December 29, 2017

Mr. William Strahan, Chairperson
Philadelphia Workforce Development Board
One Comcast Center
Philadelphia, PA 19103

Dear Mr. Strahan,

The Pennsylvania Department of Labor & Industry (Department) has approved the Southeast Region’s Workforce Innovation and Opportunity Act (WIOA) program year (PY) 2017-2019 Multi-Year Regional Plan. This approval extends to the local plans associated with the local workforce development areas that compose this planning region. Such approval is effective through the end of PY '19 (i.e., June 30, 2020). The Southeast planning region is composed of the following local workforce development areas:

- Berks County Workforce Development Area
- Bucks County Workforce Development Area
- Chester County Workforce Development Area
- Delaware County Workforce Development Area
- Montgomery County Workforce Development Area
- Philadelphia Workforce Development Area

Approval of this plan does not constitute the approval of any practice that conflicts with federal and state statutes, regulations, policies and/or procedures; nor does approval preclude the commonwealth from, at its discretion, re-addressing any part of the plan if the content is found to conflict with such statutes, regulations, policies and/or procedures.

You and your staff are to be commended for your successful efforts to develop the multi-year plan in alignment with WIOA and the commonwealth’s "WIOA Combined State Plan."

Please direct specific questions regarding the WIOA PY 2017-2019 Multi-Year Regional Plan and/or any future requests for plan modification to Michael White at michwhite@pa.gov or (717) 214-7173.

Sincerely,

[Signature]

Eileen Cipriani
Deputy Secretary for Workforce Development

cc: The Honorable James Kenney, Mayor of Philadelphia
    Mr. H. Patrick Clancy, Philadelphia Workforce Development Board Executive Director
Southeast Workforce Planning Region

Counties of

Berks
Bucks
Chester
Delaware
Montgomery
Philadelphia

Workforce Innovation and Opportunity Act
Multi-Year Regional Plan
Program Years 2017-2019
PY 2017-2019 WIOA Multi-Year Regional Plan

Region Workforce Development Area name: Southeast Workforce Planning Region
Effective Date: 1/1/2018

1.1. Identification of the region.

- Identification of the local workforce development area(s) that comprise the region;
  - Berks County
  - Bucks County
  - Chester County
  - Delaware County
  - Montgomery County
  - Philadelphia County

- Identification of the key region committee members charged with drafting the regional plan to include organizational affiliation; and
  - Berks County: Dan Fogarty, John Moser
  - Bucks County: John Flanagan, Dianna Kralle
  - Chester County: Pat Bokovitz, Patricia Hennessy
  - Delaware County: John Daly, Joan Chicklo
  - Montgomery County: Jennifer Butler
  - Philadelphia County: Patrick Clancy, Meg Shope Koppel

- A list of key region committee meeting dates.
  - March 16, 2017 Southeast PA Workforce Development Board Directors Meeting
  - May 4, 2017: Meeting with PREP Economic Development & Workforce Development Partners
  - May 10, 2017: Regional Planning meeting of Workforce Development Directors

1.2. Describe the collection and analysis of regional labor market data (in conjunction with the commonwealth).

The Southeast Pennsylvania Regional Labor market is a growing labor market for employers and sectors and comparatively low unemployment. The Region also has populations with significant barriers to employment across a diverse labor force. The key employer needs focused on the identified sectors and their priority occupations and required skills require a strong and collaborative regional approach coupled with distinct local solutions for a successful matching of employer needs with job seeker skills.

This part will review the salient regional labor market data then overlay the labor market demographics with the region’s economic conditions, as articulated from the perspective of the Workforce Development Boards and their partner organizations, and then identify the key overarching in-demand employer needs.
Regional Labor Market Overview

The Southeast Pennsylvania region is home to nearly 4,510,522 residents, which represents 35.2% of Pennsylvania’s population. A little more than one-third (34.8%) of the region’s population resides in City of Philadelphia, followed by Montgomery (18.2%), Bucks (13.9%), Delaware (12.5%), Chester (11.4%) and Berks (9.2%). The projected population growth for the next five years for the region is 1.5%.

<table>
<thead>
<tr>
<th>Local Area</th>
<th>Local Population</th>
<th>Percent of Regional Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
<td>414,812</td>
<td>9.2%</td>
</tr>
<tr>
<td>Bucks</td>
<td>626,399</td>
<td>13.9%</td>
</tr>
<tr>
<td>Chester</td>
<td>516,312</td>
<td>11.4%</td>
</tr>
<tr>
<td>Delaware</td>
<td>563,402</td>
<td>12.5%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>821,725</td>
<td>18.2%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>1,567,872</td>
<td>34.8%</td>
</tr>
<tr>
<td>TOTAL</td>
<td>4,510,522</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: U.S. Census Bureau, 7/1/16 estimates

The region is an economic driver for the Commonwealth of Pennsylvania. While labor force participation rates have increased, the Southeast Pennsylvania region faces an interesting labor market. The region possesses a lower unemployment rate than the Commonwealth with some counties having among the lowest with all counties having a dramatic decrease from their height during the recent recession of 2008-2009.

The Southeast Pennsylvania Workforce Region population on average is younger, better educated, and make more money when compared to Commonwealth as a whole. However, these demographics are not consistent throughout the Region with many variations exist outside of these averages.

The current median age for the Southeast Region is 38.4 and the average is 39.5 with the projected average to be 39.3 in five years. Comparatively, Pennsylvania’s age is 40.9, 41, and 41.6 respectively. This general demographic requires further investigation as a major concern of SE PA employers is to address the challenges brought on by the aging workforce. A large demographic cohort of experienced “baby-boomer” workers are aging out of their prime working years and are retiring from their current occupations. Not only will that impact the challenge of filling those positions with new skilled workers but also require responses for second or post-retirement employment. This could include the engaging of the Gig Economy, another priority noted later in this section. At this time, 15.6% of the population (626,361) is over the age of 65, with an additional 13.2% (530,780) of the population between the ages of 55 and 64.

Regarding education, 32.8% of the region’s population has earned an advanced degree (compared to the state average of 28.5%). Also, 9.4% of the population 25 and over had earned a Master’s Degree and 2.5% had earned a Professional School Degree, 1.7% had earned a Doctorate Degree and 19.2% had a Bachelor’s Degree. In comparison, the Commonwealth had consistently lower figures.
Income is higher in Southeast Pennsylvania, also. The average household income in 2017 is $85,346, higher than the state average of $77,812. Over the next five years, the average household income is projected to grow from the current $85,346 to $92,354 while the state household income growth is projected to grow from the current $77,812 to $84,180.

While unemployment is often noted, the review of employment in the Southeast Region is important. Employment status for those over age 16 and over is as follows: 57.8% employed civilians, 6.2% unemployed civilians, and 36.0% are not participating in the labor force. These compare to state information at 57.8% employed civilians, 5.0% unemployed civilians, and 37.3% are not in the labor force.

A general occupational review shows that a higher percentage hold white collar jobs when compared to the state (64.5% vs. 60.6%), fewer hold blue collar jobs (17.2% vs. 21.3%) and service and farm workers are higher (18.3% vs. 18.1%).

Most of the employed population (70.3%) drives alone to work, with an estimated travel time to work of 32 minutes. Just over one in ten (11.3%) utilize public transportation. Most of the employed population in the state (76.5%) drives alone to work, with an estimated travel time to work of 29 minutes. Access to reliable, affordable transportation remains a challenge. The regional public transit authority, SEPTA, provide many spokes of the regional rail, high speed lines and buses that support regional workforce development. Parts of the system reflect historical investments when development of jobs was mainly in urban centers. Today, commuting patterns have changed and cross county travel is much more prevalent.

Overall, unemployment has stayed relatively stable at low levels since the WIOA transition plan was developed and approved in 2016. It is significant to note several items with the unemployment rate that is telling about the labor force and the labor market. The unemployment rate is essentially unchanged since 2016, indicating that perhaps most people with easy access and interest in working are already working. The unemployment rate in much of the region remains at or near full-employment (below 5%) and is also less than the state average with the exception of Philadelphia. However, this overall good news can mask the unfortunate fact that there are still many residents throughout the region who have been left behind by the region’s long slow recovery from the 2009-2010 national recession. Some of those most impacted are older, formerly highly-paid professionals who remain long-term unemployed or under-employed.

<table>
<thead>
<tr>
<th>Local Area</th>
<th>Unemployment Rate (Maximum)</th>
<th>Unemployment Rate (May 2017)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
<td>9.3%</td>
<td>4.9%</td>
</tr>
<tr>
<td>Bucks</td>
<td>8.0%</td>
<td>4.5%</td>
</tr>
<tr>
<td>Chester</td>
<td>8.7%</td>
<td>3.9%</td>
</tr>
<tr>
<td>Delaware</td>
<td>8.4%</td>
<td>4.8%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>8.7%</td>
<td>4.2%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>8.7%</td>
<td>6.6%</td>
</tr>
<tr>
<td>SE PA Region</td>
<td>8.7%</td>
<td>5.0%</td>
</tr>
</tbody>
</table>
| Pennsylvania    | 5.0%                        | Source: Center for Workforce Information and Analysis
Given the comparatively low unemployment rate and 36.0% of the population not participating in the labor force, it’s important to understand the frequency, location and needs of those populations with barriers not characteristically not participating in the labor force to understand where to locate and identify potential workers to meet employer needs.

Coupled with the low labor market participation and challenging labor market throughout the region, the research provides an opportunity to review the labor market demographics of groups commonly not participating in the labor market and generally higher unemployment. These groups include those in poverty, immigrant population, and other populations with barriers (including ex-offenders, foster care, disabilities). This will be examined in varying detail below.

Poverty is often an indicator and contributes to the unemployment and underemployment. Many people live in poverty because they are unable to find a job that pays a living wage or to find a job at all. When looking at the region, one in ten (10.5%) of families are living in poverty. Concentrations include a portion of Berks County (select Reading zip codes), Delaware County (Chester) and Philadelphia County (select Philadelphia zip codes) with poverty levels greater than 20%. Single parents are more likely to be living in poverty, with 14.9% of the households in the region considered single parent households.
Southeast Pennsylvania possesses an overwhelming percentage of the state’s immigration population. According to the Migration Policy Institute, from 2011 to 2015 there were 461,000 immigrants in the Region, accounting for 57.6% of the state’s immigrant population. Several local workforce areas already work closely with the Welcome Center for New Pennsylvanians related to assisting immigrants, including the Delaware and Philadelphia local boards.

According to the Urban Institute, most individuals released from prison held some type of job prior to incarceration and want legal, stable employment upon release. Some criminal justice research suggests that finding and maintaining a legitimate job can reduce former prisoners’ chances of reoffending, and the higher the wage, the less likely it is that individuals will return to crime. However, most former prisoners experience difficulty finding a job after release. During the time spent in prison, many lose work skills and are given little opportunity to gain useful work experience. Moreover, the availability of job training programs in prison has declined in recent years. A large proportion of former prisoners have low levels of educational attainment and work experience, and health problems that make them hard to employ. Those convicted of crimes but never incarcerated face similar barriers to finding employment. Some employers are reluctant to hire residents with convictions given their concerns about liability in the workplace. Pennsylvania has specific legislation that restricts Pennsylvanians with criminal convictions from hire in specific occupations -- especially those in healthcare and banking. Recently, lifetime bans have been challenged by the courts and the Pennsylvania
PY 2017-2019 WIOA Multi-Year Regional Plan

legislature is reconsidering these bans. In the Southeast region, in 2016 there were 7,119 individuals released from a state prison and 69,136 released from a county jail. There are many others convicted of crimes who were not incarcerated.

According to the Division for Social Policy and Development Disability, in developing countries, nationally 80% to 90% of persons with disabilities of working age are unemployed, whereas in other industrialized countries the figure is between 50% and 70%. Persons with disabilities are frequently not considered potential members of the workforce. Perception and prejudice continue to limit understanding and acceptance of disability in workplaces everywhere. Employers are often misinformed about the expense of accommodating an employee with a disability. The PA Office of Vocational Rehabilitation (OVR) educates and supports employers with accommodations. OVR has recently become an advocate for accommodations for incumbent workers who experience a disability. Even when embraced in the workforce, finding reliable, safe transportation can be challenging for those with physical difficulties.

When looking at the region, 4.7% of those employed have a disability, while 13.8% of those unemployed have a disability. In the region unemployment is 143.0% higher for those with a disability (20.7%) compare to those without a disability (8.5%). There are also 38,047 students receiving services through the local Intermediate Units, with half (53.1%) of those students having a learning disability, 8.2% have an intellectual disability, 1.5% have a speech/language impairment, 12.2% have emotional disturbances, 15.2% have health implications and 9.1% have autism.

In summarizing the compelling demographics of the Region, significant populations comprise the labor force that most likely have a lower participation rate than the general population. Additional demographics for those with barriers in SE PA show significant populations:

- 10.5% families are living below poverty (Nielsen Answers)
- 16.0% of households speak a language other than English at home (Nielsen Answers)
- 14.9% of families are single parent families (Nielsen Answers)
- 7,119 individuals were released from a state prison in 2015 and 69,136 individuals released from county jails (PA Department of Corrections)
- In 2015, 4,382 children left foster care, 6.9% (302) aged out of the foster care system (PA Partnerships for Children)
- In 2015, there were 7,461 youth with a juvenile court disposition (PA Juvenile Court Judge’s Commission Annual Report)
- In 2016, 63,753 children between the ages of 0-17 were receiving TANF assistance (PA Department of Human Services)
- Of the estimated 2,170,769 individuals in the labor force:
  - 4.7% (92,440) of those employed had a disability
  - 13.8% (24,078) of those unemployed had a disability
  - 20.7% of the disabled population is unemployed
  - Unemployment is 143% higher for those with a disability
  - 8.5% is the unemployment rate for those without a disability
  - 10.1% is the overall unemployment rate
- (Source: US Census Bureau, American Community Service, 5 year estimates)
- During the 2015 Point in Time Count, 8,743 people were counted at homeless that designated evening in January (HUD, Point in Time Count)
In 2016, 10,421 students were homeless as defined by the McKinney-Vento Homeless Assistance Act (PennLive)

This labor market summary provides the foundation for the six Local Workforce Development Boards (and their community and workforce partners) with the following regional labor market analysis.

On the positive side, the Southeast Pennsylvania Workforce Region population is on average younger, better educated, and make more money when compared to Commonwealth. The population is growing and with people, both immigrants and non-immigrants, moving to the Region particularly when compared to other parts of Pennsylvania. On the positive side also, the unemployment rate is relatively low indicating that jobs are comparatively plentiful.

On the negative side, the unemployment rate is comparatively low, indicating to employers that finding the right workers with the right skills is more challenging than ever. With 36.0% of the labor force not participating, the Southeast Pennsylvania Region must look toward and reach out to those populations that are not participating as robustly in the labor market. This includes those living in poverty, immigrants and those with barriers, as well as any remaining long-term unemployed. As noted in the map above, poverty is evident in large parts of the region but highly concentrated (20.0% or higher) in certain areas.

Regional Employer Overview

The Southeast Pennsylvania has a significant and growing employer base. Comparing the density of the employment concentration (through Location Quotients), concentrated employment opportunities in the region and historical and emerging sector trends help better understand the gaps for the employers and business across Southeast Pennsylvania.

Location quotient (LQ) is a valuable way of quantifying how concentrated a particular industry, cluster, occupation, or demographic group is in a region as compared to the nation. Per ESMI, LQ can reveal what makes a particular region “unique” in comparison to the national average. The Location Quotients for the key industry clusters as delineated by the Center for Workforce Information by Local Workforce Area are as follows:
Significant Location Quotients include high LQ’s of 4.26 (Montgomery County, Building and Construction), 2.26 (Chester, Building and Construction), 1.43 (Health Care, Philadelphia) and 1.43-1.48 (Advanced Manufacturing, Berks and Bucks).

While these are general Location Quotients for each Local Workforce Area, reviewing specific occupation based Location Quotients also demonstrate an interesting concentration of occupations. High location quotients (LQs) indicate sectors in which a region has high concentrations of employment compared to the national average.

In reviewing occupations specific Location Quotients, these will be reviewed at the Local Workforce Development Area level for consideration for training and education programs. Where they encompass more than one LWDA, the Directors may discuss and consider regional programming.

Data are not available now from the Center for Workforce Information and Analysis regarding regional Location Quotients.

Additionally, long-term industry projections for the Southeast Region also provide a window into employer demand to match job seeker supply.

When looking at long-term industry projections the highest level of projected growth is in construction. This is currently a sector with high unemployment and growth will provide an
opportunity to bring back displaced workers. Education and Health Services along with Leisure and Hospitality are also projected to grow more than ten percent. Information, Federal, State and Local Government, as well as Manufacturing are projected to decline. The region’s workforce and economic development agencies are working to identify strategies to attract and train talent to reverse the decline in manufacturing employment, but more immediately to find skilled replacement workers to take over from retiring baby-boomers. Several initiatives detailed below, directly address the challenges (p. 16). Manufacturing, because of the strong supply chain effects, is a critical component along with Healthcare, Education and Professional & Business Services.

### Long Term Industry Projections for Southeast Region (2014-2024)

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Jobs</td>
<td>2,130,540</td>
<td>2,266,260</td>
<td>135,720</td>
<td>6.4%</td>
</tr>
<tr>
<td>Goods Producing Industries</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Agriculture, Mining &amp; Logging</td>
<td>236,030</td>
<td>243,960</td>
<td>7,930</td>
<td>3.4%</td>
</tr>
<tr>
<td>Construction</td>
<td>5,240</td>
<td>5,400</td>
<td>160</td>
<td>3.1%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>71,560</td>
<td>83,170</td>
<td>11,610</td>
<td>16.2%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>157,140</td>
<td>153,330</td>
<td>-3,810</td>
<td>-2.4%</td>
</tr>
<tr>
<td>Services-Providing</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Trade, Transportation &amp; Utilities</td>
<td>339,780</td>
<td>346,640</td>
<td>6,860</td>
<td>2.0%</td>
</tr>
<tr>
<td>Information</td>
<td>33,890</td>
<td>31,210</td>
<td>-2,680</td>
<td>-7.9%</td>
</tr>
<tr>
<td>Financial Activities</td>
<td>133,390</td>
<td>140,730</td>
<td>7,340</td>
<td>5.5%</td>
</tr>
<tr>
<td>Professional &amp; Business Services</td>
<td>308,940</td>
<td>341,160</td>
<td>32,220</td>
<td>10.4%</td>
</tr>
<tr>
<td>Education &amp; Health Services</td>
<td>540,660</td>
<td>599,970</td>
<td>59,310</td>
<td>11.0%</td>
</tr>
<tr>
<td>Leisure &amp; Hospitality</td>
<td>183,730</td>
<td>205,040</td>
<td>21,310</td>
<td>11.6%</td>
</tr>
<tr>
<td>Other Services, Except Public Admin.</td>
<td>102,920</td>
<td>108,150</td>
<td>5,230</td>
<td>5.1%</td>
</tr>
<tr>
<td>Federal, State &amp; Local Government</td>
<td>127,490</td>
<td>122,870</td>
<td>-4,620</td>
<td>-3.6%</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis, 2017

Further review of this chart above demonstrates a 16.2% increase in construction employment, a 2.4% decline in manufacturing within the Goods Producing Industries. Significant growth also is projected in Professional and Business Services, Education and Health Services, and Leisure and Hospitality.
Specialty Hospitals (except Psychiatric and Substance Abuse) experienced the greatest decline in the number of job over the past year, while Services for the Elderly and Persons with Disabilities along with Home Health Care Services experienced growth. This is indicative of changes in the way healthcare is organizing across the region. Consolidation of healthcare systems has changed the landscape of demand for talent over the past five years.

Personal Care Aides and Home Health Aides are growing occupations, while Janitors and Cleaners and Sales Representatives are declining. We are expecting a decline in the types of retail jobs available in the coming years; outlets seem to do well as does the King of Prussia Mall, but department stores and clothing stores are experiencing declines in employment (*These 21 retailers are closing hundreds of stores in 2017*, Gili Malinsky, Bankrate).

### Growing & Declining Industries

<table>
<thead>
<tr>
<th>Industry</th>
<th>Change in Jobs (2015-2016)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Services for the Elderly and Persons with Disabilities</td>
<td>4,181</td>
</tr>
<tr>
<td>Home Health Care Services</td>
<td>2,348</td>
</tr>
<tr>
<td>Research and Development in Biotechnology</td>
<td>1,453</td>
</tr>
<tr>
<td>Computer and Computer Peripheral Equipment and Software Merchant Wholesalers</td>
<td>-663</td>
</tr>
<tr>
<td>Colleges, Universities, and Professional Schools (Local Government)</td>
<td>-957</td>
</tr>
<tr>
<td>Specialty (except Psychiatric and Substance Abuse) Hospitals</td>
<td>-2,275</td>
</tr>
</tbody>
</table>

*Source: EMSI, 2017*

Another method of confirming and corroborating long-term industry projections for the Southeast Pennsylvania Workforce Region is through the North American Industrial Classification System (NAICS) codes. These codes, as noted by the Center for Workforce Information and Analysis on their website ([www.workstats.dli.gov](http://www.workstats.dli.gov)) that “data contained in these tables are the best available source of information for estimating job opportunities, developing training programs and gaining an insight into future employment trends”. Based upon a summary of the six Local Workforce Development Areas, the chart below is the ten-year Long-Term Industry Projections for Southeast Pennsylvania.
An analysis of the chart above confirms industry growth noted in the previous chart with the largest gains occurring in Health Care & Social Assistance, Accommodation & Food Service, Professional & Technical Services, Administrative & Waste Services and Construction all in four figure positive average annual change.

Further research into some of the occupations that comprise these general categories based upon the region’s fastest growing occupations indicate a varied average wage that would be a family sustaining wage and appropriate for investment by the public workforce system.

Many of the fastest growing occupations in the region are in Health Care and Food Service as noted in the Long-Term Industry Projection chart above and the specific occupations identified below.
Within the Long-Term Industry and Occupational Projections, specific categories are cross cutting and serve the entire labor market (such as Professional and Technical Services) while others serve primarily specific categories (such as Health Care & Social Assistance and Construction).

When examining the region’s fastest growing occupations in the chart above, clearly these fastest growing occupations correlate with the categories of the Long-Term Industry Occupation Projections.

The Southeast Pennsylvania Workforce Region has identified Manufacturing, because of the strong supply chain effects, as a critical component and in-demand industry cluster along with Healthcare, Education and Professional & Business Services. This identification is based upon strong employer demand and overarching impact of high quality jobs throughout the region.

The Southeast Pennsylvania Workforce Region has also identified additional in-demand industry sectors including Construction and Energy. Construction will be an expanding sector with employment expected to grow 16.2% through 2024. Reviewing this anticipated employment demand compared to the Location Quotient, it appears most of the Local Workforce Development Areas have a need to supply workers for the construction industry.

Another in-demand industry sector to consider is that of Energy. This in-demand cluster...
encompasses many aspects of energy, that could focus on the transmission of energy. This includes regional needs of PECO as well as First Energy/Met Ed and GPU, the regional utility to upgrade their gas and electric transmission capabilities. This also includes the potential and likely conversion of the former Sunoco refinery in Linwood, Delaware County, as the exporter of liquefied natural gas on the Delaware River waterfront as well as the associated Mariner 2 pipeline project this to transport natural gas liquids from Ohio and the Pittsburgh area to the Marcus Hook facility (through Berks, Chester and Delaware Counties) for both domestic distribution and export. All three of these energy related projects will directly benefit the energy sector but also have impacts on the construction sector.

The region is looking to quantify both the types and numbers of those engaged in the “gig economy” to better inform our services for contingent and self-employed workers. One of the key areas of growing employment is that of what is commonly referred to as the “Gig Economy, defined by the Bureau of Labor Statistics as “a gig describes a single project or task for which a worker is hired, often through a digital marketplace, to work on demand”¹. BLS admits that the Gig workforce is spread among many different sectors and occupations with no way at this time to accurately track this information, traditionally called contingent workers.

The Long-Term Industry Employment Projections (based on the NAICS codes) project a 2.4% or 254 per year increase in self-employment income demonstrating a positive trend on the “Gig Economy”.

One of the ways to portray data to determine the Gig Economy impact is through the review of the share of resident tax returns with independent business income. Recently the Federal Reserve Bank of Philadelphia as part of their Second Quarter 2017 Community Outlook Survey reviewed and determined that barriers to employment access are major issues to improving workforce and economic development efforts. One of the key areas discussed was that private contractor “gig” work and self-employment opportunities are on the rise. ²

<table>
<thead>
<tr>
<th>Percentage of Independent Business Income by County</th>
</tr>
</thead>
<tbody>
<tr>
<td>Berks</td>
</tr>
<tr>
<td>Bucks</td>
</tr>
<tr>
<td>Chester</td>
</tr>
<tr>
<td>Delaware</td>
</tr>
<tr>
<td>Montgomery</td>
</tr>
<tr>
<td>Philadelphia</td>
</tr>
<tr>
<td>State</td>
</tr>
</tbody>
</table>

Source: Internal Revenue Service

Based upon 2015 data (the most recent available from the Internal Revenue Service) the following Southeast PA counties have the following percentages of independent business income:

income (See chart to the right). The Southeast PA counties are close to or exceed the state level, indicating a higher impact of the Gig Economy.

The survey goes on to say that, like other workforce needs, soft skills are critical to the ongoing growth and success of the Gig Economy.

The Gig Economy will be an emerging sector for the Southeast Pennsylvania given the positive growth projections and currently higher than average independent business income.

To help ensure resources are available for serving these sectors and occupational areas, based upon the research complete, the Southeast Pennsylvania Workforce Development Areas recently submitted two regional petition applications for construction and manufacturing.

Based on this ongoing growing economy, the Southeast Pennsylvania Workforce Region will continue to review and update the industry clusters, sectors and related skill needs of the employer and related occupations.

Please see the regional strategy chart on page 16 for specific employer engagement to better align training investments with talent needs of the regional employers see Section 1.5.

1.3. Based on the analysis of the regional labor market and economic conditions, describe the region’s workforce and economic development-oriented vision and goals.

The Workforce Development Board partners of the Southeast Pennsylvania region have a long history of working together to achieve maximum collective impact in producing a highly-skilled workforce available to existing and prospective employers on a regional basis. The partners embrace the vision of the Governor’s Combined State Plan that sets a framework for multiple levels of government working efficiently and in concert toward shared goals (“government that works”), expanding the education and training routes that lead to skills documentation valued by employers (“schools that teach”), and the transition to higher wage jobs tied to higher skills in the workforce through stronger alignment of economic development and workforce development actions (“jobs that pay”). The partners enthusiastically support advancement of a state system built on two bedrock principles where Pennsylvania has been a national leader in creating best practices for the national workforce development system: sector-based planning through industry partnerships, apprenticeships programs, and other employer-led training programs with coalitions tied to groupings of engaged employers not county or regional boundaries; and career pathways as the language of the education and training system that constantly focuses on employment goals while allowing for the flexibility of multiple on-ramps and off-ramps.

A solid base for planning and action was created in 2015 by the Workforce Boards and economic development partners of the Southeast Partnership for Regional Economic Performance (SE PREP). The Southeast Pennsylvania partners used a grant from the Pennsylvania Department
of Labor and Industry as an opportunity to enhance regional, cross-sector collaboration by bringing together the region’s 5 Small Business Development Centers, 2 Industrial Resource Centers, 6 Economic Development Organizations, and 6 Workforce Investment Boards to address regional priorities and to establish a foundation for further collaboration. After nearly a year of collaboratively implementing the initiatives funded under the grant, the partners engaged an economic development consulting organization, Camoin Associates, to facilitate a strategic planning process and to develop a strategic plan for the region. As a result of the process, which included review of multiple existing plans in the region, the partners identified several common regional workforce challenges and opportunities and developed strategies that built on existing organizations, plans, and relationships. In updating the information originally developed from the SE PREP work, additional discussions and meetings were held to identify additional regional challenges. The major regional challenges identified were:

- Addressing the aging workforce
- Engaging youth
- Coordinating employer needs with education and training programs in the region
- Job creation through small business development
- Developing a sustained and coordinated outreach and public relations campaign.
- Engaging the “Gig Economy” and its impact on Southeast Pennsylvania.

To address these challenges, seven primary strategies were developed. The strategies recognize the funding limitations and uncertainties of the partners, but serve as a framework for joint action for the multiple workforce development boards in the region and for collaboration with economic development and education partners prioritizing the use of existing funds and in acquiring additional resources. The table that follows shows the seven strategies, the alignment with the five broad goals of the Pennsylvania Combined Workforce Development Plan, and the goals to be pursued by the five Workforce Development Board partners in Southeast Pennsylvania in the upcoming year.

