December 30, 2019

Mr. William Strahan, Chairperson
Philadelphia County Workforce Development Board
1617 John F Kennedy Boulevard, Suite 1300
Philadelphia, PA 19103

Dear Mr. Strahan,

The Pennsylvania Department of Labor & Industry has approved your Southeast region Workforce Innovation and Opportunity Act, or WIOA, Multi-Year Workforce Development Regional Plan Modification. This approval extends to the local plans associated with the local workforce development areas that compose this planning region. Such approval is effective through June 30, 2021. The Southeast planning region is composed of the following local workforce development areas:

- Berks County Local Workforce Development Area
- Bucks County Local Workforce Development Area
- Chester County Local Workforce Development Area
- Delaware County Local Workforce Development Area
- Montgomery County Local Workforce Development Area
- Philadelphia County Local 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, polices and/or procedures.

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

Please direct specific questions regarding your plan, the plan modification process and/or any future requests for plan modification to Christopher S. Manlove at cmanlove@pa.gov or (717) 787-9804.

Sincerely,

Daniel Kuba
Director, Bureau of Workforce Development Administration

Cc: Mr. James Kenney, Mayor, City of Philadelphia
    Mr. H. Patrick Clancy, Philadelphia Workforce Development Board President

Enclosure: Southeast Regional Plan
Dear Mr. Kuba:

I am pleased to submit on behalf of Philadelphia Works, the Philadelphia workforce development board, the modified Philadelphia WIOA Local PY2017 – PY2020 Plan and modified Southeast Pennsylvania WIOA Regional PY2017 – PY2020 Plan as approved by the Philadelphia Works Board of Directors on September 19, 2019 during the public business meeting. These modifications provide one-year extensions of our current plans to better align with the Pennsylvania State WIOA 2020 – 2023 Plan currently under development.

Both the regional and local area plans define how a designated area’s workforce development system will achieve the purposes of WIOA. As required the Philadelphia WIOA Local Area and our Southeast Pennsylvania Regional Area modified the WIOA plans and are submitting these to receive Pennsylvania Department of Labor & Industry approval by December 31, 2019. WIOA requires four-year plans to be reviewed and modified accordingly every two years.

Modifications to our local plan include: closer alignment with the city’s strategic workforce plan, Fueling Philadelphia’s Talent Engine; direct contracting with WIOA Youth providers; new information on grants, projects and initiatives; Goal4 IT™ implementation to improve customer services; revision of the WIOA Youth eligibility documentation requirements; updated WIOA MOU partners; and current demographic and labor market information.

We received 3 comments. The first was a correction for the local plan to the address of the regional Office of Vocational Rehabilitation that we made. The second was acknowledgment of our local plan’s alignment with the citywide workforce development plan (noted above) from the City of Philadelphia Office of Workforce Development. The third comment was from District 1199C Training & Upgrading Fund for the Regional Plan asking we note the successful regional apprenticeships in Healthcare, Human Services and Early Childhood Education. This comment is addressed in the regional plan.

We look forward to the results of your review.

William Strahan
Chair, Philadelphia Works
Executive Vice President, Human Resources
Comcast Cable

24 Sept. 2019
Date
September 24, 2019

Daniel Kuba
Director Bureau of Workforce Development Administration
Department of Labor & Industry
651 Boas Street
Harrisburg, PA 17121

Dear Mr. Kuba:

I am pleased to submit on behalf of the City of Philadelphia the modified Philadelphia WIOA Local PY2017 – PY2020 Plan and modified Southeast Pennsylvania WIOA Regional PY2017 – PY2020 Plan as approved by the Philadelphia Works Board of Directors on September 19, 2019 during the public business meeting. These modifications provide one-year extensions of our current plans to better align with the Pennsylvania State WIOA 2020 – 2023 Plan currently under development.

Sincerely,

James F. Kenney
Mayor, City of Philadelphia

Date 9/24/19
WIOA Plan Review and Modification Form (Local Plan)

A plan modification may be submitted at any time; however, there are certain procedural steps required as part of the modification process. Please refer to the Commonwealth of PA’s Workforce System Policy No. 108-01, Change 1. Direct plan submissions and questions to PA Department of L&I’s Bureau of Workforce Development Administration, or BWDA, Policy Coordination resource account: RA-II-BWDA-Policy@pa.gov

| Region Name: | Southeast Pennsylvania |
| LWDB Name (i.e. designated name, not D.B.A.): | Philadelphia |
| Name of Designated Point of Contact (POC): | Meg Shope Koppel |
| Organization: | Philadelphia Works |
| Title: | Chief Research Officer |
| Telephone Number: | 215-963-2100 |
| E-mail Address: | mshopekoppel@philaworks.org |

II. Local Plan Review and Modification Information

Was the local plan reviewed per WIOA regulations and PA WSP# 108-01, Change 1? (yes)

Indicate the economic condition and labor market information source(s) used in the plan review process:

Did the local plan review warrant plan modifications? (Yes)

L&I will approve continuation of existing structure exemptions when the local plan is created or its modification in lieu of a separate structure exemption request letter [see PA WSP# 02-2015].

Is the LWDB requesting a continuation of an existing structure exemption? (no)

Was the modified local plan draft provided to LWDB(s) members prior to public posting? (yes)

Has the LWDB approved final local plan modification: yes

Public Comment Period: 08/19/2019 - 09/18/2019

Comments received: (yes)

Submitting LWDB Approval Date: 09/19/2019

Plan Modification Effective Date: 01/01/2020

III(a). Requested Local Plan Changes

<table>
<thead>
<tr>
<th>Page #</th>
<th>Change due to a public comment</th>
<th>Describe change in as few words as possible to direct reviewer to the marked narrative. Do not describe mechanical or grammatic edits.</th>
</tr>
</thead>
<tbody>
<tr>
<td>#1 - 14</td>
<td>(no)</td>
<td>Updated demographic and labor market information</td>
</tr>
<tr>
<td>#15</td>
<td>(no)</td>
<td>Updated bullet on learning to better serve those with substantial barriers to employment</td>
</tr>
<tr>
<td>#16</td>
<td>(no)</td>
<td>Change the Manufacturing Industry Partnership name to the rebranded name Southeast Pennsylvania Manufacturing Alliance (and on throughout) the document</td>
</tr>
<tr>
<td>#17</td>
<td>(no)</td>
<td>Additional focus on customer-centric goal setting and case management piloting</td>
</tr>
<tr>
<td>#18</td>
<td>(no)</td>
<td>Bullets on the focus on expanding the universe of human services organizations that might assist our customers with barriers outside our purview</td>
</tr>
<tr>
<td>#19-20</td>
<td>(no)</td>
<td>Change the city’s Steering Committee to the City’s Office of Workforce Development (and then throughout)</td>
</tr>
<tr>
<td>#19-20</td>
<td>(no)</td>
<td>Acknowledges goal setting as a part of customer-centered-design; Notes both EARN customers and residents with disabilities as priority populations; focus on transitions as one key to a better system</td>
</tr>
</tbody>
</table>

If needed, please use supplemental Section III(b). Requested Plan Changes – Continuation Page

IV. Submitting LWDB Executive Director’s Attestation

Submitter attests LWDA Chief Elected Officer (CEO) and LWDB Chair approved the plan review or the submitted plan.

Name: H. Patrick Clancy

Signature:   

Date: 09/19/2019

V. Submission and Feedback Information (L&I Use Only)

Date L&I received: Are plan modification documents complete?   Y / N

Date L&I acknowledged: Has a cursory review been completed, and if needed, acted upon?   Y / N

Has the plan been reviewed?   Y / N

Are the plan and supporting documents satisfactory?   Y / N

VI. BWDA Chief or Policy Coordination Supervisor Recommendation for Approval

Name:   

Signature:   

Date:   

VII. BWDA Bureau Director’s Approval
WIOA Plan Review and Modification Form (Local Plan)

| Name: | Signature: | Date: |

If after the mandated WIOA plan review it is determined no plan modifications are required provide a copy of this form's page 1 to L&I as evidence that a plan review occurred.
### III(b). Requested WIOA Plan Changes – Continuation Page

