrective Action Plan Received by Philadelphia WIB (if applicable)</td>
<td>By September 30</td>
</tr>
<tr>
<td>Status of Corrective Action Monitored (if applicable)</td>
<td>By December 31</td>
</tr>
<tr>
<td>Report to Philadelphia WIB on Corrective Action Status (if applicable)</td>
<td>1st Business Meeting after December 31</td>
</tr>
</tbody>
</table>

Please note: The timeline for conducting monitoring activities may be revised to align with Philadelphia WIB meetings in order to effectively communicate findings to the Board. The revised timeframe will be communicated to all parties involved.

PWDC Monitoring Responsibilities

PWDC is the WIA Title I provider for the Philadelphia Local Workforce Investment area. As such PWDC is responsible for oversight of the contractors it procures to deliver services. The Philadelphia WIB is, in turn, responsible for ensuring that monitoring conducted by the PWDC is in compliance with state requirements. PWDC is responsible for contract-related monitoring of the Philadelphia Youth Network (PYN).

The Philadelphia WIB is particularly concerned that the following five statewide minimum requirements for monitoring/oversight and evaluation of WIA contracts are addressed in the monitoring practices of PWDC. (WIIN 3-00 Change 1)

- Risk assessments to identify high risk operators
- Reviews of single audits
- Reviews of quality of service to enhance program accountability
- On-site visits to review records, documents, and observe operations
- Reviews of service providers’ financial and progress reports

The above strategies will address and identify those service providers in need of technical assistance.

The Philadelphia WIB requires that the PWDC utilize a risk assessment approach to narrow and concentrate their scope of review. Factors the PWDC may consider when assessing a service provider’s risk include:

- Size of budget
- Prior monitoring and audit results
- Number of participants
- Major changes in personnel or practices since last review
- First time operator
- History of disallowed costs
- Structure for provision of services
- Number of complaints
In addition to the PWDC providing the Philadelphia WIB with the process of establishing a risk assessment score, the Philadelphia WIB must receive a list of all WIA contracts held by the PWDC to identify high-risk operators. The list must include:

- The name of the contractor
- The contract amount
- The risk points based on the risk assessment
- The at-risk status, or lack thereof, of the contractor

The Philadelphia WIB will be provided both the written explanation of how risk assessment scores are generated and the complete list of WIA contracts no later than February of the corresponding program year.

Based on the risk assessment score, the Philadelphia WIB will hold PWDC accountable to monitor high-risk contractors first and give them priority status. In addition to the PWDC’s monitoring of high-risk contractors, the Philadelphia WIB will spot monitoring high-risk contractors in March of the corresponding program year. The Philadelphia WIB will schedule meetings with those contractors posing the highest-risks and other randomly selected contractors throughout the program year. The Philadelphia WIB will require that the PWDC send a list of scheduled meetings with contractors to the Philadelphia WIB by March of the corresponding program year. The Philadelphia WIB will compare the results of this spot monitoring with the PWDC to ensure that quality monitoring and follow-up on corrective action plans is taking place where applicable.

Monitoring reports/results must be made available to the Philadelphia WIB to assist with strategic planning efforts. These reports will enable the Philadelphia WIB to assess service providers’ compliance with federal/state regulations, plan future technical assistance activities, and adjust policies to reflect emerging economic opportunities. The Philadelphia WIB requires the PWDC to submit each contractor’s monitoring report, a copy of the monitoring tool, and any corrective action plans as they are completed. Corrective action plans must be submitted to the Philadelphia WIB within 30 days of the issuance of the report or no later than May 31. If this 30-day timeframe extends past May 31, the corrective action plan and PWIB follow-up will continue into the following program year, but will still be applicable for the preceding program year. Follow-up activities must be documented and corrective action taken within 90 days of the report.

The Philadelphia WIB expects all monitoring tools, reports, and corrective action plans of contractors submitted to the Philadelphia WIB no later than May 31 of the program year. This allows the Philadelphia WIB one month to conduct monitoring of the PWDC.