<table>
<thead>
<tr>
<th>SE PA Regional Strategies (2015 SE PREP Plan)</th>
<th>Alignment with PA Plan (Combined WIOA Plan)</th>
<th>SE PA 2017 Goals (SE PA Regional WIOA Plan)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Enhance partner awareness of resources, priorities and initiatives</td>
<td>Strengthen data sharing across agencies to create better understanding and to better target new initiatives</td>
<td>• Leverage existing resources of service strategies &amp; curricula • Creating a regional strategy with the PA Department of Labor and Industry in regards to technical assistance/monitoring to</td>
</tr>
</tbody>
</table>
| 2. Identify New Funding Opportunities | Expand public-private investment in the development of existing & emerging workers | • Collaborate regionally to identify additional and access private or alternative funding sources for workforce programs;  
• Collaborate regionally to identify additional methods of revenue generation through fee – for – service programs that can allow for more flexible local and regional resources. |
|---|---|---|
| 3. Develop Partnership Framework for Ongoing Collaboration | Engage employers via sector strategies (demand-side clarity) and connect education/training via career pathways (supply-side responsiveness) | • Coordinate service approaches for key employer programs (OJT, incumbent worker training) to make them more user-friendly for employer customers  
• Aligning regional policies for Incumbent Worker Training, and On- the-
<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PY 2017-2019 WIOA Multi-Year Regional Plan</strong></td>
<td>Job- Training, to ensure seamless access to job seekers and employers who have a presence in multiple local areas within the SEPA region.</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Create a regional strategy for leveraging Rapid Response funds to address Incumbent Worker Training needs in key Industry sectors</td>
</tr>
</tbody>
</table>
| 4. Develop a Sustained Outreach Campaign for Job Seekers and Employers | Present clear message to the public & employers through better alignment of state, regional & local plans | • Share resources for public & employer awareness of programs & services  
• Develop career awareness messages that can be used by all workforce areas, with emphasis on array of pathways for young adults |
| 5. Engage Employers Collaboratively | Engage employers via targeted industry sectors such as Industry Partnerships & WEDnet PA | • Continue bi-annual meetings of all regional Workforce Board chairs; use meetings as venue for connecting to regional economic development groups & industry sector leaders/associations  
• Local Area Directors attend, or will attend, SE Regional Economic Development PREP meetings on a bi-annual basis to ensure close coordination and alignment with Economic Development Partners. |
| 6. Facilitate Employer & Establish career pathways as | Promote Career Pathways |   |
1.4. Describe the regional service strategies aimed at achieving the vision and goals established for the region.

The Southeast Pennsylvania Workforce Development region’s economic and workforce development vision and goals are based upon regional economic development efforts and common needs of the priority clusters, their employers and their critical skill needs. The region has a strong and successful history of collaborating on regional economic and workforce development efforts for many years.

The regional economic development and business engagement strategies are often regional with employers and sectors crossing local workforce development areas geographic designations in order to obtain their needed skilled labor force. In response to the regional needs of employers, the six local workforce development board directors have a successful history of meeting regularly to develop programs, apply for funds, and implement regional efforts to address the needs of employers across the region. These partnerships for program implementation will be in direct response to the employer needs and consequently may be a full partnership of all six organizations (with one usually accepting the lead role) or could be fewer than all six depending upon the locations of employers, type of industry, funds available and other factors.

Examples of these programs include the AgConnect Partnership, Innovative Technology Action Group (ITAG), the Smart Energy Initiative of Southeastern Pennsylvania, and the Philadelphia Business Education Career Awareness Project to name a few. These program examples represent responses to various industry clusters throughout the region and complement the local workforce development area efforts.

Recently, the six local areas participated in a regional Southeast Pennsylvania Workforce and
Economic Development collaboration project with their PREP partners. This project, funded with Jobs 1st funding initiative, helped identify priority efforts, implement successful pilot and other needed programs and enhance collaboration among workforce and economic development partners. This helped identify a successful framework for regional collaboration, however, there are no funds to continue this specific project.

As a result of this collaboration, the region coordinates workforce services with our economic development partners through the regular Southeast regional PREP meetings as well as in special initiatives. For example, the region’s Small Business Development Centers present their services in information session with the areas Industry Partnerships. The Delaware Valley Industrial Resource Center (DVIRC) and Manufacturing Resource Center (MRC) are critical partners in supporting the diversification of employers’ manufacturing production and succession planning. These partnerships with economic development agencies provide a broader set of services to employers across the region.

To continue the momentum established by the Jobs 1st project, the six local workforce development boards will continue to emphasize and respond to the demands of employers throughout the region. To implement this, the Board Directors will continue to meet monthly and convene with their Workforce Development Board Chairs quarterly. These meetings will focus on improving the services to employers, industry clusters and skills sets necessary and in demand to complement and support local county-based efforts.

The Southeast Pennsylvania Workforce Development Region, as part of their plan, will discuss and consider the following topics (and others) as part of the quarterly meetings:

- Acquiring grants—the region has a successful history of acquiring grant funds to address critical regional needs and will continue to explore these opportunities as a region.
- Leveraging existing resources—in order to better serve employers, intermediaries, jobs seekers and others, the sharing of resources (such as curricula and service strategies), recruitment needed for skill needs in high demand for the region’s employers, and other related data and information.
- Incumbent worker policies—consider reviewing and developing consistent incumbent worker policies to best serve the region’s employers.
- Core partner procedures—consider development of protocols with partners such as OVR, Wagner-Peyser and Title II to better and more consistently serve employers and job seekers and as available with Youth Build and Job Corps.
- Train-the-Trainer—development of training packages in venues where staff can access this training including improved employer engagement and business service strategies.
- Review local employer engagement strategies—one of the opportunities is to improve consistency, performance and services to employers throughout the region by reviewing and sharing effective practices related to employer engagement strategies.
PY 2017-2019 WIOA Multi-Year Regional Plan

As part of the plan, the Directors will continue to reach out to the lead sectors throughout the region, work with intermediaries (such as Chambers of Commerce and Economic Development Organizations) both locally and regionally, and share labor market information in order to continually serve employers as effectively as possible. Additionally, the region is exploring how to market workforce services and increase our penetration rate across industries while attracting more career seekers into our centers for workforce services.

The Southeast Pennsylvania Workforce Boards have a long successful history working with and partnering with post-secondary education. The regional community colleges are key resources in both post-secondary certifications and 2-year degrees that align with employer demand.

As noted in the Jobs 1st funding initiative, as indicated in the table below, these national trends also apply to the SEPA region. The median wage of a worker in the Greater Philadelphia region with an Associate’s degree or some college education is 78% higher than that of a worker without a high school diploma. A worker with an Associate’s degree earns 21% more than a high school graduate. Just graduating from high school in the region leads to a 47% increase in median earnings over the earnings of a worker without a diploma. Workers without postsecondary degrees are also more likely to be unemployed than workers with an Associate’s degree or higher. The unemployment rate for workers without a high school diploma is 19%, while the rate for workers with an Associate’s degree or some college is just 9%.

![Earning and Unemployment Rates by Educational Attainment](image)

For these reasons, as well as the aging workforce, offering training programs that meet the needs of employers and are accessible to all residents is more important than ever. As previously referenced, employers are facing waves of retirements, removing some of the most experienced and skilled workers from the workforce. Most of these openings will require workers with at least an Associate’s degree to meet the needs of employers. However, as noted by a local WDB member, focusing solely on higher level education does not hit all areas needing to be addressed for higher level jobs.

Additional assistance to support the key industry sectors aligns with two goals of the Jobs 1st Report that “workforce and economic partners provide information about the needs of key industry sectors to training providers” and that “students, educators, parents, and adult workers are aware of in demand skills and occupations on the region”. Through the strong connection to education throughout the region will obtaining these skills and their corresponding wages be possible.
The Directors will explore then establish as part of the regional effort appropriate outcomes and results to measure the work with employers and sectors as noted in and as part of the plans per section 1.3 through developing the partnership framework for ongoing collaboration, developing sustained outreach campaigns for job seekers and employers and engaging employer collaboratively.

1.5. Describe the development and implementation of sector initiatives for in-demand industry sectors or occupations for the region.

While all the local workforce development boards in the Southeast Pennsylvania region maintain strong connections with their multiple local economic development organizations and chambers of commerce, as described in each local plan, the primary forum for connecting workforce development and economic development goals and services at the regional level has been the Southeast Pennsylvania Partnership for Regional Economic Performance (SE PREP). In 2015 the core partners of SE PREP brought together the region’s 6 county-based economic development organizations, 6 workforce boards, 5 small business development centers, and 2 industrial resource centers to address regional priorities, establish a foundation for ongoing collaboration, and create strategic goals to guide the individual strategies and tactics of each participating organization. The plan that resulted from the process focuses on the intersection of interests, challenges, and opportunities of the partners. The plan does not supersede any other plans but rather provides an overarching framework to focus on the core issue of primary interest to the Southeast Pennsylvania partners – creating a more highly-educated and trained workforce in the region as an enabler of business expansion and attraction. Key strategies from the plan and alignment with the state and regional WIOA plans are shown in Section 1.3 (pages 14-17).

The platform of knowledge and trust among workforce development organizations and economic development organizations in the region has resulted, and will continue to result, in quick concerted action to respond to needs and seize opportunities. Coalitions in various geographic configurations provide customized approaches to address key issues, all under the regional SE PREP platform that is used to share information, expand and replicate successful models, and assess overall regional impact on employer and job seeker customers. This process allows for flexibility and speed in crafting solutions and in sharing leadership on key initiatives, while maintaining focus on regional impact of the collective efforts. Shown below are examples of such coalitions that are serving to advance workforce skills in the region:

American Apprenticeship Grant

Purpose/Goals: Build new apprenticeship structures and pipelines in the region, specifically creating an IT apprenticeship enrolling 170 trainees and a Behavioral Health Technician apprenticeship enrolling 140 trainees. Leverage other funding sources to build and maintain pre-apprenticeship feeder programs. Create visibility for apprenticeship structures in the region to stimulate the growth of apprenticeships in other occupations.
PY 2017-2019 WIOA Multi-Year Regional Plan

Timeline: 5 years beginning December 2015

Key Partners: Philadelphia Workforce Development Board, Philadelphia School District, Communities in Schools, Youth Build, Job Corps, District 1199C Training & Upgrading Fund, OIC, PHA

Coordinating Partner: Philadelphia Works

Manufacturing Alliance of Bucks & Montgomery Counties

Purpose/Goals: Connect manufacturers in the two counties to strengthen and grow the sector. Provide opportunities for increased networking, partnering, and sharing of information. Create and maintain a supply chain website. Raise money to support goals. Provide dedicated staff from the two Workforce Development Boards.

Timeline: Ongoing platform

Key Partners: Bucks and Montgomery County Workforce Development Boards, manufacturers in both counties

Southeastern Regional Workforce Development Partnership

Purpose/Goals: Develop training plans and awareness initiatives to ensure a reliable pipeline of talent for the manufacturing sector. Increase employer membership. Support work-based learning for students, including summer internships. Develop a pre-apprenticeship manufacturing program. Develop on-site career coaching models. Map manufacturing career pathways to showcase education/training leading to high wages in the sector.

Timeline: Formed in 2007, work is ongoing


Southeast PA Region Workforce/Economic Development Collaborative: PA JOBS1st Grant

Purpose/Goals: Build a sustainable public/private partnership in Southeast PA to provide comprehensive and integrated workforce and economic development services. Address labor shortages facing manufacturers in Southeast PA through training and aggressive career awareness and pipeline development campaigns.

Timeline: Ongoing platform (built with grant from July 2014 to July 2015)

Key Partners: Southeast PA PREP Partners, Workforce Development Boards of Berks, Bucks, Chester, Delaware, Montgomery, and Philadelphia Counties
Workforce Innovation Fund (WIF) Grant: Micro-Credentials for Target Populations

**Purpose/Goals:** Develop micro-credentials in the successful 12-week metalworking training program of the college. Serve four cohorts of ten students each. Target new populations and engage community partners in recruitment and preparation.

**Timeline:** October 2015 – September 2019

**Key Partners:** Bucks County Community College, Bucks County Workforce Development Board

Workforce Innovation Fund Grant: High Priority Occupations

**Purpose/Goals:** Embed micro-credentials in two new and two existing career certificate programs in the healthcare and manufacturing sectors. Focus on attracting dislocated workers, with special emphasis on long-term unemployed job seekers. Provide intensive, individualize career coaching for trainees to ensure training and job placement success.

**Timeline:** October 2015 – September 2019

**Key Partners:** Montgomery County Community College, Montgomery County Workforce Development Board

Sector Partnership National Dislocated Worker Grant

**Purpose/Goals:** Train 54 dislocated workers in High Priority Occupations in the Nursing, Biotechnology and Bio-manufacturing sectors. Employ a Career Pathways framework. Connect short-term training to 2-year and 4-year degree programs.

**Timeline:** July 2015 – June 2017

**Key Partners:** Southeast PA regional community college and workforce development boards

Southeast Pennsylvania Defense Transition Collaborative

**Purpose/Goals:** Assist distressed employers, adversely impacted by defense spending cuts, in the supply chain of major Department of Defense vendors. Create marketing and diversification plans to improve business outcomes for these employers. Connect employers to other potential markets. Currently funded through a second year.

**Timeline:** November 2015 – November 2018

**Key Partners:** Workforce development boards and economic development entities in Southeast PA region plus Lehigh and Northampton Counties

Philadelphia Business Education Career Awareness Project

**Purpose/Goals:** Create pathways programs in manufacturing sector for 14-24-year old students and young adults. Provide career awareness and internship opportunities for over 300 youth. Enhance career awareness through real-time labor market information and mapping of pathways.
**Timeline:** June 2015 – June 2016


**Business-Education Partnership Grant**

**Purpose/Goals:** To use career awareness and solidify elements for a successful school to employment experience for rising seniors through internships and intentional and more intensive career readiness training. To better support such transitions, externships of teams of CTE and academic teachers will engage with employers on-site.

**Timeline:** March 2017 – June 2018

**Key Partners:** Philadelphia Works, School District of Philadelphia Office of Career & Technical Training, Philadelphia Youth Network, SERWDP

**AgConnect Partnership**

**Purpose/Goals:** Connect farmers, to business resources, training, and financing to grow businesses and promote smart, sustainable agricultural economic development. Promote agriculture as a viable career option for students. Support training and financing programs to advance the sector, acquiring grants to assist.

**Timeline:** Ongoing Industry Partnership (since 2000)

**Key Partners:** Initiative of the Chester County Economic Development Council with partner support from Southeast PA workforce development boards, PA Department of Community and Economic Development, PA Department of Labor and Industry

**Innovation Technology Action Group (ITAG)**

**Purpose/Goals:** Develop programs and workshops for individuals and companies, promoting the latest technology and best practices in using it. Create a pipeline of qualified technically-trained workers. Host an annual Tech Summit conference for IT leaders to share knowledge and experiences on leading trends impacting business.

**Timeline:** Ongoing Industry Partnership (since 2009)

**Key Partners:** Workforce Development Boards of Southeast Pennsylvania.

As updated through meetings and discussions with the PREP Partners and other community stakeholders, the Southeast PA Workforce Development Areas have identified additional areas of focus on the regional level. These include but are not limited to:

- Engaging the “Gig Economy” in the region.
PY 2017-2019 WIOA Multi-Year Regional Plan

- Increasing labor market participation throughout the region in order to better serve employers, businesses and priority sectors. This includes regional initiatives targeted at individuals with barrier as well as the long-term unemployed/under-employed.

- Continue research and engagement in the Construction Trades sectors.

- Research additional potential sectors including Child Development Associates, opportunities for Immigrant population, and services to Youth.

The Southeast Pennsylvania Workforce Region will utilize the Next Gen Sector Partnership opportunities to continue to grow and build effective sector partnerships. Working in concert with the Commonwealth, the Next Gen Sector Partnerships will provide an industry-led collaboration that serves as a vehicle for aligning workforce development, economic development and education around the needs of business from a targeted industry.

In addition to the sector strategies noted above, there is a big movement for the Apprenticeship in Bucks and Montgomery counties, more for metal working than other areas such as construction and welding.

Given the size, diversity, and complexity of the broader Southeast PA region that includes over 1/3 of the commonwealth’s population, the approach of sponsorship of initiatives by varying combinations of geographic and industry partners has served the region well. Many of these efforts, as shown above, are ongoing and funded for multiple years. As such, they lay the foundation for region-wide sharing of knowledge and best practices and spawning new initiatives that can be expanded and replicated as needed.

1.6. **Describe how the region will connect employer labor force requirements and occupational demands with the region’s labor force, including individuals with barriers to employment.**

The Southeast Workforce Development Region has significant regional populations in need of services and skills to meet the need of the region’s sector employment needs. Each local workforce area has their priorities for serving target groups in their area.

During Program Year 2015, through Job 1st funds contracted with Camoin Associates to produce a report titled “Southeast Pennsylvania Workforce-Economic Development Collaboration Strategy” identified the aging workforce and youth engagement as regional target populations.

Additional regional labor market analysis then expands the regionally targeted populations to include veterans, returning citizens, low-income individuals, low educational attainment individuals, persons with disabilities and limited English proficiency. This list of targeted populations will be regularly reviewed and updated to determine any gaps or services necessary. Additionally, each local area has spent extensive time and research documenting, reaching out, and serving to the best of their abilities many targeted populations, as identified in their respective local plans. With a region as large, extensive and diverse as the six local workforce...
areas comprising Southeast Pennsylvania, the regionally identified target groups could comprise sub-group of areas or the entire region.

As a core partner, OVR has the ability to collaborate with the local Workforce Development Boards to serve individuals with disabilities. Eligible OVR customers receive multiple, individualized services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, and job placement. Under WIOA, OVR has the ability to provide both eligible and potentially eligible in-school youth with disabilities with pre-employment transition services (PETS) to better prepare these students for life after high school. OVR also provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities.

The Workforce Board Directors will continue to explore these areas as part of their monthly meetings. The Directors will also work in the context of the Workforce Innovation and Opportunity Act (WIOA), the Commonwealth’s Combined Plan, and other significant stakeholders in reaching out to identify and address ongoing target population needs. As appropriate, they will work closely with local organizations and agencies that have a keen and in depth understanding of the critical challenges and opportunities in addressing these target populations.

Another area of focus will be on developing effective regional responses to the challenges of disconnected young adults. This will involve coordination with our educational partners, community-based organizations (CBOs) and WIOA partners such as Job Corps and YouthBuild.

Section 1.3 in this plan further delineates the regional priorities and plans to address the connection of the employer’s labor force and occupational demands for all workers and job seekers, including those with disabilities.

1.7. **Describe the coordination of transportation and other supportive services for the region.**

Transportation is a critical factor to the success of an individual receiving education and training, getting to and from work, and a key success factor toward obtaining and keeping a job. The chart to the right illustrates where people live versus where they work. This is particularly true for those individuals with barriers to employment including but not limited to ex-offenders now more commonly known as returning citizens, persons with disabilities, TANF recipients, veterans, and others. Additionally, many of the priority sector jobs available, such as

<table>
<thead>
<tr>
<th>Southeast Pennsylvania Workforce Areas</th>
<th>Comparison of Place of Work vs. Residence</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Area</td>
<td>Work in the county</td>
</tr>
<tr>
<td>Berks</td>
<td>74.6%</td>
</tr>
<tr>
<td>Bucks</td>
<td>57.3%</td>
</tr>
<tr>
<td>Chester</td>
<td>64.6%</td>
</tr>
<tr>
<td>Delaware</td>
<td>52.4%</td>
</tr>
<tr>
<td>Montgomery</td>
<td>63.2%</td>
</tr>
<tr>
<td>Philadelphia</td>
<td>75.6%</td>
</tr>
</tbody>
</table>

Source: American Fact Finder, US Census Bureau, 2014
health care, manufacturing, agriculture, retail sales, and management occupations require non-traditional working hours including evenings and weekend work. Managing these challenges while also including additional needs such as child care, further education, and other activities further amplifies the need of reliable transportation.

In Southeast Pennsylvania, most people drive alone to work; 50.6% of those in Philadelphia and approximately 76.8% in the suburban counties do just that. (See chart to the right.) Additional but much smaller percentages of individuals car pool, take public transportation, walk or work at home. This clearly demonstrates that reliable transportation and most likely ownership or use of a vehicle is critical to the long-term work success of individuals throughout the region.

This is reflected in the regional commuting patterns across the region. The chart below illustrates the means of transportation to work. Based on the American Fact Finder US Census Data, fewer people drive to work in Philadelphia when compared to their neighboring Southeast Pennsylvania counties.

As has been stated many times, skill sets do not stop at county lines. Economic development and their employer engagement efforts are often a regional approach by the Southeast Pennsylvania Workforce Development Boards (see Section 1.9). Another way to illustrate that in transportation terms is the commuting across county lines (or in some cases state lines) to get to work. The analysis of the place of work versus the neighboring county or state illustrates a broad commuting pattern from suburban Philadelphia counties to Philadelphia while the Berks County labor force mostly works within Berks County.

Comparing where a person’s permanent residence is located versus where they work is also a manner of identifying commuting patterns. The vast majority of individuals work within their home county or contiguous county. Clearly a large number of residents in counties contiguous to
Philadelphia are commuting to Philadelphia. The chart above shows the county of residents versus where persons are working.

All local workforce development areas in Southeast Pennsylvania have a majority of employed residents in their counties working within their counties. On average two out of three workers work within their county of residence with Berks having a high of 79.2% (almost 8 out of 10) and Delaware being the lowest at 54.3% but closely followed by Bucks County at 55.3%.

One of the significant issues for transportation planning for both individual commuting and public transportation is the level of employment in Philadelphia versus the other Southeast Pennsylvania counties. While Philadelphia does have a significant draw of residents employed in the city from neighboring Southeast PA counties, the level varies significantly largely due to geography.

Public transit has been and will continue to be a vital component of community life throughout much of Southeast Pennsylvania.

| Southeast Pennsylvania County-to-County Worker Flow |
|---------------------------------|-------|----------------|----------------|----------------|----------------|----------------|----------------|
|                                 | Berks | Bucks | Chester | Delaware | Montgomery | Philadelphia | TOTAL SE PA |
| Berks                           | 140,819 | 410 | 1,916 | 187 | 4,231 | 243 | 147,806 |
| Bucks                           | 675 | 168,090 | 1,133 | 2,060 | 23,722 | 23,248 | 218,928 |
| Chester                         | 5,596 | 3,036 | 137,678 | 18,504 | 25,006 | 7,810 | 197,630 |
| Delaware                        | 505 | 2,754 | 17,870 | 137,988 | 11,758 | 21,802 | 192,677 |
| Montgomery                      | 12,727 | 48,414 | 25,673 | 28,144 | 245,619 | 59,970 | 420,547 |
| Philadelphia                    | 702 | 31,892 | 10,586 | 48,151 | 54,576 | 429,667 | 575,574 |
| Other PA                        | 15,270 | 5,574 | 5,107 | 1,399 | 3,976 | 3,114 | 34,440 |
| Other USA                       | 1,526 | 43,475 | 18,106 | 17,348 | 10,794 | 23,533 | 114,782 |
| Other Int.                      | 11 | 240 | 96 | 141 | 150 | 374 | 1,012 |
| Total                           | 177,831 | 303,885 | 218,165 | 253,922 | 379,832 | 569,761 | 1,903,396 |

*Source: US Census County-to-County Worker Flow Files 2000*

Southeast Pennsylvania is fortunate to have an extensive public transportation system with the Southeast Pennsylvania Transportation Authority (SEPTA) serving the region. (Berks County is served by a separate county-based public transportation system – BARTA). While the SEPTA map below (from their website) shows the transportation venues throughout the Southeast Pennsylvania Workforce Development Area region, the use of public transportation varies within the counties. For example, Philadelphia has the highest percentage of individuals using public transportation at 27% with 11% in Delaware County and 4% in the remaining counties.
As can be seen from the SEPTA map of their routes, the services of SEPTA are concentrated in Philadelphia and Delaware County with limited services to other counties (and neighboring states in some cases). While SEPTA is the sole provider in Philadelphia and Delaware Counties, the other counties have various local or county-based public transportation that complements SEPTA services or addresses various county needs.

Source: http://www.septa.org/maps/system/

The Job Access/ Reverse Commute (JARC) program funded by the Federal Transit
Administration (FTA) was established to address the unique transportation challenges faced by welfare recipients and low-income persons seeking to obtain and maintain employment. The JARC funding was used by SEPTA to provide additional service to passengers at times when regular transit operations would not be justified, such as the late evening, early morning, and on Sundays. Many low-income workers and Temporary Assistance for Needy Families (TANF) recipients in the region, particularly Philadelphia and neighboring counties rely on transit in order to work night shifts and on weekends.

All this being noted, the Southeast Pennsylvania Workforce Development Area works diligently to link with public transportation including ensuring that the PA CareerLink® centers and major contractors are on public transportation routes wherever possible. The Boards also work closely with employers and their sectors to address transportation issues.

The Southeast Pennsylvania Workforce Development Areas will update and identify those regional transportation options identifying accessible transportation options for persons with disabilities that cross county lines. Based upon the current data available, the Southeast Pennsylvania Workforce Development Areas will work collectively with the available Human Services Transportation Plans within each county to best identify services available to address accessible transportation for those with disabilities. Also, in the broader engaging of employers and coordination of services noted in Section 1.3 the Southeast Pennsylvania Workforce Development Areas will pursue the available public transportation availability to serve employers’ labor force needs during off-peak time periods (nights and weekends). This could include working with collaborative efforts with non-traditional carriers such as Uber or special arrangements with public dedicated transportation systems, such as county human services.

The Southeast Pennsylvania Workforce Development Areas are aware of the Delaware Valley Regional Planning Commission Equity through Access, the DVRPC’s update to the region’s Coordinated Human Services Transportation Plan (http://www.dvrpc.org/ETA/). Among the key gaps identified in the plan include:

- Infrastructure—Not all fixed-route service is American with Disabilities Act (ADA) accessible.
- Service and funding—Existing routes and schedules are not always coordinated, flexible or convenient.
- Service and funding—There is inadequate funding to meet overall service demand among vulnerable populations.
- Data and coordination—There is lack of coordination between public transit services and Transportation Network Companies (TNC’s) such as Uber and Lyft.

Based on this report, there is much to be done to improve both regional, intercounty and county based human services transportation to address job seeker and employer needs. The Southeast Pennsylvania Workforce Development Areas will explore and work closely with all entities involved to better address these critical transportation needs.

Note: In the long-term, re-establishing regional rail connection between Reading and Philadelphia would help better integrate the Berks County workforce and employers into the regional labor markets. However, there are no realistic plans for doing so at the current time.
Regarding coordinating supportive services, often time the key to successful work outcomes is the delivery of supportive services consistently across the region. This may include child care, transportation, and other services necessary to meet the job seekers’ needs in support of successful work outcomes. This includes not only the WIOA Title I providers but also all the partners and other community providers involved or engaged in the public workforce system. While supportive services are based upon local county-based policies, the Southeast Workforce Planning Region will continue to review supportive services as needed based on common needs of employers (and their sectors) and job seekers.

1.8. **(Planning Regions Only)** Describe how the region established administrative cost arrangements, including the pooling of funds for administrative costs, as appropriate, for the region.

The Southeast Workforce Planning Region has a long successful history of sharing resources. For many years, the Workforce Development Areas shared funds to employ a Regional Coordinator to address regional needs related to common job seeker and employer programs. Based upon experience, the six areas will use the groundwork from this past experience as a basis for sharing resources. In this case, the local areas employed evenly shared expenses based upon an equal division of the total costs shared equally among the various areas. Based upon the scope of work this was an appropriate method for sharing costs.

The Southeast Planning Region has experience working collaboratively with administering Industry Sector, Partnerships, special workforce initiatives, and most recently the Jobs 1st PREP Region Grant. These programs are based upon employer or job seeker priorities and the local areas have learned through this process to regionally prioritize activities to reflect these priorities with an eye toward a more regional impact. Toward that end, the six local areas will pursue funding streams, address economic development efforts, explore cost-sharing and cost-saving initiatives through local, regional, national, philanthropic and other funds as appropriate. The specific determinations related to defining and establishing appropriate allocation of costs will be determined on a case by case basis.

Should this not be appropriate in the future then the local areas will agree upon a comparable formula to allocate funds. This could be based upon allowable methods based upon Generally Accepted Accounting Principles, Office of Management and Budget Circular, or similar guidance that is most efficient and effective for the circumstance. Every effort will be made with the interest of the efficient shepherding of public resources.

1.9. **(Planning Regions Only)** Describe the agreement between the local boards that describes how the planning region will collectively negotiate and reach agreement with the Department on local levels of performance for, and report on, the performance accountability measures described in section 116(c), for each of the local areas within the planning region.

Each local area will negotiate individually with the Commonwealth. However, the WDAs in the region seek to coordinate on polices associated with training and contracting with employers to reduce confusion. This will positively impact our local areas’ performance.
The Southeast Workforce Planning Region recognizes the value and importance of performance measures related to effective performance outcomes. These measures have many intended and unintended consequences for the entire public workforce system including the job seekers, employers and various agencies and intermediary organizations that help align services based on satisfactory performance outcomes.

The local areas will review and analyze the local performance measures negotiated for the six local areas and based upon those results will then utilize this information and negotiation experience to collectively address the regional performance levels. Since the system is awaiting guidance on these measures (and on still to be determined additional state measures and employer measure(s)), the Southeast Workforce Planning Region will then identify the process to collectively address these outcomes.
Philadelphia Local Workforce Development Area

PY 2017-2019 WIOA Multi-Year Local Area Plan
1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

1.1. Identify the composition of the local area’s population and labor force.

Philadelphia Works is the Workforce Development Board (the Board) that oversees the workforce development activities of Philadelphia County. As part of the local planning process, the Board analyzed the population and labor force of the local Workforce Development Area which is comprised of Philadelphia County, located in Southeast Pennsylvania, home to approximately 1,568,000 citizens.