**Submitting LWDB Name (i.e. designated name, not D.B.A.):**

**Philadelphia**

<table>
<thead>
<tr>
<th>Page #</th>
<th>Change due to a public comment</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>#20, 27, 29 - 32, 39, 40, 81-82, 88</td>
<td>(no)</td>
<td>Reflects the procurement of the One-Stop Operator and updates the role the Operator plays in the system.</td>
</tr>
<tr>
<td>#21</td>
<td>(no)</td>
<td>Update on Industry sectors, youth OVR pilot, and the addition of vocational skills training programs, and noting the PAsmart grants for apprenticeship</td>
</tr>
<tr>
<td>#22</td>
<td>(no)</td>
<td>Adds the new activity as part of Partnerships to Advance Youth Apprenticeships (PAYA)</td>
</tr>
<tr>
<td>#22-23</td>
<td>(no)</td>
<td>Updates information on PreK PHL and the credentialing of childcare workers as well District 1199C Training &amp; Upgrading Fund’s Early Childhood Education Registered Apprenticeship – now expanding statewide</td>
</tr>
<tr>
<td>#23, 89, 91</td>
<td>(no)</td>
<td>Update Job Gateway® to PA CareerLink® online (and throughout the document)</td>
</tr>
<tr>
<td>#24</td>
<td>(no)</td>
<td>Adds work with Community College of Philadelphia to grant college credits for apprenticeship Related Instructional Training (RIT).</td>
</tr>
<tr>
<td>#25, 91</td>
<td>(no)</td>
<td>Philadelphia Works now directly selects and contracts with youth service providers, the Philadelphia Youth Network supports leveraged funds in the system as an intermediary</td>
</tr>
<tr>
<td>#30, 42, 48, 55</td>
<td>(no)</td>
<td>Competitive procurement of Title I services in 2019 resulted in Eckerd Youth Alternatives as new provider of PA CareerLink® Philadelphia-West center</td>
</tr>
<tr>
<td>#31-32</td>
<td>no</td>
<td>Notes the use of the PA CareerLink® online referral process for Title II referrals</td>
</tr>
<tr>
<td>#34, 71-72</td>
<td>(no)</td>
<td>Youth co-enrollment is now facilitated by Youth Navigator’s across all four centers</td>
</tr>
<tr>
<td>#35</td>
<td>(no)</td>
<td>Lists youth providers directly contracted by Philadelphia Works and updates the Philadelphia Youth Network’s role to intermediary</td>
</tr>
<tr>
<td>#43-44</td>
<td>(no)</td>
<td>Restates the role of Youth providers in the PA CareerLink® system</td>
</tr>
<tr>
<td>#45</td>
<td>(no)</td>
<td>Updates Title II providers</td>
</tr>
<tr>
<td>#47-53</td>
<td>(no)</td>
<td>Updates the RSAB contribution to match the signed MOU</td>
</tr>
<tr>
<td>#52-53</td>
<td>(no)</td>
<td>Adds 13 additional partners to the RSAB and notes their contributions</td>
</tr>
<tr>
<td>Table</td>
<td>(no)</td>
<td>Updated indication of youth activities across all four PA CareerLink® centers</td>
</tr>
<tr>
<td>#54-55</td>
<td>(no)</td>
<td>Identifies the contracted Title I youth providers and their delivery of the 14 program elements</td>
</tr>
<tr>
<td>#58</td>
<td>(no)</td>
<td>Indicates the Board’s move to CSAS as an assessment tool</td>
</tr>
<tr>
<td>#59, 84</td>
<td>(no)</td>
<td>Discusses the role of the Office of Adult Education played to better integrate Title I and Title II services.</td>
</tr>
<tr>
<td>#60</td>
<td>(no)</td>
<td>Updated list of grant activities</td>
</tr>
<tr>
<td>#60, 61, 63, 88</td>
<td>(no)</td>
<td>Change of language in the system structure from Cross Center Services Provider to the System-wide Services Provider (and throughout)</td>
</tr>
<tr>
<td>#64</td>
<td>(no)</td>
<td>Indicates the Philadelphia Works is now actively collecting customer surveys regularly to help identify needed changes in processes and services</td>
</tr>
<tr>
<td>#64</td>
<td>(no)</td>
<td>Deletes the language around OJT as a preference for training.</td>
</tr>
<tr>
<td>#65</td>
<td>(no)</td>
<td>Notes the emphasis on sufficient preparation and assessment before granting an ITA</td>
</tr>
<tr>
<td>#65</td>
<td>(no)</td>
<td>Notes the Board is seeking to expand the ETPL</td>
</tr>
<tr>
<td>#66</td>
<td>(no)</td>
<td>Notes that the Board is exploring how to make on-line trainings more successful for customers including trying hybrid models for training.</td>
</tr>
<tr>
<td>#70</td>
<td>(no)</td>
<td>Currently there are 2 youth pre-apprenticeship pilots serving opportunity youth</td>
</tr>
<tr>
<td>#71</td>
<td>(no)</td>
<td>Description of the added Employment Connections for Opportunity Youth programs</td>
</tr>
<tr>
<td>#72-77</td>
<td>(no)</td>
<td>Updated Approved Eligibility Verification Support Documentation for youth table</td>
</tr>
<tr>
<td>#84</td>
<td>(no)</td>
<td>Discusses the addition of a formal professional development process for the Philadelphia workforce system</td>
</tr>
<tr>
<td>#86</td>
<td>(no)</td>
<td>Adds goal setting with Career Planning</td>
</tr>
<tr>
<td>#87</td>
<td>(no)</td>
<td>Updates Philadelphia Works coordinated relationship with RISE</td>
</tr>
<tr>
<td>#89</td>
<td>(no)</td>
<td>Discusses the move to a standard guide to referrals and the integration of referrals into the CWDS system</td>
</tr>
<tr>
<td>#</td>
<td>(no)</td>
<td>Description</td>
</tr>
<tr>
<td>------</td>
<td>------</td>
<td>-----------------------------------------------------------------------------</td>
</tr>
<tr>
<td>#95</td>
<td>(no)</td>
<td>Updates the posting time for this Plan and indicates the public notice released 8/20/2019</td>
</tr>
<tr>
<td>#96</td>
<td>(no)</td>
<td>Updated Attestations form</td>
</tr>
<tr>
<td>#97</td>
<td>(no)</td>
<td>Updated WIOA local performance negotiated goals and performance</td>
</tr>
<tr>
<td>#98</td>
<td>(no)</td>
<td>Updated System Organizational Chart</td>
</tr>
<tr>
<td>#99 - 103</td>
<td>(no)</td>
<td>Update PA CareerLink® Partner List</td>
</tr>
<tr>
<td>#101</td>
<td>(yes)</td>
<td>Updated Address for OVR office</td>
</tr>
<tr>
<td>#94, 104</td>
<td>(yes)</td>
<td>Updated public comment and review section</td>
</tr>
</tbody>
</table>
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 1,584,138 citizens.

According to the American Community Census (ACS), Philadelphia County grew by 32,953 residents between 2013 and 2017 (ACS 2017). 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 1,569,657 Philadelphia residents present in 2017, 54 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 34.1 years, compared to 40.7 years statewide and between 39.0 years to 43.6 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 17 percent and those 35 to 44 by 2 percent. Those in the 55 to 64-year-old age ranges also increased by 12 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 2017

![Philadelphia Population Pyramid 2017](image)

Source: 2013-2017 American Community Survey

The labor force participation rate for those 16 years and older is 59.6 percent, according to the five-year 2013 – 2017 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 68.4 percent.

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1 Population estimates by county as of July 1, 2018 per US Census Quick Facts.
participation rate is about 72.4 percent, while those without a high school diploma or equivalency certification have a rate of only 48.6 percent. (See Figure 2 below).

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

<table>
<thead>
<tr>
<th>Subject</th>
<th>Philadelphia County, Pennsylvania</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td></td>
<td>Estimate Margin of Error</td>
</tr>
<tr>
<td>Population 25 to 64 years</td>
<td>848,989 +/-139</td>
</tr>
<tr>
<td>Less than high school graduate</td>
<td>120,680 +/-2,728</td>
</tr>
<tr>
<td>High school graduate (includes equivalency)</td>
<td>278,430 +/-3,822</td>
</tr>
<tr>
<td>Some college or associate's degree</td>
<td>201,258 +/-3,321</td>
</tr>
<tr>
<td>Bachelor's degree or higher</td>
<td>248,621 +/-3,184</td>
</tr>
</tbody>
</table>

*Source: American Community Survey, 5-year Estimates; 2013-2017*

This age distribution has implications for success in the labor market. Younger workers are more likely to have educational credentials, as more than 32 percent of those 25 to 35-year-old possess a Bachelor’s degree and another 26 percent have earned some college credits or a postsecondary credential. While only 12 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 11 percent of those 55 to 64-year-olds have a Bachelor’s degree, with only 25 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.

Philadelphia is also a destination for immigrants with 210,076³ foreign-born residents. Half of these are naturalized U.S. citizens. Foreign born residents make up 13.3 percent of Philadelphia’s population up from 9 percent in 2000³. This is an increase of almost 60,000

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³ U.S. Summary: 2000, Census US Profile
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-five point eight (25.8) percent of all Philadelphians live below the poverty line; 24.4 percent of all families with children under age six live in poverty; and 27.7 percent of families with children between the ages of 6 and 17 live below the poverty line (ACS 2013-2017). Of the 283,257 residents 16-years-old and older living in poverty, 65.3 percent are not in the labor force and 35.7 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® 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**

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>(A) Displaced homemakers.</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>(B) Low-income individuals.</td>
<td>513,971</td>
<td>ACS 16 and older: below the poverty level</td>
</tr>
<tr>
<td>(C) Indians, Alaska Natives, and Native Hawaiians, as such terms are defined in section 166.</td>
<td>283,257</td>
<td>ACS 2013-2017</td>
</tr>
<tr>
<td>(D) Individuals with disabilities, including youth who are individuals with disabilities.</td>
<td>7,848</td>
<td>ACS 18 - 64 years old</td>
</tr>
<tr>
<td>(E) Older individuals.</td>
<td>143,532</td>
<td>ACS 55+ in the labor force Estimate at 11 percent 2017 ACS of those 25 and older</td>
</tr>
<tr>
<td>(F) Ex-offenders.</td>
<td>14.5%</td>
<td>ACS 18 - 64 years old</td>
</tr>
<tr>
<td>(G) Homeless individuals (as defined in section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C. 14043e–2(6))), or homeless children and youths (as defined in section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C. 11434a(2))).</td>
<td>4292 (2625 in shelters) (youth parenting children 291)</td>
<td>Source: HUD continuum of Care Philadelphia Point-in-Time Survey 2016 (January 27, 2016)</td>
</tr>
<tr>
<td>(H) Youth who are in or have aged out of the foster care system.</td>
<td>115,720</td>
<td>2017 State of Child Welfare, Pennsylvania Partnerships for Children: 2016 number</td>
</tr>
<tr>
<td>(I) Individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers.</td>
<td>511</td>
<td>ACS 25 - 64 years old</td>
</tr>
<tr>
<td>(J) Eligible migrant and seasonal farmworkers, as defined in section 167(j).</td>
<td>139,574</td>
<td>1 company with certified H2-B visas for landscape workers</td>
</tr>
<tr>
<td>(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.).</td>
<td>&lt;10</td>
<td>No accurate data at his time</td>
</tr>
<tr>
<td>(L) Single parents (including single pregnant women).</td>
<td>no count</td>
<td>ACS female headed Households w/ children under 18 - does not include pregnant women</td>
</tr>
<tr>
<td>(M) Long-term unemployed individuals.</td>
<td>58,397</td>
<td>CWIA county Profile</td>
</tr>
<tr>
<td>Veterans</td>
<td>15,360</td>
<td>CWIA county Profiles</td>
</tr>
</tbody>
</table>

Note: ACS is the American Community Survey, 5-Year Estimates; 2013-2017

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 PA workforce development system of record, PA CareerLink®, from July 1, 2018 through June 30, 2019, with the available data fields, the numbers reveal the following percentiles. (See Figure 5 below).