The Philadelphia WIB will report the monitoring findings to the designated Philadelphia WIB oversight committee periodically with a final report in August. Once the committee approves the results, a full board report will be presented at the subsequent board meeting. If a contractor is working on a corrective plan, progress will be reported to the Philadelphia WIB committee and the full board (as deemed necessary) on an ongoing basis to ensure the necessary actions take place.
### TIMELINE FOR PROGRAMMATIC & FISCAL MONITORING

<table>
<thead>
<tr>
<th>ACTION</th>
<th>TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written explanation of how risk assessment scores are compiled and list of all WIA contracts to the Philadelphia WIB</td>
<td>February</td>
</tr>
<tr>
<td>The PWDC sends the Philadelphia WIB list of scheduled contractor monitoring visits and the Philadelphia WIB begins spot monitoring</td>
<td>March</td>
</tr>
<tr>
<td>The PWDC submits all monitoring reports, monitoring tools, and corrective action plans to the Philadelphia WIB's Program Monitor</td>
<td>May</td>
</tr>
<tr>
<td>Contractors submit corrective action plans to PWDC, if applicable</td>
<td>Within 30 days of receiving results from the PWDC</td>
</tr>
<tr>
<td>PWDC checks with contractors to ensure corrective action plan has been implemented if applicable</td>
<td>Within 90 days of receiving the contractor's corrective action plan</td>
</tr>
<tr>
<td>Philadelphia WIB reports monitoring findings to committee</td>
<td>Periodic with final in August</td>
</tr>
<tr>
<td>WIB reports monitoring findings to full board</td>
<td>Board meeting subsequent to reporting findings to the designated Philadelphia WIB committee</td>
</tr>
<tr>
<td>WIB reports update on corrective action plans, if applicable to full Board</td>
<td>Board meeting subsequent to sharing findings with the full Board</td>
</tr>
</tbody>
</table>

Please note: The timeline for conducting monitoring activities may be revised to align with Philadelphia WIB Board meetings in order to effectively communicate findings to the Board. The revised timeframe will be communicated to all parties involved.

### Required Areas for Review

#### All Sub-recipients

Contracts with sub-recipients will be monitored for compliance on a risk assessment basis. The following areas will be reviewed.

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

#### Youth Services

Service providers will be monitored on a risk assessment basis. The following areas will be reviewed.

- Fiscal and Procurement
- Programmatic accountability
- Compliance with contract provisions
- Compliance with EEO compliance
- Compliance with ADA requirements
- Ten program elements
• Child Labor Laws compliance
• Individual Employment Plans
• Follow-up procedures
• 30 percent Out-of-School Youth expenditures
• Performance standards

**Adult Services**

The Adult Services category includes services provided to WIA adults, dislocated workers, incumbent workers, welfare recipients, and any other target groups. Adult services provided by a sub-recipient will be monitored on a risk assessment basis.

**Individual Training Account (ITAs)**

The following areas will be reviewed:

• Eligibility for Individual Training Accounts (ITAs)
• Deduction of Pell grants; if applicable
• Coordination with other agencies serving the same target group
• Leveraging of training services
• Occupational skill training needs of the local area

**On The Job Training (OJT)/Work Experience/Subsidized Employment**

The following areas will be reviewed.

• Fiscal and Procurement
• Programmatic accountability
• Compliance with contract provisions
• Compliance with EEO requirements
• Compliance with ADA requirements

**Customized Training**

ABE/GED Classes, Rapid Response Contracts, Job Readiness/Job Preparation Workshops Services provided by a sub-recipient will be monitored on a risk assessment basis.

The following areas will be reviewed:

• Fiscal and Procurement
• Programmatic accountability
• Compliance with contract provisions
• Compliance with EEO requirements
• Compliance with ADA requirements

**Other Contracts:**

The other category includes those contracts not specified above.

• Fiscal and Procurement
• Programmatic accountability
• Compliance with contract provisions
• Compliance with EEO requirements
• Compliance with ADA requirements
2. Describe the system to capture and report performance data.