According to the American Community Census (ACS), Philadelphia County grew by 29,000 residents between 2010 and 2015 (ACS 2015). Projections from Neilson (Claritas Pop-Up Facts 2017) indicate that Philadelphia will gain another 53,680 residents by 2022, an increase in total population of approximately 3 percent. Of these 1,555,072 Philadelphians present in 2015, 53 percent were of “prime working age” (25 to 64 years old). Philadelphians are younger than other Southeast Pennsylvania county residents having a median age of 33.7 years, compared to 40.5 years statewide and between 38.9 years to 43 years in other counties in the Southeast planning region. Since the 2000 Census, the number of city residents 25 to 34-years-old has increased by 2.9 percent and those 35 to 44 by over 2 percent. Those in the 55 to 64-year-old age ranges also increased by 3 percent, while the youngest age groups, middle age groups, and oldest age groups all declined in relative percentage of population. The younger age is significant as the local workforce development area has major development pipeline possibilities for employers. Older workers 55 to 64 face special challenges as they need to adapt to a rapidly evolving occupational mix. (See Figure 1 below).

Figure 1: PHILADELPHIA POPULATION PYRAMID 2015

Source: 2015 American Community Survey

1 Population estimates by county as of July 1, 2016 per US Census Quick Facts.
The labor force participation rate for those 16 years and older is 59.7 percent, according to the five-year 2011-2015 ACS, as compared to the 56 percent found in the 5 percent sample of the 2000 Census. For those in the prime working age category, ages 25 to 64, the labor force participation rate is about 72.5 percent, while those without a high school diploma or equivalency certification have a rate of only 47.7 percent. (See Figure 2 below).

**Figure 2: LABOR FORCE PARTICIPATION BY EDUCATIONAL ATTAINMENT IN PHILADELPHIA**

<table>
<thead>
<tr>
<th>Subject</th>
<th>Total Participation Rate</th>
<th>Employment/Population Ratio</th>
<th>Unemployment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Estimate</td>
<td>Margin of Error</td>
<td>Estimate</td>
</tr>
<tr>
<td>Educational Attainment</td>
<td>Philadelphia County, Pennsylvania</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Population 25 to 64 years</td>
<td>831,811</td>
<td>+/-.136</td>
<td>72.50%</td>
</tr>
<tr>
<td>Less than high school graduate</td>
<td>128,023</td>
<td>+/-.2,892</td>
<td>47.70%</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>272,536</td>
<td>+/-.3,272</td>
<td>68.20%</td>
</tr>
<tr>
<td>Some college or associate’s degree</td>
<td>202,611</td>
<td>+/-.3,230</td>
<td>77.70%</td>
</tr>
<tr>
<td>Bachelor’s degree or higher</td>
<td>228,641</td>
<td>+/-.3,221</td>
<td>87.00%</td>
</tr>
</tbody>
</table>


This age distribution has implications for success in the labor market. Younger workers are more likely to have educational credentials, as more than 45 percent of those 25 to 35-year-old possess a Bachelor’s degree and another 30 percent have earned some college credits or a postsecondary credential. While only 17 percent of 45 to 54-year-olds have a Bachelor’s degree, with another 24 percent having earned some college credit or a postsecondary credential. Likewise, only 15 percent of those 55 to 64-year-olds have a Bachelor’s degree, with only 22 percent have earned some college credit or a postsecondary credential. Lower educational levels for workers 55 to 64-years-old make education and training a priority to ensure employment opportunities, whether they are currently working or seeking employment.2

Raising educational attainment is critical to build Philadelphia’s talent, as it is closely tied to poverty and labor force participation. Thirty-eight (38) percent of those without a high school diploma or equivalency certification live in poverty. Another closely linked demographic to poverty is the concentration of individuals with criminal convictions. According to RISE, (Mayor’s Office of Reintegration Services) Philadelphia’s returning citizens tend to cluster in Southwest and North Philadelphia, including the Olney and West Oak Lane neighborhoods, areas of extreme poverty. While available data varies widely on the number of Philadelphians with past convictions, the current estimate for a criminal record of any sort is one in nine for those over 18 years old. Further exacerbating the issue, in Pennsylvania arrests that do not result in a conviction appear on criminal records.

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Philadelphia is also a destination for immigrants with 196,018\(^3\) foreign-born residents. Half of these are naturalized U.S. citizens. Foreign born residents make up 12.7 percent of Philadelphia’s population up from 9 percent in 2000\(^4\). This is an increase of almost 60,000 residents over a five-year period, reversing decades of population decline and firmly rooting the city’s potential for economic growth in the contributions of these newcomers.

Poverty remains a significant challenge to the city’s economic well-being and a focus for encouraging greater participation in the labor force. Twenty-six point four (26.4) percent of all Philadelphians live below the poverty line; 25.4 percent of all families with children under age six live in poverty; and 29.1 percent of families with children between the ages of 6 and 17 live below the poverty line (ACS 2015). Of the 285,735 residents 16-years-old and older living in poverty, 63.4 percent are not in the labor force and 39.9 percent of those in the labor force are unemployed. These disturbing data reveal the need for more intensive work with those in poverty seeking help at the PA CareerLink\(^\circ\) Philadelphia centers, especially our Employment, Advancement, and Network (EARN) career seekers, to achieve longer term reductions in poverty. Our goal is to increase credentials and place more career seekers into a career pathway with possibilities for increased income and advancement. (See Figure 3 below).

Poverty is concentrated most heavily in sections of North Philadelphia, Olney/Oak Lane, and Southwest Philadelphia. Special efforts to outreach in these areas are part of the Community Connections outreach discussed in Section 4.3.

**FIGURE 3: PERCENT OF ADULTS AGES 18-64 BELOW 100 PERCENT OF THE POVERTY LEVEL**

\(^3\) Five-year 2011-2015 American Community Survey.
\(^4\) U.S. Summary: 2000, Census US Profile
Philadelphia is home to a substantial number of residents with barriers to employment. As stated above, multiple barriers such as poverty and low-educational attainment often create challenges moving our career seekers into career pathways. The Workforce Innovation and Opportunity Act (WIOA) recognizes 13 barriers to employment.

**FIGURE 4: WIOA INDIVIDUALS WITH BARRIERS: PHILADELPHIA ANNUAL COUNTS**

<table>
<thead>
<tr>
<th>WIOA: INDIVIDUAL WITH A BARRIER TO EMPLOYMENT</th>
<th>Count</th>
<th>Source</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>(A) Displaced homemakers.</strong></td>
<td>no count</td>
<td>ACS 25 - 64 years old: income &lt;$10,301; 70 percent of ETA 2017 Lower Living Standard Income</td>
</tr>
<tr>
<td><strong>(B) Low-income individuals.</strong></td>
<td>513,971</td>
<td>ACS 16 and older: below the poverty level</td>
</tr>
<tr>
<td><strong>(C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.</strong></td>
<td>3,944</td>
<td>ACS 16 and older</td>
</tr>
<tr>
<td><strong>(D) Individuals with disabilities, including youth who are individuals with disabilities.</strong></td>
<td>146,064</td>
<td>ACS 25 - 64 years old</td>
</tr>
<tr>
<td><strong>(E) Older individuals.</strong></td>
<td>125,388</td>
<td>ACS 55+ in the labor force</td>
</tr>
<tr>
<td><strong>(F) Ex-offenders.</strong></td>
<td>91,000</td>
<td>Estimate at 11 percent of 2015 ACS of those 25 and older</td>
</tr>
<tr>
<td><strong>(H) Youth who are in or have aged out of the foster care system.</strong></td>
<td>511</td>
<td>2017 State of Child Welfare, Pennsylvania Partnerships for Children: 2016 number</td>
</tr>
<tr>
<td><strong>(I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.</strong></td>
<td>139,574</td>
<td>ACS 25 - 64 years old</td>
</tr>
<tr>
<td><strong>(J) Eligible migrant and seasonal farmworkers, as defined in section 167(i).</strong></td>
<td>&lt;10</td>
<td>1 company with certified H2-B visas for landscape workers</td>
</tr>
<tr>
<td><strong>(K) Individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act (42 U.S.C. 601 et seq.).</strong></td>
<td>no count</td>
<td>No accurate data at this time</td>
</tr>
<tr>
<td><strong>(L) Single parents (including single pregnant women).</strong></td>
<td>72,726</td>
<td>ACS 25 - 64 year old female headed Households w/ children under 18 - does not include pregnant women</td>
</tr>
<tr>
<td><strong>(M) Long-term unemployed individuals.</strong></td>
<td>15,360</td>
<td>CWIA county Profile</td>
</tr>
<tr>
<td><strong>Veterans</strong></td>
<td>66,590</td>
<td>CWIA county Profiles</td>
</tr>
</tbody>
</table>

*Note: ACS is the American Community Survey, 5-Year Estimates; 2011-2015*
Figure 4 above identifies the number of Philadelphia residents with WIOA barriers, and who are veterans. As might be expected, residents often appear in multiple categories. When providing workforce services to these residents, Philadelphia Works seeks to provide individualized services through a customer-centered approach.

Based on the tracking of enrollments of individuals with barriers in the Commonwealth Workforce Development System (CWDS), from July 1, 2016 through March 31, 2017, with the available data fields, the numbers reveal the following percentiles. (See Figure 5 below).

**FIGURE 5:** WIOA-REGISTERED INDIVIDUALS WITH BARRIERS IN CWDS: JULY 1, 2016 – MARCH 31, 2017

<table>
<thead>
<tr>
<th>Barrier</th>
<th>% served this quarter</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Assistance/Low Income</td>
<td>77.0%</td>
</tr>
<tr>
<td>Ex-Offender</td>
<td>14.5%</td>
</tr>
<tr>
<td>Older Individuals (55+)</td>
<td>25.3%</td>
</tr>
<tr>
<td>Basic skills deficient</td>
<td>8.3%</td>
</tr>
<tr>
<td>Individual with disability</td>
<td>2.9%</td>
</tr>
<tr>
<td>Homeless</td>
<td>1.3%</td>
</tr>
<tr>
<td>Single Parent</td>
<td>17.7%</td>
</tr>
<tr>
<td>Any Barrier</td>
<td>89.8%</td>
</tr>
</tbody>
</table>

Source: CWDS

The Board expects to serve increasing numbers of career seekers with multiple barriers as jobs in low-skilled occupations, such as retail sales, continue to decline and the economy improves. Philadelphia has experienced significant changes in its residents’ employment commuting pattern. In 2002, 35 percent of employed residents worked outside the city. By 2014, this number increased to 39 percent of employed residents. Challenges face workers leaving the city to find work if public transportation is not available or when a commute requires multiple transfers. Helping residents address this need by exploring assisting career seekers in acquiring a valid Pennsylvania Drivers licenses is an approach the Board is adopting for many training programs. (See Figure 6 below).
1.2. **How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region/local area?**

The PA Department of Labor & Industry’s defined Industry Clusters demonstrate that Philadelphia’s economy is still dominated by the Healthcare industry cluster, with almost 1 in 4 employed workers engaged in this cluster. The Education and Business Services Industry Clusters are also prominent in the city, comprising 13 and 12 percent of employment, respectively. The Hospitality, Leisure & Entertainment sector accounts for over 11 percent of jobs in the city. The city and the Board merged the Agriculture & Food Production sector (dominated by food product manufacturing in Philadelphia), Logistics & Transportation, and Advanced Manufacturing Clusters together. Combined this group accounts for about 9 percent of those working in the city. Given existing transportation challenges and the increased number of residents commuting outside the city to work, the need to place career seekers into pipeline models and increase employment possibilities locally is essential, especially in place-based sectors such as Healthcare, Education and Hospitality. (See Figure 7 below).
The Board embraces the city’s focus on strong clusters and industry groupings. Targeted industry groups align closely with groupings of state clusters. The economic development strategy to increase labor force participation and move city residents onto career pathways with family sustaining wages focuses on: Advanced Manufacturing and Logistics, Business & Financial Services, Construction & Infrastructure, Early Childhood Education, Healthcare & Behavioral Health, Hospitality & Retail Trade, Information Technology (Technology Services). For more on the strategy used to identify these industry groupings, see Section 2.1.

Challenges remain in placing residents to work along a career pathway. Occupational projections form CWIA indicate that the occupations with the largest volume of increased positions vary from requiring expert skills training (Registered Nurses) to minimal skills training (Combined Food Preparation & Serving Workers). The Board is working to move those in unskilled positions to more skilled positions to increase the stability of their employment and wages. (See Figure 8 below).
The Board maintains close ties with employers through sector-strategies in Advanced Manufacturing/Logistics, Direct Care Healthcare, Business/Financial Services, the Retail Council, Regional Information Technology (IT), and Energy Partnerships and Apprenticeship Programming. These relationships, locally and regionally, help inform the Board’s understanding of skills needed for successful entry and advancement into industry career pathways. This relationship also allows the Board to better identify gaps in workforce skills, such as soft skills, as well as skills specific to the occupations that hold the most opportunity for employment of PA CareerLink® Philadelphia’s customers. Regular feedback on the percentage of the number of referred candidates that meet the criteria for staff-recruited positions provides information for continuous improvement in referrals and recruiting. The Board is exploring launching, in the next year, a systematic collection of feedback from employers engaged in the local system to better address weaknesses in the placement processes.

The Board invests in pipeline models that better prepare those with barriers or with little to no work experience for successful placement into a career pathway. One such effort is the development of pre-apprenticeships programs aligned with Registered Apprenticeships. Success was achieved in increasing resources for these models by combining state-funded pre-
apprenticeship and Registered Apprenticeship programs with private investment from industry partnerships and trade unions, in the following industries:

- Advanced Manufacturing
- Behavioral Health
- Building trades
- Biotechnology
- Community Health workers
- Early Childhood Education
- IT (Business and Financial Services)
- Pharmacy Technicians

These programs are a valuable work-based learning model that can provide workers with academic and workplace skills that lead to postsecondary educational advancement and lifelong careers. In conjunction with a Registered Apprenticeship, pre-apprenticeship programs prepare workers to enter Registered Apprenticeship programs by providing career exposure and immersion activities, workplace and academic skills, and beginning certifications relevant and necessary for a customer to succeed as a full-time employee and apprentice. For youth these opportunities provide a next step along an earn and learn career pathway, particularly for youth graduating from Career and Technical Education (CTE) programs, The Board is exploring adding additional funds to further develop these programs by, for example, funding stipends during pre-apprenticeship training to increase participation and reduce drop out, as well as working with apprenticeships programs to enroll a diverse and equitable pool of participants.

A unique example of such a partnership is the PennAssist program, led by Penn Medicine. PennAssist supports students in making the transition from graduation, from a Philadelphia School District CTE program, to an apprenticeship in the building trades. After graduation from a CTE program aligned with the building trades, interested students apply and are assessed by Educational Data Systems Incorporated (EDSI), a title I provider, on-site at a PA CareerLink® Philadelphia center. Upon acceptance into the program, the recent graduates attend a three-week boot camp addressing safety, relevant math and workplace skills (soft skills) and are assisted in acquiring a Pennsylvania Driver’s License. The skills assessment and boot camp help identify the most suitable trade for individual PennAssist customers. While attending the boot camp, each earns a small stipend to cover transportation and incidental costs. The Board utilizes additional funding streams to pay for the license and stipends. After boot camp, for up to 12 months, Penn Assist customers work on a construction site at the University of Pennsylvania (Penn) as an employee of a trade contractor earning $16.50 per hour, which is equivalent to first year apprentices. During this year, the PennAssist customers will have an opportunity to take an apprenticeship test and join a union.

Another example of local efforts to combine career pathways and employer needs is aligning technical certificate programs with college credit with input from employers on the value of skills and knowledge gained. Community College of Philadelphia and the Board are exploring the use of college credits following completion of the college’s Proficiency Certificates that line up with two-year degree programs. When funded through an Individual Training Account (ITA)
or other workforce funds (such as Temporary Assistance for Needy Families - TANF), customers may choose to complete a two-year Associate’s degree, immediately, or within five years of receiving the certification. This effort is partially funded through the State’s Workforce Innovation Fund (WIF). The proficiency certifications currently under consideration are Automotive, Accounting/Bookkeeping, Computer Support, Dental Hygiene, and Advanced Manufacturing Integrated Systems Technology (AMIST).

Employers from different industries often require a similar base set of skills, in addition to those that are industry-specific. Through the work in career pathways and sector-based employer engagement, Philadelphia Works and partners across the city have identified basic skills needed to prepare customers for all careers:

- **Basic Workplace Skills**  
  - Locates and Uses Resources  
  - Applies Mathematical Concepts and Operations  
  - Reads with Understanding  
  - Writes Clearly and Concisely  
  - Speaks Clearly and Concisely  
  - Listens with Understanding  
  - Observes Critically  
  - Uses Technology

- **Basic Workplace Knowledge**  
  - Applies Health and Safety Concepts  
  - Understands Process and Product or Service  
  - Demonstrates Quality Consciousness  
  - Understands Finances  
  - Works within Organizational Structure and Culture

- **Basic Employability Skills**  
  - Makes Decisions  
  - Solves Problems  
  - Works in Teams  
  - Demonstrates Self-Management Strategies  
  - Demonstrates Effective Interpersonal Relations

- **Lifelong Learning Skills**  
  - Knows how to learn  
  - Applies skills in new contexts  
  - Manages change

Technical skills for specific occupations include industry-recognized certifications and unique job-skills required by a specific employer. The Board often uses On-the-Job Training (OJT) funds to help build employer-specific skills after a career seeker is hired. The PA CareerLink® Philadelphia centers utilize EDSI’s SkillDex product to identify customer gaps in skills and knowledge and inform the OJT curriculum. Some of the skills most requested by industry are listed below.
Advanced Manufacturing

- Material Moving (Loading and Unloading), Forklift Operation
- CNC (Computer Numerical Control) Machining
- Welding (Gas-Arc Welding)
- Rigging
- Machine Repair

Healthcare Direct Services / Behavioral Health

- First Aid
- Assess Physical Condition of Patients to Aid in Diagnosis or Treatment
- Document and Record Information
- Medical Data Entry Software Systems
- Administer Basic Healthcare
- Assist Patients with Daily Activities
- Monitor Patient Progress
- Collect Biological Specimens from Patients
- Order Materials and Supplies

Building Trades

- Carpentry
- Electrical
- Plumbing
- Welding
- Operating Engineering
- Painting

Biotechnology

- Basic Biology
- Clean Laboratory Procedures
- Computer Analytics
- Specimen Collection and Disposal

Early Childhood Education

- Lesson Planning
- First Aid
- Caregiving
- Childhood Development Stages
- Recordkeeping

Business/Finance/IT

- Spreadsheet Software
- Data Base User Interfaces
- Word Processing Software
- Accounting Software
- Project Management Software
Software Development Tools (SQL, JAVA, JavaScript, C#)  
Network Support  

Retail  
- Customer Service Policies (Returns, Warranties, Guarantees, Service Plans, Instructions)  
- Ordering Supplies  
- Sales and Inventory Records  
- Pricing (Discounts, Special Offers, Coupons)

The Board is continually gathering information on needed certifications to inform its training investments. For example, Phlebotomists providing in-home care, who often must travel from home to home, must possess a valid driver’s license. This is also the case for employment in the building trades, as work locations change regularly. Project management certifications are in-demand across Business and Financial Services, IT, and Advanced Manufacturing.

The most popular certifications requested in job postings in Philadelphia, during 2016, are displayed below in Figure 9.

**FIGURE 9: COMMONLY REQUESTED CERTIFICATIONS IN PHILADELPHIA 2016**

<table>
<thead>
<tr>
<th>General</th>
<th>Manufacturing</th>
<th>Healthcare /Healthcare Support</th>
<th>Business &amp; IT</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA DRIVER’S LICENSE</td>
<td>FORKLIFT OPERATOR CERTIFICATION</td>
<td>REGISTERED NURSE</td>
<td>PARALEGAL CERTIFICATION</td>
</tr>
<tr>
<td>CDL CLASS A</td>
<td>AWS CERTIFIED WELDER: 3 MIG WELDING</td>
<td>FIRST AID CPR AED</td>
<td>NETWORK A+ CERTIFIED</td>
</tr>
<tr>
<td>CDL CLASS B</td>
<td>ASME WELDING CERTIFICATES (PIPE)</td>
<td>CERTIFIED NURSING ASSISTANT</td>
<td>MICROSOFT CERTIFIED SOLUTIONS EXPERT (MCSE)</td>
</tr>
<tr>
<td>PROJECT MANAGEMENT CERTIFICATION (E.G. PMP)</td>
<td>AMIST I MANUFACTURING CERTIFICATION</td>
<td>CERTIFIED MEDICAL ASSISTANT</td>
<td>MICROSOFT CERTIFIED SYSTEMS ADMINISTRATOR (MCSE)</td>
</tr>
<tr>
<td>SIX SIGMA CERTIFICATION</td>
<td>ServSafe</td>
<td>HOME HEALTH AIDE</td>
<td>CERTIFIED INFORMATION SYSTEMS SECURITY PROFESSIONAL</td>
</tr>
<tr>
<td>AMERICAN SPEECH - LANGUAGE HEARING ASSOC</td>
<td></td>
<td>REGISTERED DIETITIAN</td>
<td>CISCO CERTIFIED NETWORK ASSOCIATE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CERTIFIED PHARMACY TECHNICIAN</td>
<td>CERTIFIED A+ TECHNICIAN</td>
</tr>
<tr>
<td></td>
<td></td>
<td>REGISTERED HEALTH INFORMATION TECHNICIAN</td>
<td>MICROSOFT CERTIFIED PROFESSIONAL (MCP)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>AMERICAN REGISTRY OF RADIOLOGIC TECHNOLOGISTS</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHLEBOTOMY CERTIFICATION</td>
<td>AUTOMOTIVE SERVICE EXCELLENCE (ASE) CERTIFICATION</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CERTIFIED OCCUPATIONAL THERAPY ASSISTANT</td>
<td>Education</td>
</tr>
<tr>
<td></td>
<td></td>
<td>PHARMACY TECHNICIAN CERTIFICATION BOARD</td>
<td>CHILDHOOD DEVELOPMENT ASSOCIATE</td>
</tr>
<tr>
<td></td>
<td></td>
<td>CERTIFIED MEDICAL LABORATORY TECHNICIAN</td>
<td>SPECIAL EDUCATION CERTIFICATION</td>
</tr>
<tr>
<td></td>
<td></td>
<td>LICENSED VOCATIONAL NURSE (LVN)</td>
<td>HVAC TECHNICIAN CERTIFICATION (E.G. EPA 608)</td>
</tr>
<tr>
<td></td>
<td></td>
<td>MEDICAL BILLING AND CODING CERTIFICATION</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>REGISTERED RESPIRATORY THERAPIST</td>
<td></td>
</tr>
</tbody>
</table>

Sources: Industry Partnership Training Plans, Labor Insight Jobs (Burning Glass Technology), Philadelphia Works Training Investments

Universally, employers agree that a high school diploma or equivalency is critical to access entry-level positions on a career pathway. One of the barriers that challenges many career seekers in Philadelphia is low-literacy/numeracy and basic skills deficiencies, as demonstrated in Figure 10, which details the educational attainment levels self-reported during enrollment into WIOA and EARN services in the Philadelphia system. Over 2,500 career seekers receiving
services did not have a diploma or high school diploma equivalency. In the first six months of program year 2016 WIOA-registered Dislocated Workers identified themselves to be 11.5 percent basic skills deficient, 12 percent returning citizens, and 23.6 percent as over 55 years of age. Many of these PA CareerLink® Philadelphia WIOA-registered customers appear in multiple barrier categories. (See Figure 10 below).

**FIGURE 10: EDUCATIONAL LEVELS OF PA CAREERLINK® PHILADELPHIA CUSTOMERS IN CALENDAR YEAR 2016**

<table>
<thead>
<tr>
<th>Highest Education Level Achieved at Time of Participation</th>
<th>Adult</th>
<th>Dislocated Worker</th>
<th>Youth</th>
<th>TANF</th>
</tr>
</thead>
<tbody>
<tr>
<td>No Formal Schooling</td>
<td>4</td>
<td>1</td>
<td>0</td>
<td>6</td>
</tr>
<tr>
<td>Grade 1</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grade 2</td>
<td>1</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grade 3</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Grade 4</td>
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<td><strong>774</strong></td>
<td><strong>9,749</strong></td>
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</table>

Sources: Industry Partnership Training Plans, Labor Insight Jobs (Burning Glass Technology), Philadelphia Works Training Investments

1.3. **What are the challenges the local area faces in aligning existing labor force skills and education and training activities with the needs of regional employers?**

The Board identified the following challenges in aligning existing labor force skills and educational and training activities with the needs of regional employers:

- Lack of Adult Basic Education to meet the entry requirements for training and educational programs leading to in-demand middle-skilled open positions. Philadelphia County has an estimated 500,000 residents with Basic or Below Basic literacy and numeracy proficiencies which limit access to training and education
required to advance along career pathways\(^5\) and fill employer vacancies.

- Paucity of information to engage and inform residents on career pathways from middle school age to adults seeking to improve their employment situation. Career Pathways enable residents to understand critical competencies, credentials and education needed to move upwards in their career. Currently, such information is limited in the city reducing needed numbers in talent pipelines.

- Inadequate links between the workforce system and employers who inform on in-demand occupations and the competencies and credentials needed. Career Pathways should embrace the talent needs of the employers in the city especially for unfilled positions and emerging positions that would encourage firm growth. This extends to our economic development partners where a closer link to the system would provide more comprehensive and more responsive talent development strategies.

- Limited work skills (soft skills) among those entering the workforce or without a consistent work history. This has been a consistent complaint by employers.

The Board identified 4 strategies to address known weaknesses in the workforce system:

- Incorporate literacy/adult education into employment training leading to industry recognized credentials/licensing needed to access work along an acknowledged career pathway.

- Build on career pathway approaches that insure advancement of wages, knowledge and skills, utilizing pre-apprenticeship programs linked to Trade or Registered Apprenticeship.

- Work with employers through industry/sector-based meetings to identify new skills and technologies in their industries, validate entry-level credentials and skills, and identify available resources when hiring those with barriers.

To prepare individuals with barriers to employment, the Board has identified the need for the development of work skills (soft skills) and increased literacy and numeracy. Promoting entry into training programs or apprenticeships without improving these skills, sets customers up to fail and is a serious impediment to access. Specific examples of strategies to promote customer success are:

- Development of employer-validated pre-apprenticeship programs that address literacy and work skills that align directly with Trade and Registered Apprenticeships. Philadelphia currently has 94 Trade and Registered Apprenticeships\(^6\).

- Encouraging incumbent workers to apply for their employer’s newly sponsored apprenticeships to increase skills, credentials and wages.

- Working with the Trade Unions to prepare Opportunity Youth for the apprenticeship

\(^5\) Harrington, Paul, Neeta Fogg & Alison Dickson. The Literacy Proficiencies of the Working-age Residents of Philadelphia City (September 2007) located at http://www.philaworks.org

\(^6\) Apprenticeship and Training Office, PA Department of Labor & Industry
exams and acquire a Pennsylvania Driver’s License, as part of pre-exam training

- Connecting the EARN population to training that incorporate the acquisition of a Pennsylvania Driver’s License, literacy, and combinations of credentials to improve access to employer validated openings.
- Expand opportunities for placements, including OJTs, that reflect individual employment plans, in positions with the opportunities for advancement.
- Collecting training plans annually from the Southeast Regional Workforce Development Partnership (SERWDP) for IWT needs.
- Educating employers through peer-to-peer meetings on Philadelphia laws such as Ban-the-Box, providing links to resources on how to read a Pennsylvania criminal record, and the value of the talent Returning Citizens bring to the workplace.

The Board promotes apprenticeships models for those with barriers, especially Opportunity Youth, and works one-on-one with employer sponsors to build curriculum, create wage gains and identify credentials. Each of these meetings builds our knowledge of employer needs for entry-level positions based on industry and occupations. At the quarterly regional American Apprenticeship Initiative meetings, Philadelphia Works and partners are building a “best practice” toolkit for pre-apprenticeships and apprenticeships.

Regular meetings of the Philadelphia-based Industry Partnerships, SERWDP, the Retail Council and the Direct Care Healthcare Partnerships, in addition to regional partnerships such as ITAG and Smart Energy Initiative (SEI), provide additional feedback on incumbent worker needs through training plans.

Philadelphia City Manufacturing Task Force commissioned a report on the strengths and challenges of the city’s manufacturing industry. Employers were interviewed by a consultant and participated on the task force. The generated report found career exposure and preparation for manufacturing jobs were a top priority.

Philadelphia Works also utilizes software tools, such as Burning Glass Labor Insights, which scrape popular credentials, educational levels and specific skills from web-based job postings. This tool enables research on full job postings, dating back years, to better grasp changing employer requirements.

The Board has identified IWT as a valuable tool, for employers, to enhance the skills of existing workers in danger of being laid off due to outdated skills sets. The broader strategy includes providing continued workforce development support to employers through the referral of candidates to fill vacancies created by the promotion or reallocation of employees trained through IWT efforts. In Philadelphia, this model was successfully implemented in the support provided to Frontida.

1.4. Provide an analysis of local area workforce development activities, including education and training.

Workforce development activities in Philadelphia include a wide range of employment, training and education services delivered by a comprehensive network of partners within the non-
profit, economic, workforce development, and education sectors. Acting in its capacity as the Workforce Development Board for Philadelphia, Philadelphia Works invests in employment and training solutions and services that support the system’s capacity to address the educational and skill needs of the workforce, including individuals with barriers to employment, while simultaneously addressing the hiring needs of employers.

