Workforce Innovation and Opportunity Act (WIOA)
Transitional Local Plan - Draft for Public Comment

April 22, 2016

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Introduction

Philadelphia Works connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace. Philadelphia Works, in alignment with its mission and strategic plan, is pleased to articulate our Workforce Innovation and Opportunity Act (WIOA) transitional local plan for Program Year 2016, which will serve as the foundation for our ongoing WIOA implementation. As business focused, thought leaders and strategic investors, we invest in employment and training solutions and services that connect employers to workforce talent and career seekers to jobs while ensuring the highest standards and accountability for these investments.

This plan presents our mission, vision, goals and strategies necessary to support the work of our regional partners and the state. This plan also outlines many of the programs and initiatives we intend to employ as we, under the leadership of the Philadelphia Works board, provide oversight of Philadelphia’s public workforce system through the services in the PA CareerLink® Philadelphia centers, which include Temporary Assistance for Needy Families (TANF) employment and training services, known in Pennsylvania as the Employment Advancement and Retention Network (EARN) program.

Section 1: Workforce and Economic Analysis

Section 1.1

Provide an analysis of the economic conditions, including existing and emerging in-demand industry sectors and occupations; and the employment needs of employers in those industry sectors and occupations. [WIOA Sec. 108(b)(1)(A)] and [proposed 20 CFR 679.560(a)]

Note: Per WIOA Sec. 108(c), existing economic regional and/or local area analyses may be used if sourced data and/or derived analyses are economically relevant and current (i.e., within two years of the issuance of this guidance).

The Philadelphia labor market continues to expand, though unevenly, across sectors. Philadelphia has a very mature healthcare sector that dominates much of the local economy. Almost a quarter of Philadelphia’s employment is in the healthcare cluster (as defined by the Pennsylvania Department of Labor & Industry (L&I) Targeted Industry Clusters) with the
education and business services clusters adding another quarter of jobs. Hospitality, leisure & entertainment account for 11 percent of employment.

**TABLE 1.11**

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Agriculture &amp; Food Production</td>
<td>489</td>
<td>10,732</td>
<td>$52,072</td>
<td>-12%</td>
<td>2%</td>
<td>0.56</td>
</tr>
<tr>
<td>AM - Advanced Manufacturing</td>
<td>1,457</td>
<td>16,164</td>
<td>$50,427</td>
<td>-17%</td>
<td>3%</td>
<td>0.32</td>
</tr>
<tr>
<td>Bio - Medical</td>
<td>194</td>
<td>4,444</td>
<td>$78,516</td>
<td>-3%</td>
<td>1%</td>
<td>0.53</td>
</tr>
<tr>
<td>BS - Business Services</td>
<td>4,130</td>
<td>77,118</td>
<td>$93,575</td>
<td>4%</td>
<td>12%</td>
<td>0.96</td>
</tr>
<tr>
<td>Building &amp; Construction</td>
<td>1,729</td>
<td>18,403</td>
<td>$63,128</td>
<td>-14%</td>
<td>3%</td>
<td>0.47</td>
</tr>
<tr>
<td>Education</td>
<td>1,672</td>
<td>88,523</td>
<td>$62,376</td>
<td>1%</td>
<td>14%</td>
<td>1.40</td>
</tr>
<tr>
<td>Energy</td>
<td>187</td>
<td>8,918</td>
<td>$83,031</td>
<td>15%</td>
<td>1%</td>
<td>0.55</td>
</tr>
<tr>
<td>Health Care</td>
<td>10,047</td>
<td>152,615</td>
<td>$56,450</td>
<td>11%</td>
<td>24%</td>
<td>1.35</td>
</tr>
<tr>
<td>Hospitality, Leisure &amp; Entertainment</td>
<td>4,413</td>
<td>70,888</td>
<td>$30,205</td>
<td>14%</td>
<td>11%</td>
<td>1.06</td>
</tr>
<tr>
<td>Logistics &amp; Transportation</td>
<td>616</td>
<td>28,946</td>
<td>$54,184</td>
<td>1%</td>
<td>5%</td>
<td>1.17</td>
</tr>
<tr>
<td>Real Estate, Finance &amp; Insurance</td>
<td>2,365</td>
<td>36,040</td>
<td>$108,109</td>
<td>-15%</td>
<td>6%</td>
<td>1.08</td>
</tr>
<tr>
<td>Wood, Wood Products &amp; Publishing</td>
<td>326</td>
<td>7,149</td>
<td>$66,172</td>
<td>-26%</td>
<td>1%</td>
<td>0.58</td>
</tr>
<tr>
<td>All Industries</td>
<td>4,261</td>
<td>641,024</td>
<td>$60,162</td>
<td>1%</td>
<td>100%</td>
<td></td>
</tr>
</tbody>
</table>

*Source: RDAT 5.1 Database, Center for Workforce Information & Analysis at Pennsylvania Department of Labor & Industry*