PA CareerLink Philadelphia uses two primary data sources: CWDS (Commonwealth Workforce Development System), the state's integrated operating system that includes job orders and characteristics of job seekers (the system of record for performance); and, CAPS (Connecting All Partners for Success), the local WIA operator's data system that provides case management data for WIA participants. Performance data on the PA CareerLink System, including customer and employer outcomes, are provided through quarterly and annual reports. These reports, which include demographics of PA CareerLink customers, are routinely reviewed and analyzed by the appropriate Philadelphia WIB standing committee. Additionally, the Philadelphia WIB requires PWDC to capture and report quarterly to the Board on its progress to achieve performance outcomes outlined in the Annual WIA Adult and Dislocated Worker Investment Strategy. This report provides a status update in key areas, including: training investments, business services, job placement and retention, economic development activities, and leveraging resources. The timeliness and accuracy of the data are managed and monitored by the operational partners.

3. Describe how partner services are made available through PA CareerLink, including how the LWIA will avoid duplication of core services.

A team approach is used for delivering core services and partners representing multiple programs and funding streams agree to a predetermined set of services to meet the needs of individual customers. The specific core services typically provided by partners are included in the array of core services in a way that compliments service delivery and avoids duplication.

4. Describe how the LWIA identifies areas needing improvement and any processes in place to address deficiencies.

The above-mentioned periodic reports serve as a mechanism to not only highlight progress in priority areas, but also to indicate areas where improvement may be necessary. Also, the Philadelphia WIB's oversight and compliance oversight process supports continuous improvement, as well as allows the identification of areas where improvement is warranted. In both, there is a requirement to develop and implement corrective action measures to address deficiencies.

5. Describe LWIA policies or strategies to ensure effective implementation of Common Measures. Identify the performance indicators and goals established to track progress toward meeting strategic goals and implementing the LWIA's vision for the workforce investment system.

WIA funded contracts and programs are designed and awarded in a manner that supports the efforts to achieve negotiated benchmarks. As delineated above, service providers are selected based on their demonstrated ability to reach performance measures. Additionally, monitoring and year-round reporting are strategies used to ensure implementation of common measures. Further, performance goals are established in performance-based contracts to help achieve negotiated performance for common measures.

Moreover, the Philadelphia WIB aligns performance of the system with common measures through regular tracking of the system through the WIA Quarterly Report completed by the adult system (PWDC) monthly meetings with the Philadelphia Youth Network WorkReady Committee of the Council on College and Career Success, and newly instituted monthly meetings with the business services team. Data tracked include the obligation and payment of funds in a timely fashion, tracking of the use of services in the PA CareerLink Centers, and counts of activity for job placement and employer outreach. Qualitative data on the process that provide contextual knowledge to the performance is used to better understand
where services need adjustment and how the Philadelphia WIB might make the most impact through evaluation and coordination. The Philadelphia WIB continues to work closely with the Pennsylvania Department of Labor & Industry to better use the data available through the CWDS system in evaluating and identifying opportunities for improving performance.

6. The Recovery Act emphasizes the importance of accountability. Describe overall efforts for performance and reporting of the results of activities funded by the Recovery Act, and how the LWIB will measure whether it has achieved the local goals for implementation as described in “Local Vision and Priorities.”

A preliminary set of strategic and programmatic data elements to measure and monitor activities and outcomes of ARRA funds have been identified, as outlined below:

**Strategic metrics** need to reflect the final strategic plan (under development) and the larger goals of the ARRA. Some metrics are:

- Timely obligation and spending of ARRA WIA funds, in accordance with federal benchmarks
- Program alignment with the ARRA Implementation strategy and related priorities
- Education and training programs reflective of local and regional employment opportunities as the recession wanes
- Programs serve priority populations, as outlined in related policy (i.e., gender, ethnicity, age, education, work experience, recipients of public assistance, and veterans)
- Impact of ARRA-funded workforce programs, as compared to workforce programs funded by traditional WIA resources