**FIGURE 5: WIOA-REGISTERED INDIVIDUALS WITH BARRIERS IN PA CareerLink®: JULY 1, 2018 – June 30, 2019**

<table>
<thead>
<tr>
<th>Barrier</th>
<th>% served PY 2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Assistance/Low Income</td>
<td>86.6%</td>
</tr>
<tr>
<td>Ex-Offender</td>
<td>16.3%</td>
</tr>
<tr>
<td>Older individuals (55+)</td>
<td>21.0%</td>
</tr>
<tr>
<td>Basic skills deficient</td>
<td>7.9%</td>
</tr>
<tr>
<td>Individual with disability</td>
<td>2.6%</td>
</tr>
<tr>
<td>Homeless</td>
<td>1.0%</td>
</tr>
<tr>
<td>Single Parent</td>
<td>21.3%</td>
</tr>
<tr>
<td>Any Barrier</td>
<td>94.6%</td>
</tr>
</tbody>
</table>

*Source: PA CAREERLINK®*

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 2005, 37 percent of employed residents worked outside the city. By 2015, 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).

**Figure 6: INFLOW AND OUTFLOW OF WORKERS IN PHILADELPHIA 2005 AND 2015**

*Source: Census On-The-Map 2005 and 2015*
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 17 and 14 percent of employment, respectively. The Hospitality, Leisure & Entertainment sector accounts for over 13 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 10 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).

Figure 7: PHILADELPHIA INDUSTRY CLUSTERS 2018 TO 2023

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Food Production</td>
<td>12,460</td>
<td>2%</td>
<td>238</td>
<td>2%</td>
<td>63,360</td>
</tr>
<tr>
<td>Advanced Manufacturing</td>
<td>17,857</td>
<td>2%</td>
<td>-666</td>
<td>-4%</td>
<td>64,659</td>
</tr>
<tr>
<td>Building &amp; Construction</td>
<td>31,182</td>
<td>4%</td>
<td>2,113</td>
<td>7%</td>
<td>68,090</td>
</tr>
<tr>
<td>Bio-Medical</td>
<td>7,912</td>
<td>1%</td>
<td>1,753</td>
<td>22%</td>
<td>101,263</td>
</tr>
<tr>
<td>Business Services</td>
<td>105,992</td>
<td>14%</td>
<td>4,925</td>
<td>5%</td>
<td>104,704</td>
</tr>
<tr>
<td>Education</td>
<td>131,321</td>
<td>17%</td>
<td>9,679</td>
<td>7%</td>
<td>68,756</td>
</tr>
<tr>
<td>Energy</td>
<td>5,900</td>
<td>1%</td>
<td>566</td>
<td>10%</td>
<td>117,135</td>
</tr>
<tr>
<td>Healthcare</td>
<td>179,147</td>
<td>23%</td>
<td>21,373</td>
<td>12%</td>
<td>70,758</td>
</tr>
<tr>
<td>Hospitality, Leisure &amp; Entertainment</td>
<td>96,493</td>
<td>13%</td>
<td>7,956</td>
<td>8%</td>
<td>34,794</td>
</tr>
<tr>
<td>Logistics &amp; Transportation</td>
<td>48,863</td>
<td>6%</td>
<td>7,896</td>
<td>16%</td>
<td>53,890</td>
</tr>
<tr>
<td>Real Estate, Finance &amp; Insurance</td>
<td>66,999</td>
<td>9%</td>
<td>5,652</td>
<td>8%</td>
<td>105,734</td>
</tr>
<tr>
<td>Wood, Wood Products &amp; Publishing</td>
<td>7,549</td>
<td>1%</td>
<td>-520</td>
<td>-7%</td>
<td>81,452</td>
</tr>
</tbody>
</table>

Source: EMSI Proprietary Data 2018 to 2023
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 to 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).

Figure 8: OCCUPATIONS WITH THE LARGEST COUNT OF INCREASED EMPLOYMENT 2016 – 2026

<table>
<thead>
<tr>
<th>Occupational Title</th>
<th>Total Annual Demand</th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined Food Preparation &amp; Serving Workers</td>
<td>9,175</td>
</tr>
<tr>
<td>Cashiers</td>
<td>8,211</td>
</tr>
<tr>
<td>Retail Salespersons</td>
<td>8,098</td>
</tr>
<tr>
<td>Waiters &amp; Waitresses</td>
<td>6,560</td>
</tr>
<tr>
<td>Office Clerks, General</td>
<td>5,353</td>
</tr>
<tr>
<td>Customer Service Representatives</td>
<td>5,224</td>
</tr>
<tr>
<td>Laborers &amp; Freight, Stock &amp; Material Movers</td>
<td>4,529</td>
</tr>
<tr>
<td>Personal Care Aides</td>
<td>4,459</td>
</tr>
<tr>
<td>Janitors &amp; Cleaners</td>
<td>4,233</td>
</tr>
<tr>
<td>Nursing Assistants</td>
<td>3,702</td>
</tr>
<tr>
<td>Stock Clerks &amp; Order Fillers</td>
<td>3,591</td>
</tr>
<tr>
<td>Home Health Aides</td>
<td>3,582</td>
</tr>
<tr>
<td>Registered Nurses</td>
<td>3,521</td>
</tr>
<tr>
<td>Secretaries</td>
<td>3,267</td>
</tr>
<tr>
<td>Security Guards</td>
<td>2,658</td>
</tr>
<tr>
<td>Childcare Workers</td>
<td>2,619</td>
</tr>
<tr>
<td>Cooks, Restaurant</td>
<td>2,487</td>
</tr>
<tr>
<td>General &amp; Operations Managers</td>
<td>2,325</td>
</tr>
<tr>
<td>Supervisors - Office &amp; Administrative Support Workers</td>
<td>2,262</td>
</tr>
<tr>
<td>Accountants &amp; Auditors</td>
<td>2,182</td>
</tr>
</tbody>
</table>

Source: CWIA Long-Term Occupational Employment Projections (2016-2026)

The Board maintains close ties with employers through sector-strategies in Advanced Manufacturing/Logistics, Direct Care Healthcare, Business/Financial Services, the Hospitality Leisure and Entertainment Next Gen Partnership, 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 and occupations:

- Advanced Manufacturing
- Behavioral Health
- Building trades
- Biotechnology
- Community Health workers
- Laboratory Technicians
- 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.

Philadelphia Works, the Philadelphia School District Office of CTE, Philadelphia Academies, District 1199c Training & Upgrading Fund, Philadelphia Youth Network, JEVS Human Services among others recently created a partnership and became a founding local member of Partnership to Advance Youth Apprenticeships (PAYA) with a model in Early Childhood Education currently piloting in the school district. The goal is to create other models where CTE
students prepare and advance through a pre-apprenticeship during high school and advance to a Registered Apprenticeship. This work will become a project of ApprenticeshipPHL, a public-private regional collaborative of Registered Apprenticeship sponsors, training and education partners, workforce development boards and employers that seeks to provide apprenticeship models for the benefit of residents and employers.

An 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
- Database 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 program year 2018 (07/01/2018-06/30-2019), are displayed below in Figure 9.
FIGURE 9: COMMONLY REQUESTED CERTIFICATIONS IN PHILADELPHIA 2018

<table>
<thead>
<tr>
<th>Commonly Requested Certifications in Philadelphia</th>
<th>General</th>
<th>Manufacturing</th>
</tr>
</thead>
<tbody>
<tr>
<td>PA DRIVER'S LICENSE</td>
<td>WELDING CERTIFICATION</td>
<td></td>
</tr>
<tr>
<td>CDL CLASS A</td>
<td>FIRST PRESS OPERATOR CERTIFICATION 1,2,3</td>
<td></td>
</tr>
<tr>
<td>CDL CLASS B</td>
<td>BLUEPRINT READING</td>
<td></td>
</tr>
<tr>
<td>PROJECT MANAGEMENT CERTIFICATION (E.G. PMP)</td>
<td>FORKLIFT OPERATOR CERTIFICATION</td>
<td></td>
</tr>
<tr>
<td>SIX SIGMA CERTIFICATION</td>
<td>Retail</td>
<td></td>
</tr>
<tr>
<td>SECURITY GUARD CERTIFICATION</td>
<td>SERVSAFE</td>
<td></td>
</tr>
<tr>
<td>Healthcare/Healthcare Support</td>
<td>Business &amp; IT</td>
<td></td>
</tr>
<tr>
<td>REGISTERED NURSE</td>
<td>COMPTIA NETWORK+</td>
<td></td>
</tr>
<tr>
<td>FIRST AID CPR AED</td>
<td>CERTIFIED PUBLIC ACCOUNTANT (CPA)</td>
<td></td>
</tr>
<tr>
<td>CERTIFIED NURSING ASSISTANT</td>
<td>CERTIFIED INFORMATION SYSTEMS SECURITY PROFESSIONAL</td>
<td></td>
</tr>
<tr>
<td>CERTIFIED MEDICAL ASSISTANT</td>
<td>COMPTIA SECURITY+</td>
<td></td>
</tr>
<tr>
<td>HOME HEALTH AIDE</td>
<td>CISCO CERTIFIED NETWORK ASSOCIATE</td>
<td></td>
</tr>
<tr>
<td>COMMUNITY HEALTH CERTIFICATE</td>
<td>PARALEGAL CERTIFICATION</td>
<td></td>
</tr>
<tr>
<td>CERTIFIED PHARMACY TECHNICIAN</td>
<td>CISCO CERTIFIED NETWORK PROFESSIONAL</td>
<td></td>
</tr>
<tr>
<td>REGISTERED HEALTH INFORMATION TECHNICIAN</td>
<td>CERTIFIED SCRUMMASTER (CSM)</td>
<td></td>
</tr>
<tr>
<td>NURSE PRACTITIONIENER</td>
<td>Automotive</td>
<td></td>
</tr>
<tr>
<td>PHLEBOTOMY CERTIFICATION</td>
<td>AUTOMOTIVE SERVICE EXCELLENCE (ASE) CERTIFICATION</td>
<td></td>
</tr>
<tr>
<td>LICENSED PRACTICAL NURSE (LPN)</td>
<td>Education</td>
<td></td>
</tr>
<tr>
<td>BASIC CARDIAC LIFE SUPPORT CERTIFICATION</td>
<td>CHILDHOOD DEVELOPMENT ASSOCIATE</td>
<td></td>
</tr>
<tr>
<td>EMERGENCY MEDICAL TECHNICIAN (EMT)</td>
<td>SPECIAL EDUCATION CERTIFICATION</td>
<td></td>
</tr>
<tr>
<td>AMERICAN REGISTRY OF RADIOLOGIC TECHNOLOGISTS</td>
<td>Building Trades / Construction</td>
<td></td>
</tr>
<tr>
<td>MEDICAL BILLING AND CODING CERTIFICATION</td>
<td>PROPERTY MAINTENANCE AND REPAIR</td>
<td></td>
</tr>
<tr>
<td>CRITICAL CARE REGISTERED NURSE (CCRN)</td>
<td>OSHA SAFETY 10 HOUR</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 2,016 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).
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 pathways⁴ 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

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⁴ 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
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 ensure 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.
- Expand services to residents with substantial barriers to employment through population-based practices and build “learning” that guides future resource investments.