Overall, the strength of our system is predicated upon the availability and quality of services and activities, provided by a network of partners, funded both directly and indirectly by Philadelphia Works to address the labor supply and demands of our region. Specifically, our strengths include:

- Capacity to seek flexible funding that supports innovative strategies, enabling the testing of innovative practices and special attention to gaps in the system
- Long standing history of successfully organizing and implementing occupational and sector based strategies, which serve the needs of employers, and creates opportunities for career seekers with entry level skills
- Close relationships with economic development partners that result in increased alignment between workforce development and economic development activities supporting lower, mid-level and advanced worker needs
- Sustainable infrastructure that supports robust research capabilities ensuring operational work is driven by data and best practices
- Continued evolution of an integrated services model, that offers streamlined service delivery, greater efficiency and consistency, supported by an increasingly diverse mix of state and local funding
- Growing expertise in pre-apprenticeship models and the ability to make these models a more prominent fixture in investment strategies
- Secured additional funding to supplement community based partners in providing increased access to workforce services outside of the PA CareerLink® Philadelphia centers.

While there have been many successes, the Board has long recognized that the workforce system is challenged to assist customers with multiple barriers in the navigation of the continuum of city-wide services, which can address their unique needs, and aid in employment. To that end, the Board acknowledges the need to better address the referral process which connects customers with barriers, to partners across the city, and maintains contact as they move across service systems. Given the enormous institutional changes that occurred in the Pa CareerLink® Philadelphia centers, during the integration of the WIOA and EARN Programs, the implementation of strategies to address this issue have necessitated a slower roll-out. In addition, difficulties regarding the assessment of WIOA performance outcomes given the scant available data, complications implementing new customer-centered programming, and the real threat of reduced future funding have further slowed adoption of more aggressive pilots.

Given WIOA’s emphasis on serving those with barriers to employment, Philadelphia Works is poised to move forward, with the below strategies, to address this priority.
• Address individuals with low literacy, including those who possess a high school diploma or equivalent, and low educational attainment
• Encourage co-enrollment among core partner programs, serving those with barriers to employment to target services that meet current skill levels
• Improve our on-line presence and strengthen community partnerships to increase access to customers across the city
• Build providers capacity around newer WIOA training and placement strategies

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

2.1. What are the local board’s strategic vision and goals for preparing its workforce?

Philadelphia is the sixth largest city in the United States. It has the highest poverty rate\(^7\), 23.7 percent, and the lowest labor force participation rate\(^8\), 56.2 percent, among the 10 largest cities in the country. Low educational attainment in this large urban economy adds to its challenges, as only 48.2% of Philadelphians earn more than a high school diploma, as opposed to 52.8% of all Pennsylvanians, giving Philadelphia the highest percentage of low educational attainment among the 10 largest cities\(^9\). The Board with the leadership of new Chief Executive Officer (CEO), H. Patrick Clancy, is committing to innovative approaches that address the significant need to increase career seekers’ knowledge and skills to meet the talent needs of employers.

Philadelphia Works is the city’s expert workforce agency bringing decades of experience and knowledge in support of the city efforts to increase the number of residents prepared and able to embrace employment on a career pathway. In this larger role, the Board acts to promote and expand a wider eco-structure that includes all the city’s diverse populations by increasing access to education, training and employment, through its strategic investments.

City leadership created the cross-sector Workforce Development Steering Committee, co-chaired by Philadelphia’s Managing Director and Commerce Director, to work, in partnership with private sector, labor, education institutions and nonprofit partners, to develop and drive an agenda that will improve workforce outcomes overall via improved systems and strategies that engage both employers and providers, and utilize a collective approach to policy change, resource alignment and data collection. Philadelphia Works is a central partner in this work and shares the vision and goals to build city-wide collaboration to increase the efficacy of partners’ efforts.

The priorities of the Steering Committee are as follows:

• Improve career seeker access to quality jobs to build a more equitable city economy,
• Emphasize continual education that builds an individual’s skills and readiness
• Champion career pathways and sector-strategies to meet the evolving needs of local employers

\(^7\)Five-year 2011-2015 American Community Survey.
\(^8\) BLS, Local Area Unemployment Statistics Annual 2014 Averages.
• Design a delivery system for workforce, driven by responsiveness, quality and innovation, that brings value to career seekers and employers, with the collaboration of title II providers, youth providers, educational institutions, workforce agencies and social service organizations.

In line with these priorities, the Board’s strategic vision is to build a skilled and thriving workforce through strategic investments in services, serving both employers and career seekers, accessible through a system that is integrated, innovative, effective; delivering value to all. Philadelphia’s workforce system engages more than 2,000 employers, 40,000 unique career seekers, and supports over 8,000 youth on an annual basis.

To realize this vision, the Board developed strategies born out of analyses of our system’s strengths and weaknesses, the projected labor market, and the supply and demand for specific skills and occupations in our region.

The Board embraces the following strategic priorities for the next three years:

• Transform the workforce system by implementing workforce solutions that reflect customer-center designed programming
• Advance efforts to establish career pathways as the primary model for skill, credential and degree attainment, particularly in support of career seekers’, with barriers to employment, efforts to obtain employment with family sustaining wages
• Strengthen learning opportunities through adult education for the many customers struggling in the labor market with low educational attainment, English language ability, and/or need literacy and numeracy services
• Implement Next Gen Sector strategies (i.e., employer center design strategies,) where possible, with a focus on targeted industries: Business/Financial Services, Early Childhood Education, Healthcare/Behavioral Health, Information Technology, Infrastructure/ Construction, Manufacturing/Logistics, and Retail Trade/Hospitality
• Continue efforts to build on public funding through the acquisition of corporate and foundation funds to address high priority needs and expand the impact of formula funds

2.2. What is the local board’s strategy to work with the entities that carry out the core programs to align resources available to the local area, in order to achieve the strategic vision and goals for the local area?

The Board strategies to align local resources to achieve the goals enumerated in Section 2.1 include:

• Customer-centered design – collaboration with partners to ensure ease of access to services most frequently used by customers.
• Customized Career Pathway Plans – coordinated with partner, employers and the city
• Increasing access to adult education services through clear referrals and tracking.
• Addressing the needs of priority populations, including Opportunity Youth, those with basic skills deficiencies and returning citizens, through coordinated services with
partners and area social service groups who can provide financial literacy, criminal record expungement and other barrier removal services.

- Engaging employers in feedback on candidates, their preparation and any needed services for priority populations after hire.

The Board will take the lead in developing workgroups around these strategies to further explore required action steps, organizations responsible, timeline for completion, and planned outcomes. It is envisioned that these workgroups will include representatives from the core partners along with other key stakeholders who are interested in participating.

Currently, Philadelphia Works and PA CareerLink® Philadelphia staff work to coordinate the service delivery of required partners and core programs in furtherance of the Board’s strategies. While this effort has gained traction, there is still work to be done to aligning these resources in a way that best benefits career seekers and businesses alike. The introduction of the One-Stop Operator to our system will allow this need to be addressed in a meaningful way.

The One-Stop Operator will assess the coordination of the required partner’s services with those of the title I providers. Process maps will be developed to outline referral and tracking procedures ensuring that no career seeker is lost in the system and received the most effective service strategies. In addition, the effectiveness of the customer-centered services and the partners who deliver these services, will continuously evaluated to ensure that strategic objectives are being met.

Ultimately, the Board seeks to manage its partner network to promote innovative approaches; foster collaboration between organizations; expand service coverage for key populations and employers in key sectors; support improved outcomes for career-seekers and employers; and expand the capacity of the wider workforce development and talent ecosystem in the region.

2.3. How will the local board’s vision and goals align with, support, and contribute to the governor’s vision and goals for the commonwealth’s workforce development system, as well any the goals and strategies articulated in the regional plan? [WIOA Sec. 108(b)(2); 20 CFR § 679.560(b)(1)(ii)]

The Board has adopted the governor’s vision and goals as articulated in the WIOA combined state plan. The local plan goals (detailed above), together with the region’s goals are intended to align with and support the state’s goals of developing career pathways, increasing worker’s skills levels, investing in public-private partnerships, youth career readiness and work-based learning, and employer engagement.

The Board will utilize a variety of strategies to connect Adults, Dislocated Workers and other priority populations, especially youth, returning citizens, and individuals with barriers to employment, to in-demand occupations including:

- Identifying quality entry-level “on ramp” jobs to career pathways and in-demand occupations for Opportunity Youth and adults with barriers to employment

- Acting as the lead partner in a regional US Department of Labor (USDOL)-funded effort to promote pre-apprenticeship and Registered Apprenticeships to leverage WIOA training funds and assist partners to connect Opportunity Youth and adults with OJT
PY 2017-2019 WIOA Multi-Year Local Area Plan

in high demand occupations

- Advancing the work, of the past two years, to build and implement skill ladders and career pathways city-wide. Working closely with employers and partners in validated career pathways for Advanced Manufacturing and Healthcare.

- Invest in occupational skills training and OJT through Registered Apprenticeships that connect to in-demand occupations for career seekers who need services beyond Individualized Career Services and job placement.

- Exploring, with the OVR, innovative approaches to serve customers with disabilities, including the use of Pre-Employment Transition Services (PETS) funds combined with WIOA Adult OJT to connect in-school youth with autism and intellectual disabilities to jobs, particularly those in IT, accounting and social service support.

- Building process to connect job seekers with basic skills deficiencies to adult education services

To meet the employer-identified technical skills gaps, the Board will invest in OJT, Registered Apprenticeships, and IWT, in addition to technical skills training through ITAs. To reinforce the soft skills needed by employers, PA CareerLink® Philadelphia centers will continue to offer digital literacy training and pre-vocational training. Because a valid driver’s license is increasingly needed for in-demand jobs involving home care and the building trades, the Board will also begin to fund training for driver’s education. Raising literacy skills to meet employer needs is a long-standing challenge. The Board will continue to seek additional resources and partnerships to expand adult education services and link them with identified career pathways and training. The Board continues to collect information on needed certifications to inform training investments.

A strategy that effectively addresses skills gaps in young adults is investment in pre-apprenticeships programs aligned with Registered Apprenticeships. By braiding funds from an American Apprenticeship grant, state-funded pre-apprenticeship and Registered apprenticeship programs, and private investment from industry partnerships, trade unions and Penn Medicine, this model is being explored in:

- Advanced Manufacturing
- Behavioral Health
- Building trades
- Biotechnology
- Community Health workers
- Early Childhood Education
- IT (Business and Financial Services)
- Pharmacy Technicians

These programs offer a valuable work-based learning model that provides customers with academic and workplace skills leading to postsecondary educational advancement and lifelong careers. In conjunction with Registered Apprenticeship, pre-apprenticeship programs prepare customers to enter programs by providing career exposure and immersion activities,
workplace and academic skills, and beginning certifications, that will assist their work, both, as full-time employee and apprentice. For youth graduating from CTE programs, these opportunities provide a next step along an earn and learn career pathway. The Board is exploring braiding additional funds to further support these programs, such as funding stipends during pre-apprenticeship training to increase participation and reduce drop out.

The development of pre-apprenticeship programs where industry knowledge, career pathways, basic technical skills and work skills (soft skills) are aligned with both traditional trade apprenticeships and nontraditional apprenticeships is another excellent example of meeting career seekers’ needs. District 1199C Training and Upgrading Fund developed, as part of the regional American Apprenticeship Initiative, a pre-apprenticeship aligned with Registered Behavioral Health Apprenticeships available with several employers. Providing a bridge of career preparation allows those not yet equipped to enter an apprenticeship, the opportunity to gain the knowledge and skills (both technical and soft) needed to do so. Likewise, a pre-apprenticeship curriculum being developed by JEVS and their partners will align with the private-public partnership Urban Technology Project’s, IT User Support Registered Apprenticeship, the oldest continuously active IT Registered Apprenticeship in the country. This apprenticeship starts in the School District of Philadelphia and links to private sector employers. Traditionally, the pre-apprenticeship model for this work used a year of American Job Corps experience as the pre-apprenticeship. This approach, however, was limited to available funding, whereas the newly aligned pre-apprenticeship will allow more young people to become engaged in IT Registered Apprenticeships. Effective pipeline training also brings new opportunities to those with barriers to employment.

On October 20, 2016, Philadelphia Mayor Jim Kenney launched the first phase of the PHL Pre-K initiative that expands by 2,000 the number of quality Pre-K enrollments for those with limited incomes. As part of this effort, the City of Philadelphia is using these increased local funds for Pre-K programs to create incentives for Pre-School businesses to move from Keystone STAR 2 centers to STAR 3 and STAR 4 centers. The Pennsylvania Keystone STAR initiative provides quality indicators that include the educational training of center staff. This joint venture between the Pennsylvania Department of Education’s Office of Child Development and Early Learning and the Pennsylvania and Regional Keys requires that educational levels rise and that salary structures are fully defined to meet the minimum standards for a STAR 3 center. Philadelphia Works, as the workforce development board, supplies training funds to eligible residents to receive increased credentials, often a Child Development Associate (CDA) and advance along the Early Childhood career pathway. This private-public venture which coordinated the efforts of the city, Philadelphia Works and Pre-K employers focused on Early Childhood Education has resulted in the hiring of an additional 200 childcare workers.

The Board targets services efficiently by using labor market and performance data to identify those programs and services most likely to result in long-term employment at self-sustaining wages. Other strategies include:

- Exploring use of distance learning technologies
- Streamlining referrals with title II adult education and literacy providers and offering upskilling in PA CareerLink® Philadelphia centers
• Partnering with community-based organizations to provide access to JobGateway® and local PA CareerLink® services
• Collaborating with other workforce partners serving Philadelphians, including RISE (Mayor's Office of Reintegration Services)

Philadelphia Works implemented a comprehensive Career Pathways Plan (including both employment and educational components,) in the Advanced Manufacturing/Logistics and Healthcare and Behavioral Health sectors. Over the next three years, in collaboration with industry partnerships and educators, career pathways will be mapped and implemented in Retail/Hospitality, Early Childhood Education, IT, Infrastructure/Construction and the Business/Finance Sectors. Whenever possible, Philadelphia Works will integrate literacy/numeracy training with occupational skills training, and promote the use of pre-apprenticeships and Registered Apprenticeships as part of career pathway plans (see above for pre-apprenticeship strategies).

Another example of efforts to foster career pathways is the alignment of non-credit vocational training programs with college credit. Community College of Philadelphia and the Board are exploring ways to link the college’s non-credit programs with college credit Proficiency Certificates, aligned with two-year degree programs. When funded through an ITA or other workforce funds (such as TANF Employment and Training,) customers may choose to enroll and complete a two-year degree immediately upon receiving a certification or for up to five years afterwards. This effort is partially funded through the State’s WIF. The career pathways currently under consideration for this model are Accounting/Bookkeeping, Computer Support, Dental Hygiene, Advanced Manufacturing and Automotive Technology.

In its role as a member of the Perkins Act Participatory Planning Committee, Philadelphia Works will continue to coordinate with and provide labor market information and advice, to the CTE programs of Peirce College, Community College of Philadelphia, and Orleans Technical College. This process aids in the alignment of occupational training programs along career pathways that lead to High Priority Occupations.

The Board will also continue to coordinate with the Community College of Philadelphia in their efforts to align with and enhance WIOA programming, by:

• Expanding the number of occupational training programs for which the College is an Eligible Training Provider.
• Creating a referral system so ITA recipients, who enroll in the College, can gain credit through prior learning assessment.
• Managing a pilot program for 100 customers with barriers to employment, to receive work readiness “microcredentials” and occupational training, leading to credit-bearing courses and/or employment in a model that includes a role for PA CareerLink® Philadelphia in the job search process.

Adult education partners will continue to provide upskilling in PA CareerLink® Philadelphia centers, and will continue referrals between title I and title II services. In addition, the board is exploring engaging the Office of Adult Education to conduct system wide needs assessment
that will inform which title II serves should be offered at which center. The Board will explore co-enrollment and integrated education and training as future strategies. Refer to sections 4.10 and 4.12 of this plan for more detail on how the Board will coordinate with education activities.

The system will improve access to services and activities that lead to recognized postsecondary credentials. Beginning in FY18, the Board will fund only those training programs that lead to an industry recognized credential, as part of the program. The Board will also invest relatively more TANF and WIOA Adult/Dislocated Worker funds in occupational training that leads to credentials, than it has in the past. When possible, the Board will invest in a second credential for customers, recognizing that investing in longer term support for stable employment beyond the first job can lead to self-sufficient wages. Refer also to section 3.3 of this plan for more on how the Board will improve access to services.

The Board will also expand its investment in work-based learning for youth and young adults. Philadelphia Works and its competitively-procured youthworks administrator, Philadelphia Youth Network (PYN), will continue to work in tandem to build broad partnerships across the city, with employers and youth service providers, that result in quality work-based opportunities. For example:

- Philadelphia uses braided funding for one of the largest summer jobs programs in PA providing work-based, paid experiences for 7,000 - 10,000 young adults each year.
- Through grants enabling connections between the Philadelphia School District and employers, the Board expanded opportunities for specific career learning and co-op positions. With support from Youth Build, Job Corps partners and the Philadelphia Housing Authority, Opportunity Youth will continue to be served by linking apprenticeships, internships, and postsecondary learning experiences to provide real opportunities towards a career with family sustaining wages.
- Using discretionary grants, the Board is developing pre-apprenticeship and Registered Apprenticeship programs for Opportunity Youth in Behavioral Health, IT and Manufacturing. The Board is exploring opportunities to connect Opportunity Youth to pre-apprenticeship programming via WIOA funding in the future. Programming is anticipated in 2018. Refer to section 4.8 for more detail. Pre-apprenticeship and apprenticeship opportunities support alignment with WIOA and state goals on career pathway development, provision of work experiences, and employer engagement.

Local area business service strategies are carried out by Philadelphia Works’ Business Service Team (BST) who engage with industry partnerships and coordinate with the Philadelphia Commerce Department and other economic development agencies to offer services to new and expanding businesses. In addition, Philadelphia Works will ensure that workforce business service strategies are aligned with those of the Workforce Development Steering Committee. This alignment solidifies the local workforce system's connection to other local agencies such as adult education, reentry, and the community college, all of which are critical stakeholders to
the workforce system. Refer to section 4.14 for more on local coordination of business services.

Unfortunately, far too many employers are unaware of the public workforce system and the value it can bring a single employer or an entire sector. Economic growth and self-sufficiency will be bolstered by helping businesses and employers gain a better understanding of the competencies, credential and/or degrees required for each position in a career pathway and the advantage to be gained by accessing employer services in the workforce system. These services can add to an employer’s bottom line by saving time and money on recruitment, screening and workforce training. By developing and strengthening sector-based industry partnerships, the Board will identify business needs across the sector and develop workforce solutions or engage economic development partners to meet them.

2.4. What are the local levels of performance that have been negotiated with the governor and chief elected officials? How will the local board’s goals relate to the achievement of these measures?

As shown in the Performance Measures Table included as Attachment 1, the Board and the local elected officials have agreed to adopt the levels of WIOA performance that have been established by the governor for the Commonwealth.

The Board’s workforce goals discussed in the response to 2.3 above, fully support these measures and the Board further promotes performance achievement by including these measures in the expectations detailed in agreements with subcontractors and the PA CareerLink® Philadelphia partners. The Board gauges its progress in meeting the performance measures through indicators that are regularly reviewed and reported on, by the Workforce Development Committee.

3. OPERATIONAL PLANNING QUESTIONS: Local Area Workforce System and Investment Strategies

3.1. Provide a descriptive overview of the governance structure for the workforce system, including key stakeholders and entities in the local area.

Organization Chart. An Organization Chart that depicts the structure of the Local Workforce Development Area is included as Attachment 2.

Identity and Role of Fiscal Agent. Philadelphia Works is the designated fiscal agent for the WIOA funds in Philadelphia. Its Board serves as the local workforce development Board and it is responsible for managing the delivery of workforce services for the public workforce system. As fiscal agent, it responsible for disbursing workforce funds to service-delivery providers on behalf of the chief local elected official, the Mayor of Philadelphia.

Role of Local Workforce Board as Governing Body. Philadelphia Works serves as the Local Workforce Development Board. It provides strategic direction and management of Philadelphia’s public workforce system as it implements WIOA. In this role, it is responsible for the disbursement of federal, state and discretionary workforce development and Employment and Training funds. Philadelphia Works oversees the city’s integrated service delivery model in
which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system.

As the chief elected official, the Mayor appoints members nominated by Chambers of Commerce and other organizational groups as required under WIOA. The Board bylaws outline term requirements. As mandated by WIOA, most of the directors represent executives from key private industry sectors that drive economic performance, in addition to senior appointed government officials and leaders in Philadelphia’s non-profit community. Since its designation, our Board has maintained compliance with all federal regulations and is in alignment with the opportunities WIOA provides for lean and manageable local Board.

**Executive Committee, Standing Committees and Function.** Effective July 1, 2017, the Board will be comprised of an Executive Committee and seven standing committees: Board Development, Finance, Human Resources, Workforce and Economic Development, Research and Policy, Youth, and the One-Stop Operator. (See Figure 11 below).

**Figure 11: PHILADELPHIA WORKS’ BOARD COMMITTEE’S**

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<tr>
<td>Executive</td>
<td>Consists of Board officers and committee chairs. Provides overall direction to the Board, evaluates CEO, and if necessary can act on behalf of the full Board.</td>
</tr>
<tr>
<td>Finance</td>
<td>Provides fiscal oversight of the public workforce system, including recommending financial policies, goals, and budgets that support the mission, values, and strategic objectives of the organization. The committee also reviews the organization’s financial performance against its goals.</td>
</tr>
<tr>
<td>Human Resources</td>
<td>Assists the Director of HR and the Board in fulfilling its responsibilities relating to the policies, procedures and other employment related practices.</td>
</tr>
<tr>
<td>One-Stop Operator</td>
<td>Provides information, recommendations and assistance with planning, implementation and oversight, as well as other issues related to PA CareerLink® service delivery.</td>
</tr>
<tr>
<td>Research and Policy</td>
<td>Articulate gaps in knowledge in workforce and prioritize and guide informational and public policy research projects.</td>
</tr>
<tr>
<td>Workforce and Economic Development</td>
<td>Focuses on aligning the direction of investments with economic development priorities, provide ongoing oversight of workforce system performance, utilize performance data to establish/revise policy and work with the Research and Policy committee to identify gaps in knowledge critical to workforce development.</td>
</tr>
<tr>
<td>Youth</td>
<td>Ensures that Philadelphia’s youth become productive citizens who are ready to participate meaningfully in our region’s workforce milieu by providing leadership and advocacy in support of the</td>
</tr>
</tbody>
</table>
Mayor’s education and employment goals for youth and young adults.

**Philadelphia Works Administrative Staff.** The administrative staff is tasked with the following roles and responsibilities:

<table>
<thead>
<tr>
<th>Task</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Support and staff board committees</td>
<td>Staff from each business unit provides each board committee with information and all necessary resources</td>
</tr>
<tr>
<td>Develop service delivery strategy with stakeholders for board approval</td>
<td>Staff implements the service delivery model approved by the board</td>
</tr>
<tr>
<td>Manage contracts of Title I providers in a manner consistent with board prescribed policy</td>
<td>The staff manage contracted providers to ensure performance measures are met and services are delivered in a manner consistent with board policy as well as applicable rules and regulations governing our varied funding streams.</td>
</tr>
<tr>
<td>Provide LMI data to stakeholders and partners</td>
<td>Staff provide labor market information so that the board and other stakeholders, including the City, employers and required partners of the system, can make informed decisions.</td>
</tr>
<tr>
<td>Implement and manage RFPs process to disburse WIOA funds to competitively procured providers</td>
<td>Public funds are required to be invested through a competitive procurement process. The board staff write and release requests for proposals (RFPs) and oversee a prescribed procurement process, on behalf of the board, to ensure the proper disbursement of public funds.</td>
</tr>
</tbody>
</table>

In addition, the administrative staff maintains functional relationships with key LWDA entities such as the Office of the Mayor, the Philadelphia School District (Career Technical Education), and the Department of Commerce.

- **Office of the Mayor:** Administrative staff work closely with the Office of the Mayor to ensure coordination of city-wide workforce strategies
- **School District:** Administrative staff collaborate with the School District of Philadelphia to design CTE programs that ensure CTE graduates are being trained in skills that are needed in the workplace.
- **The Department of Commerce:** Administrative staff work with Philadelphia’s Department of Commerce to coordinate retention and expansion efforts with employers.
- **Community College of Philadelphia:** Administrative staff work with the College on career pathways, credentialing in non-credit curriculum and aligning academic programs with in-demand occupations and growing industries.
Equal Employment Opportunity and Civil Rights Protections. The board has processes that comply with federal and state regulation and policies for handling complaints and Equal Employment Opportunity issues and civil rights protections. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

For more information, contact Maria Morton, Human Resources Generalist, at mmorton@philaworks.org

3.2. What are the programs included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment? [20 CFR § 679.560(b)(1)]

Philadelphia Works oversees the City’s integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system. Each of the four integrated centers has a primary provider. Our Cross-Center Services Provider, EDSI, manages consistency and uniformity in service delivery across centers and organizes employer engagement and center events. In addition, on July 1, 2017, Philadelphia Works competitively procured a One Stop Operator, Eckerd Workforce System, who is the designated Philadelphia One Stop Manager.

The One-Stop Operator reports directly to the board’s One-Stop Operator standing committee that oversees and provides guidance to the One-Stop Operator. The committee has created a dashboard and the expectations for narrative report, to be created by the One-Stop Operator, to keep the committee and thereby, the board, informed of the progress being made to align the mandated partners and their services across the PA CareerLink® Philadelphia system. The key responsibilities of the One-Stop Operator are:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Implementing and augmenting the integrated services structure within the PA CareerLink® Philadelphia centers, as designed by the board and enabled via the MOU with all core and required partners operating at the site.
- Monitoring operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Evaluating service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- Establishing and monitoring metrics for measuring success based on state and federal requirements associated with Provider and Partner funding streams
- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convening a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
• Holding regular cross-agency staff meetings of partner staff to coordinate services within
the structure of the multi-partner MOU including both onsite and off-site partners.

The board, through the One-Stop Operator, works collaboratively with the entities that are
 carrying out workforce programs to support service alignment in the local area. The PA
CareerLink® Philadelphia centers are listed below in Figure 12. A One-Stop Location and
Program Services Chart that identifies the workforce programs, providers, and locations is
included as Attachment 3.

Figure 12: PA CAREERLINK® PHILADELPHIA CENTERS

<table>
<thead>
<tr>
<th>PA CareerLink® Philadelphia-North</th>
<th>PA CareerLink® Philadelphia-Northwest</th>
</tr>
</thead>
<tbody>
<tr>
<td>4361 N. 5th Street</td>
<td>5847 Germantown Avenue</td>
</tr>
<tr>
<td>Philadelphia, PA 19140</td>
<td>Philadelphia, PA 19144</td>
</tr>
<tr>
<td>Managed by Nueva Esperanza</td>
<td>Managed by Impact Services, Inc.</td>
</tr>
<tr>
<td>Phone: 215-967-9711</td>
<td>Phone: 215-987-6503</td>
</tr>
<tr>
<td>Hours of Operation: 8:00 a.m. – 4:30 p.m.</td>
<td>Hours of Operation: 8:00 a.m. – 4:30 p.m.</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PA CareerLink® Philadelphia -Suburban Station</th>
<th>PA CareerLink® Philadelphia -West</th>
</tr>
</thead>
<tbody>
<tr>
<td>1617 JFK Boulevard, 2nd Floor</td>
<td>3901 Market Street</td>
</tr>
<tr>
<td>Philadelphia, PA 19103</td>
<td>Managed by SER Metro</td>
</tr>
<tr>
<td>Managed by JEVS Human Services</td>
<td>Phone: 215-473-3630</td>
</tr>
<tr>
<td>(Also houses the Cross-Center Services provider, EDSI)</td>
<td>Hours of Operation: 8:00 a.m. – 4:30 p.m.</td>
</tr>
<tr>
<td>Phone: 215-557-2592</td>
<td></td>
</tr>
<tr>
<td>Hours of Operation: 8:00 a.m. – 4:30 p.m.</td>
<td></td>
</tr>
</tbody>
</table>

3.3 How will the local board work with the entities carrying out core programs to:

- Expand access to employment, training, education and supportive services for eligible
  individuals, particularly individuals with barriers to employment.
- Facilitate the development of Career Pathways and co-enrollment, as appropriate, in
  core programs (specify on-ramps from adult education).

Philadelphia Works’ integrated service delivery model is specifically designed to expand access
to employment, training, education, and supportive services for eligible individuals,
particularly those with barriers to employment.

Through our MOU, the partners have agreed:

- Work closely together to ensure that all PA CareerLink® Philadelphia centers are high-
  performing work places with staff that will ensure quality of service.
- To cross-training of staff, as appropriate, and to providing other professional learning
  opportunities that promote continuous quality improvement.
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- Collaborate and reasonably assist each other in the development of necessary service delivery protocols
- That the provisions contained within the MOU are subject to all applicable federal and state laws, implementing regulations, and guidelines imposed on either or all Parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers.

Furthermore, the partners will promote system integration to the maximum extent feasible through:
- Effective communication, information sharing, and collaboration with the one-stop operator.
- Joint planning, policy development, and system design processes.
- Commitment to the joint mission, vision, goals, strategies, and performance measures.
- The design and use of common intake, assessment, referral, and case management processes.
- The use of common and/or linked data management systems and data sharing methods, as appropriate.
- Leveraging of resources, including other public agency and non-profit organization services.
- Participation in a continuous improvement process designed to boost outcomes and increase customer satisfaction.
- Participation in regularly scheduled partner meetings to exchange information in support of the above and encourage program and staff integration.