**Program metrics** focus on the actual requirements of the program:

- Timely data collection and reporting that is clear and transparent
- Timely obligation and payment to providers
- Uniformed reporting of required WIA common measures
- Effective monitoring of provider contractual performance, including mechanism for mid-course mitigation and delivery of related technical assistance by administrator (PYN or PWDC)
- Inclusion of appropriate pre and post-testing of program participants to confirm attainment of targeted skills and competencies

**ARRA Performance Indicators & Goals**

The Philadelphia WIB created a series of four work groups to address the ARRA work required under the federal and Commonwealth guidelines. The Metrics and Evaluation ARRA work group is charged with developing a plan for due diligence in measuring and monitoring the use and outcomes of ARRA funds released through the Workforce Investment Act. This group will:

- Establish concrete measures that align with the strategic goals and objectives developed by the ARRA Strategy Work Group.
- Develop a plan and timeline for collecting the data and information necessary for these measures.
- Identify a process consistent with resources to carry out collection of the data and information.
- Evaluate the measures at regular intervals and disseminate the findings for discussion and feedback with the other ARRA Work Groups.
The draft plan for this work includes two types of measures, strategic and programmatic, as outlined above, that should be reported monthly. Several key indicators will also be selected to quickly catch problems. The point of the evaluation and metrics process is not only to catch errors, but to remediate any drift away from the strategic plan and the provider contracts as quickly as possible. This committee will advance their work during June to finalize a plan before July 1, 2009.

The process for completing the performance and evaluation work will be a joint effort between PWDC, PYN, and the Philadelphia WIB.

7. Describe the methodology for determining whether Summer Youth Employment Program participants have attained a measurable increase in work readiness skills and what tools will be used for this determination.

Worksite supervisors must complete a pre & post assessment, designed by PYN and aligned with criteria established through the Partnership for 21st Century Skills, for each youth. These assessments will be administered in the 1st and 6th week of the program. Program operators must ensure that all pre & post assessments are administered and the scores forwarded to PYN. The pre & post assessment will measure the following four 21st Century Skills:

- **Teamwork/ Collaboration:** The student is an active listener, respects others, understands multiple viewpoints, appreciates diversity and as a member of a team makes a positive contribution to group projects and presentations.

- **Professionalism / Work Ethic:** Maintains good attendance and punctuality, adheres to dress and other workplace rules. Demonstrates good attitude and respect for others. Completes tasks assigned in a timely manner.

- **Openness to Feedback/Supervision:** Accepts constructive feedback and can incorporate feedback to improve job performance and/or alter behavior

- **Oral Communication:** Articulates thoughts and ideas effectively using oral, non-verbal communication skills in a variety of settings. The student uses workplace vocabulary successfully at the program site while making positive contributions to conversations and discussion.

**B. Negotiated Performance**

1. Describe how levels of negotiated performance ensure and support the LWIA vision.

The Philadelphia WIB’s vision for the Local Workforce Investment Area (LWIA), as described above, has at its core, the challenge of increasing the viability of the local labor supply. Given the impact the lack of foundation skills of many job seekers has on overall efforts, negotiated performance levels support the need to address related challenges, while simultaneously creating a thriving employer community. As a result, the negotiated performance for PY2010 proposed by the Commonwealth for Adult Entered Employment Rate, Dislocated Worker Entered Employment Rate and Retention Rate, and Youth Placement Rate was recently completed. The approved performance levels can be found in Appendix G.

2. Provide a listing of the LWIA performance standards for the Adult, Dislocated Worker and Youth Programs negotiated with the Center for Workforce Investment and Analysis as Appendix E in the Plan.
IX. Appendices

Appendix A-Published Notice (To be added)
Appendix B-Plan Review Comments (To be added)
Appendix C-Organizational Chart
Appendix D-WIB/PA CareerLink Partner MOU
Appendix E-ITA Policy
Appendix F-Priority Policy
Appendix G-Negotiated performance measures and levels for the Adult, Dislocated Worker and Youth Programs
APPENDIX A

Published Notice
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APPENDIX B

Public Comments
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APPENDIX C

Organizational Chart
Philadelphia Workforce Investment Area
Governance and Service Delivery

Chief Elected Official
Michael Nutter, Mayor

Local Workforce Board
Philadelphia Works, Inc.
Board Support

Selected by the Mayor
Budget Approval

Fiscal Administration

Adult Dislocated Worker and Youth Fiscal Administration
Philadelphia Works, Inc.