To prepare individuals with barriers to employment, the Board has identified in all the strategies above, 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 19 Trade and Registered Apprenticeship Programs5.
- 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 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

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5 Apprenticeship and Training Office, PA Department of Labor & Industry
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, Southeast Pennsylvania Manufacturing Alliance (formerly SERWDP), the Hospitality, Leisure and Entertainment Next Gen Partnership 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
- Implementation of evidenced-based customer-centric goal setting and case management through intentional piloting
- 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

- Deepen the referral relationships with community-based organizations providing barrier removal
- Build providers capacity around newer WIOA training and placement strategies
- Implement customer-centric practices throughout the system

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\(^6\), 25.8 percent, and the lowest labor force participation rate\(^7\), 59.6 percent, among the 10 largest cities in the country. Low educational attainment in this large urban economy adds to its challenges, as only 48 percent of Philadelphians earn more than a high school diploma, as opposed to 52.9 percent of all Pennsylvanians, giving Philadelphia the highest percentage of low educational attainment among the 10 largest cities\(^8\). The Board with the leadership of 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. This resulted in the creation of the City’s Office of Workforce Development. 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 Office of Workforce Development 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
- Design a delivery system for workforce, driven by responsiveness, quality and innovation, that brings value to career seekers and employers, with the collaboration

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\(^7\)BLS, Local Area Unemployment Statistics Annual 2017 Averages.
\(^8\)Five-year 2013-2017 American Community Survey.
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-centered 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 – individualized goal setting and 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 EARN customers, Opportunity Youth, those with basic skills deficiencies, residents with disabilities, 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
PY 2017- PY 2020 WIOA Multi-Year Local Area Plan
Philadelphia County: Effective Date: 1/1/2020

services.

- Developing a supportive approach to transitions and maintaining progress in work experiences
- 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 increased coordination among core and non-core partners as well expanding the referral system to address customer barriers.

The One-Stop Operator assesses the coordination of the required partner’s services with those of the title I providers. Process maps are being 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 be 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)(iii)]

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 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, Healthcare, and Business and Financial Services.

- 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, combining multiple funding such as TANF Youth Development Funds and WIOA Adult funds 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 and then to careers.

To meet the employer-identified technical skills gaps, the Board will invest in OJT, Registered Apprenticeships, and IWTS, in addition to technical skills training through ITAs and our vocational skills training programs. 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 has funded 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, PAsmart state-funded pre-apprenticeship and Registered apprenticeship programs, and private investment from industry partnerships, trade unions and employers, 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 life-
long 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. Philadelphia Works joined the national Partnership to Advance Youth Apprenticeships (PAYA) as a founding member and developed a local chapter. PAYA seeks to begin the pre-apprenticeship to apprenticeship process during the junior and senior years in high school. 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 developed by JEVS and their partners aligns 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 from the Beverage Tax 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 including a Registered Apprenticeship sponsored by District 1199c Training & Upgrading Fund now being expanded statewide. This private-public venture which coordinated the efforts of the city, Philadelphia Works and Pre-K employers focused on Early Childhood Education resulted in
3,300 seats in more than 140 Pre-K sites in 2019 the hiring of childcare workers. Since the initial venture, Philadelphia Works has continued in its efforts to credential prospective childcare employees by offering a series of cohort-based early childhood training programs through District 1199C Training Fund and Congreso de Latinos Unidos. The Board is also working in partnership with Congreso to extend the early childhood career pipeline through an Associate’s degree at Congreso’s Harcum College.

The Board is investing in another partnership that will advance workers through a pre-apprenticeship program and prepare them for a Trade Apprenticeship. Philadelphia Water Company is installing new water meters that can be read remotely. Workers recruited and trained for this work will complete the installation of these new meters over the next few years while being prepared to enter a Trade Apprenticeship. This unique career pathway pays workers while they train and prepare for entrance into an apprenticeship.

In a new initiative with PhilaPort, the Collegiate Consortium for Workforce and Economic Development, and Citizens Bank the Board helped create first-time formal and enhanced training for hundreds of port workers in forklift certifications, yard jockeying training and OSHA safety trainings. This private-public partnership created the Citizens Bank Regional Maritime Training Center with a $100,000 donation from Citizen’s Bank to address a largely untrained workforce. The first trainees entered programs in 2019.

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 PA CareerLink® online 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 was originally partially funded through the State’s WIF.

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.
- Infusing college credits into Registered Apprenticeships and providing dual enrollment with the Career and Technical Education pre-apprenticeship programs.

Adult education partners will continue to provide upskilling in PA CareerLink® Philadelphia centers, and will continue referrals between title I and title II services. 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 funded only those training programs that lead to an industry recognized credential, as part of the program. The Board also invested relatively more TANF and WIOA Adult/Dislocated Worker funds in occupational training that leads to credentials, than it had in the past. 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 will administer WIOA Youth funds directly while the youth programs intermediary, formally the youthworks administrator, will support administration of leveraged funds. Philadelphia Works and its competitively-procured youth programs intermediary, 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 piloting opportunities to connect Opportunity Youth to pre-apprenticeship programming via WIOA funding in the future. Programming began in July 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. 24What 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 is 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**

<table>
<thead>
<tr>
<th>Committee</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>Board Development</td>
<td>Recommends and recruit new members and maximize Board engagement.</td>
</tr>
<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</td>
</tr>
<tr>
<td>Section</td>
<td>Description</td>
</tr>
<tr>
<td>---------------------------------</td>
<td>-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------</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>Employer Engagement &amp; Workforce Strategies</td>
<td>Focuses on aligning the direction of investments with economic development priorities, provide strategic direction to employer engagement activities, maintain high level oversight of workforce system performance 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 Mayor’s education and employment goals for youth and young adults.</td>
</tr>
</tbody>
</table>
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 on 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 System-wide Services Provider, EDSI, manages consistency and uniformity in service delivery across centers and organizes employer engagement and center events. In addition, Eckerd Youth Alternatives 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.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- 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
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.
- 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 created a customer referral flowchart to and from each center/agency. In addition, a designated point of contact for referrals has been established at each center and agency. The board has begun to implement the use of the PA CareerLink® referral system between partners to facilitate these referrals.

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

- Developing an efficient and effective referral process between the partner organizations, including the PA CareerLink® referral system
- 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 either full-time or part-time

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. Philadelphia Works works in collaboration with the Office of Adult Education and the One-Stop Operator to review and refine these referral processes.

**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 has engaged with a wider range of training opportunities which has expanded the offerings available to those enrolled in both the EARN and WIOA programs. While the Board has broadened the types of opportunities and credentials available, a focus of the next two years will be more intentional matching to current employment needs in Philadelphia. Most training and educational offerings have integrated literacy instruction that is contextualized to specific career pathways in high employment industry sectors, and a goal going forward will be to add soft- and essential-skills into training programs. 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 were 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 individuals 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 PA CareerLink® and other information systems. Co-enrollment across programs is a priority and strategies for improving these processes are on-going. 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. The board is actively piloting a framework that consists of the addition of a Youth Navigator in each Center whose role is to assess young people who come into the center and make appropriate connections and referrals to programs within the workforce system. 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 SE PA Partnership for Regional Economic Performance (SEPA PREP) region, 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>
</tbody>
</table>

| Industry and sector strategies | - Implement Industry Partnerships in multiple sectors                                      |
|                               | - Encourage Next Gen Business-led partnerships.                                            |

<table>
<thead>
<tr>
<th>Career Lattices and pathways initiatives (including how they are connected to adult education)</th>
<th>Partner with the Workforce Development Steering Committee to develop career pathways in the following sectors.</th>
</tr>
</thead>
<tbody>
<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>
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<td></td>
<td>- Information Technology</td>
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<td></td>
<td>- Retail/Hospitality</td>
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<td></td>
<td>- Construction Trades</td>
</tr>
</tbody>
</table>
PY 2017- PY 2020 WIOA Multi-Year Local Area Plan  
Philadelphia County: Effective Date: 1/1/2020

| **Apprenticeship Models** | - Emphasize the “earn and learn” model  
- Publicize benefits of WIOA training funds provided to those on the Eligible Training Providers list. |
|--------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| **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 19, Philadelphia Works will hold a city-wide hiring event for specific industry 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 System-wide Services Provider, through its Business Service Representatives (BSR), 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 FY2019, the Board will hold a city-wide hiring event for employers in specific target industries 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 into 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, RESEA eligible 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 Office of Workforce Development, 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 RESEA 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.

### 4 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.** 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.
- 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.
- 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., PA CareerLink® and ClientTrack™).
- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convoking 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:

- Convoking 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** Eckerd Youth Alternatives, 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:

   o 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.

   o 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; 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, contracted trainings, 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 Congreso de Latinos Unidos, District 1199c Training & Upgrading Fund, Federation for Neighborhood Centers, JEVS Human Services, Temple University, Urban Affairs Coalition, and YouthBuild Philadelphia Charter School will provide services under the Youth Workforce Investment Activities Partner Program pursuant to WIOA, Title I, Section 126. 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, the youth service providers will:

1. Collaborate with Philadelphia PA CareerLink® Centers to ensure recruitment and referral efforts are supporting connections to the best program fit for participants.