The One-Stop Operator in collaboration with our partners will create a customer referral flowchart to and from each center/agency. In addition, a designated point of contact for referrals will be established at each center and agency. We plan to replicate the process that was established below with the Office of Adult Education, in partnership with Title II providers and Philadelphia Works.

This collaboration developed and implemented a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to Title II adult education services, using the myPLACE℠ student information system. This computerized city-wide system includes centralized intake, assessment, and placement of adult learners into appropriate educational programs and was adapted to facilitate the referral process. In addition to utilizing this referral process, the Office of Adult Education has conducted trainings for PA CareerLink® Philadelphia staff on effectively communicating with career seekers who may have literacy challenges and on the appropriate use the myPLACE℠ student information system.

This referral process facilitates integration of Title I and Title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. To ensure this process is implemented as designed, a committee with representatives from the Office of Adult Education, Philadelphia Works, Title II providers, and
the PA CareerLink® Philadelphia centers meets bi-monthly to review the process and data metrics.

The board is also exploring a variety of referral software to permit partners throughout our system to create a common intake, referral and tracking process that will enhance their ability to communicate in a timely and efficient manner. The partners have expressed their interest and enthusiasm for the process outlined above.

The one-stop operator will be facilitating partner integration by:

- Developing an efficient and effective referral process between the partner organizations
- Training partner staff across the system on all partner program
- Creating an Information Sheet which details eligibility, hours of operations, agency address, agency contact information, services provided
- Co-locating partner staff at the centers partners either full-time or part-time
- Meeting monthly with the One-Stop Operator to review and discuss processes, communication, co-enrollment, partner performance, best practices, etc.

Philadelphia Works’ integrated service delivery model is specifically designed to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment.

**WIOA Title II Services.** The Office of Adult Education, in partnership with title II providers and Philadelphia Works, created and implemented a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to title II adult education services, using the myPLACE℠ student information system. This city-wide system that includes centralized intake, assessment, and placement of adult learners into appropriate educational programs has been adapted to facilitate the referral process. The Office of Adult Education conducts trainings for PA CareerLink® Philadelphia staff on effectively communicating with career seekers who may need adult education services. In addition, it also conducts trainings for PA CareerLink® Philadelphia staff and title II staff on how to use the myPLACE℠ student information system. The referral process facilitates integration of title I and title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. A committee with representatives from the Office of Adult Education, Philadelphia Works, title II providers, and the PA CareerLink® Philadelphia centers meets bi-monthly to review the process and data metrics. As of July 1, 2017, this information will be shared with the One-Stop Operator for better understanding of performance, services provided, usage, and needs around the adult education.

**WIOA Title IV Services.** Office of Vocational Rehabilitation (OVR) representatives are physically located at each of the four PA CareerLink® Philadelphia centers to provide on-site services to individuals with disabilities. OVR Services are discussed during the one-on-one welcome interviews and during the Welcome to PA CareerLink® orientation. During the interview, customers are assessed for need of these services and referred directly to the OVR staff person.
located on-site for assessment and services. Additionally, OVR staff are available to provide training to center staff, as needed, related to the available services for career seekers with disabilities and to act as a liaison between the center staff and other available local resources. The board is exploring ways to braid title I and OVR funds. Eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

**Improved Access to Recognized Credentials.** Philadelphia Works has placed an emphasis on education and training opportunities. ITAs are available for those interested in pursuing trainings that lead to industry recognized credentials. Workforce Advisors have prioritized trainings when conducting career coaching sessions with career seekers which has resulted in an increase in individuals who have completed trainings and received credentials. Increased completion and credential attainment will continue to be a focus going forward. Philadelphia Works is in the process of exploring a wider range of training opportunities; seeking to attract additional training providers while assessing the current providers used. This will expand the offerings available to those enrolled in both the EARN and WIOA programs, with the aim of broadening the types of opportunities and credentials available and matching them to currently employment needs in Philadelphia. Where appropriate, training and educational offerings will integrate literacy instruction that is contextualized to specific career pathways in high employment industry sectors. Going forward, the Board will only fund training programs that lead to industry recognized credential.

Additionally, Philadelphia Works has partnered with the Community College of Philadelphia to develop a referral process for Prior Learning Assessments (PLA) through a grant with The Council for Adult and Experiential Learning (CAEL). As a result, center staff will be trained to refer individuals to the Community College to assess their potential to receive college credits for experiential learning or previous classroom trainings. The goal is to increase the number of individual who are referred to the college to enroll in degree or other programs.

**Eligibility Verification and Self-Certification.** PA CareerLink® Philadelphia center staff is responsible for determining the eligibility of adults to receive Basic or Individualized Career Services and for collecting information to support this determination. This information may be collected through methods that include electronic data transfer, personal interview, or an individual's application. Documents required for establishing eligibility are placed in the customer files.

Staff are encouraged to use telephone verification and documentation inspection to verify eligibility, especially for individuals with barriers to employment. Additionally, staff may access the Department of Human Services’ Client Information System (CIS), with the assistance of Wagner-Peyser staff, to verify birthdate, residency, social security number and lay off status. Telephone verification is preferred over self-certification, particularly when eligibility criteria may be verified by calls to a recognized governmental or social services agency. All information obtained is recorded on the Telephone/Document Inspection Verification form. Information recorded must be adequate to enable a monitor or auditor to report back to the named agency.
or the document used. The most common method of verification in Philadelphia is the production of required documents.

Following a Universal Services one-on-one interview, individuals who are interested in becoming WIOA-registered are invited to attend a Welcome to PA CareerLink® Philadelphia orientation session, during which the registration process and the documentation requirements are explained. Interested individuals then receive an appointment to meet with staff for registration and eligibility verification. It is here that documents are collected, inspected and verified, with copies being placed in the customer file. Center staff is also responsible for recording the appropriate data into CWDS and other information systems. Co-enrollment across programs is a priority and strategies for improving these processes are ongoing. Center staff has been trained to assist career seekers in accessing all available programs within the PA CareerLink® Philadelphia centers and complete immediate direct referrals to an on-site colleague or through scheduling an appointment.

Co-enrollment Process. The Board is actively working with the title I Adult and Youth providers to develop a strong referral process and strengthen relationships within the system to successfully co-enroll individuals into both programs. A framework for the process has been developed, and testing and implementation are currently being planned. The framework consists of a flowchart that identifies appropriate referrals in both systems to allow staff, based on their assessment of the young adult, to identify a cross-system contact thereby easing the transition from one system to another. The goal for co-enrollment of young adults into the Youth and Adult WIOA systems is to provide a wider variety of services for those who would benefit.

Developing and Promoting Career-Pathways. Philadelphia Works will continue to build and implement skill ladders/career pathways in targeted industries. Center Workforce Advisors and their managers receive intensive career coach training which emphasized the use of career pathways as a tool for service planning and job search. These tools are actively being used to encourage career seekers to develop realistic goals and plan the steps needed to reach them. In addition, the Board is exploring procuring a provider to deliver a more intensive, extended training to further enhance their skills and provide more in-depth data on specific career pathways.

3.4 What strategies will be implemented in the local area to improve business/employer engagement that:

- Support a local area workforce development system that meets the needs of businesses in the local area;
- Better coordinate regional workforce and economic development strategy, messaging, engagement and programs; and
- Manage activities or services that will be implemented to improve business engagement;
- Strengthen linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.
Philadelphia Works staff focuses on supporting employers with workforce needs in in-demand sectors such as Transportation, Healthcare, Manufacturing, Energy, and IT. Most employers in these industries (and throughout the Southeast Pennsylvania region) are small businesses. As a result, the Board has formed strategic partnerships with Small Business Development Centers, (housed at the University of Pennsylvania, Temple University, and Widener University), the Profile Re-Employment Program (PREP), various Industrial Resource Centers (IRCs), local Chambers of Commerce, and a variety of business associations. These partnerships are vital to engaging small businesses and our ability to provide solutions to their workforce challenges.

Policies governing strategic implementation are detailed below in Figure 13.

**Figure 13: WORKFORCE STRATEGIES**

<table>
<thead>
<tr>
<th>Workforce Strategies</th>
<th>Strategic Implementation</th>
</tr>
</thead>
<tbody>
<tr>
<td>OJT</td>
<td>- Target smaller employers</td>
</tr>
<tr>
<td>IWT</td>
<td>- Employ use of High Priority Occupations to determine viable opportunities</td>
</tr>
<tr>
<td>Transitional Jobs</td>
<td>- Requires a career path attached to opportunity that leads to job paying at least $15 an hour</td>
</tr>
<tr>
<td>Industry and sector strategies</td>
<td>- Implement Industry Partnerships in multiple sectors</td>
</tr>
<tr>
<td></td>
<td>- Encourage Next Gen Business-led partnerships.</td>
</tr>
<tr>
<td>Career Lattices and pathways initiatives (including how they are connected to adult education)</td>
<td>Partner with the Workforce Development Steering Committee to develop career pathways in the following sectors.</td>
</tr>
<tr>
<td></td>
<td>- Advanced manufacturing</td>
</tr>
<tr>
<td></td>
<td>- Early Childhood education</td>
</tr>
<tr>
<td></td>
<td>- Healthcare/Behavioral Health</td>
</tr>
<tr>
<td></td>
<td>- Information Technology</td>
</tr>
<tr>
<td></td>
<td>- Retail/Hospitality</td>
</tr>
<tr>
<td></td>
<td>- Construction Trades</td>
</tr>
<tr>
<td></td>
<td>- Business Finance</td>
</tr>
<tr>
<td></td>
<td>CCP college, Office of Adult Education and Title II adult education and literacy providers will support in the development of comprehensive education and training curriculum necessary to support occupations within each sector.</td>
</tr>
<tr>
<td>Apprenticeship Models</td>
<td>- Emphasize the “earn and learn” model</td>
</tr>
</tbody>
</table>
Utilization of Effective Business Intermediaries

- Collaborate with organizations such as:
  - PIDC
  - The city’s Department of Commerce
  - Local chambers
  - Industry Trade Associations
  - DVIRC

Expand business and non-profit employer relationships through SHRM

Rapid Response services

Employers facing challenges that result in reduced employment numbers or closing of a facility can be supported for either lay-off reduction strategies (retention strategies) or comprehensive PA CareerLink® support to workers losing their jobs. In the case of employee retention, Philadelphia Works collaborates with partners to address financial needs of the firm as well as training services to up-skill and stabilize employment of incumbent workers. Partners include:
  - SEWN (financial supports)
  - The city’s Department of Commerce (facility and city services)
  - PIDC (equipment and other critical purchases)

Other business services and strategies designed to meet the needs of regional employers

In FY 18, Philadelphia Works will hold a city-wide hiring event for employers in the Southeastern PA region

Philadelphia Works staff is tasked with business engagement services at a very high level. Through its Business Engagement Team (BET), existing relationships with employers are expanded upon and work is done to encourage others to engage with Philadelphia’s public workforce system. Through the customer relations management tool, Executive Pulse, the BET track interactions with employers and shares that data with all entities in the workforce system that engage with businesses. This data is helpful to gauge and or predict the needs of employers and the most effective strategies to meet those needs.

The Cross-Center Services Provider, through its Business Service Representatives (BSR),
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engages with businesses on a more transactional level by providing direct support and service delivery for activities such as coordinating employer hiring events, supporting employers with effective training tools utilizing with wage subsidies, such as OJT and IWT services.

In FY2018, the Board will hold a city-wide hiring event for employers in the Southeastern region aimed at meeting workforce needs and getting Philadelphians into jobs and careers with sustaining wages.

The Board supports the Unemployment Compensation (UC) customer base by:

- Informing customers of limited state UC resources, attempting to manage expectations by providing an estimated wait time for phone service and encouraging, whenever possible, the use of UC on-line support
- Educating UC customers about hiring events and other tools that can assist their rapid reintegration into the workforce
- Creating IEPs for WIOA-registered UC customers that explore occupational skill training to upgrade dated skills and support re-entry in to the workforce

In addition, it is important that employers understand their rights and responsibilities regarding UC Law. The Office of UC Service Centers Customer Services Section will conduct seminars in Philadelphia on UC topics where these rights and responsibilities are explained. During this time, PA CareerLink® Philadelphia staff will also have the opportunity to inform employers of relevant services provided at PA CareerLink® Philadelphia Centers and how to best to leverage those services to improve their competitiveness.

Reemployment services for UC recipients. While Reemployment Services and Eligibility Assessments (RESEA) is not currently offered in Philadelphia, PREP customers are invited to a workshop which specifically outlines PA CareerLink® services and benefits to WIOA-registered Dislocated Workers. These customers are among the highest priority due to their likelihood of needing extensive support to get back to work.

3.5 How will the local board coordinate local area workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and microenterprise services?

The Board will coordinate with regional economic development partners to develop partnerships. The Board will continue to meet economic development partners, such as The Philadelphia Industrial Development Corporation (PIDC), the Delaware Valley Industrial Resource Center (DVIRC), the various Chambers of Commerce, the City’s Department of Commerce and Workforce Development Steering Committee, to share information related to high growth occupations in the greater Philadelphia area and explore business workforce needs in those occupational areas. With our partners, the Board is exploring developing a workforce and economic development dashboard that will help our stakeholders stay abreast of the current labor market, anticipate future employment trends facing our city/region, and coordinate work with service providers. Staff will also utilize a customer relationship management system widely used by many of our economic development partners and
statewide stakeholders. This will allow shared communication on the most up-to-date information related to hiring needs and priorities for our business partners.

The Board has identified small businesses as a priority for strategic partnerships. It is designating higher investment for wage subsidy efforts, such as OJT, and IWT, to encourage more small businesses to become engaged with the workforce system. Staff have reached out to Small Business Development Centers, local chambers with larger percentages of smaller businesses, and other business initiatives to engage smaller businesses. Staff also collaborates with regional PREP agencies on grant applications and activities that serve employers throughout the region.

The Board measures employer outcomes using the following criteria:

- Number of employers satisfied with the workplace learning initiatives including OJT, IWT, Customized Job Training (CJT), and internships
- Number of staff-assisted job orders that result in placement
- Number of customers placed in OJTs that are retained, six to 12, months beyond their training period
- Increased participation in the workforce system

While self-employment is a strategy that can be effective for some career seekers with barriers to employment, it is not a priority strategy for Philadelphia Works. We use our limited resources to; establish relationships with employers which emphasize the skills required for the work and the background or disability of the career seekers, and to prepare career seekers by ensuring they have the skills necessary to be successful in the workforce. However, the Board will certainly promote entrepreneurship opportunities offered by strategic partners such as the Small Business Development Centers at Wharton and Temple University, the Enterprise Center, the Alliance of Women Entrepreneurs, and the Entrepreneurs’ Forum of Greater Philadelphia.

OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

4.1 Provide a descriptive overview of the local area workforce delivery system, including key stakeholders and entities in the local area.

The Board provides strategic direction and management of Philadelphia’s public workforce system to implement WIOA, on behalf of the city, by strategically disbursing and maintaining accountability for approximately $60 million a year in federal and state funding for employment services. Ninety (90) percent of these funds are contracted to service providers consistent with funding requirements.

Philadelphia Works oversees the City’s integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system. Each of the four integrated centers has a primary provider. Our Cross-Center Services Provider, EDSI, manages consistency and uniformity in service delivery across centers and organizing employer engagement and center events. All providers are competitively procured. As the
integration of this service delivery mode continues, increased center traffic and improved opportunities for access is anticipated.

**PA CareerLink® Operator.** As of July 1, 2017, the One-Stop Operator’s programmatic responsibilities include:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Implementing and augmenting the integrated services structure within the PA CareerLink® Philadelphia centers, as designed by the Board and enabled via the MOU with all core and required partners operating at the site.
- Monitoring operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Evaluating service delivery (e.g., timing, type, format, etc.) across providers and partners as well as across customer segments, and identify opportunities to optimize services.
- Developing, implementing, and monitoring customer service standards across the centers. Continuously assess customer needs via customer feedback mechanisms at the center and make recommendations to Philadelphia Works for continuous improvement.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- Developing an understanding and use Philadelphia Works’ Workforce Management Information Systems (MIS) to access and report on necessary data (i.e., CWDS ClientTrack™, etc.)
- Establishing and monitoring metrics for measuring success based on state and federal requirements associated with provider and partner funding streams.
- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convening a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Holding regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

The administrative responsibilities of the Operator will include:

- Convening regularly scheduled meetings and/or conference calls with Philadelphia Works staff.
- Presenting a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
- Assigning a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Philadelphia Works staff.
- Providing a monthly activity report to the Board.
Procurement Process. The One-Stop Operator was selected in a competitive procurement process. A Request for Proposal (RFP) was publicly posted on February 1, 2017 with a response date of March 10, 2017. No proposals were submitted at that time, so the RFP was re-released. Upon the second release, bids were received and scored. The highest scored proposal was received by Eckerd Youth Alternatives, Inc and services were contracted effective July 1.

Philadelphia Works has developed an internal Procurement Policy, which is consistent with the general requirements of the WIOA, the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200) (hereinafter the “Office of Management and Budget (OMB) Uniform Guidance”), the OMB Circular, and the policies established by the Commonwealth of Pennsylvania, USDOL, including but not limited to WIIN No. 2-00, Change 2 and the Commonwealth’s Department of Labor & Industry (L&I) Financial Management Policy.

In this case of the procurement of the title I providers and the One-Stop Operator, Philadelphia Works competitive proposal process is as follows:

- Using an RFP outline format, the requesting department drafts content.
- An open and inclusive advertising campaign is conducted.
- An optional bidder’s conference may be held to answer questions.
- The proposal is held open for a period of at least 30 days.
- A review panel is convened which may include a representative from the Contracts and/or Operations Department; members of the Board and/or its subcommittees; and other representatives, as appropriate.
- The panel scores the proposals, through a technical evaluation, using pre-established criteria, and makes a recommendation.

The technical evaluation is a critical part of determining which proposal presents the best value. The technical evaluation measures the extent to which a proposal meets Philadelphia Works’ needs by relying upon the panel members’ expertise in assessing the strengths and weaknesses of each response.

The criteria selected for evaluation reflects the objectives, scope of services and requirements set forth in the proposal. Once the evaluation criteria have been determined, values are assigned to the criteria. Values may be assigned in a variety of ways, depending on the nature and substance of the required service. Members of the rating panel independently review each criterion. Following completion, group discussions may occur to allow reviewers to adjust and finalize their scores. Scoring is based on information provided in the submitted proposal and any additional factors that may have been detailed in the RFP. Regardless of the scoring methodology used, the panel documents the basis for the rating in narrative form explaining the proposal’s strengths and weaknesses and justifying the final score.

Title I. See template in section 3.2 and the Competitive Process in above section.

Title II. See template in section 3.2.
Title III. See template in section 3.2.

Title IV. See template in section 3.2.

The identity and role of the individual responsible for ensuring equal employment opportunities and civil right protections. See template section 3.1.

The local workforce board has established the required six core partnerships for our One Stop delivery system: Wagner Peyser, Office of Vocational Rehabilitation, Adult Education and Literacy programs and WIOA Title I (Adult, Dislocated Worker and Youth formula funds).

1. Wagner-Peyser (PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO) WIOA Title III)

Wagner-Peyser staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both job seekers and employers are also provided with labor market information to help inform their activities.

Access to Wagner-Peyser Act Services are provided within the local workforce development system through physical and programmatic resources described below.

Bureau of Workforce Partnership and Operations (BWPO) is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

a) Wagner-Peyser service focuses on providing a variety of employment related labor-exchange services including, but not limited to: job-search assistance, job referral, and placement help for job seekers, re-employment services to unemployment insurance claimants and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services and staff-assisted service delivery.

b) Depending on the needs of the labor market, other services – such as assessment of job-seekers’ skills, abilities and aptitudes, career guidance when appropriate; job-search workshops and referral to training may be necessary.

c) The services offered to employers, in addition to referring job seekers to available job openings, include: help developing job-order requirements, matching job seekers’ experience with job requirements, skills and other attributes, helping employers with special recruitment needs, arranging for job fairs, helping employers analyze hard-to-fill job orders, helping restructure jobs and helping employers deal with layoffs.
d) Job seekers who are veterans receive priority referral to jobs and training, as well as veteran-specific employment services. PA CareerLink® delivers specialized services to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, minorities and older workers.

2. **OVR (Title 1 of the Rehabilitation Act of 1973, WIOA Title IV).**

As a core partner OVR provides Vocational Rehabilitation services for people with disabilities. OVR staff are co-located in each of the four centers. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Our statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

3. **WIOA Title I Providers SER Metro, Impact Services, JEVS and Eastern North Philadelphia Workforce Development Corporation** provide services under both the *Adult Employment and Training Activities* and *Dislocated Worker Employment and Training Activities*, pursuant to WIOA, Title I, Section 131. They are responsible for providing universal access to career and training services to meet the diverse needs of the population of job seekers seeking services through the One Stop system. They are responsible for facilitating and delivering careers services and linkages and subsequent enrollment in work based training such as registered apprenticeships, on the job training, incumbent worker training, transitional jobs, customized job training and work experience. The four contracted vendors provide or coordinate with other service providers to deliver the following services:

- Basic career Services including, but not limited to, determination of eligibility to receive WIOA and dislocated worker services who enter the center seeking basic, individualized and/or follow up services; Outreach and intake; Initial assessment of skills levels; and labor exchange services.

- Individualized career services, including, but not limited to, based on customers’ needs: comprehensive and specialized assessment of skills levels; development of an individual employment plan; group of individual counseling; career planning;
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short term pre-vocational services; internships and work experiences; workforce preparation activities; and financial literacy services.

- Career and training services to underemployed workers
- Training Services through Individual Training Accounts (ITA)’s or work based learning contracts
- Providing supportive services
- Follow-up services to enhance labor market retention, wage gain and career progress for customers who have entered unsubsidized employment and exited the program

5. PYN will provide services under the **Youth Workforce Investment Activities** Partner Program pursuant to WIOA, Title I, Section 126. PYN is an intermediary organization that expands access to services for underserved young people by working with cross-sector partners. PYN works to advance educational and economic efforts and improve outcomes for youth and young adults by guiding vision and strategy, supporting aligned activities, establishing and monitoring shared metrics, building public will, mobilizing funding, disseminating best practices and cutting-edge research, evaluating progress, strengthening service capacity, and advancing policy.

By means of the WIOA Youth investment, PYN is Philadelphia’s competitively procured Youthworks Administrator. In this role, PYN supports the following initiatives: providing expertise focused on youth; supporting functions of the Philadelphia Works’ Youth Standing Committee (YSC); coordinating procurement and managing co-contracts of youth services that are developmentally appropriate education and workforce training programs for youth ages 16-24; supporting continuous improvement through programmatic oversight, monitoring, and program evaluation; leveraging and aligning resources to provide comprehensive, integrated services to youth; and providing professional development and technical assistance.

Philadelphia’s youth workforce development system is designed to provide aligned pathways to careers for three distinct populations of youth to ensure that those youths in most need of support have access to workforce preparation activities. Services to youth who face significant barriers and services to Opportunity Youth are among the priorities outlined by the Department of Labor. Driven by the local needs and the strategic priorities of the YSC, Philadelphia’s youth workforce development system will enhance our strategic efforts by creating distinct pathways that serve eligible youth ages 16-24 who:

- At-risk youth enrolled in school;
- Opportunity youth without a credential; or
- Opportunity youth with a secondary credential.
In order to continue to serve these priority youth and young adult populations and leverage services via the Philadelphia PA CareerLink® system, PYN will:

1. Work in partnership with the Philadelphia PA CareerLink® system to develop a referral system to and from the PA CareerLink® centers.

2. Provide expertise in youth and young adult services and support to ensure Philadelphia PA CareerLink® center staff are fully informed to support this population through referral or in the center.

3. Work closely and strategize with the Philadelphia PA CareerLink® system to ensure there is a bridge built to seamlessly transition young adults into the adult workforce system to access services such as On-the-Job Training (OJT) or Individual Training Accounts (ITA).

4. Operate the Youth and Young Adult Opportunity Hub at PA CareerLink® West (Hub), funded by the Career Pathways for Youth: Summer Jobs and Beyond two-year grant (May 2016 – June 2018) via the U.S. Department of Labor. The goal of this project is to link youth connected to the West Philadelphia Promise Zone with employment, education and/or supportive services needed to succeed in gaining skills and entering a viable career pathway. On a systemic level, the Hub seeks to increase coordination among partners and employers to better connect the youth and adult workforce systems and maximize existing resources. PYN will continue to work in collaboration with grant partners to leverage youth and adult workforce services.

5. Title II Partners: Community Learning Center, Center for Literacy, Temple University, District 1199C Training & Upgrade Fund, New World Association and The Welcoming Center for New Pennsylvanians. They have committed to assigning rotating staff one-half day per week to each of the four PA CareerLink® sites as a resource for participants seeking literary and English language services. In addition, Title II Partners will ensure that each CareerLink® receives the following services.

- Assist in interpretation of TABE and administration and interpretation of CASAS at each comprehensive PA CareerLink® site;
- Support Rapid Response by referral of PA CareerLink® participants by PA CareerLink® staff through OAE SIS system to Title II services through academic assessment and referral;
- Participate in PA CareerLink® orientation via video or in-person, when possible, to describe Title II services and connect participants to Title II programs;
• Support referral of PA CareerLink® participants by PA CareerLink® staff through OAE SIS system to Title II services; and
• Conduct PA CareerLink staff development to build their capacity to refer PA CareerLink® participants through the OAE SIS system and interpret TABE and CASAS scores.

In addition, Community Learning Center (CLC) will provide Title II services at PA CareerLink® Suburban Station nine (9) hours per week throughout the calendar year.

In the charts below, you will note the partner programs, organization, and contribution to the system of the required and additional partners currently represented in our system.

<table>
<thead>
<tr>
<th>Partners</th>
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<td><strong>Partner Program</strong></td>
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| 40 | Temporary Assistance to Needy Families | DHS | Social Security Act | $4,800.00 per year. |

The below matrix shows which partner is collocated at each center; which partner is delivering In Kind services in each of our four centers; and, partners where we have or are in the process of developing a referral system.

**Partner Matrix Per PA CareerLink® Philadelphia Center**

<table>
<thead>
<tr>
<th>Partners with a Physical Presence</th>
<th>North</th>
<th>Northwest</th>
<th>Suburban Station</th>
<th>West</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 WIOA Title I Adult</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>2 WIOA Title I Dislocated Worker</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>3 Wagner Peyser</td>
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<td>x</td>
<td>x</td>
<td>x</td>
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<tr>
<td>4 WIOA Title II Adult Education and Literacy</td>
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<tr>
<td>5 OVR</td>
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<td>x</td>
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<tr>
<td>6 Trade Assistance</td>
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<td>x</td>
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<tr>
<td>7 Unemployment Compensation</td>
<td>x</td>
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<td>8 Foreign Labor</td>
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<td>9 Veterans</td>
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<td>10 Rapid Response</td>
<td>x</td>
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<td>11 Postsecondary Career &amp; Technical Assistance (CCP)</td>
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<tr>
<td>12 Youth Workforce Activities</td>
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<tr>
<td>13 ResCare Job Corps Career &amp; Transition Center</td>
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<tr>
<td>14 Philadelphia Job Corps Life Science Institute</td>
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<td>15 Senior Community Service Employment</td>
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<td>16 Benephilly</td>
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<td>17 TANF</td>
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</table>

**Partners Provide In-Kind Services: Workshops and Staff Training**

<table>
<thead>
<tr>
<th>Partners Provide In-Kind Services: Workshops and Staff Training</th>
<th>North</th>
<th>Northwest</th>
<th>Suburban Station</th>
<th>West</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Postsecondary Career &amp; Technical Assistance (Peirce)</td>
<td>x</td>
<td>x</td>
<td>x</td>
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</table>
4.2 Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other).

Refer to the One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations included as Attachment 3.

Roles and resource contributions of one-stop partners:

**Philadelphia Youth Network:** PYN will provide services under the Youth Workforce Investment Activities Partner Program pursuant to WIOA, Title I, Section 126. PYN, as the YouthWorks Administrator, supports the following initiatives: coordinating the procurement, selection, contracting, performance monitoring and technical assistance to co-contracted service providers and providing direct oversight of co-contracted service provider performance and compliance; co-contracting for programming that ensures a comprehensive, year-round service delivery system for at-risk youth and overseeing the implementation and performance management of programs funded through WIOA; overseeing developmentally appropriate education and workforce training programs for youth ages 14-24; leveraging and aligning resources to provide comprehensive, integrated services to youth, serving as broker for system partners, funders, employers, schools and community-based organizations; ensuring alignment across the system to maximize service delivery to youth in the system; and facilitating a collaborative process with stakeholders to design and implement programs that serve as a systemic response to community identified needs.
EDSI: EDSI will provide services under both the Adult Employment and Training Activities and Dislocated Worker Employment and Training Activities, pursuant to WIOA, Title I, Section 131. EDSI implements the operational procedures for the cross-center delivery model that support all PA CareerLink® Philadelphia centers. This includes community engagement and outreach; business services; service enhancement; and citywide services, which include, but are not limited to, facilitating community connections partner agreements; conducting outreach to WIOA clients to reengage; populating the product box with employer sponsored products; responding to Job Gateway® postings for job referrals; delivering workshops at the centers for career seekers; and providing virtual services.