Operational Oversight

YouthWorks Administrator
Philadelphia Youth Network

Competitively selected by Philadelphia Workforce Board in consultation with the Mayor

Designated by Philadelphia Workforce Board in consultation with the Mayor

PA CareerLink® Operator
PA CareerLink® Operator Consortium
Local: PCG/JobWorks
State: OVR, DPW, BWDP

Program Delivery

WIA Adult and Dislocated Worker Provider
5 PA CareerLink® Centers
PCG/JobWorks
Competitively Selected by Local Workforce Board

Adult and Dislocated Worker Training Partners
Facilitated by Philadelphia Works, Inc.
Employer on-the-job and customized training
Eligible Training Program Providers

Youth Providers
Recommended by Youth Council;
Approved by the Philadelphia Workforce Board;
Process Managed by Youth Administrator

Effective July 1, 2012
APPENDIX D

Philadelphia WIB/PA CareerLink Partner Agreement
WIB-PARTNER AGREEMENT
Philadelphia Workforce Investment Area

AGREEMENT BETWEEN THE PHILADELPHIA WORKFORCE INVESTMENT BOARD
AND
THE PARTNERS OF THE PA CAREERLINK PHILADELPHIA COUNTY

I. Purpose

The purpose of this Agreement is to define the services provided in the PA CareerLink system in Philadelphia County and how each partner will contribute to these services to meet the workforce development needs of employers and individual customers.

II. Mission

"The local PA CareerLink system will function as the keystone for Philadelphia's workforce development system by providing regionally planned, locally directed, easily accessible, market driven information and services that are considerate of the abilities and support the needs of our diverse customer base. Our services will empower our customers to make informed choices". This vision has been shaped by the Guiding Principles for Philadelphia's CareerLink System and the parties agree to operate in a manner consistent with these Guiding Principles.

III. Governance

The Philadelphia Workforce Investment Board

The Philadelphia WIB is charged to oversee the public workforce investment system, ensuring operation and performance of the system in accordance with local, state and federal priorities. The Board, or its designated committee is charged, on behalf of the Board, to fulfill the responsibility of the Local Workforce Investment Board (LWIB), as outlined in the Philadelphia WIB/Operator Agreement and the Local WIA Plan.

IV. Operations

The CareerLink Consortium "Operator"

The Philadelphia Workforce Investment Board selected the CareerLink Consortium in Philadelphia as the local One-Stop Operator. As such, the CareerLink Consortium is accountable to the PWIB for the overall management of the One-Stop system and individual centers consistent with the PWIB priorities and expectations, as outlined in the WIB-Operator Agreement, the Local WIA Plan, and all other authorizing federal and state policies and mandates.

V. Key Products and Services of the PA CareerLink system

The PA CareerLink system in Philadelphia will deliver core, intensive, and training services through each of the local centers, as mandated by WIA, as well as local and state workforce policy.

VI. Partner Responsibilities/Costs

Each partner must make available to customers the Core Services that are integral to that Partner's program, and participate in the operation of the One-Stop system consistent with the
terms of this Agreement and the requirements of the authorizing laws. All partners are in agreement they will provide resources in the provision of core, intensive, and training services, in accordance with the overall operations of the local One-Stop system and aligned with the PA CareerLink Resource Sharing Agreement/s for which they are party. Partners also agree to share additional non-rent costs of the center for which they are co-located, such as promotional and equipment purchases. It is expected partners will pay their proportionate share of operational costs on a quarterly basis. There is a goal of the local PA CareerLink system, and individual centers, to continue to decrease the dependency on public workforce resources, and as such, the PA CareerLink Administrator, under the direction of the Operator, is expected to work to diversify the funds that support the operations of the center. At present, the PA CareerLink Partners are as follows:

- Bureau of Workforce Development Partnership
- Philadelphia Workforce Development Corporation
- Office of Vocation and Rehabilitation
- Department of Public Welfare
- Nueva Esperanza Inc.