2. Partner to provide career services, training, and connections to employers.

3. Provide comprehensive year-round services for youth and young adults to ensure their career readiness prior to connection to the PA CareerLink® system.
4. Work with Philadelphia PA CareerLink® Centers to support youth and young adults who are co-enrolled.

6. Title II Partners: Community Learning Center, Center for Literacy, Temple University, District 1199C Training & Upgrade Fund. 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 literacy 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>Partner Program</th>
<th>Partner Organization</th>
<th>Authorization/Category</th>
<th>Contribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Adult Employment and Training Activities</td>
<td>Educational Data Systems, Inc. (EDSI)</td>
<td>WIOA Title I, Section 126</td>
<td>RSAB</td>
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<tr>
<td>2 Dislocated Worker Employment and Training Activities</td>
<td>Educational Data Systems, Inc. (EDSI)</td>
<td>WIOA Title I, Section 131</td>
<td>RSAB</td>
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<tr>
<td>3 Adult Employment</td>
<td>JEVS Human Services (JEVS)</td>
<td>WIOA Title I, Section 126</td>
<td>RSAB</td>
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<tr>
<td></td>
<td>and Training Activities</td>
<td>Provider</td>
<td>WIOA Title/Section</td>
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<tr>
<td>4</td>
<td>Dislocated Worker Employment and Training Activities</td>
<td>JEVS Human Services (JEVS)</td>
<td>WIOA Title I, Section 131</td>
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<td>5</td>
<td>Adult Employment and Training Activities</td>
<td>Eckerd Youth Alternatives (Eckerd)</td>
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<td>6</td>
<td>Dislocated Worker Employment and Training Activities</td>
<td>Eckerd Youth Alternatives (Eckerd)</td>
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<td>7</td>
<td>Adult Employment and Training Activities</td>
<td>Impact Services (Impact)</td>
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<td>8</td>
<td>Dislocated Worker Employment and Training Activities</td>
<td>Impact Services (Impact)</td>
<td>WIOA Title I, Section 131</td>
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<td>Adult Employment and Training Activities</td>
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<td>10</td>
<td>Dislocated Worker Employment and Training Activities</td>
<td>Eastern North Philadelphia Workforce Development Corp.</td>
<td>WIOA Title I, Section 131</td>
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<td>11</td>
<td>Vocational Rehabilitation State Grant Programs</td>
<td>PA Department of Labor and Industry, Office of Vocational Rehabilitation Services (OVR)</td>
<td>Title 1 of the Rehabilitation Act of 1973, WIOA Title IV</td>
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<td>Trade Adjustment Assistance</td>
<td>PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)</td>
<td>Trade Act of 1974</td>
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<td>Jobs for Veterans State Grant</td>
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<td>Rapid Response</td>
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<td>Community Learning Center</td>
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<td>1199c Training &amp; Upgrading Fund</td>
<td>WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program II</td>
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<td>Peirce College</td>
<td>Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)</td>
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<td>Postsecondary Career &amp; Technical Education</td>
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<td>Career and technical education (CTE) programs at the postsecondary level, authorized under the</td>
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<td>Harcum College</td>
<td>Career and technical education (CTE) programs at the postsecondary level, non cash contribution</td>
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<td>Youth Workforce Investment Activities</td>
<td>Philadelphia Youth Network</td>
<td>WIOA, Title 1</td>
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<td>Philadelphia Job Corps Life Science Institute</td>
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<td>Career and Transition Center</td>
<td>d/b/a Red Rock Job Corps Center</td>
<td>Additional Partner</td>
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<tr>
<td>29</td>
<td>Migrant and Seasonal Farm Workers</td>
<td>Pathstone Corporation, Inc</td>
<td>WIOA Title I. Sec. 167</td>
</tr>
<tr>
<td>30</td>
<td>Employment and training Activities carried out by the Department of Housing and Urban Development</td>
<td>Philadelphia Housing Authority</td>
<td>Federal Partner</td>
</tr>
<tr>
<td>31</td>
<td>Employment and training</td>
<td>Council of Three Rivers American Indian Center, Inc</td>
<td>Federal Partner</td>
</tr>
<tr>
<td>32</td>
<td>Technical assistance to local and regional agencies relating to planning, implementation, funding opportunities,</td>
<td>Department of Community and Economic Development (DCED)</td>
<td>Partner</td>
</tr>
<tr>
<td>Grant Lines</td>
<td>Description</td>
<td>Partner</td>
<td>Additional Partner</td>
</tr>
<tr>
<td>------------</td>
<td>-----------------------------------------------------------------------------</td>
<td>--------------------------</td>
<td>---------------------</td>
</tr>
<tr>
<td>33</td>
<td>Utilities and financial counseling services</td>
<td>BenepHilly</td>
<td>Additional Partner</td>
</tr>
<tr>
<td>34</td>
<td>Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)</td>
<td>Mayor's Office of Community Empowerment and Opportunity</td>
<td>Community Services Block Grant Act (42 U.S.C. 9901)</td>
</tr>
<tr>
<td>35</td>
<td>Reintegration of Offenders Programs</td>
<td>Connection Training Services</td>
<td>Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169</td>
</tr>
<tr>
<td>36</td>
<td>Youth Build Program</td>
<td>Youth Build</td>
<td>WIOA, Title I, Section 171</td>
</tr>
<tr>
<td>37</td>
<td>Youth Build Program</td>
<td>Connection Training Services</td>
<td>WIOA, Title I, Section 171</td>
</tr>
<tr>
<td>38</td>
<td>Temporary Assistance to Needy Families</td>
<td>DHS</td>
<td>Social Security Act</td>
</tr>
<tr>
<td>39</td>
<td>Senior Community Service</td>
<td>ANPPM Project Ayuda</td>
<td>Title V Older Workers</td>
</tr>
<tr>
<td>#</td>
<td>Program Description</td>
<td>Location</td>
<td>Education Activity</td>
</tr>
<tr>
<td>----</td>
<td>----------------------------------------------------------</td>
<td>-----------------------------------------------</td>
<td>------------------------------------------------</td>
</tr>
<tr>
<td>40</td>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>PCA/MCOA (See PCA #30V)</td>
<td>Title V Older Workers</td>
</tr>
<tr>
<td>41</td>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>National Asian Pacific Center for Aging</td>
<td>Title V Older Workers</td>
</tr>
<tr>
<td>42</td>
<td>Senior Community Service Employment Program (SCSEP)</td>
<td>The WorksPlace Maturity Works</td>
<td>Title V Older Workers</td>
</tr>
<tr>
<td>46</td>
<td>Adult Education and Literacy activities</td>
<td>The Office of Adult Education</td>
<td>WIOA Title II, Adult Education and Family</td>
</tr>
</tbody>
</table>
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>
</tr>
<tr>
<td>2 WIOA Title I Dislocated Worker</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>3 Wagner Peyser</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>4 WIOA Title II Adult Education and Literacy</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>5 OVR</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>6 Trade Assistance</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>7 Unemployment Compensation</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>8 Foreign Labor</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>9 Veterans</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>10 Rapid Response</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>11 Postsecondary Career &amp; Technical Assistance (CCP)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>12 Youth Workforce Activities</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>13 ResCare Job Corps Career &amp; Transition Center</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</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:

**Title I Youth Providers Congreso de Latinos Unidos, District 1199c Training & Upgrading Fund, Federation for Neighborhood Centers, JEVS Human Services, Temple University, Urban Affairs Coalition, and YouthBuild Philadelphia Charter School** will provide services under the Youth Workforce Investment Activities Partner Program pursuant to WIOA, Title I, Section 126.

<table>
<thead>
<tr>
<th></th>
<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</td>
<td>Postsecondary Career &amp; Technical Assistance (Peirce)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>2</td>
<td>Reintegration of Offenders (Connections Training)</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>3</td>
<td>Youth Build Program Connections Training</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>4</td>
<td>Community College of Philadelphia</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
<tr>
<td>5</td>
<td>Harcum</td>
<td>x</td>
<td>x</td>
<td>x</td>
<td>x</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>Partners with a Developed Referral System</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>6</td>
<td>Mayor’s Office of Community Empowerment</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>YouthBuild Charter School</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>Council of Three Rivers American Indian Center</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>9</td>
<td>Philadelphia Youth Network</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>10</td>
<td>YouthBuild Charter School</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>11</td>
<td>Philadelphia Housing Authority</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
Philadelphia’s youth programs operate year-round and offer the fourteen program elements to support youth and young adults as they attain education and employment goals. This includes but is not limited to high school equivalency attainment, enrollment in post-secondary education or advanced training, and/or placement in permanent employment.

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 system-wide 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 PA CareerLink® online postings for job referrals; delivering workshops at the centers for career seekers; and providing virtual services.

Title I Providers Eckerd, JEVS, Nueva and Impact: Title I providers, Eckerd, 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

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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, and support in pursuing their High School Equivalency. They will ensure that each PA CareerLink® Philadelphia center receives the following services: provision of TABE and/or CASAS (once per week) on-site assessment; rapid response support with assessment and transition support; 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.

More recently, OAE partnered with the Board to promote two important education initiatives, ensuring even more integration between title I and title II services. In PY18, OAE convened a group of Title I and Title II providers to research prospective literacy assessments and ultimately shepherded a system-wide transition from the TABE to the CASAS assessment. Additionally, OAE is helping to expand the existing referral processes for adult education to connect CareerLink® customers to Title II courses for High School Equivalency. Utilizing the myPLACE™ student system, CareerLink® staff will make referrals to High School Equivalency classes offered through title II providers.

**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 American Apprenticeship Initiative, Pennsylvania Department of Community and Economic Development/Department of Defense Grant, the National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis, PAsmart Apprenticeship Ambassador grant, Next Gen Industry Partnership grants for Advanced Manufacturing and Hospitality, Leisure & Entertainment, 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 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 System-wide 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 System-wide 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 System-wide 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 System-wide 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.

**PA CareerLink® and Other Data Systems.** Center Workforce Advisors and Job Development staff enter customer information into PA CareerLink®. 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 to the state system of record, PA CareerLink®. ClientTrack™ stores data regarding the hundreds of local area providers and their contracts. This detailed information cannot be data entered in PA CareerLink®. To pay invoices to providers that attain contractual benchmarks, specific customer information and related outcomes are data-entered ClientTrack™ as validation for invoice payments. ClientTrack™ can be customized for the needs of the Board. Our commitment is to reduce any dual data entry while assuring supported audit trails. Through our regular monitoring activities, the local Board ensures that the data is aligned across 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.