Title I Providers SER Metro, JEVS, Nueva and Impact: Title I providers, Ser Metro, JEVS, Nueva and Impact will provide Adult Employment and Training Activities and Dislocated Worker Employment and Training Activities, pursuant to WIOA, Title I, Section 131. They are responsible for providing universal access to career and training services that meet the diverse needs of the population of career seekers at the centers. They are responsible for facilitating and delivering careers services, referrals and subsequent enrollment in work based training such as registered apprenticeships, OJT, IWT, transitional jobs, CJT and work experience. They will provide or coordinate with other service providers to deliver basic career services, individualized career services, career and training services to underemployed workers, training Services through ITA’s or work based learning contracts, supportive and follow-up services.

Bureau of Workforce Partnership and Operations: Bureau of Workforce Partnership and Operations (BWPO) will provide services under the Wagner Peyser, Trade Adjustment Assistance, Unemployment Compensation and Veterans’ Employment and Training Partner Programs pursuant to WIOA Title III, the Trade Act of 1974, the Social Security Act of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939 and U.S.C. Title 38, Chapter 41, respectively.

- **Wagner-Peyser** staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include, but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both career seekers and employers are also provided with labor market information to help inform their activities. BWPO is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

- **Trade Adjustment Assistance** (TAA) Services to be provided are as follows: Programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax
Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS)).

- **Unemployment Compensation (UC)** In accordance with WIOA, the (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim at PA CareerLink® Philadelphia centers by offering claimants dedicated access to center staff as well as access to important UC information. Staff from BWPO provide some direct assistance to UC claimants and employers at the PA CareerLink® Philadelphia centers. BWPO staff will continue their processes for referral with approved activities they conduct on UC’s behalf. This would include opportunities for referral through partner collaboration. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.

- **Veterans’ Employment and Training:** Jobs for Veterans State Grant (JVSG) is a BWPO administered program which assures the Commonwealth will be able provide special individualized services to disabled veterans. Disabled Veteran Outreach Program (DVOP) staff work in conjunction with PA CareerLink® partners to identify, and development an appropriate plan to meet the veteran’s employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.

**OVR:** As a core partner OVR provides Vocational Rehabilitation services for people with disabilities pursuant to WIOA Title IV under Title I of the Rehabilitation Act of 1973. Eligible OVR customers receive multiple services that may include but not be limited to; diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (OJT), and referrals for tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. OVR business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

**PA Department of Health and Human Services:** The PA Department of Health and Human Services will provide services under TANF Partner Program pursuant to the Social Security Act,
Part A of Title IV. Services provided include providing job placement, job retention and case management services to clients referred from the County Assistance Office (CAO). The program is designed to assist clients in their transition from welfare to the workforce. The focus of programming is to decrease dependency on public assistance and move towards self-sufficiency. While the primary focus of the program is to move clients into the workforce, the program provides other activities that will aid in the pursuit of that goal.

**PA Department of Community and Economic Development (DCED):** DCED is the Commonwealth’s required one-stop partner for employment and training activities carried out under the CSBG, 42. U.S.C. 9901 et seq. at the state level. DCED will participate in the local workforce delivery system via the local CSBG agencies. The local agency in the local area of Philadelphia is The Mayor’s Office of Community Empowerment and Opportunity (CEO) which may:

- Participate on local and regional planning groups;
- Engage in Business Service Teams activities;
- Have print materials available in the PA CareerLink® centers;
- Be linked to local workforce websites on computers;
- Potentially hold meetings at PA CareerLink® centers;
- Conduct joint employer outreach sessions as necessary; and
- Seek to leverage grant funding opportunities.

**Connection Training Services, Reintegration of Offenders:** CTS provides Reintegration of Offenders programs under the Second Chance Act. This program is for returning male and female citizens, ages 18 and up. The goal is to re-integrate them into society, with their families, and reduce the high recidivism rate. The program utilizes a comprehensive, holistic approach that includes case management, development of an individual service plan, remedial education, and GED preparation (when needed). It also provides life skills, job preparation course, community service, mentoring, certified vocational training in fields such as construction trades, plumbing, housing retrofit, culinary arts, automotive technician, MS Office specialist, forklift operator, scaffold erector, highway flagger, OSHA 10-hour safety and ServSafe food handling certification followed by job placement and retention services. The program also offers supportive services, such as substance abuse treatment, housing, legal services, mental health, medical services, clothing, counseling, etc.

**Connection Training Services and YouthBuild Charter School:** These entities provide YouthBuild programs under WIOA Title I. This intensive one-year program serves at-risk male and female youth, ages 16 to 24 year, without a high school diploma or GED with the following services: case management, assessment, individual career/service plan development, education (GED preparation and testing), certified vocational training in fields such as construction trades, housing retrofit, plumbing, forklift operation, scaffold erection, highway flagger, OSHA 10-hour construction safety, ServSafe food handling certification and Act 235-certified security officer. In addition, life skills, job preparation, community service opportunities through AmeriCorps funding, youth leadership council membership, monthly newsletter, mentoring of youth, job placement and retention and aftercare are provided.
Supportive services include substance abuse treatment, housing, clothing, mental health, medical care, legal services, and family counseling are available on an as needed basis.

**Rescare, Inc. d/b/a Red Rock Job Corps Center and Philadelphia Job Corps Life Science Institute**: These entities will make the below services available:

- Provide Job Corps participants with career counseling and guidance;
- Provide Job Corps program participants (young adults 16-24 years old) with job readiness and retention skills training, job search assistance and connection to community services that support employment efforts;
- Conduct job development activities with local and long-distance businesses to connect them with Job Corps participants;
- Connect participants with the military, apprenticeship programs and post-secondary training opportunities as needed to further prepare for employment;
- Collaborate with PA CareerLink® Philadelphia staff to provide qualified candidates to businesses and provide information regarding the Job Corps program co-enrolling participants where it makes sense.

**Temple, Center for Literacy, CLC, New World, 1199C, Welcoming Center**: These entities will make the below services available under Title II. The partners commit to assigning rotating staff to each of the four PA CareerLink® Philadelphia centers, as a resource for participants seeking literacy and English language services. They will ensure that each PA CareerLink® Philadelphia center receives the following services: provision of TABE (once per week) and CASAS (twice per month) on-site assessment; rapid response support with assessment and transition support; participation in PA CareerLink® Philadelphia orientation to describe Title II services and connect participants to Title II programs; outreach to target populations to connect participants to PA CareerLink® Philadelphia services (i.e. LEP and immigrant population); and referral of PA CareerLink® Philadelphia participants to Title II programs.

**Office of Adult Education**: Since 1983, OAE has worked to equip all adults in Philadelphia with the education they need for work, family, and civic engagement. In partnership with title II providers, OAE created and implemented a coordinated process for referring career seekers from the PA CareerLink® Philadelphia centers to title II adult education services using the myPLACE™ student information system. It is a city-wide system for centralized intake, assessment and placement of adult learners into appropriate educational programs, has been adapted to facilitate this referral process. The Office of Adult Education conducts training for PA CareerLink® Philadelphia centers on effectively communicating with career seekers who may need adult education services. In addition, the Office of Adult Education conducts trainings for PA CareerLink® Philadelphia and title II staff on how to use the myPLACE™ student information system.

The referral process facilitates integration of title I and title II programs and services, with a special focus on access to career pathways for residents who have literacy and language barriers to employment.

**Philadelphia Corporation for the Aging**: PCA provides services under the Senior Community Service Employment Program and operates the Career Strategies 55+ program, providing
employment services to individuals who meet the program eligibility. It will provide these mature workers with employment opportunities at the PA CareerLink® Philadelphia centers.

**CCP, Peirce and Orleans Technical College:** The entities will provide information to career seekers regarding training and vocational opportunities on-site at each of the 4 centers, at least 3 hours per week. They will provide substantive referral to customers who are eligible for supplemental and complementary services and benefits under partner programs.

**Philadelphia Housing Authority (PHA):** PHA will provide collaborative job training and educational programs and identifying job opportunities for PHA residents that would further the objectives of both organizations and meet the programmatic goals. This would include collaboration on the site-based implementation of success-driven approaches to work readiness, employer linkages, job placement, educational advancement, technology skills, and financial literacy.

**Pathstone:** This entity will engage in a referral service to provide integrated and seamless delivery of services to migrant farmworkers workers. They will provide substantive referral to customers who are eligible for supplemental and complementary services and benefits under partner programs.

### 4.3 How will the local board facilitate access to services provided through the one-stop service delivery system?

**Leveraging Resources and Expanding Capacity.** The Board will solicit and utilize funding from the federal government and private sources, whenever possible, to leverage and support the local workforce system. Current grant funding includes The Apprenticeship Initiative, Pennsylvania Department of Community and Economic Development/Department of Defense Grant, L&I WIF, and The Chicago Cook Workforce Partnership/Career Opportunities in Retail award, the USDOL Summer Jobs and Beyond grant, and others. These funds support both career seekers and employers. In addition to leveraging the WIOA title I and state general funds, they provide opportunities to individuals who may not qualify or receive priority for certain services under WIOA title I and state general funds; thereby expanding our footprint in the region.

**Facilitating Access.** The four PA CareerLink® Philadelphia centers are strategically located throughout the City of Philadelphia and are all readily accessible by public transportation. Each meets the Americans with Disabilities Act of 1990 (ADA) criteria and is accessible to those with disabilities.

In addition to the four PA CareerLink® Philadelphia centers, there are 14 Community Connections Partners that offer neighborhood-based services such as computer access and resume help. They serve as a valuable link between the community and the opportunities available at PA CareerLink® Philadelphia centers.

The Board recently conducted an analysis to identify areas most in need of a Community Connections Partner by focusing on neighborhoods with high concentrations of individuals over 18 years of age, families living in poverty, individuals without a high school diploma or
equivalency, and areas with high rates of unemployment. The Board is exploring additional geographic areas to establish Community Connections Partnerships so that services can reach more Philadelphia residents. The Cross-Center Services staff provide services at community partners in the Southwest and North geographic areas of the city, where it is more difficult to travel via public transportation.

The Cross-Center Services Provider is responsible for coordination across all centers to provide uniform services and experiences for employers and career seekers. The Community Engagement and Outreach Team specifically seeks strategies and plans to increase center usage and service access. It enhances relationships with community-based organizations to develop formal and effective community connection partner agreements, conducts outreach to EARN customers in partnership with the County Assistance Office, and contacts WIOA service customers seeking to reengage those who are at-risk of exiting without employment.

**Technology.** Philadelphia is a large urban city; however, accessibility outside of the physical One-Stop center is an important focus of Philadelphia Works’ broader “no wrong door” strategy which provides virtual access to customers through a more robust on-line presence. This strategy provides options for learning and opportunities through on-line access to some of the services that are available inside the one-stop center. Specifically, by executing our digital strategy, the Cross-Center Services Provider will:

- Provide increased customer access
- Create on-line content from workshops for career seekers to use through a YouTube channel
- Create on-line job clubs
- Provide on-line assessment and career exploration tools
- Provide software tools such as Resume Writer, Career Coach, and Microsoft IT Academies
- Maintain video libraries that pertain to relevant occupations, education and literacy

The Cross-Center Services Provider supports the use of virtual services by providing on-going technical assistance and training to relevant staff regarding the effective use and promotion of virtual tools. The Cross-Center Services Provider also provides customer workshops on how to access and effectively maximize the benefits of virtual services. The Board is exploring the development of smartphone compatible applications, as customers are increasingly accessing on-line services through mobile devices. The use of texting software to facilitate more efficient communication and the electronic delivery of verification documentation for customers, who find it difficult or too time-consuming to visit a center, is also being investigated.

**CWDS and Other Data Systems.** Center Workforce Advisors and Job Development staff enter customer information into CWDS. Employer data is input by Cross-Center provider staff. All data entry is completed within three working days of the provided service. The quality assurance and data teams are responsible for reviewing the data entry to ensure compliance, accuracy and timeliness.
Philadelphia uses ClientTrack™ as a supplemental information management system. ClientTrack™ stores data regarding the hundreds of local area providers and their contracts. This information cannot be data entered in CWDS. To pay invoices to providers that attain contractual benchmarks, customer information and related outcomes are data-entered into ClientTrack™ as validation for invoice payments. ClientTrack™ can be customized for the needs of the Board. Through our regular monitoring activities, the local Board ensures that the data is aligned in all systems.

Access to Title II Services/Activities. PA CareerLink® Philadelphia staff have an established process using a system called myPLACE™ to refer clients electronically to Title II services. This referral process is monitored using a dashboard of indicators which was previously reviewed by the Operator Consortium. To increase referrals to Title II services, training on the intake system was provided for Center staff. In addition, specific staff, who have been identified as Literacy Liaisons, have been tasked with overseeing the process. Title II providers also partner with PA CareerLink® Philadelphia centers to offer onsite adult education programming and services.

Access to Unemployment Compensation Phones/Computers. Courtesy UC phones are in each of the four PA CareerLink® Philadelphia centers; these phones are located in private areas and are available for use on Mondays, Tuesdays, and Thursdays. Each center also has a dedicated UC computer which is available for use on a regular basis.

Service Access for English-Learners and Individuals with Hearing/Vision Impairment.

Refer to section 4.4

4.4 How will entities within the one-stop service delivery system, including one-stop operators and the one-stop partners, comply with WIOA Sec. 188 (as applicable), and applicable provisions of the Americans with Disabilities Act of 1990 (42 U.S.C. 12101, et seq.) regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities?

To ensure services offered through the integrated PA CareerLink® Philadelphia centers are accessible to all customers, including those with disabilities, the Board will continue to employ several strategies:

- Monitor adherence to ADA requirements at each center, which are certified annually.
- Seek opportunities for continual improvement in accessibility of services by soliciting input from customers and agencies that address the needs of those with disabilities.
- Create opportunities for ongoing staff training to ensure cultural competency and sensitivity to individuals with barriers to employment, including those with disabilities.
- Engage OVR as a partner to address applicable ADA compliance issues; OVR is also co-located at PA CareerLink® Philadelphia centers.
- Leverage relationships with community partners, on an on-going basis, to cross-train staff in the acquisition and use of adaptive equipment and computer software for use by career seekers with disabilities.
• Engage local agencies that specialize in workforce development services to career seekers with disabilities to partner with the PA CareerLink® Philadelphia system to provide workshops and job search assistance to career seekers with disabilities.

Three of the four PA CareerLink® Philadelphia centers completed the Pennsylvania Physical and Program Access Self-Assessment Process, with the assistance of the OVR, in May 2016, August 2016 and February 2017, respectively. The remaining center will undergo the review by December 2017.

Each PA CareerLink® Philadelphia center is equipped with appropriate auxiliary aids to enable communications with individuals with hearing, vision or speech impairment. This includes registered sign language interpreters/relay service, assistive listening devices, TTY telecommunications devices for deaf persons, braille materials and large print materials, and adjustable computers with JAWS software to assist those with visual impairment.

**Local Staff Training.** Philadelphia Works’ staff recently received an Equal Employment Opportunity (EEO) training at the annual Compliance Training, conducted in February of 2017. All new hires also receive this training. Training is conducted annually and as regulations change.

**Partner Training.** Ongoing training is provided to all PA CareerLink® Philadelphia staff, which includes title I and state staff, both as refresher courses and as regulations change. The most recent training was provided to PA CareerLink® Philadelphia management and EEO Liaisons in August of 2016.

**Individuals with Limited English Proficiency.** PA CareerLink® Philadelphia centers have increased system capacity to serve culturally diverse limited English speaking customers. If the customer is Spanish-speaking, the Universal Services Team Lead will identify a Spanish-speaking staff member to interpret. If the customer speaks a language other than Spanish, the telephone interpretation services of Propio is utilized. Whenever possible, customers presenting language barriers will be assigned to a Workforce Advisor or another staff member who speaks the customer’s language. Staff also tracks data on customer’s demonstrating language barriers. If a considerable number of customers speak a unique language, that center will make every effort to recruit and hire staff who are fluent in that specific language. This data is also used to substantiate and arrange English as a Second Language (ESL) classes through the Cross-Center Services Provider, who may also become an OAE enrollment partner to enroll these individuals into myPLACE™ ESL services. Finally, the centers develop relationships with organizations that provide services to specific ethnic groups to coordinate additional resources for assistance.

4.5 *Describe how the local board will ensure the continuous improvement of eligible providers through the system and that such providers will meet the employment needs of local area employers, workers, and job seekers.*

Philadelphia Works regularly employs regional and local area labor market information, the high priority occupation list, and stakeholder input to inform our workforce activity goals and
objectives. Labor market information is used to guide the overall development of our strategic plan and funding priorities. The High Priority Occupation (HPO) list serves as a basis for building an effective Eligible Training Provider List (ETPL) and guides our investments in training services. Through participation on Board committees and pilot projects, our stakeholder partners provide input on how the system can achieve greater outcomes and assist in developing strategies that address gaps in service.

Philadelphia Works has well established connections to other workforce entities, education, and economic development partners who help to identify the unique needs of the employers, workers, and career seekers that they serve and aid in the development of creative solutions that address the current and future needs of their constituencies.

Philadelphia Works connects with employers through our industry partnerships and advisory councils, which provide a platform for employers to share information, both, on their current workforce needs and future projections based on industry shifts or a unique need within a specific company. Through interactions with career seekers, we gain firsthand knowledge of the skill set they possess and can compare these with the skill needs expressed by our employer partners. This skill matching further informs and directs our investments in workforce services.

Staff regularly analyze and share the performance outcomes of Eligible Training Providers (ETP), as well as funding priorities and performance standards. Additionally, technical assistance is available, on an ongoing basis, to aid providers in improving the quality of training services and expanding the diversity of opportunities. Employers are regularly invited to vet new curriculum to ensure trainings will develop the skills career seekers need to be successful in each occupation or industry.

The procurement process is a key to support continuous improvement across the system. Specifically, we only seeking training programs that result in an industry recognized credential.

Philadelphia Works has dedicated staff, who are assigned to every vendor, for programmatic and fiscal monitoring. Staff meet with each contracted provider monthly to review progress towards meeting the Commonwealth’s negotiated performance measures and benchmarks, as well as our local goals. Staff will continue to conduct formal monitoring that measures all performance and success metrics and detail this information on performance scorecards, which will be made available to better inform customer choice.

The Board is in the process of developing a RFP to identify a provider that can provide a comprehensive process to assess customer satisfaction. In the interim, customer satisfaction surveys are administered by our partner staff and the result of those surveys are shared with Philadelphia Works.

4.6 Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.

The Board is exploring strategies to assess the program alignment of current training providers to employer needed skills and talents and to increase the number and diversity of training providers engaged with the local workforce system. Philadelphia Works provides guidance to training providers on valued credentials and needed skills. For example, Philadelphia Works
investigated the skills necessary for employment as a Phlebotomists and discovered that many local positions require a valid driver’s license to travel from place to place. Thus, learning that the training preparing for the Certified Phlebotomy Technician examination will need to be augmented to include driver’s training.

**Determining Future Trainings.** The Board is committed to investing in training that is in-demand by employers and that provides career seekers with sufficient skills and credentials to enter a career pathway. In the past, Philadelphia Works had determined that Adults with a work history and Dislocated Workers were best served by OJT. However, based on recent analyses of outcomes for employers and trainees, adjustment may need to be made. In addition, some of the ITA investments have not resulted in permanent full-time work and are also being reexamined. Philadelphia Works will use the following strategies to determine future investments:

- Fund training that is in alignment with an employer(s) talent needs, in a target industry sector, with growth opportunities.
- Fund training that places a career seeker on a career pathway that provides increasing wages with further skills training and education.
- Fund training that results in an industry-recognized credential and/or college credit.

Other criteria under consideration are that trainings be part of a Registered Apprenticeship curriculum (either the OJT portion or the classroom training), or training is delivered by the community college and ends in a proficiency certificate that results credit towards an Associate’s degree.

Philadelphia Works uses occupational forecasts from Center for Workforce Information & Analysis (CWIA), staffing patterns for targeted sectors from Economic Modeling Specialists International (EMSI), identification of the most in demand credentials from Burning Glass, and analyzes full job postings to determine the need and validity of training.

**Assessment Criteria.** Philadelphia Works manages the ETPL for ITA trainings. These providers are assessed on:

- Completion rates
- Credential attainment rates
- Placement within 60 days of completion

In the future, assessments might also include employer satisfaction with the skills and knowledge of the trainee upon placement.

Career Seekers must demonstrate sufficient preparation and undertake career exploration before requesting an ITA. Once selected, ITAs are vetted to determine their appropriateness of the training of the career seeker. If the trainer is on the ETPL and the curriculum aligns with an HPO, the training provider is contracted and provided with payment points after enrollment, completion of the training, and placement.

Philadelphia Works held an information session for training and educational providers on how
to apply to the ETPL and what occupations and credentials might best align with local strategies. This was the first attempt to attract new providers. While it did not result in as many new organizations seeking to offer training as hoped, the strategy will be revised and repeated each year to attempt to engage a broader selection of training providers.

In addition, as the Board increases training options for the EARN customers, WIOA customers might also participate using an ITA should the training align with an HPO. These trainings are currently being procured and might become a strategy for use of ITA funds in the future.

An OJT is vetted via:

- Employer need
- Curriculum that enables sufficient skill gains for the career seeker so that pre- and post-tests of skill attainment demonstrate significantly increases in skills
- Employer’s history on maintaining long-term employment for trainees

**On-line Training.** The outcomes from on-line trainings have not been particularly strong. The majority of our WIOA Adult customers are not prepared for on-line learning. Those trainees that complete the training, they often fail to find placements. Hybrid models that include regular in-classroom check-ins appear to be more successful. Successful on-line learning that results in a career change remains a challenge and further study regarding applicable occupation and best practices is necessary.

**Determining the Quantity and Quality of Training.** The Board is aware of the trade-off involved between investing significant training funds on fewer career seekers to fully prepare them for employment versus funding limited training for a greater number of career seekers. To equitably address this issue, the Board has set a cap, with only a few exceptions, on the amount of funds a single career seeker is allotted for training. State polices which dictate the percentage of funds to be spent on training also guide the process of determining the quantity of available training. Every year, the Board approves a local Strategic Investment Plan that allocates the distribution of funds between the workforce services provided at the centers, for business engagement, and for training. Priority allocations are given to ensure fully staffed centers and to provide value-added training opportunities.

When considering the quality of training, outcomes should demonstrate that those with barriers to employment have advanced to a career. Recently, the Board has invested in training for Registered Apprenticeships, as these models provide permanent employment during the apprenticeship and combine on-the-job activities with classroom training. Apprenticeship models paired with pre-apprenticeships are accessible to those with multiple barriers to employment. In the future, the Board will continue to explore training in pipeline models that result in strong outcomes for employers and career seekers with barriers.

**Priority of Service.** The policy of priority for Philadelphia residents to receive Individualized Career Services and Training Services is determined in the following order, regardless of funding levels:
• First, to veterans and eligible spouses who are recipients of public assistance, and/or low-income including those who are underemployed, or basic skills deficient.
• Second, to recipients of public assistance and/or other low-income individuals including those who are underemployed, or individuals who are basic skills deficient.
• Third, to veterans and eligible spouses who are not recipients of public assistance, nor low-income including underemployed or those who are not basic skills deficient.
• Fourth, to long-term unemployed individuals.
• Last, to all other persons not listed above – those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, basic skills deficient individuals, or long-term unemployed individuals.

At least 51 percent of WIOA title I-funded Adult customers who are served at a PA CareerLink® Philadelphia center must qualify for and receive priority of service. Philadelphia Works will monitor adherence through an internal report and use the compliance monitoring tool. Contractors will conduct active outreach to recruit priority of service individuals if they are not meeting this performance goal.

In Pennsylvania, a local area is permitted to identify one new priority of service category, if it is consistent with the intent of L&I’s priority to serve individuals with barriers to employment. In August of 2015, Philadelphia Works conducted an analysis of survey responses from 1,241 visitors at three PA CareerLink® Philadelphia centers. In the survey, participants identified their employment status and the challenges they faced when searching for a job. Almost a third of respondents indicated that had been unemployed for six months or longer. They were also more likely to report that they:

• Did not have a college degree,
• Did not have access to a computer,
• Had higher rates of homelessness and self-identification as disabled
• Lacked certifications,
• Had only a high school diploma,
• Had limited professional contacts, and/or
• Had some level of criminal history.

Based on these factors, the Board determined that the long-term unemployed would be the most effective additional population to include as 1) a considerable number of customers faced this barrier, and 2) this population group also included populations of individuals with barriers to employment.

**WIOA Youth Priorities.** To align with WIOA priorities, the Board allocates eighty percent of youth funds for out-of-school youth programming. Youth programming incorporates the fourteen WIOA required program elements via three distinct pathway models of activity. A minimum of twenty percent of program funds are expended on work experience activities each program year. The Board is expanding these approaches to build models that prepare out-of-school youth through connected steps such as basic credential attainment while working part-time (high school diploma or equivalency, literacy/numeracy support and English Language
Learner support) and pre-apprenticeship programs linked to Registered or Trade Apprenticeships that incorporate credentials and, where possible, college credits. These pipeline models are closely aligned with employer talent needs and with their requirements to hire young workers with little or no work experience.

In July 2018, the Board will begin to transition the WIOA Youth investment to fund only out-of-school youth programming. At the end of this two-year transition, in-school youth will no longer be funded by WIOA Youth funding in Philadelphia. Instead, the Board will pilot pre-apprenticeship programs utilizing WIOA Youth funds. The Board regards this model as most effective, in that it works closely with employers and can fully prepare young workers with barriers for fulltime permanent employment. This transition will provide more opportunities for Philadelphia’s out-of-school and older youth, as well as better aligning our youth system with WIOA priorities.

Transferring Funds. In any given year, Philadelphia may experience major lay-offs due to shifts in the economic industry mix (for example, reduction of retail trade cashier positions), or Rapid Response events such as the Cardone plant closing. In these cases, additional Dislocated Workers funds may be needed. Typically, however, most career seekers in the PA CareerLink® Philadelphia system are adults with multiple barriers to employment. The Board intends to conduct annual mid-year reviews to allow for the flexibility to move funds across funding streams to address the needs of customers in our centers.

Promoting career pathways. The Board is committed to moving customers facing barriers to employment into career pathways. Philadelphia Works piloted transitional jobs as a work-based training activity, but has yet to be satisfied that customers receiving this type of training are well-served. The Board will continue to consider the inclusion of transitional Jobs and internships as part of a broader work-based learning strategy that will also include OJT, CJT and apprenticeship models.

The Board finds the co-enrollment of EARN customers into WIOA challenging as the requirements for customer participation in the EARN Program rarely align with WIOA objectives. Philadelphia Works continues to explore co-enrollment across Youth and Adult WIOA funding streams and across OVR and Adult WIOA funding.

4.7 How will training services be provided through the use of individual training accounts (ITA) that fund programs of study, or through the use of contracts for training services that fund work-based trainings.

Local ITA Cap. The current ITA cap is $6,000; this cap was calculated based on the number of customers served in the prior year and the average cost of their trainings. To expand access to individuals needing training that exceeds $6,000, the local ITA policy was revised to permit an exception. In limited circumstances, based on factors including career seeker barriers, availability of funding, and other applicable factors, a customer may request that the CEO of Philadelphia Works waive the funding cap and/or the two-year limit to provide additional support.

Use of Contracts. The decision to utilize contracts for work-based training is driven by the
demands of local employers. In response to specific employer need, a contract will be created to allow a cohort to be trained a group. This formulation is more efficient and economically sound. Considerations include:

- Targeting high-growth industries for potential work-based learning opportunities.
- Educating employers, including chambers and industry associations, about how work-based training can enhance their businesses by decreasing turnover and improving productivity.
- Assisting businesses by streamlining work-based learning paperwork requirements.
- Assessing job candidates to determine their eligibility and suitability for work-based learning opportunities.
- Identifying career pathways in the targeted sectors that align with work-based learning activities.
- Including work-based learning as part of its agendas and topics of discussion during business forums and summits.
- Requiring the Business Services Team to actively promote work-based learning as key service for local businesses.
- Establishing time periods and caps for work-based learning activities.

**Customer Choice in Selection.** The Board strives to ensure informed customer choice in the selection of training programs. Workforce Advisors engage customers in the selection process by providing them assistance in decision making, as well as the tools needed to research programs on their own. In addition, the Board is developing a Training Provider Report Card. It will provide customers with data indicating the number of individuals that complete a class, receive a certification, and obtain training related employment after completion of a training. This information, in addition to counseling about career pathways, will allow the customer to make a truly informed decision when selecting a training provider.

4.8 Provide a description and assessment of the type and availability of youth workforce investment activities in the local area.

**Youth Workforce Investment and Board Priorities.**

Philadelphia’s youth workforce development system is designed to provide services and activities for three distinct populations of youth to ensure that youth in most need of support have access to workforce preparation activities. Through utilizing distinct models of activities, Philadelphia Works can reach the most youth and young adults. Driven by the local needs and the strategic priorities of the City-wide workforce steering committee, Philadelphia’s youth workforce development system provides workforce preparation that connects academic and work-based learning for eligible youth, including youth with disabilities, aged 16-24 who:

- Are enrolled in 12th grade and are at-risk for dropping out of high school;
- Have disconnected from learning opportunities that lead to a secondary credential; or
- Have obtained a secondary credential but are struggling to connect to career-oriented education and/or employment.
Youth workforce development in Philadelphia is multifaceted. Currently, WIOA youth funds support three pathway models of activities described below:

- **At-Risk Youth Enrolled in High School** - This pathway is designed to offer engagement with high school youth enrolled in 12th grade who are at-risk of dropping out and those in need of additional support transitioning to and persisting in post-secondary education or sustainable employment. Key to the pathway’s success is the integration of career-connected learning and experiences with school-day curriculum and activities.