VII. Referrals

All partners agree to connect customers to appropriate services, utilizing the referral systems detailed in the One Stop Service Plan/s with which they are party.

VIII. Term of Agreement

This Agreement is entered into this on July 1, 2009. The duration of this Agreement remains in effect for three (3) years, terminating on June 30, 2012. Any party may withdraw from this Agreement by giving written notice of intent to withdraw at least ninety (90) calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties to the address shown in other parts of this Agreement and to the contact persons listed. Should any party withdraw, this Agreement shall remain in effect with respect to other remaining parties.

IX. Modification

Local PA CareerLink partners may request in writing, an amendment to the Agreement through the Philadelphia WIB. The Philadelphia WIB may amend the Agreement as the Board deems appropriate. Any modifications to this Agreement, to be valid, must be in writing, signed and dated under the conditions agreed upon by all the partners, and attached to the original Agreement. If any provision of the agreement is held invalid, the remainder of the agreement shall not be affected.

X. Additional Governance Provisions

When delivering services as part of the local One-Stop system, all partners are under the functional direction of the PA CareerLink Administrator. Those partners who may be co-located but not providing services through the One-Stop system are not under the functional supervision of the PA CareerLink Administrator. At the time that a co-located partner begins to provide One-Stop services, co-located staff is under the functional direction of the PA CareerLink Administrator, in accordance with the formal PA CareerLink Administrator job description.
XI. Reporting Requirements

All parties to this Agreement will abide by state and federal grant requirements, including but not limited to nondiscrimination, accessibility, the federal lobbying act, state and federal debarment, in accordance with policies and guidelines developed and distributed by the Pennsylvania Department of Labor and Industry.

XII. Miscellaneous Provisions

- The PA CareerLink Operating System is the system of record and will include a common data repository for Workforce Investment Act activities.

- All partners will have access to the Pennsylvania CareerLink Operating system by way of the Information and Data Sharing Agreements. An updated version of this system will be rolled out over the next three years in separate modules in increasing functionality to include services by local PA CareerLink partners.

- All partners agree to enter all individual customers (job search and training) into the PA CareerLink Operating system.

- All partners agree to enter all job openings and employer information it receives into the PA CareerLink Operating System.

- All partners agree to treat all data contained in the PA CareerLink Operating System as confidential and not permit access of Commonwealth-provided computer resources by, or disclose data to, any persons or entities other than its PA CareerLink staff/data users under any conditions.

- The parties to the agreement agree to fulfill its role to provide information related to the individual data collection and reporting of center activities as requested by the governing bodies of the local PA CareerLink system.

XIII. Impasse Resolution

In the event that an impasse should arise between the Philadelphia WIB and a PA CareerLink partner, the Board’s Executive Committee, in consultation with the Mayor or his designee, shall make every attempt to negotiate an agreement.

XIV. Compliance Reference Documents

- Local WIA Plan
- One Stop Service Plan
- WIB/Operator Agreement
- CareerLink Joint Measures Agreement
APPENDIX E

Individual Training Account Policy
Individual Training Account Criteria

In order for an Individual Training Account to be approved, customers must satisfy at least 4 of 7 criteria. Please check the criteria the customer has satisfied.

Customer: ________________________________

Proposed Training: ________________________________

Individual Training Account Criteria:

- Spotty work history due to limited skills.
  - Currently earning a wage that is not "self-sufficient" based on the Workforce Investment Board's (WIB) Self-Sufficiency Policy. Furthermore, if there is a shortage of funds, priority will be given to:
    - Veterans and other eligible persons
    - Customers receiving TANF or other supplemental public support.
    - Customers who fall below the Lower Living Standard Income Level (a federal standard that is equal to 70 percent of the poverty guideline).
    - Customers who earn less than 75 percent of the income necessary to reach self-sufficiency as defined by the Philadelphia WIB.
    - Customers who earn between 76 and 99 percent of the income necessary to reach self-sufficiency as defined by the Philadelphia WIB.