All 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, February 2017, and December 2017, respectively.

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.

**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 System-wide 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 began assessing customer satisfaction, both employer and career seekers, through regularly administered mobile-friendly electronic surveys in June 2019.

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. 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. More recently, the Board has placed a greater emphasis on the utilization of career exploration tools including VRi’s Careerscope and EMSI Career Coach. 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.

In 2017, 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 previous sessions did not result in as many new organizations seeking to offer training as hoped, the Board continues to explore methods for attracting high-quality training providers in Philadelphia to the ETPL.

In addition, the Board increased training options for EARN customers, WIOA customers might also participate using an ITA should the training align with an HPO.

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. The Board continues to explore hybrid models that mix online learning tools with regular classroom instruction. Many current contracted providers supplement instruction with online, student-driven applications, which allow students to practice on their own and refine their capacity for continuous learning. Successful on-line learning with no classroom component that results in a career change remains an area for further study.

**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. The Board has also 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. The Board continues 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.

Based on documented barriers to employment, 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 almost 100 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 started 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 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 developed a Training Provider Report Card. The intention is to 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 have supported 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 has implemented a pilot to provide pre-apprenticeship services in support of these existing opportunity youth models. This pilot targets 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 took place and contracts began in July 2018. There are currently two pre-apprentice pilots operating to support opportunity youth which connect to registered apprenticeships in Information Technology and the Building and Skilled Trades.

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.

- **Employment Connections for Opportunity Youth** is a collection of year-round programs offered for four target populations - youth identified as having intellectual disabilities and/or autism; youth who have been adjudicated; youth who are/have aged out of Foster Care; and youth who are transitioning out of Philadelphia Career and Technical Education programs. Services are designed to support connections to work experience, training and ultimately unsubsidized employment.

- 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 operated a Youth and Young Adult Opportunity Hub (the Hub) at our PA CareerLink® West Philadelphia center in the Promise Zone. The Hub model was 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 supported participant access to service-learning, work experience programs that are blended with work-readiness training and internships to offer career-exposure, among other strategies. As a result of this grant, a new full-time Youth Navigator position has been created at PA
CareerLink® Suburban Station and will be implemented at all four PA CareerLink® Centers. The Youth Navigators will support young people as they identify the right program for enrollment based on the youth’s circumstances, fit, and career interest, i.e. the young person may be connected to a partner program outside of PA CareerLink®. Also, lessons learned have been incorporated in services for in-school youth and out-of-school youth as it relates to employer engagement, college and career readiness training, enrollment cycles, and co-enrollment.

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 partnered in the US Department of Labor Pathways to Justice Careers grant awarded to the Philadelphia Youth Network. Other partners included 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 provided 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, including mentorship provided by professionals working in these fields, summer employment opportunities in these fields, career exposure and individualized academic and personal support, provided lessons learned for attracting and placing youth into career pathways in above occupations.

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 almost one hundred percent out-of-school youth programming in distinct models of activities described above. Over the course of the past twenty-four months, the Board transitioned this investment 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>
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| Social Security Number (Full SSN must be listed) | Employment Records  
DD-214  
Drivers’ License  
Letter from Social Service Agency  
Pay Stub/W-2  
Permanent Change of Station (PCS) Orders  
Social Security Benefit Documents  
Social Security Card  
Social Security Number Notification Letter/Printout  
Telephone Verification (see Help Center PDF)  
U. C. Records (if Name and SSN is shown) |
| 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)  
Naturalization Certification  
Public Assistance Records  
Native American Tribal Document  
Telephone Verification (see Help Center PDF)  
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 (Full date of birth must be listed) | Baptismal Record  
Birth Certificate  
Cross match with Department of Vital Statistics  
Hospital Record of Birth (If Full Name is shown)  
DD-214 |
| **PY 2017- PY 2020 WIOA Multi-Year Local Area Plan**  
<table>
<thead>
<tr>
<th>Philadelphia County: Effective Date: 1/1/2020</th>
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| **Driver’s License**  
**Federal, State or Local Government Identification Card**  
**Passport**  
**PCS Orders**  
**Public Assistance/Social Service Records**  
**School Records/School ID**  
**Tribal Records**  
**Work permit (ONLY if date of birth is listed)**  
**Telephone Verification (see Help Center PDF)** |
| **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**  
**Dropdown Letter from last school or district**  
**Copy of High School Diploma or GED**  
**Written Statement from participants stating their school status/Self-Certification Form (see Help Center PDF)** |
| **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**  
**Selective Service Advisory Opinion Letter**  
**Stamped Post Office Receipt of Registration**  
**Selective Service Telephone Verification (847) 688-6888 (see Help Center PDF)** |
| **Individual/Family Income (All Must Be Dated Within the Last Six Months of Submission)**  
**Award Letter from Veterans Administration**  
**Alimony Agreement**  
**Applicant Statement with Family Size/Family Income**  
**Bank Statement (Direct Deposit)**  
**Compensation Award Letter**  
**Court Award Letter**  
**Employer Statement/Contact/Telephone Verification**  
**Family or Business Financial Records**  
**Pay Stubs (3 consecutive)**  
**Pension Statement**  
**Public Housing Authority Verification**  
**Public Assistance Records**  
**Quarterly Estimated Tax for Self-employed Persons**  
**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)**  
**Decree of Court Disabled (See Individuals with a Disability)**  
**Divorce Decree** |
## PY 2017- PY 2020 WIOA Multi-Year Local Area Plan
Philadelphia County: Effective Date: 1/1/2020

<table>
<thead>
<tr>
<th>Landlord Statement</th>
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<tbody>
<tr>
<td>Lease</td>
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<td>Marriage Certificate</td>
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<td>Medical Records (i.e. DHS)</td>
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<td>Medical Card(s)</td>
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<tr>
<td>Most Recent Tax Return supported by IRS Documents</td>
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<tr>
<td>Public Assistance Records</td>
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<td>Public Housing Authority Verification</td>
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<td>Social Service Agency Record</td>
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<td>Written statement from 24-hour care facility or institution</td>
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<th>Individuals with Disabilities</th>
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<tr>
<td>Letter from Drug or Alcohol Rehabilitation Agency</td>
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<td>Letter from Child Study Team stating Specific Disability</td>
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<td>Medical Records</td>
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<tr>
<td>Physician’s Statement</td>
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<td>Psychiatrist’s Diagnosis</td>
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<td>Psychologist’s Diagnosis</td>
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<td>Social Service Records/Referral</td>
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<td>Social Security Administration Disability Records</td>
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<td>Individualized Education Plan (IEP)</td>
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<td>Rehabilitation Evaluation</td>
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<td>Veterans Administration Letter/Records</td>
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<td>Vocational Rehabilitation Letter</td>
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<td>Workers Compensation Record</td>
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<tr>
<td>Document from a Work Center Employer (formerly known as Sheltered Workshop)</td>
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<table>
<thead>
<tr>
<th>Resident of A High Poverty Area (Low Income)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Printout Proving Census Tract is High-Poverty (<a href="http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t">http://factfinder.census.gov/faces/nav/jsf/pages/searchresults.xhtml?refresh=t</a>)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Cash Public Assistance and Food Stamps</th>
</tr>
</thead>
<tbody>
<tr>
<td>Copy of Authorization to Receive Public Assistance</td>
</tr>
<tr>
<td>Crossmatch with Public Assistance Records</td>
</tr>
<tr>
<td>Letter from Case Worker</td>
</tr>
<tr>
<td>Public Assistance Record/Print out Compass Printout</td>
</tr>
<tr>
<td>Refugee Assistance records (Refugee Assistance ONLY)</td>
</tr>
<tr>
<td>SNAP Card with Current Date</td>
</tr>
<tr>
<td>Telephone Verification (see Help Center PDF)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Homeless/Runaway Barrier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Written Statement from an Individual providing Temporary Residence</td>
</tr>
<tr>
<td>Written Statement from Shelter</td>
</tr>
<tr>
<td>Written Statement from Social Service Agency</td>
</tr>
<tr>
<td>Self-Certification Form (see Help Center PDF)</td>
</tr>
<tr>
<td>Telephone Verification (see Help Center PDF)</td>
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</tbody>
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<table>
<thead>
<tr>
<th>Supported or Former Foster Child Barrier</th>
</tr>
</thead>
<tbody>
<tr>
<td>Court Documentation</td>
</tr>
<tr>
<td>Verification of Payments made on behalf of the Child</td>
</tr>
<tr>
<td>Written Statement from State/Local Agency</td>
</tr>
<tr>
<td>Self-Certification Form (see Help Center PDF)</td>
</tr>
<tr>
<td>Telephone Verification (see Help Center PDF)</td>
</tr>
</tbody>
</table>
### Basic Skills Deficient Barrier
- Standardized Assessment Test (copy of test must be in file)
- School Records
- Report Card

### English Language Learner Barrier
- School Records
- Letter from School
- Case Notes with Staff Observations (must provide details)

### Pregnant or Parenting Barrier
- Baptismal Record
- Birth Certificate
- Hospital Record of Birth
- Physician’s Note
- Statement from Social Service Agency
- Self-Certification Form (see Help Center PDF)
- Telephone Verification (see Help Center PDF)

### School Dropout Barrier
- Attendance Record
- Dropout Letter from last school or district
- Written Statement from participants stating their school status/Self-Certification Form (see Help Center PDF)

### Returning Citizen Barrier
- Court Documents
- Letter from a Halfway House
- Letter of Parole
- Letter from Probation Officer
- Police Records
- Self-Certification Form (see Help Center PDF)
- Telephone Verification with court or probation

### 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
- Individual Service Strategy with staff case notes
- Self-Certification Form (see Help Center PDF) with staff case notes

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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:
PY 2017- PY 2020 WIOA Multi-Year Local Area Plan
Philadelphia County: Effective Date: 1/1/2020

- 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:
  - 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 Strengthening Career and Technical Education for the 21st Century Act (Perkins V), signed into law on July 31, 2018, represents federal commitment to CTE and an opportunity to assess, align and redesign the delivery system for CTE in Philadelphia. Our secondary and postsecondary CTE partners are currently evaluating their programming against the PA In Demand Occupations (IDOL) and the local HPOs with data support from the Board. This important work that leads to stronger pipelines of talent for employers in the region provides a forum for collaborating with diverse stakeholders to inform and evaluate the CTE Local Needs Assessment. This local assessment will identify opportunities to build scaffolding for educational and career advancement. By serving on the Stakeholders Committee and participating in the Comprehensive Local Needs Assessment the WDB will participate in the discussion as to which CTE programs can benefit from the use of Perkins V funds.