- **Opportunity Youth without a Secondary Credential** - This pathway is designed to reengage youth who left high school without obtaining a secondary credential by passing the GED and continue to build their competencies and skills beyond the secondary level. Key to the pathway’s success is barrier removal, curriculum tied to college-readiness standards and a high school equivalency, and a continuum of services moving participants through college exploration, exposure and preparation to access and persist in post-secondary education.

- **Opportunity Youth with a Secondary Credential** - This pathway targets Opportunity youth who have obtained a secondary credential, but who are disconnected from both school and work. Programs offer industry-recognized credentials that prepare participants for positions in industries with high-growth potential in Philadelphia, including health, counseling and construction. Key to this pathway’s success is the development of relationships with youth-serving organizations, employers and advanced training institutions that reflect participants’ interests in pipelines of varying options for additional training, education and employment opportunities within the identified industry.

All three models of activities provide services to WIOA priority populations including, but not limited to youth with disabilities, reentry youth, and youth connected to or aging out of foster care. The Board has chosen to allocate the Philadelphia WIOA Youth investment to serve only out-of-school youth, transitioning funds away from the At-risk Youth Enrolled in High School model over a period of two years. Instead, to align with serving out-of-school and older youth, the Board is exploring a pilot to provide pre-apprenticeship services in support of these existing models. This pilot will target Opportunity Youth with a secondary credential to support post-secondary transition into an apprenticeship program, post-secondary education, and/or employment. Procurement of this model will take place and contract(s) should begin July 2018.

All youth services via these models of activities are delivered through competitively procured youth service providers. Consistent with statutory requirements, contracted providers are required to develop a preparation strategy focused on college-ready and career pathway instruction that includes 21st Century skills. Providers develop activities and materials that are aligned with competency profiles as determined by regional labor market information and reflect the rigor of advanced training and educational environments. Training includes access to paid and unpaid work experiences and related employment workshops and activities that provide additional opportunities for youth to practice and master 21st Century skills.
In addition to WIOA funding streams, Philadelphia also leverages other resources to support additional programming to increase the number of opportunities for youth and young adults. Currently, Philadelphia Works invests TANF Youth Development (TANF YD) funds into the following programs and interventions:

- **E3 Power Centers** are year-round neighborhood-based, holistic approaches to preparing Opportunity Youth and youth returning from juvenile placement to achieve long-term educational, career and personal goals, including self-sufficiency. E3 Power Centers provide supports along three interrelated pathways: education, employment, and empowerment. E3 Power Centers are managed by the Philadelphia Youth Network, who also raise additional funds that leverage the resources of the TANF YD.

- The local workforce system invests in WorkReady’s summer employment program, managed by the Philadelphia Youth Network. This program actively recruits young adults who are in foster care, juvenile justice, and/or live in underserved communities. The program offers educationally enriched work experience opportunities to in-school and out-of-school youth ages 12-21. Participants complete a six-week (120 hour), paid work experience that fosters the acquisition of 21st century skills through work-based learning. Specifically, Philadelphia Works invests TANF YD funds in four WorkReady summer program models: career exposure, service-learning, work experience, and internships. In addition to TANF YD dollars, the Philadelphia Youth Network raises additional public and private funds to support these summer program models.

In order to increase young adult connection with employment, education, and supportive services to enter a viable career pathway, Philadelphia Works was awarded a US Department of Labor (DOL) Summer Jobs and Beyond Grant, which includes core partners such as the Philadelphia Youth Network, the School District of Philadelphia (Re-engagement Center and Office of Career and Technical Education), the Chamber of Commerce of Greater Philadelphia, Drexel University and the Mayor’s Office of Community Empowerment and Opportunity. Through this grant, Philadelphia operates a Youth and Young Adult Opportunity Hub (the Hub) at our PA CareerLink® West Philadelphia center in the Promise Zone. The Hub model is designed to meet youth where they are, understand their goals, and develop an individualized approach to enable advancement along a pathway while increasing coordination among partners and employers to better connect the youth and adult work systems. Youth Navigators support participant access to service-learning, work experience programs that are blended with work-readiness training and internships to offer career-exposure, among other strategies.

Philadelphia Works was also awarded an American Apprenticeship Initiative (AAI) grant via US DOL. Through these grant funds, Philadelphia Works is leading the Southeast Pennsylvania Region American Apprenticeship Initiative (SEPA Region AAI), including Philadelphia, Chester, Delaware, Bucks, and Montgomery Counties, to develop pre-apprenticeship and Registered Apprenticeship programs in the Information Technology (IT) and Healthcare industries. This initiative supports employers and programming for 16-24-year-old youth and young adults who are disconnected from school and work to provide connections to viable and in-demand occupations.
Additionally, Philadelphia Works partners in the US Department of Labor Pathways to Justice Careers grant awarded to the Philadelphia Youth Network. Other partners include the Philadelphia Department of Criminal Justice, Philadelphia Department of Human Services, Philadelphia Housing Authority, the Police Athletic League, Philadelphia Health Management Corporation (PHMC), JEVS Human Services and Workforce Solutions. This initiative provides Philadelphia youth and young adults aged 16-21 with services and supports needed to graduate high school and enter career pathways in the criminal justice and/or emergency services fields. These services include mentorship provided by professionals working in these fields, summer employment opportunities in these fields, career exposure and individualized academic and personal support.

Beyond these programmatic strategies, youth activities in Philadelphia’s public workforce system are further integrated into citywide youth development, workforce and education strategies through PYN. Additional resources are leveraged to manage one of our city’s most comprehensive campaigns focused on youth workforce development and education, Project U-Turn. Project U-turn is an alliance that unifies partners to increase the graduation rate and prepare young people for future opportunities. This campaign implements successful models and promising practices that are especially relevant locally. Project U-Turn’s local dropout recovery and re-engagement strategies include one-stop services for re-entry counseling, assessment and referral, access to credit recovery high schools, and community-based centers for education, training, and employment. Demand-driven sectoral models prepare young adults to meet industry standards and employer expectations. Out-of-school youth programming blends appropriate educational enhancements, occupational skills training aligned with in-demand industries, and bridging and support services.

**Youth Standing Committee.** Overseeing the work of the youth workforce development system is the Youth Standing Committee of the Philadelphia Works Board. The Youth Standing Committee, which meets at least once a quarter, reviews investment strategies, procurement, program models/services, progress, and performance related to youth and young adult activities. The Youth Standing Committee consists of Philadelphia Works Board members and non-members that collectively constitute a broad, cross-sector representation of key stakeholders and youth-serving partners. This includes, but is not limited to, employers, labor unions, the Chamber of Commerce for Greater Philadelphia, the School District of Philadelphia, higher education institutions, and local city government, e.g. Department of Commerce and Department of Human Services. The Youth Standing Committee leverages members’ experience, expertise, and insight in these key stakeholder groups and systems to coordinate and expand the availability of high-quality workplace preparation strategies for young Philadelphians.

As a system, Philadelphia collects, uses and analyzes program, participant and customer data to support stronger youth programming. Philadelphia also shares information about lessons learned across providers to continuously improve the experience of all youth and young adults across the workforce development system. The Youth Standing Committee reviews and determines the direction for youth program design, including the development of models/services provided by the youth provider partners. This oversight ensures youth and
young adults, especially priority populations, have access to the WIOA Youth fourteen program elements directly and/or through referral as needed. The Committee supports program policies and procedures that connect youth and young adults with co-enrollment opportunities based on the youth individual service strategy (ISS) and goals. Through an emphasis on the ISS plan to outline benchmarks, goals, achievements, and outcomes youth and young adults along with assistance from program staff can maximize the leverage resources. These opportunities include programs such as WIOA Adult, Adult Basic Education, Job Corps, and EARN.

The Youth Standing Committee also ensures that Philadelphia is aligned with WIOA Youth priorities and local needs. Currently, at the direction of the Committee and Philadelphia Works Board the WIOA Youth system allocates the WIOA Youth investment toward eighty percent out-of-school youth programming and twenty percent in-school youth programming via the three models of activities described above. Over the course of the next twenty-four months, the Board intends to transition to one hundred percent services to out-of-school youth based on local needs. This transition will provide more opportunities for out-of-school and older youth and also increases work experience opportunities via pre-apprenticeships. The Youth Standing Committee oversees work experience activities, policies, and expenditures to make certain that Philadelphia’s youth and young adults have access to participate in summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and OJT opportunities. The Committee oversees program design and models of activities to be certain the system is on track to meet all WIOA Youth expenditure rate requirements.

**WIOA Youth Eligibility Requirements.** The Board and Youth Standing Committee review and approve all outlines and tools for WIOA Youth documentation requirements, including the policy for “requires additional assistance to complete an education program or to secure and hold employment” for eligibility and enrollment for WIOA Youth program services. To enroll in WIOA Youth programming, a youth must provide documentation to determine eligibility for the following requirements:

- Age (ISY, 14-21 years old; OSY, 16-24 years old)
- Authorization to Work
- Residency
- Selective Service Registration (if applicable)
- School Status
- Low Income Determination (if applicable)
- Barrier Status (School drop-out; pregnant/parenting; youth with a disability; individual in foster care/aged out; homeless or runaway; returning citizen; basic skills deficient; English language learner; requires additional assistance)

To validate the eligibility criteria, approved documentation for verification appears below in Figure 14.
Figure 14: APPROVED ELIGIBILITY VERIFICATION SOURCE DOCUMENTATION

<table>
<thead>
<tr>
<th>ELIGIBILITY CRITERIA</th>
<th>ACCEPTABLE VERIFICATION</th>
</tr>
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</table>
| Social Security Number | Employment Records  
Letter from Social Service Agency  
Pay Stub/W-2  
Social Security Benefit Documents  
Social Security Card  
Social Security Number Notification Letter/Printout |
| Citizenship or Eligible to Work | Alien Registration Card Indicating Right to Work  
Baptismal Certificate (if Place of Birth is shown)  
Birth Certificate  
Hospital Record of Birth (if Place of Birth is shown)  
U.S. Passport  
Social Security Card (Work Eligible) with I.D.  
One verification source form List A of the I-9 Form  
One Verification source form List B and List C of the I-9 Form |
| Age/Birth Date | Baptismal Record (if Date of Birth is shown)  
Birth Certificate  
Hospital Record of Birth (If Full Name is shown)  
Driver’s License  
Federal, State or Local Government Identification Card  
Passport  
School Records/School ID  
Work permit (ONLY if date of birth is listed) |
| Philadelphia Residency | Driver’s License or PA Identification Card  
Federal, State or Local Government Identification Card  
School Records/School ID  
Business Mail  
Work permit (ONLY if address is listed) |
| School Status | School Records/School ID/Report Card  
Dropout Letter from last school or district  
Copy of High School Diploma or GED  
Written Statement from participants stating their school status |
| Selective Service Registration | Selective Service Registration Record (Form 3A)  
Internet Verification/Registration (www.sss.gov)  
SSS.gov Signed and Date registration application for males who will turn 18 during service delivery |
## Individual/Family Income

*All Must Be Dated Within the Last Six Months of Submission*

- Bank Statement (Direct Deposit)
- Compensation Award Letter
- Court Award Letter
- Employer Statement
- Public Housing Authority Verification
- Pay Stubs (3 consecutive)
- Pension Statement
- Public Assistance Records
- Social Security Benefits
- UI Documents and/or Printout
- Proof of Eligibility for Free/Reduced Lunch
- Written statement from a 24-hour care facility

## Individual/Family Size

- Birth Certificate(s)
- Landlord Statement
- Lease
- Medical Card(s)
- Public Assistance Records
- Social Service Agency Record
- Public Housing Authority Verification

## Individuals with Disabilities

- Letter from Drug or Alcohol Rehabilitation Agency
- Letter from Child Study Team stating Specific Disability
- Medical Records
- Physician’s Statement
- Psychiatrist’s Diagnosis
- Psychologist’s Diagnosis
- Social Service Records/Referral
- Social Security Administration Disability Records
- Individualized Education Plan (IEP)

## Resident of a High Poverty Area (Low Income)

- Printout Proving Census Tract is High-Poverty
  ([http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t](http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t))

## Eligible to Receive Free/Reduced Lunch

- Letter from School representative on letterhead stating participant receives free lunch

## Cash Public Assistance and Food Stamps

- Public Assistance Record/Print out Compass Printout
- Letter from Case Worker

## Homeless/Runaway Barrier

- Written Statement from an Individual providing Temporary Residence
- Written Statement from Shelter
- Written Statement from Social Service Agency
### Supported or Former Foster Child Barrier
- Court Documentation
- Verification of Payments made on behalf of the Child
- Written Statement from State/Local Agency

### Basic Skills Deficient Barrier
- Assessed by a Generally Accepted Standardized Test
- School Records
- Report Card

### English Language Learner Barrier
- School Records
- Letter from School

### Pregnant or Parenting Barrier
- Birth Certificate
- Hospital Record of Birth
- Physician’s Note
- Statement from Social Service Agency

### School Dropout Barrier
- Attendance Record
- Dropout Letter from last school or district
- Written Statement from participants stating their school status

### Returning Citizen Barrier
- Court Documents Letter of Parole
- Letter from Probation Officer Police Records

### Requires Additional Assistance Barrier
- Letter/Printout from the educational institution with sufficient detail explaining the participant’s status
- Letter(s) or other official documents from school on the school’s letterhead.
- Report Card
- Letter from Employer (current or previous)
- Job search

The Board has defined an eligible youth who “requires additional assistance to complete an educational program, or to secure and hold employment”, as a youth or young adult who meets one or more of the following criteria:

- Has a poor work history
  - Fired from 1 or more jobs or has a history of sporadic employment (i.e.: held 3 or more jobs within the last 12 months and is no longer employed)
- Has received a low score on a pre-employment skills assessment
- Rejection letter from employer stating participant does not meet the required skills needed for employment
- Has incarcerated parent(s)
- Is actively seeking employment, but remains unemployed or underemployed. This can include participants:
  - With no employment history
  - Have limited part-time employment (those working on an as-needed or seasonal basis)
  - Have employment, but are seeking better hours, wages, and/ or employer
• Currently at-risk of dropping out of school, not limited to referrals from:
  o A school staff person, probation officer, or another person who can provide documentation demonstrating chronic poor attendance and/or discipline problems during the last current and/or last school year, or has educational underachievement (i.e.: low grade point average)
• Currently credit deficient (i.e., one or more grade levels behind peer group) and/or currently enrolled in math/reading extra supports
• Currently attend a High School where the Economically Disadvantaged rate is 50% or greater of the students in attendance at the school

Documentation support for verification of the “requires additional assistance barrier” is reflected above in Figure 4.

YouthBuild and Job Corps Support. The Philadelphia workforce system partners closely with YouthBuild and Job Corps. YouthBuild is a current funded youth provider for WIOA Youth services via the Opportunity Youth Without a Credential model of activities (model described in detail above). Both YouthBuild and Job Corps partner with the PA CareerLink® Philadelphia centers to leverage resources to support youth and young adults as they complete education, training, and enter employment. Referrals are made from the PA CareerLink® Philadelphia centers to YouthBuild and/or Job Corps as needed according to a youth’s needs and goals. Philadelphia Works partners with the local Job Corps Center, Philadelphia Life Science Institute, as well other campuses in our region. The Red Rock Job Corps Center located in Sweet Valley, PA, has staff that co-locate in the PA CareerLink® Philadelphia centers. These staff provide career and transition services to youth and young adults who are returning to the Philadelphia area from Job Corps programming. In support of Job Corps, information sessions regarding their programming are held at all PA CareerLink® Philadelphia centers. Upon nearing completion of youth programming with either program, a connection is created back to the PA CareerLink® Philadelphia centers to offer continued job search support, individual training accounts, on-the-job training, and other leveraged services.

WIOA Title IV Pre-employment Transition Services. The Office of Vocational Rehabilitation (OVR) collaborates with Philadelphia Works to provide in-school youth with disabilities the opportunity to participate in pre-employment transition services and other services to gain skills and knowledge for the workforce. OVR provides both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work-based learning is an important experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to in-school youth with disabilities include:
  • Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
  • Independent Living Skills training allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence.
• Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness and advocating for themselves.
• Workplace Readiness Training provides students with knowledge needed to find and maintain competitive integrated employment.
• Job Shadowing.

4.9 How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with statewide rapid response?

The Board, in collaboration with the Commonwealth’s Rapid Response Coordinator, has established a Rapid Response Team that is comprised of key workforce partners as appropriate for the needs of those dislocated including representatives from L&I, PA CareerLink® Philadelphia staff (specifically the business services and case management staff), United Way of Greater Philadelphia and Southern New Jersey, organized labor, and the Community College of Philadelphia. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations that is relevant and responsive. This collaboration encourages the coordination of services and information-sharing, which allows the use of public resources, aimed at supporting workers, to generate better outcomes and economies of scale. The Rapid Response Team can also provide services to the employers to help avert a layoff or minimize the number of workers who will be affected. For example, strategies can be identified to assist employers who are facing financial hardship because of production, marketing, and/or workforce issues, such as assistance in the purchasing of new equipment and technology, arranging a review or assessment of current systems and/or production process, aid with loans applications or upgrading workers’ skills. Employers are also connected with resources, such as SEWN, to rekindle their business. Additional supportive tools for affected workers include: OJT, ITAs, paid work experience and appropriate supportive services. Philadelphia Works distributes labor market and economic analysis data, which includes job openings data, to guide the work of the implementation partners. This ensures that these workers and staff have the most relevant information to inform service delivery and align rapid response activities with the public workforce system at large. In support of these activities, Philadelphia Works has funded additional staff to serve as points of contact for the state’s Rapid Response Regional Coordinator and increase the level of coordination and responsiveness across the system.

4.10 How will the local board coordinate relevant secondary and postsecondary education programs and activities with workforce investment activities to support strategies, enhance services, and avoid duplication of service(s).

The Board coordinates with secondary and postsecondary educational entities to provide services and develop appropriate preparation strategies for career pathway development. Postsecondary educational entities serve as the primary providers for occupational skill training to career seekers that have identified training as necessary means to find success in the workforce. The Board will identify HPO to indicate growth and career paths leading to occupations with wages that allow for self-sustainability and upward mobility. Once the HPOs are identified, postsecondary education entities are encouraged to apply to become training
providers that offer industry recognized credentials in the associated occupations. The relationships and coordinated effort with postsecondary educational institutions is one of the cornerstones of an effective public workforce system.

The Board actively avoids duplication of services by providing labor market information to postsecondary education providers regarding credentials needed for success in high growth occupation areas while simultaneously educating training providers on credentials and needed skills that align with employer talent demands. Over the next three years, the Board will explore the effectiveness of this approach and adjust the process as needed to increase the capacity of the training providers and encourage new organizations to enter well-aligned training areas.

Coordination with secondary education providers occurs at numerous points. The CTE Program of the Philadelphia School District is a significant contributor to workforce development efforts. It provides young adults with skills and certifications in high growth areas such as Manufacturing and Culinary Arts. The Board coordinates with CTE program’s efforts to supply a pipeline of skilled career seekers for growing and in-demand occupation areas.

The Board’s role in improving accessibility to postsecondary programs manifests itself in multiple relationships. Through partnerships with the education and training providers, career seekers can be referred to approved training programs offered by the postsecondary program providers. Additionally, providers with approved training programs can advertise and conduct outreach at the PA CareerLink® Philadelphia centers. On-line training programs for credit may be offered in the centers using the computer resource centers, if needed.

The Board encourages linking college credit to a variety of training activities such as apprenticeships (both Trade and Registered Apprenticeships) and for credentials earned in ITAs through Prior Learning Assessments. This strategy of linking college credits to training and credentials will be more fully explored over the next three years to help career seekers with barriers to employment make progress towards a postsecondary degree and advance along a career pathway.

The Board also partners with secondary, postsecondary and title II providers to refer career seekers in need of basic skills development to achieve workplace success and to prepare for postsecondary learning. Additionally, Title II providers are resident in three of the four PA CareerLink® Philadelphia centers. They provide literacy services to career seeking customers who need to bolster their literacy skills for better access to employment opportunities or to prepare for occupational skill training.

4.11 Describe the plans, assurances, and strategies for maximizing coordination, improving service delivery, and avoiding duplication of Wagner-Peyser Act (29 U.S.C. 49 et seq.) services and other services provided through the one-stop service delivery system.

Coordination of Roles and Responsibilities. Each PA CareerLink® Philadelphia center is managed by a provider who is the employer of record for the Site Administrator. The Site Administrator functionally supervises all staff, including Wagner-Peyser staff, coordinates
services, and is accountable for the center’s performance measures. The Site Administrator oversees all teams to ensure the services and operations of the center are executed efficiently and in adherence with the WIOA and TANF rules and regulations.

The Site Administrator and staff work cohesively to provide cross training so that all customers are connected to the resources, staff, and/or programs that meet their needs. Consistent use of data, internal communications and process systems are embedded in the service delivery model to assure service quality, customer satisfaction and mitigate duplication of services.

The model of service delivery within the PA CareerLink® Philadelphia centers was strategically designed to ensure improved service for all customers regardless of the funding source; promote a culture emphasizing customer satisfaction, embed continuous improvement and communication; and gather and utilize data more efficiently. The center staff, both contracted staff and the merit staff, are charged with delivering:

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on both skills and jobs with personalized and customized workforce advice and recommendations.
- A service concentration with the fewest service entry procedures as possible to maximize customers’ satisfaction.
- Easy access to a comprehensive series of services that are responsive to the needs of the individual.
- An increased set of options for how services are accessed including a virtual presence to reach customers outside of the center.

**Improving Program Partner Integration.** Currently, program partner integration is addressed through regular discussions and guidance from the Board to each center’s Site Administrator regarding the quality of their functional supervision and service coordination. The Board recognizes the importance of coordination and have empowered the One-Stop Operator to provide this function. The Operator will be charged with assessing current gaps in the service delivery system, strengthening current partnerships, and facilitating seamless referrals between partners.

**Referral Mechanism.** Following assessment and a determination of service needs, the Workforce Advisor completes referrals through both formal and informal processes, such as electronic referral systems, in-person introductions, or emails to establish appointment times. Workforce Advisors document these referrals through case notes in CWDS. Once the One-Stop Operator is in place, they will work to formalize processes for all partners and standardize these processes across the four centers.

**Orientation and Customer Flow.** The Welcome to PA CareerLink® Philadelphia orientation is presented at all centers. It is the gateway for WIOA registration and participation in WIOA
Individualized Career Services and Training Services. All customers are urged to attend this session, especially those interested in or in need of WIOA services, including: (a) customers who meet with the Universal Services Team and are potentially interested WIOA Services, (b) customers who inquire by phone or at the center about WIOA-funded services, including Training Services, and (c) customers who are referred by community organizations and partners.

Basic customer flow is outlined below in Figure 15.

Figure 15: CUSTOMER FLOW

The orientation includes an overview of PA CareerLink® Philadelphia center services, including WIOA. The WIOA program is described as “services” (not as a program) comprised of two categories: (a) Supported, Structured Job Finding Services and (b) Training for Employment Services. Customers attending the orientation who are interested in either, or both, of these
services are invited to remain for a one-on-one with a WIOA Workforce Advisor or to schedule an appointment to return within in a week.

The Welcome to PA CareerLink® Philadelphia registration form is used uniformly at all centers. The form captures all data required by CWDS and can be customized when needed. The Workforce Advisors also use a customized IEP to assist the career seeker in goal setting. Copies are shared with partner programs, with the career seeker's permission.

**Staff Development.** When the PA CareerLink® Philadelphia centers were initially integrated, extensive cross-program training was conducted regarding all available services within the system. Since that time, the Board has provided trainings when requested by Site Administrators. In addition, each center has a professional development budget to provide skills enhancement to their staff as they see fit, and informal training is done on an as needed basis. When the One-Stop Operator is in place, they will be tasked with establishing a formal professional development process for the system.

For more information refer to section 4.4

4.12 How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA title II?

The Office of Adult Education, in partnership with title II providers, created and implemented a coordinated process for referring career seekers from the PA CareerLink® Philadelphia centers to title II adult education services using the myPLACE℠ student information system. It is a city-wide system for centralized intake, assessment and placement of adult learners into appropriate educational programs, has been adapted to facilitate this referral process. The Office of Adult Education conducts training for PA CareerLink® Philadelphia centers on effectively communicating with career seekers who may need adult education services. In addition, the Office of Adult Education conducts trainings for PA CareerLink® Philadelphia and title II staff on how to use the myPLACE℠ student information system. The referral process facilitates integration of title I and title II programs and services, with a special focus on access to career pathways for residents who have literacy and language barriers to employment.

The Board believes that the title II services are necessary for its customers and critical in the overarching mission of its work. It is committed to continue working in partnership the Office of Adult Education and the title II providers as they develop their local applications. The Board will review the RFP for title II programming to ensure that educational opportunities will align with the targeted employment needs of the region. Specifically, the Pennsylvania Department of Education (PDE) will establish procedures, and accompanying rubrics and documentation, for title II applications provided to local boards to ensure review for alignment with the local plan. After reviewing and evaluating the applications, the Board will be responsible for submitting recommendations to PDE and for providing and giving technical assistance later in the process.

Representation of the Office of Adult Education and the Title II Adult Education and Literacy
exists within the system. A committee with representatives from the Office of Adult Education, Philadelphia Works, title II providers, and the PA CareerLink® Philadelphia center staff meets bi-monthly to review the process and data metrics. Regular communication and active participation is necessary from all partners in ensure smooth and integrated services for customers. The Board looks forward to yearly reports on the progress and successes and challenges faced by the title II providers, a key partner in PA CareerLink® Philadelphia centers. These reports will guide coordination between the Board, center staff and title II providers.

4.13 What services, activities, and program resources will be provided to customers, including those outlined at WIOA Sec. 3(24), Individuals with a Barrier to Employment, in the local area?

Universal services provided at PA CareerLink® Philadelphia centers include:

- Determination of eligibility for WIOA Adult, Dislocated Worker, or Youth programs;
- Outreach, intake, and orientation regarding services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search and placement assistance, and, when needed career counseling, including the provision of information on nontraditional employment and in demand industry sectors and occupations;
- Referrals to and coordination of activities with other programs and services, within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of Training Services by program and provider type;
- Provision of information, in usable and understandable formats and languages, relating to the availability of partner programs, support services or assistance, and appropriate referrals to those services and assistance;
- Provision of information and assistance regarding filing claims for unemployment compensation; and
- Assistance in establishing eligibility for financial aid assistance for training and education programs not funded under WIOA.

Individualized Career Services, which are provided when a customer needs more assistance to obtain or retain employment, include:

- Comprehensive and specialized assessments of the skills levels and service needs of Adults and Dislocated Workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary;
• Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve his or her employment goals, including the list of, and information regarding eligible training providers;
• Group counseling
• Individual counseling
• Career planning
• Short-term prevocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and professional conduct services to prepare individuals for unsubsidized employment or training
• Internships and work experience that are linked to careers
• Workforce preparation activities
• Financial literacy services as described in WIOA §129(b)(2)(D)
• Out-of-area job search and relocation assistance
• English language acquisition and integrated education and training programs

Customers with barriers to employment (including WIOA Title IV eligible customers) are uniquely served through the following services:

• Increasing educational levels through various instructional models and the use of technology, which includes computer-based learning and other technology supported resources shown to make education more accessible to not only adults but young adults as well
• Implementing skill ladders/career pathways in targeted industries
• Using work-based curricula that prepare career seekers to work in fast-growing industry clusters
• Identifying critical skills and appropriate credentials to support customers’ skill development
• Connecting individuals to opportunities that develop essential work skills, also known as behavioral modifications, and soft skills for improved workplace cultural competencies
• Coordinating with stakeholders and partners to gain additional knowledge on employee-skill requirements to guide our investments in employer and career seeker services
• Seeking best practices for innovative models that are geared towards supporting individuals with barriers to employment
• Expanding the use of technology in our program models
• Expanding and/or creating sector partnerships

All of the services listed above are available to all PA CareerLink® customers including those that are WIOA Title IV eligible. Specifically, the Board, along with our regional OVR partner, the Arc of Philadelphia, and several service providers and secondary schools are exploring
transitions for students with intellectual disabilities and autism utilizing Pre-Employment Transition Services aligned with specific occupations into WIOA adult services and employment. Moreover, all of the PA CareerLink® Philadelphia job developers will be trained to use the customized employment strategy to ensure that every effort is made to provide appropriate assistance to WIOA Title IV eligible participants as well as other participants – particularly those with significant barriers to employment - who could benefit from universally beneficial strategies.

**Intake Process.** Refer to section 4.11

**Outreach Process.** To improve outreach, the Board is collaborating on a task force guided by the City of Philadelphia working to create a comprehensive asset map of programs, activity and needs in Philadelphia. The Board is exploring how this mapping process will help identify other resources in the city along with opportunities for us to better support the workforce system.

Refer to section 4.3 for information on Community Connections

**Serving the immigrant community.** Philadelphia is a destination for immigrants with 196,018 (ACS 2011-2015) foreign-born residents. Half of these are naturalized U.S. citizens. Foreign born residents make up 12.7 percent of Philadelphia’s population up from 9 percent in 2000 (Census 2000). This is an increase of almost 60,000 residents over a five-year period. The potential of this talent pool is important to the economy of the city. Immigrants and refugees are eligible for workforce services through the PA CareerLink® Philadelphia system and may need to be referred to other supports. English language barriers reduce opportunities for employment regardless of training or educational level for more than 80,000 of these foreign-born residents. Refugees are more likely to be illiterate in their own language which makes learning English and benefitting fully from training an even greater challenge. Another unique barrier confronting immigrants who received training and education before arriving in the U.S, is the difficulty in transferring industry-recognized credentials or degrees. The Board seeks to reduce employment barriers, including those based on English language and cultural differences, with help from their partners who serve these populations.