- Need to change career due to a lack of jobs in existing career field (Labor Market Reports from the State).

- Customer has researched all other funding options (Workforce Investment Act funds are funds of last resort).

- Customer is selecting training in growth industries (based on industry designations by the Philadelphia WIB and analysis by the State).

- Customer is unemployed and needs to upgrade skills in order to remain at the same income level.

- Customer is committed to completing the training program and look for a training related position (customer will sign a memorandum of understanding).
SELF-SUFFICIENCY STANDARD FOR THE
PHILADELPHIA WORKFORCE INVESTMENT AREA

On March 9, 2000, the Philadelphia Workforce Investment Board (PWIB) adopted The Self-Sufficiency Standard for Pennsylvania as the local standard for economic self-sufficiency as it related to the City's workforce investment system. This adoption of this standard – the creation of which was led by the Women's Association for Women's Alternatives, Inc. – demonstrates the PWIB's belief that true self-sufficiency involves not just a job with a certain wage and benefits, but rather income security for a family over time.

Application of the Standard

This standard will be applied in the local CareerLink system using an internet-based tool that helps individuals, either independently or with a member of the CareerLink staff, calculate how much income they need to meet their basic expenses and, further, reach their long-term income goals. This tool will help individuals make informed choices when deciding among job opportunities and/or training options. It includes helpful resources for customers who may be eligible for cash assistance, food stamps, health care assistance, the Earned Income Tax Credits, and other public subsidies to meet their family's basic needs while moving along the path to economic independence. Also, the tool will be used to provide employers with information to help them examine their own wage and benefit policies as they relate to employee retention.

Further, the concept of economic self-sufficiency, as embodied in the standard, is a strategic principle of the PWIB. Therefore, the standard will have a broad impact on the PWIB's work as it sets policy and outcomes for Philadelphia's multi-faceted workforce investment system.

Priority of Service

Prior to the adoption of the self-sufficiency standard, the PWIB set a service policy that gave priority to "[Philadelphia residents who are] not making a self-sufficient wage or who are not on a career path that will reasonably lead to self-sufficiency in the local economy." Recognizing that the adoption of this economic self-sufficiency standard may have the consequence of creating a demand for services that cannot be currently met, the WIB further delineated this priority service policy. Therefore, should a shortage of funds necessitate a further delineation of priority of service, the following guidelines – in the order they are listed – will be in effect:

- Veterans or other eligible persons
- Customers receiving TANF or other supplemental public supports.
- Customers who fall below the Lower Living Standard Income Level (a federal standard that is equal to 70 percent of the poverty guideline).
- Customers who earn less than 75 percent of the income necessary to reach self-sufficiency as defined by the PWIB.
- Customers who earn between 76 and 99 percent of the income necessary to reach self-sufficiency as defined by the PWIB.

For more information about the "Self-Sufficiency Standard in Pennsylvania" and the related tools to use this standard with customers, contact Pathways PA Phone: 610/543-5022; web site: www.pathwayspa.org
APPENDIX G

Performance Measures and Levels
Philadelphia County Workforce Investment Area
WIA Title I Performance Measure Approved Levels
Program Year 2011 (July 1, 2011-June 30, 2012)

<table>
<thead>
<tr>
<th></th>
<th>State Suggested Performance Level</th>
<th>Philadelphia Approved Performance Levels</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult EER</td>
<td>82%</td>
<td>73%</td>
</tr>
<tr>
<td>Adult Retention</td>
<td>84%</td>
<td>84%</td>
</tr>
<tr>
<td>Adult Months Average Earnings</td>
<td>$12,250</td>
<td>$12,250</td>
</tr>
<tr>
<td>DLW EER</td>
<td>82%</td>
<td>75%</td>
</tr>
<tr>
<td>DLW Retention</td>
<td>87%</td>
<td>87%</td>
</tr>
<tr>
<td>DLW 6 Month Average Earnings</td>
<td>$15,250</td>
<td>$15,250</td>
</tr>
<tr>
<td>Youth Placement</td>
<td>47%</td>
<td>44%</td>
</tr>
<tr>
<td>Youth Attainment of Degree or Certificate</td>
<td>54%</td>
<td>50%</td>
</tr>
<tr>
<td>Youth Literacy/Numeracy</td>
<td>42%</td>
<td>42%</td>
</tr>
</tbody>
</table>
Appendix III: Philadelphia Works, Inc. Director Membership Requirements