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 all 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 between the Operator and 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 PA CareerLink®. The Operator has formalized and standardized referrals processes between partners and across all four centers.

**Orientation and Customer Flow.** The Welcome to PA CareerLink® Philadelphia orientation is presented at all centers and via Community Connections partnerships. 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.
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 PA CareerLink® 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. The Board has established a formal professional development process for the workforce system, which includes regular assessment of training needs of the staff, followed by training implementation based upon these needs. Staff are surveyed to determine their levels of learning and satisfaction based on the trainings.

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.

More recently, OAE partnered with the Board to promote two important education initiatives, ensuring even more integration between title I and title II services. In PY18, OAE convened a group of Title I and Title II providers to research prospective literacy assessments and ultimately shepherded a system-wide transition from the TABE to the CASAS assessment. Additionally, OAE is helping to expand the existing referral processes for adult education to connect CareerLink® customers to Title II courses for High School Equivalency. Utilizing the myPLACE™ student system, CareerLink® staff will make referrals to High School Equivalency classes offered through title II providers.

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 provide 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 are 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 and goal-setting
- Short-term pre-vocational 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, with the input of our regional OVR partner and in coordination with several service providers and secondary schools are exploring transitions for students with intellectual disabilities and autism aligned with specific HPOs 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 has coordinated 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 targeting employment opportunities for individuals with criminal histories. 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 System-wide Services Provider, EDSI, Inc. The Board manages the System-wide 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 and for 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 RESEA 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, off shoring, “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 PA CareerLink® Online
- Priority for Veterans for Job orders in the PA CareerLink® Online 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, and 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 has begun developing a system-wide resource guide to standardize this process and provide a broader view of the available resources across the city. The guide is being updated on a regular basis to ensure relevant data is always available to career seekers and is being integrated into the PA CareerLink® referral system. 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 PA CareerLink® Online
- 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 youth programs intermediary, 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 PA CareerLink® 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 successes 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 2017, 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 original plan.

This modified plan was announced to the board and provided for comment (see Section 5.5 below). The Board approved this modified plan and the modified regional plan at their public business meeting on September 19, 2019.

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

For the original version of this 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.

This modified version of the WIOA Local Plan was first emailed to the full Board on August 19, 2019 and then announced on our website on August 19, 2019. Comments were accepted through the announced email address, INFO@Philaworks.org through September 18, 2019. Chester County Workforce Development Board is Point of Contact for this modification and posted this modified plan along with modified Southeast PA WIOA Regional Plan and all the other counties modified plans as well on August 19, 2019. A public notice appeared in the
Philadelphia Daily News. Comments were also solicited through email to all our PA CareerLink® Philadelphia MOU partners. (Details are included in appendix documentation on comments.)

Three comments were received by Philadelphia:

1. The Region Office of Vocational Rehabilitation requested their address be updated on page 104 of this plan. This was done.
2. The City of Philadelphia Office of Workforce Development commented on the plan’s alignment with the citywide strategy, Fueling Philadelphia’s Talent Engine. No change required.
3. District 1199C Training and Upgrading Fund requested the region add language on the successful regional apprenticeships in Healthcare, Human Services and Early Childhood Education on the modified Southeast Regional WIOA Plan. This is addressed in the Regional 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.

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.

- X Agreement between all counties and other local governments, if applicable, establishing the consortium of local/chief elected officials.
- X Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- X Agreement between the local area elected official(s) and the local workforce development board.
- X 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.
- X 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.
- X Local area procurement policy – Must describe formal procurement procedures.
- X (Added) Local area MOU.
- X(Revised) Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; stipends; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; “additional assistance” definition; transitional jobs thresholds; documentation for training expenditure targets; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- X Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- X 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.
- X Professional services contract(s) for administrative services such as staffing and payroll, if applicable.
The Pennsylvania Department of Labor & Industry, or L&I, negotiates WIOA Title I programs performance goals with the U. S. Department of Labor on a two-year program cycle, which aligns with the WIOA planning requirement of reviewing WIOA Local Plans every two years. In an effort designed to meet or exceed the state WIOA performance goals, PA negotiates these same goals with PA’s local workforce development areas, or LWDA, to optimally set each local area’s WIOA Title I performance goal levels so that, collectively, the state negotiated performance goals are met or exceeded.

The **WIOA Title I Programs Performance Accountability Table** is for the benefit of the public and must be updated accordingly. Local boards must edit the table’s two columns with the appropriate program year(s) to correctly match the **most recent** LWDA-negotiated performance goals and attained performance results. This completed table must be publicly posted with the local plan. The LWDB does not need to perform a WIOA plan modification as this table is revised; an email notification to local area workforce development stakeholders will suffice.

<table>
<thead>
<tr>
<th>LWDA Name: Philadelphia</th>
<th>LWDA’s WIOA Title I Programs Negotiated Performance Goals - *Program Year(s): 2018 – 2019</th>
<th>LWDA’s WIOA Title I Programs Attained Performance Results - *Program Year: 2018 Q2</th>
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</thead>
<tbody>
<tr>
<td><strong>WIOA Title I Programs (Adult-Dislocated Worker-Youth) Performance Measures</strong></td>
<td><strong>Employment (Second Quarter after Exit)</strong></td>
<td><strong>Employment (Fourth Quarter after Exit)</strong></td>
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<tr>
<td></td>
<td>Negotiated Goals</td>
<td>Attained Performance</td>
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<tr>
<td>Adult</td>
<td>73%</td>
<td>94.8%</td>
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<tr>
<td>Dislocated Worker</td>
<td>75%</td>
<td>104.4%</td>
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<tr>
<td>Youth</td>
<td>65%</td>
<td>99%</td>
</tr>
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</table>

Philadelphia County PY2017-PY2020 WIOA Multi-Year Local Plan
Local Workforce Development Area name: Philadelphia, PA

Effective Date: August 1, 2019

Chief/Lead Elected Official: James Kenney, Mayor

Local Workforce Development Board (LWDB): Philadelphia Works

Fiscal Agent: Philadelphia Works

LWDB Standing Committees:
- Executive
- Board Development
- Employer Engagement & Workforce Strategies
- Youth
- One-Stop Operator
- Finance
- 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
- Michael Joynes, Vice President Government and Community Relations
- Patricia Blumenauer, Vice President Operations

Jobseeker-Worker-Employer-Business Service Delivery Entities
- Required & additional program partners, program service providers, training providers & other contractors:
  - Job Corps, Title I: Red Rocks Job Corps; Phila Job Corps Life Science Institute Youth Build, Title I Connection Training Services; YouthBuild Philadelphia Charter School
  - Migrant Farmworkers, Title I Pathstone
  - Adult Ed/Literacy Title II Temple University: Center for Literacy; Community Learning Center; District 1199C Training Fund; Welcoming Center (see attachment 3 for the full list)

PA CareerLink® Operator:
- Eckerd Youth Alternatives, Inc.

PA CareerLink® center(s) Site Administrator(s):
- Wanda Carlo | PA CareerLink® Philadelphia North – Nueva Esperanza
- Charles Jamison | PA CareerLink® Philadelphia Northwest – Impact Services
- Nicki Woods | PA CareerLink® Philadelphia Suburban Station – JEVS
- Chris Paul | PA CareerLink® Philadelphia West – Eckerd Youth Alternatives, Inc.

PA CareerLink® center(s):
- PA CareerLink® Philadelphia North
- PA CareerLink® Philadelphia Northwest
- PA CareerLink® Philadelphia Suburban Station
- PA CareerLink® Philadelphia West

Workforce development system stakeholders and non-contractual/MOU based relationship with the PA CareerLink® center(s):
- Office of Adult Education
- Community College of Philadelphia
- RISE
- Free Library of Philadelphia

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 – PY 2020 Multi-Year Local Area Plan  
Philadelphia County: Effective Date: 1/1/2020

**Attachment 3**

Local Workforce Development Area name: Philadelphia County

PA CareerLink® Philadelphia Workforce Service Delivery System Program Partner/Provider List  
Local Workforce Development Area name: Philadelphia County  
Effective Date: July 1, 2019

<table>
<thead>
<tr>
<th>Program Name</th>
<th>Program Authorization</th>
<th>Local Area Partner/Provider</th>
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<tr>
<td>POC address</td>
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<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>Temple University, Center for Community Partnerships</td>
</tr>
<tr>
<td>Ritter Hall Annex, 4th Floor</td>
<td>215-204-7491</td>
<td><a href="mailto:cspcd@temple.edu">cspcd@temple.edu</a></td>
</tr>
<tr>
<td>1301 Cecil B. Moore Avenue</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Philadelphia, PA 19122</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>Center for Literacy</td>
</tr>
<tr>
<td>399 Market Street</td>
<td>215-474-1235</td>
<td><a href="http://www.centerforliteracy.org">www.centerforliteracy.org</a></td>
</tr>
<tr>
<td>Philadelphia, PA 19106</td>
<td></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</td>
<td>215-426-7940</td>
<td><a href="http://www.communitylearningcenter.org">www.communitylearningcenter.org</a></td>
</tr>
<tr>
<td>Philadelphia, PA 19132</td>
<td></td>
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<tr>
<td>Adult Education and Literacy Activities</td>
<td>WIOA, Title II</td>
<td>1199c Training and Upgrading Fund</td>
</tr>
<tr>
<td>100 South Broad Street</td>
<td>215-568-2220</td>
<td><a href="http://www.1199ctraining.org">www.1199ctraining.org</a></td>
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### Youth Workforce Investment Activities