**Serving returning citizens:** Philadelphia Works is committed to working closely with RISE, the City of Philadelphia’s lead agency for returning citizens to develop strategies that meaningfully engage and assist Philadelphia’s large reentry community in returning to work at family sustaining wages. The Board is exploring coordinating with RISE to: hire Workforce Advisors who specialize in the unique needs of the reentry community, increase the number returning citizens served at centers and developing an RFP for a training program tailored specifically for the needs of this population. In addition, Philadelphia Works provides staff for The Philadelphia Reentry Coalition (PRC), which brings reentry providers together to increase collaboration, reduce duplication, align existing efforts and strengthen stakeholders’ capacity to improve their own reentry programs.

**WIOA Title IV services:** See template section 4.2.

4.14 What services, activities, and program resources will be provided to businesses and employers, in the local area?
The BSTs at the centers are staffed by employees of the Cross-Center Services Provider, EDSI, Inc. The Board manages the Cross-Center Services Provider via contract. The team is comprised of Business Services Representatives (BSR) that have responsibility to support business engagement activities at each of the PA CareerLink® Philadelphia centers and for the overall system. The BSRs perform the following functions:

- Support staff-assisted job orders
- Bring new employers to the Philadelphia workforce system
- Convene employer, occupation, sector, and industry-based hiring events throughout the system and for each PA CareerLink® Philadelphia centers
- Promote training vehicles such as OJT, IWT, and CJT through which employers can gain skilled employees while benefiting from wage subsidies
- Manage Rapid Response when companies lay off workers
- Coordinate special employment efforts that impact career seekers across the Philadelphia Workforce system such as Re-Imagine Retail, Platform 2 Employment, National Emergency Grant, and other special initiatives

The BSRs coordinate employer engagement activities with center job developers and employment specialists from other programs such as Veterans, OVR, Older Worker program (title V), and Philadelphia Works’ own employer outreach efforts.

Coordination of business and employer activities take place primarily through our CRM, Executive Pulse. This allows all employment stakeholders in the system to track outreach and be knowledgeable when connecting to employers. This is the same CRM used by the PREP partners better enabling coordination when serving employers.

Many PA CareerLink® Philadelphia program partners engage with employers on a regular basis. While these partners are directly linked to the workforce system, they are not technically part of the BST. To coordinate these activities with those of the BST, the Board procured a One-Stop Operator. The Operator will coordinate all activities and services of the required partners, as well as additional partners. The Operator will provide guidance on the employment outreach efforts of the BST and partners. The BST will take the lead on engaging employer inquiries regarding adult basic education and literacy, but will coordinate with literacy and education partners through the One-Stop Operator.

For employers looking to better understand how to connect to the UC system, the Office of UC Service Centers Customer Services Section will conduct seminars specifically for Philadelphia employers addressing their rights and responsibilities and how to leverage PA CareerLink® services. PA CareerLink® staff will inform employers of the services provided at the office at the same time.

In the event of downsizing, offshoring, “right sizing,” or closing, the PA CareerLink® Philadelphia system will provide mutually agreed upon layoff aversion strategies including incumbent worker training to upgrade the skills of those workers who could assume other roles within the company. Customized services for employees who anticipate layoffs will also be provided including workshops (i.e. resume writing, interviewing, literacy, numeracy, budgeting, and Microsoft Office), recruitment events, training and education opportunities,
aptitude and interest assessments, and career coaching. In some cases, a transition center can be created on the employer’s work site to better facilitate these services.

Employer customers receive title III services from PA CareerLink® Philadelphia staff and partners of the system. Employer-based title III services include:

- Use of PA CareerLink® Philadelphia facilities to host employer events
- Job orders placed in JobGateway®
- Priority for Veterans for Job orders in the JobGateway® system

4.15 How will the local board coordinate WIOA title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?

Each PA CareerLink® Philadelphia center has developed relationships with local providers, based on the needs and circumstances of their career seekers. These unique resources are shared electronically and/or during regular meetings of center leadership. The PA CareerLink® Philadelphia staff participate in local community events to enhance connections within their geographic areas. Resource providers are invited to the PA CareerLink® Philadelphia centers to provide presentations about their services. In addition, each center has a resource table within their Career Resource Center with literature from local service providers. Workforce Advisors and other staff familiarize themselves with the available resources and are responsible for making referrals, via phone, email or in-person, as needed.

Currently the PA CareerLink® Philadelphia staff assist participants with accessing services through informal referral processes, like phone calls, emails, and visits to the organizations providing services. The board is developing a system-wide resource guide to standardize this process and provide a broader view of the available resources across the city. This guide will be updated on a regular basis to ensure relevant data is always available to career seekers. Additionally, formal referral processes will be implemented to ensure participants are connected to services and that communications between the Centers and the referral organizations are complete. To improve our capacity, the board serves as a member of a task force guided by the City of Philadelphia that is working on creating a comprehensive asset map of programs, activity and needs in Philadelphia. The Board is exploring how this mapping process will help identify other resources in the city along with opportunities for us to better support the workforce system.

Supportive Services. WIOA authorizes funds that are allocated to local areas to be used for provision of supportive services to adult and dislocated worker participants intended to enable an individual to participate in workforce-funded programs and activities to secure and retain employment. These services are provided based on need as determined by the Title I program providers’ workforce advisor staff within the PA CareerLink® Philadelphia centers. The supportive services that we have elected to provide were developed in consultation with one-stop partners and other community service providers with a commitment to revisit the availability of services on an annual basis. Philadelphia Works’ policy, enacted by the board in March of 2016, funds the following supportive services for adults and dislocated workers based on individual participant needs:
• Transportation: Transportation support will be provided to participants who are in full-time WIOA funded training or related vocational training or immediately upon their initial employment. Once an individual has met all eligibility requirements, Title I staff will complete a WIOA supportive services request form for transportation. The policy allows for the purchase of a public transportation pass, administered by the Southeastern Pennsylvania Transportation Authority (SEPTA) for either the first half of the individual’s length of training or up to one month for individuals who have secured employment. In limited circumstances in which sites or homes are not easily accessible to public transportation, staff may provide gift cards for gas.

• Clothing: Clothing support is limited to only those items which are required for work or training, including but not limited to uniforms, footwear, protective gear or tools up to $200. Original itemized receipts must be provided to show actual expense.

• Professional Certifications, Examinations and Government Licenses: Providers will support career seekers’ fees associated with the cost of taking an examination in order to earn a certification, license needed for a specific occupation, or education such as high school diplomas or GED® tests.

PA CareerLink® Philadelphia Title I staff determine the individual’s eligibility, and offer information regarding the availability of the supportive services. They also coordinate the services and understand referral processes and procedures when supportive services are available through other applicable agencies. All supportive services received and referrals made to partner programs are documented and tracked by the Title I provider. All PA CareerLink® Philadelphia centers have a standardized protocol for reviewing documenting and distributing supportive services and record such distribution in case files consistent with policies.

5 COMPLIANCE

5.1 Describe the cooperative agreements that define how all local area service providers will carry out the requirements for integration of and access to the entire set of services available in the local area one-stop delivery system.

OVR is an integral partner of the Board and PA CareerLink® Philadelphia system. A representative from OVR serves on the local Board, and acts as a partner in all aspects of ADA compliance.

The Board currently has a partnership agreement with OVR to ensure that individuals with disabilities can access services offered through the PA CareerLink® Philadelphia system. As part of the agreement, OVR has staff physically located at each of the four PA CareerLink® Philadelphia centers to provide on-site services to individuals with disabilities. Moreover, Philadelphia Works will enter a MOU with OVR that will outline the coordination efforts between the two entities for the benefit of their mutual clients. Some of these efforts include:

• Attendance of OVR staff at PA CareerLink® Philadelphia center meetings to educate
staff about coordinating and engaging in a mutual referral process.

- Coordination of business services between OVR and PA CareerLink® Philadelphia centers.
- Training of OVR staff on JobGateway®.
- Implementation of a communication protocol regarding hiring and training events, such as career fairs, employer events and training workshops for clients.
- Partnering OVR’s “Early Reach Initiative” program (assisting youth with disabilities in gaining and maintaining employment) with PYN, the Board’s competitively-procured youthworks administrator, to increase opportunities for youth with disabilities.
- Sharing resources and listings of community partners.

5.2 **What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, as a result of audits?**

Contractually, all sub-recipients are subject to an annual on-site monitoring visit. Sub-recipients that fall within the OMB criteria for independent audit are required to submit their OMB audit within 120 days after year end. All sub-recipient monitoring reports and/or annual audit are reviewed by internal review staff. Any funded disallowed cost is recaptured through credit of outstanding funds due sub-recipient. Disputed audit findings are first reviewed with sub-recipient staff and the reviewer and/or Director of Contracting of Philadelphia Works. If a resolution is not obtained a face to face meeting is held with appropriate sub-recipient personnel and the Chief Financial Officer, and if requested Chief Executive Officer of Philadelphia Works.

5.3 **What action(s) is the local board taking (or will take) towards becoming or remaining a high-performing board?**

The Board anticipates formal guidance from the L&I for achieving high-performing Board status. In the interim, the Board is specifically incorporating the strategies of the WIOA PA Combined State Plan by advancing:

- Career Pathways through building closer relationships with employers to identify gaps in skilled talent and working with employers to build internal career pathways through mechanisms such as apprenticeships which move career seekers into more skilled positions and create opportunities for those with barriers to employment.
- Investments in talent and skills for targeted industries via strategic partnerships with employers and educational institutions that link training with industry-recognized credentials, and college credit where possible through our sector-strategies in Advanced Manufacturing and Logistics, Healthcare, Retail Trade, and Early Childhood Education. The Board maintains close relationships with Philadelphia School District CTE Programs, multiple postsecondary institutions, title II adult literacy providers and the Free Library of Philadelphia.
- Increased opportunities for work-based learning for youth through CTE, pre-
apprenticeship, and apprenticeship programs. The Board supports summer work-based learning internships through the summer WorkReady Program administered by the Philadelphia Youth Network, and targeted industry (based on sector-strategies) school-year internships. Philadelphia continues to increase opportunities for placement into apprenticeships that result in college credit as well as industry recognized credentials.

- Engagement with employers to strengthen the connection between education and training and the employers’ skill, credential and educational needs, through investments in critical skills development for careers that pay sustainable wages. Philadelphia Works strategically invests in OJT opportunities that result in increased skills and credentials. The Board links training investments to advancing apprenticeships with OJTs and ITAs, building employer internal career pathways to advance works along a career embracing lifetime-learning and engaging employers in our sector Strategies and CTE industry councils to identify essential skills and credentials to assure long-term employment.

- The adoption of the Commonwealth core program performance under the Workforce Data Quality Initiative for the effective use of data to increase the validity and accuracy of reporting in CWDS to track and meet local performance goals, as negotiated with the L&I. The Board measures the effectiveness of its investments through careful tracking of career seeker success in education and training and the longevity of placements by sector, occupation and individual employer.

The Board consistently tracks data to dissect the core components of WIOA performance measures and keep the system moving towards meeting or exceeding the locally negotiated performance goals.

The Board continues to request coordination with state data systems, such as the New Hire data and the Unemployment Compensation database. Access to timely data will allow local areas to more quickly validate employment and other assessments to better guide planning and investments. While this may be complicated from a data-sharing system’s standpoint, it remains a priority for local areas to have better access to information for more agile programming and to permit real-time adjustments to performance. Eighteen months is simply too long a time to wait for performance data. The ability to meet high performing standards requires the receipt of informative data in a timely fashion.

The Board regularly reviews the procurement policy and keeps the policy in alignment with federal and Commonwealth guidance. The Board authorizes a yearly independent audit of all financials to assure compliance with the highest accounting standards and those of the yearly monitoring by the Commonwealth. Philadelphia Works’ Fiscal Department provides financial management services to the organization. The department prepares and monitors the annual budget, provides cash management, prepares all internal and external financial reports, as well as overseeing the daily financial transactions.

The office is composed of two departments -- accounting and contracting. Each department provides internal controls to ensure the reliability of financial reporting, effective and efficient
operation, and compliance with applicable laws and regulations. The internal controls also
provide safeguards against theft, unauthorized use and acquisition or disposal of organization
assets. The key control activities involve segregation of duties, proper authorization of
transaction and activities, adequate supporting documentation and records, physical control
over assets and records, and independent review and approval activities.

Through focused efforts, the Board has reduced the number of notes and findings in the annual
monitoring (programmatic and fiscal). The Board seeks to eliminate any findings in future
years.

The Board looks forward to advancing best practices while implementing the new governance
structure that includes a One-Stop Operator. The goal of the local governance efforts will be to
reduce redundancies in efforts and activities, define roles clearly and build coordination
between all parts of the system.

As stated above in Section 4.13, Philadelphia Works will continue to employ strategies that
help those with barriers to employment find successful, family sustaining wage through
pipeline preparations such as combining literacy/numeracy with training, using OJTs to
customize learning for an employer, connect CTE to placement efforts to address the needs of
low-income youth unable to afford college and the use of pre-barriers linked to Registered
Apprenticeships. The Board will continue to seek best-practices for WIOA strategies such as
internships, work-based learning and IWT that will increase training opportunities in the
system to achieve the Commonwealth’s training expenditure targets through 2018. In
addition, 70 percent of WIOA training funds will be allocated to benefit those with barriers to
employment. The Board’s youth programs will meet the WIOA required work-based training
requirement in each year.

The Board supports the Southeast Planning Region coordination between local workforce
development Boards and the region’s employers. The WIOA Southeast Regional Plan identifies
our unified employer-strategies through targeted sectors. The region will seek a more seamless
experience for employers and a greater sharing of information and resources. Philadelphia
Works will aid this process by determining metrics, to identify our success as a region in
employer engagement, and advancing them.

5.4 What is the process the local board uses to provide an opportunity to have input into the
development of the local plan, particularly for representatives of business, education,
labor organizations, program partners, public agencies, and community stakeholders?

Because Philadelphia is fortunate to possess a wealth of talented employers and advocates,
skilled training providers, gifted educational institutions and committed city and community
partners, the Board sought to meaningfully engage with the enormous experience, expertise
and aptitude of these stakeholders and incorporate that engagement into a robust, strategic
local plan. Following the release of the first draft of the Workforce System Policy (WSP) No.
108-01 23 in March of this year, staff began seeking input on the local plan. Feedback was
sought at stakeholder gatherings, partner meetings, PA CareerLink® Philadelphia management
meetings, and from local elected officials and their staff.
The Board partnered with the City of Philadelphia to host meetings with area labor organizations, advocacy groups, public agencies, and members of our education and business community to ensure that these important and unique voices became part of the framing and drafting of the document. In addition, staff convened conversations with stakeholders representing the needs of individual with barriers to employment.

Separate events were held to discuss the needs of Philadelphia’s youth, returning citizens, immigrant/refugee community and individuals with disabilities. Stakeholders were invited to respond directly to issues raised in the template, in addition to areas of concern, innovative ideas and best practices.

Notes were taken at each meeting and referenced when drafting the plan.

5.5 What is the process the local board uses to provide a 30-day public comment period prior to submission of the plan?

On July 14, 2017, the Ad Hoc Committee of the board, empowered at the June 21, 2017 public board meeting, approved posting of the draft version of this plan for 30 days of public comment. To facilitate the 30-day public comment period, Philadelphia Works posted both the regional and local plans on our website from July 14th through August 17th. Written comments were accepted during that period via email (nknochenhauer@philaworks.org). Additionally, notification of the availability of both the Local and Regional WIOA Plans for public comment were directly distributed via email to over 2,000 representatives of local businesses, labor organizations, and educational institutions. A public notice was placed in the Philadelphia Inquirer for 3 days announcing the posting and referring to the website for more information. After the 30-day public comment period, members of leadership met to review all comments. Comments are documented in Attachment 4. On August 28, 2018, the Board met via conference call (publicly announced) reviewed comments and language changes and approved the plan.
**ATTESTATIONS**

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are (or will be) in place and effective prior to December 31, 2017.

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Each of the following components/documents should be current and available to the Department at any time during the planning process and/or monitoring or auditing processes. At this time, the Department is not requiring copies of such documents be attached to regional or local area plans.</td>
</tr>
<tr>
<td>☑️</td>
<td>Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.</td>
</tr>
<tr>
<td>☑️</td>
<td>Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.</td>
</tr>
<tr>
<td>☑️</td>
<td>Agreement between the local area elected official(s) and the local workforce development board.</td>
</tr>
<tr>
<td>☑️</td>
<td>Local workforce development board policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.</td>
</tr>
<tr>
<td>☑️</td>
<td>Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.</td>
</tr>
<tr>
<td>☑️</td>
<td>Local area procurement policy – Must describe formal procurement procedures.</td>
</tr>
<tr>
<td>☑️</td>
<td>Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.</td>
</tr>
<tr>
<td>☑️</td>
<td>Human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity/non-discrimination.</td>
</tr>
<tr>
<td>☑️</td>
<td>Professional services contract(s) for administrative services such as staffing and payroll, if applicable.</td>
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## Performance Accountability Template

**Local Workforce Development Area name:** Philadelphia County  
**Effective Date:** July 1, 2017

### WIOA Title I Programs

<table>
<thead>
<tr>
<th>WIOA Performance Measures</th>
<th>Local Area PY17 Negotiated Performance Goals</th>
<th>Local Area PY16 Attained Performance Measures</th>
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<tr>
<td>Employment (Second Quarter after Exit)</td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
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<tr>
<td>Youth</td>
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<tr>
<td>Youth</td>
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<td>Median Earnings (Second Quarter after Exit)</td>
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<td>Credential Attainment Rate</td>
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<td>Dislocated Worker</td>
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<tr>
<td>Youth</td>
<td>60%</td>
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<td>Measurable Skill Gains</td>
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<tr>
<td>Youth</td>
<td>Baseline</td>
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<tr>
<td>Effectiveness in Serving Employers</td>
<td>Negotiated Goals</td>
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<td>Adult</td>
<td>Baseline</td>
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<tr>
<td>Dislocated Worker</td>
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</tr>
<tr>
<td>Youth</td>
<td>Baseline</td>
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</table>
Local Workforce Development Area name: Philadelphia, PA
Effective Date: July 1, 2017

Chief/Lead Elected Official: James Kenney, Mayor

Local Workforce Development Board (LWDB): Philadelphia Works

Fiscal Agent: Philadelphia Works

LWDB Standing Committees:
- Executive
- Workforce & Economic Development
- Youth
- One-Stop Operator
- Finance
- Board Development
- Research and Policy
- Human Resources

Other Governance-Administrative based entities:
- Mayor’s Office (names board members and CEO)

LWDB Staff: Philadelphia Works staff
- Patrick Clancy, President & CEO
- Meg Shope Koppel, PhD, Chief Research Officer
- Dale Porter, Chief Financial Officer
- Hugh Bailey, Chief Operating Officer
- Michael Joynes, Vice President Government and Community Relations
- Natalie Knochenhauer, Senior Policy Advisor

Chief/Lead Elected Official: James Kenney, Mayor

Local Workforce Development Board (LWDB): Philadelphia Works

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- Dale Porter, Chief Financial Officer
- Hugh Bailey, Chief Operating Officer
- Michael Joynes, Vice President Government and Community Relations
- Natalie Knochenhauer, Senior Policy Advisor

Local Workforce Development Boards (LWDB) are requested to publicly post the Local Workforce Development Area Workforce System Organizational Chart. The LWDB should ensure that the org chart is a reasonable reflection of the local area workforce system. If the Program Partner/Provider List is posted the need for program partner details is lessened in the org chart. Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the chart is posted on the LWDB public website.
# PY 2017-2019 WIOA Multi-Year Local Area Plan

## Attachment 3

PA CareerLink® Philadelphia Workforce Service Delivery System Program Partner/Provider List

Local Workforce Development Area name: Philadelphia County

Effective Date: July 1, 2017

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Program Authorization</th>
<th>Local Area Partner/Provider</th>
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<tbody>
<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>Temple University, Center for Social Policy and Community Development</td>
</tr>
<tr>
<td>Ritter Hall Annex, 4th Floor</td>
<td></td>
<td>1301 Cecil B. Moore Avenue</td>
</tr>
<tr>
<td>19122</td>
<td>215-204-7491</td>
<td><a href="mailto:cspcd@temple.edu">cspcd@temple.edu</a></td>
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<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>Community Learning Center</td>
</tr>
<tr>
<td>2701 N. Broad Street Philadelphia, PA 19132</td>
<td>215-426-7940</td>
<td><a href="http://www.communitylearningcenter.org">www.communitylearningcenter.org</a></td>
</tr>
<tr>
<td>9857 Bustleton Avenue Philadelphia PA 19115</td>
<td>215-856-7314</td>
<td><a href="http://www.russworld.us">www.russworld.us</a></td>
</tr>
<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>1199c Training and Upgrading Fund</td>
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<tr>
<td>100 South Broad Street Philadelphia, PA 19110</td>
<td>215-568-2220</td>
<td><a href="http://www.1199ctraining.org">www.1199ctraining.org</a></td>
</tr>
<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>Welcoming Center for New Pennsylvanians</td>
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<tr>
<td>Youth Workforce Investment Activities</td>
<td>WIOA, Title I, Sec. 126</td>
<td>Philadelphia Youth Network</td>
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<tr>
<td>Adult/Dislocated Worker Employment and Training Activities and Temporary</td>
<td>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</td>
<td>EDSI</td>
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<td>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</td>
<td>Impact Services</td>
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<td>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</td>
<td>Ser Metro</td>
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<tr>
<td>3901 Market Street Philadelphia, PA 19104</td>
<td>313-945-5200</td>
<td><a href="mailto:lseed@sermetro.org">lseed@sermetro.org</a></td>
</tr>
<tr>
<td>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</td>
<td>Esperanza</td>
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<tr>
<td>4261 N 5th Street Philadelphia, PA 19140</td>
<td>215-324-0746</td>
<td><a href="http://www.esperanza.us">www.esperanza.us</a></td>
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<tr>
<td>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</td>
<td>JEVS Human Services</td>
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<tr>
<td>WIOA, Title I, Subtitle C</td>
<td>Philadelphia Job Corps Life Science Institute</td>
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<tr>
<td>2810 S 20th St, Bldg. 12 Philadelphia, PA 19145</td>
<td>267-386-2888</td>
<td><a href="http://www.philadelphia.jobcorps.gov">www.philadelphia.jobcorps.gov</a></td>
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<tr>
<td>WIOA, Title I, Subtitle C</td>
<td>Rescare Inc, dba Red Rock Job Corps Center</td>
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<tr>
<td>Route 487 North Lopez, PA 18656</td>
<td>570-477-2221</td>
<td><a href="http://www.redrock.jobcorp.gov">www.redrock.jobcorp.gov</a></td>
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<tr>
<td>WIOA, Title I, Section 171</td>
<td>Philadelphia Youth for Change Charter School</td>
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<tr>
<td>1231 North Broad Street Philadelphia, Pa 19122</td>
<td>215-627-8671</td>
<td>youthbuildphilly.org</td>
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<tr>
<td>Service</td>
<td>Contact Information</td>
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<td>YouthBuild Program</td>
<td>WIOA, Title I, Section 171, 215-430-0381, <a href="http://www.ctstraining.org">www.ctstraining.org</a></td>
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<tr>
<td>2243 West Allegheny Avenue Philadelphia, Pa. 19132</td>
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<tr>
<td>Vocational Rehabilitation State Grant Programs</td>
<td>Title I of the Rehabilitation Act of 1973, as amended (WIOA Title IV), Pennsylvania Office of Vocational Rehabilitation</td>
<td></td>
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<tr>
<td>444 N. 3rd Street, 5th Floor Philadelphia, PA 19123</td>
<td>215-560-1900, <a href="mailto:sbrightful@pa.gov">sbrightful@pa.gov</a></td>
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<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Title V of the Older Americans Act of 1965, Philadelphia Corporation for Aging</td>
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<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Title V of the Older Americans Act of 1965, Project Ayda</td>
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<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Title V of the Older Americans Act of 1965, National Asian Pacific Center for Aging – Philadelphia Jaisohn Center</td>
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<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>Title V of the Older Americans Act of 1965, WorkPlace/Maturity Works</td>
<td></td>
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<tr>
<td>Postsecondary Career &amp; Technical Education Carl D. Perkins Vocational</td>
<td>Community College of Phila, 1700 Spring Garden Street Philadelphia, PA 19130, 215-751-8000, <a href="mailto:emthomas@ccp.edu">emthomas@ccp.edu</a></td>
<td></td>
</tr>
<tr>
<td>Orleans Technical College</td>
<td>2770 Red Lion Rd Philadelphia, PA 19114, 215-728-4700, <a href="mailto:william.lynch@jevs.org">william.lynch@jevs.org</a></td>
<td></td>
</tr>
<tr>
<td>Peirce College</td>
<td>1420 Pine St Philadelphia, PA 19102, 215-345-6400, <a href="mailto:tathomas@peirce.edu">tathomas@peirce.edu</a></td>
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<td>Jobs for Veterans State Grant Programs</td>
<td>38 U.S.C. Chapter 41, PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)</td>
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<td>Employment and Training Activities carried out under the Community Services Block Grant</td>
<td>Community Services Block Grant Act (42 U.S.C. 9901)</td>
<td>Mayor’s Office of Community Empowerment and Opportunity</td>
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<tr>
<td>1234 Market Street, 16th Floor Philadelphia, PA 19107</td>
<td>215-685-3600</td>
<td><a href="http://www.phila.gov/ceo">www.phila.gov/ceo</a></td>
</tr>
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<td>Employment and Training Activities carried out by the Department of Housing and Urban Development</td>
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<td>Philadelphia Housing Authority</td>
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<tr>
<td>Migrant and Seasonal Farm Workers</td>
<td>WIOA Title I. Sec. 167</td>
<td>Pathstone Corporation, Inc</td>
</tr>
<tr>
<td>421 McFarlan Road Suite E Kennett Square, PA 19348</td>
<td>610-925-5600</td>
<td><a href="http://www.pathstone.org">www.pathstone.org</a></td>
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<td>Reintegration of Offenders Programs</td>
<td>Second Chance Act of 2007, Sec. 212</td>
<td>Connection Training Services</td>
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<td>Unemployment Compensation</td>
<td>Social Security Act 9 of 1935 and Federal Unemployment Tax Act of 1939</td>
<td>Barbara A. Mourer, Director Office of UC Service Centers</td>
</tr>
<tr>
<td>651 Boas Street, Room 625 Harrisburg, Pa. 17102</td>
<td>717-787-4127</td>
<td><a href="mailto:bmourer@pa.gov">bmourer@pa.gov</a></td>
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<tr>
<td>Wagner-Peyser</td>
<td>WIOA Title III</td>
<td>PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)</td>
</tr>
<tr>
<td>651 Boas Street Harrisburg, Pa. 17102</td>
<td>717-787-5279</td>
<td><a href="http://www.dli.pa.gov">www.dli.pa.gov</a></td>
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<td>Native American Programs</td>
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<td>Council of Three Rivers American Indian Center, Inc.</td>
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<tr>
<td>1855 New Hope Street, Norristown, PA 19401</td>
<td>610-292-3034</td>
<td><a href="mailto:breckard@cotraic.org">breckard@cotraic.org</a></td>
</tr>
</tbody>
</table>
Attachment 4 – Public Comments

Four organizations submitted formal comments during the period the plan was posted. There were no dissenting comments, though many recommendations, suggestions and detailed questions. Some wording that did not substantially change content was altered to reflect these suggestions. The board appreciates the engagement of the community and will provide a response to each organization that submitted comments. The formally submitted comments are summarized below.

Philadelphia Unemployment Project – submitted July 25, 2017

The comment submitted by PUP makes no direct reference to the WIOA Local Plan. It does, however, provide data and supportive arguments regarding the importance of establishing effective reverse commute options for residents of Philadelphia. In particular, the comment draws attention to the Commuter Options program, funded by PUP, which provides employees, who live close to one another in Philadelphia, with vehicles for carpooling to suburban jobs.

Philadelphia Corporation for Aging – submitted August 16, 2017

Comments from PCA highlight the services provided by SCSEP and draw attention to the need for special attention for unemployed residents 55 years old and older. A suggestion was made to add older aged residents to the WIOA Priority of Services list. This is, however, not an option available to LWDB. In addition, it was pointed out that there are 3 other SCSEP providers that were omitted from the mandatory partners list. They are Project Ayuda, National Asian Pacific Center for Aging-Philadelphia Jaisohn Center, and WorkPlace/MaturityWorks. These have been added.

Welcoming Center for New Pennsylvania’s – submitted August 14, 2017

Comments submitted by WCNP echoed the sentiments expressed in the Local Plan regarding the importance of the immigrant community to Philadelphia’s economy. Additional language was suggested to broaden the terminology around literacy to include “adult education” and “English language ability.” Specific questions were asked regarding the development of uniform definitions and collaboration, those issues are beyond the scope of this plan, however, and will be directed to the one-stop operator.

Job Opportunity Network (JOIN) – submitted August 16, 2017

JOIN’s comments begin with their own position on workforce development and state their position on five high-level themes and recommendations for employer engagement, language drives culture, funding, target geographies, and data systems. Their comments specific to sections of the plan include their support for our approach, suggestions from their own anecdotal experience and research from others, and detailed questions on partnership assignments, collaborative functions and how planning for specific processes will proceed that go beyond the scope of this plan.