The Mayor, using a process and criteria specified in the Workforce Investment Act and in Commonwealth policy, is responsible for appointing the Directors of Philadelphia Works, Inc. However, the law requires a nomination process for private sector Directors, education representatives, and organized labor representatives.

Private Sector Directors

The majority of Directors must be representatives of business in the local area. The law defines those eligible to serve as follows:

- Business owners, chief executives or operating officers of businesses, and other business executives or employers with optimum policy making or hiring authority;
- Representatives of businesses with employment opportunities that reflect the employment opportunities of the local area; and
- Appointed from among individuals nominated by local business organizations and business trade associations.
- The Commonwealth requires that private sector Directors represent a mix of small, medium and large companies.

The Chairperson must be elected from among the private sector Directors.

The only exception to the term limit would be for the immediate past chair, should his or her six years be up prior to the completion of his/her successors' terms as chair.

Education Representatives

Two or more representatives of local educational entities, selected from among nominees from local educational agencies, institutions, or organizations representing local educational entities. (Eligible "entities" include the school board, adult education and literacy agencies, and postsecondary schools.)

Organized Labor Representatives

Two or more representatives of organized labor, selected from among individuals nominated by local labor federations.
Community-Based Organization Representatives

Two or more representatives of community-based organizations must serve on the Board.

Economic Development Representatives

Two or more representatives of economic development agencies must serve on the Board.

Mandated One-Stop (CareerLink) Partners

One representative of each of the mandated one-stop partners must serve on the Board. One individual can represent more than one mandated one-stop partner. These are statutory seats. Mandated one-stop partners are representatives of the following funding streams:

- WIA Title I
- Welfare-to-Work
- Community Service Block Grants
- Post-Secondary Vocational Education
- Adult Basic Education and Literacy
- HUD Employment and Training
- Vocational Rehabilitation
- Wagner-Peyser
- Trade Adjustment Assistance
- Unemployment Insurance
- Veteran's Employment and Training
- Title V Older Workers

"Others"

The Board also may include "others" the Mayor determines appropriate.

Additional Membership Requirement

All Board Directors are required under federal law to have "optimum policymaking authority" within their organizations, with the exception of those appointed as "others."
Appendix IV: Board Director Job Description

Responsibilities:
- Attendance, in person, at regular business meetings of the Philadelphia Works, Inc. (typically 4 meetings per year).
- Active participation in at least one standing or ad hoc committee, subcommittee, task group, or special project per year.
- Contribute to the development and approval of policy for Philadelphia's workforce system.
- Contribute to the advancement of the Board's annual work plan.
- Compliance with the Corporation Bylaws.

Expectations:
- Take a leadership role in forging a strong and vital partnership between business and the workforce development community, fostering an accountable, entrepreneurial, market-driven, and world-class public workforce investment system.
- Contribute specific expertise from key industries.
- Promote the Corporation and workforce initiatives at every opportunity, helping to forge the strategic partnerships and leverage the resources necessary to move toward a world-class system.

Minimum Qualifications:
- Demonstrated interest in contributing to the advancement of the City's workforce investment system.
- Willingness to share insight and perspective.
- Willingness to committing time or organizational resources (including other people who may have a specific area of expertise required by the Corporation) to the Corporation.
- Ability to see the big picture, think boldly, and act strategically.
- Ability to work as a team player.

Accountability:
- Directors of Corporation are accountable to the Board chairman and the Mayor of Philadelphia.