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<th>Organization</th>
<th>Address</th>
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<tr>
<td><strong>Congreso de Latinos Unidos</strong></td>
<td>2800 N. American St., Philadelphia, PA 19133</td>
<td>215-763-8870</td>
<td><a href="http://www.congreso.net/">www.congreso.net/</a></td>
</tr>
<tr>
<td><strong>District 1199c Training &amp; Upgrading Fund</strong></td>
<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>
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<tr>
<td><strong>Federation for Neighborhood Centers</strong></td>
<td>1901 S. 9th Street, Bok Room 212, Philadelphia, PA 19148</td>
<td>215-982-2115</td>
<td><a href="http://www.fncphilly.org">www.fncphilly.org</a></td>
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<tr>
<td><strong>JEVS Human Services</strong></td>
<td>1845 Walnut Street, Philadelphia, PA 19103</td>
<td>215-854-1800</td>
<td><a href="http://www.jevshumanservices.org">www.jevshumanservices.org</a></td>
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<tr>
<td><strong>Temple University – Center for Community Partnerships</strong></td>
<td>Ritter Hall Annex, 4th Floor, 1301 Cecil B. Moore Avenue, Philadelphia, PA 19122</td>
<td>215-204-7491</td>
<td><a href="http://www.cspcd.temple.edu">www.cspcd.temple.edu</a></td>
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<tr>
<td>Youth Workforce Investment Activities</td>
<td>WIOA, Title I, Sec. 126</td>
<td>YouthBuild Philadelphia Charter School</td>
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</tr>
<tr>
<td>--------------------------------------</td>
<td>-------------------------</td>
<td>----------------------------------------</td>
<td></td>
</tr>
<tr>
<td>1231 North Broad Street, Philadelphia, PA 19122</td>
<td>215-627-8671</td>
<td>youthbuildphilly.org</td>
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<table>
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<th>Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)</th>
<th>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</th>
<th>EDSI</th>
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<tbody>
<tr>
<td>1617 JFK Boulevard, 2nd Floor, Philadelphia, PA 19103</td>
<td>215-557-2592</td>
<td><a href="http://www.edsisolutions.com">www.edsisolutions.com</a></td>
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<tr>
<th>Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)</th>
<th>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</th>
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<tr>
<td>5847 Germantown Avenue, Philadelphia, PA 19144</td>
<td>215-987-6503</td>
<td><a href="http://www.impactservices.org">www.impactservices.org</a></td>
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<tr>
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<th>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</th>
<th>Eckerd Youth Alternatives</th>
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<tbody>
<tr>
<td>3901 Market Street, Philadelphia, PA 19104</td>
<td>313-945-5200</td>
<td><a href="http://www.eckerd.org">www.eckerd.org</a></td>
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<td>Program Description</td>
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<td>Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)</td>
<td>WIOA, Title I, Sec. 131 Social Security Act, Part A of Title IV</td>
<td>Esperanza</td>
</tr>
<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>
</tr>
<tr>
<td>Adult/Dislocated Worker Employment and Training Activities and Temporary Assistance for Needy Families (TANF)</td>
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<td>JEVS Human Services</td>
</tr>
<tr>
<td>Job Corps</td>
<td>WIOA, Title I, Subtitle C</td>
<td>Philadelphia Job Corps Life Science Institute</td>
</tr>
<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>
</tr>
<tr>
<td>Job Corps</td>
<td>WIOA, Title I, Subtitle C</td>
<td>Rescare Inc, dba Red Rock Job Corps Center</td>
</tr>
<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>Youth Build Program</td>
<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>
</tr>
<tr>
<td>YouthBuild Program</td>
<td>WIOA, Title I, Section 171</td>
<td>Connection Training Services</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)</td>
<td>Pennsylvania Office of Vocational Rehabilitation</td>
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<tr>
<td>801 Market Street, Suite 6034, Philadelphia, PA 19107</td>
<td>215- 560-1900</td>
<td><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</td>
<td>Philadelphia Corporation for Aging</td>
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<tr>
<td>642 North Broad Street, Philadelphia, PA 19130-3424</td>
<td>215-765-9000</td>
<td><a href="http://www.pcacares.org">www.pcacares.org</a></td>
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<tr>
<td>Senior Community Service Employment Program (SCSEP)</td>
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<td>Project Ayda</td>
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<td>National Asian Pacific Center for Aging – Philadelphia Jaisohn Center</td>
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<tr>
<td>6705 Old York Road, Philadelphia, PA 19126</td>
<td>215-224-2000</td>
<td>Jaisohn.com/social services/scsep</td>
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<td>Senior Community Service Employment Program (SCSEP)</td>
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<td>WorkPlace/Maturity Works</td>
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<td>Postsecondary Career &amp; Technical Education</td>
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<td>Community College of Phila</td>
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<tr>
<td>1700 Spring Garden Street</td>
<td>215-751-8000</td>
<td><a href="mailto:emthomas@ccp.edu">emthomas@ccp.edu</a></td>
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<tr>
<th>Postsecondary Career &amp; Technical Education</th>
<th>Carl D. Perkins Vocational &amp; Applied Technology</th>
<th>Orleans Technical College</th>
</tr>
</thead>
<tbody>
<tr>
<td>2770 Red Lion Rd</td>
<td>215-728-4700</td>
<td><a href="mailto:william.lynch@jevs.org">william.lynch@jevs.org</a></td>
</tr>
<tr>
<td>Philadelphia, PA 19114</td>
<td></td>
<td></td>
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<table>
<thead>
<tr>
<th>Postsecondary Career &amp; Technical Education</th>
<th>Carl D. Perkins Vocational &amp; Applied Technology</th>
<th>Peirce College</th>
</tr>
</thead>
<tbody>
<tr>
<td>1420 Pine St</td>
<td>215-345-6400</td>
<td><a href="mailto:tathomas@peirce.edu">tathomas@peirce.edu</a></td>
</tr>
<tr>
<td>Philadelphia, PA 19102</td>
<td></td>
<td></td>
</tr>
</tbody>
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| Jobs for Veterans State Grant Programs    | 38 U.S.C. Chapter 41                              | PA Department of Labor and |
|-------------------------------------------|-------------------------------------------------| Industry, Bureau of Workforce |
|                                           |                                                 | Partnership and Operations (BWPO) |
|                                           |                                                 |                             |
| 651 Boas Street                           | 717-787-5279                                     | www.dli.pa.gov              |
| Harrisburg, PA 17102                      |                                                 |                             |

<table>
<thead>
<tr>
<th>Employment and Training Activities carried out under the Community Services Block Grant</th>
<th>Community Services Block Grant Act (42 U.S.C. 9901)</th>
<th>Mayor's Office of Community Empowerment and Opportunity</th>
</tr>
</thead>
<tbody>
<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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</table>

<table>
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<tr>
<th>Employment and Training Activities carried out by the Department of Housing and Urban Development</th>
<th>Resident Opportunity and Self-Sufficiency Program, Family Self-Sufficiency Program</th>
<th>Philadelphia Housing Authority</th>
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<tbody>
<tr>
<td>Service</td>
<td>WIOA Title</td>
<td>Partner/Contact</td>
</tr>
<tr>
<td>---------</td>
<td>------------</td>
<td>----------------</td>
</tr>
<tr>
<td>Migrant and Seasonal Farm Workers</td>
<td>Title I, Sec. 167</td>
<td>Pathstone Corporation, Inc</td>
</tr>
<tr>
<td>421 McFarlan Road Suite EKennett Square, PA 19348</td>
<td></td>
<td><a href="http://www.pathstone.org">www.pathstone.org</a></td>
</tr>
<tr>
<td>Reintegration of Offenders Programs</td>
<td>Second Chance Act of 2007, Sec. 212</td>
<td>Connection Training Services</td>
</tr>
<tr>
<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>
</tr>
<tr>
<td>Wagner-Peyser</td>
<td>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>
</tr>
<tr>
<td>Native American Programs</td>
<td>Title I</td>
<td>Council of Three Rivers American Indian Center, Inc.</td>
</tr>
<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
Request for an address correction: Regional OVR, Shari Brightful

From: Brightful, Shari <sbrightful@pa.gov>
Sent: Wednesday, September 18, 2019 12:06 PM
To: Meg Shope Koppel, Ph.D. <mshopekoppel@philaworks.org>
Subject: RE: [External] Local and Regional Plans

Hi Meg. The below is our address. Thanks for checking.

From: Meg Shope Koppel, Ph.D. [mmshopekoppel@philaworks.org]
Sent: Wednesday, September 18, 2019 8:32 AM
To: Brightful, Shari <sbrightful@pa.gov>
Subject: RE: [External] Local and Regional Plans

Hi Shari-

Might you confirm your correct address?

801 Market Street
Suite 6034
Philadelphia, PA
September 18, 2019

H. Patrick Clancy, President and CEO
Philadelphia Works
One Penn Center at Suburban Station
1617 John F. Kennedy Boulevard, 13th floor
Philadelphia, Pennsylvania 19103

Dear Mr. Clancy,

As Executive Director of the Office of Workforce Development, and member of the Philadelphia Workforce Development Board, I am writing to express my support for Philadelphia Works’ updated local and regional Workforce Investment and Opportunity Act (WIOA) plans outlining the organization’s WIOA investment strategy. These documents align to the organization’s overall investment strategy, as discussed and approved through the board’s ongoing oversight process.

The Office of Workforce Development was launched in March 2018 to foster systemic solutions to employers’ human capital challenges and strengthen Philadelphia’s career pathway ecosystem. Reporting jointly to the Commerce Department and the Mayor’s Office of Labor, the Office of Workforce Development is responsible for implementation of Fueling Philadelphia’s Talent Engine, a citywide workforce development strategy aimed at addressing employers’ talent needs and preparing residents for careers in family-sustaining jobs. The strategy has three goals: (1) Prepare Philadelphians with the skills employers need for a world-class workforce; (2) Address the barriers that prevent Philadelphians from accessing meaningful career opportunities; and (3) Build a workforce system that is more coordinated, innovative, and effective.

I appreciate Philadelphia Works’ steadfast commitment to our shared, citywide strategy and look forward to supporting implementation of these plans, which align well to goals outlined in FPTE.

Sincerely,

Sheila Ireland
Executive Director