The top employment occupation in the healthcare cluster remains Registered Nurses (14.2 percent of cluster employment). There are more than 20,000 Registered Nurses employed in Philadelphia. These are split between those with 2-year degrees and those with bachelor’s degrees. The highest growth occupations are Personal Care Aides and Home Health Aides, which require post-secondary training but not a degree. Occupations in decline for this cluster are losing nominal numbers (less than a percent of employment). Wages vary across occupations and are over $13 per hour except in the lowest-skilled occupations. Registered Nurses earn $37.00 per hour – top wages among those occupations without a professional degree or managerial position.
<table>
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</tr>
</thead>
<tbody>
<tr>
<td>29-1141</td>
<td>Registered Nurses</td>
<td>20,523</td>
<td>20,666</td>
<td>143</td>
<td>$37.00</td>
<td>Associate's degree</td>
</tr>
<tr>
<td>39-9021</td>
<td>Personal Care Aides</td>
<td>8,820</td>
<td>10,036</td>
<td>1,216</td>
<td>$11.32</td>
<td>Less than high school</td>
</tr>
<tr>
<td>31-1014</td>
<td>Nursing Assistants</td>
<td>10,029</td>
<td>10,003</td>
<td>(26)</td>
<td>$14.00</td>
<td>Postsecondary non-degree award</td>
</tr>
<tr>
<td>31-1011</td>
<td>Home Health Aides</td>
<td>6,829</td>
<td>7,965</td>
<td>1,136</td>
<td>$10.23</td>
<td>Less than high school</td>
</tr>
<tr>
<td>29-2061</td>
<td>Licensed Practical and Licensed Vocational Nurses</td>
<td>3,693</td>
<td>3,741</td>
<td>48</td>
<td>$24.21</td>
<td>Postsecondary non-degree award</td>
</tr>
<tr>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>2,908</td>
<td>2,918</td>
<td>10</td>
<td>$16.16</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>21-1093</td>
<td>Social and Human Service Assistants</td>
<td>2,689</td>
<td>2,788</td>
<td>99</td>
<td>$13.14</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>43-4171</td>
<td>Receptionists and Information Clerks</td>
<td>2,691</td>
<td>2,769</td>
<td>78</td>
<td>$13.70</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>43-6013</td>
<td>Medical Secretaries</td>
<td>2,503</td>
<td>2,600</td>
<td>97</td>
<td>$18.54</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>31-9092</td>
<td>Medical Assistants</td>
<td>2,557</td>
<td>2,638</td>
<td>81</td>
<td>$16.80</td>
<td>Postsecondary non-degree award</td>
</tr>
<tr>
<td>43-6014</td>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>2,269</td>
<td>2,311</td>
<td>42</td>
<td>$17.98</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>43-4051</td>
<td>Customer Service Representatives</td>
<td>1,966</td>
<td>1,993</td>
<td>27</td>
<td>$17.77</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>43-3021</td>
<td>Billing and Posting Clerks</td>
<td>1,911</td>
<td>1,977</td>
<td>66</td>
<td>$18.25</td>
<td>High school diploma or equivalent</td>
</tr>
<tr>
<td>21-1014</td>
<td>Mental Health Counselors</td>
<td>1,891</td>
<td>1,884</td>
<td>(7)</td>
<td>$20.26</td>
<td>Master's degree</td>
</tr>
<tr>
<td>11-9111</td>
<td>Medical and Health Services Managers</td>
<td>1,843</td>
<td>1,862</td>
<td>19</td>
<td>$47.28</td>
<td>Bachelor's degree</td>
</tr>
<tr>
<td>21-1021</td>
<td>Child, Family, and School Social Workers</td>
<td>1,627</td>
<td>1,684</td>
<td>57</td>
<td>$20.01</td>
<td>Bachelor's degree</td>
</tr>
<tr>
<td>29-1069</td>
<td>Physicians and Surgeons, All Other</td>
<td>1,588</td>
<td>1,615</td>
<td>27</td>
<td>$81.19</td>
<td>Doctoral or professional degree</td>
</tr>
<tr>
<td>29-2012</td>
<td>Medical and Clinical Laboratory Technicians</td>
<td>1,543</td>
<td>1,596</td>
<td>53</td>
<td>$19.95</td>
<td>Associate's degree</td>
</tr>
<tr>
<td>37-2012</td>
<td>Maids and Housekeeping Cleaners</td>
<td>1,591</td>
<td>1,576</td>
<td>(15)</td>
<td>$12.12</td>
<td>Less than high school</td>
</tr>
<tr>
<td>43-1011</td>
<td>First-Line Supervisors of Office and Administrative Support Workers</td>
<td>1,507</td>
<td>1,539</td>
<td>32</td>
<td>$28.85</td>
<td>High school diploma or equivalent</td>
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<tr>
<td>29-2034</td>
<td>Radiologic Technologists</td>
<td>1,418</td>
<td>1,422</td>
<td>4</td>
<td>$29.48</td>
<td>Associate's degree</td>
</tr>
<tr>
<td>21-1022</td>
<td>Healthcare Social Workers</td>
<td>1,346</td>
<td>1,411</td>
<td>65</td>
<td>$24.95</td>
<td>Master's degree</td>
</tr>
<tr>
<td>29-2011</td>
<td>Medical and Clinical Laboratory Technologists</td>
<td>1,427</td>
<td>1,413</td>
<td>(14)</td>
<td>$31.79</td>
<td>Bachelor's degree</td>
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<tr>
<td>29-1123</td>
<td>Physical Therapists</td>
<td>1,299</td>
<td>1,373</td>
<td>74</td>
<td>$38.23</td>
<td>Doctoral or professional degree</td>
</tr>
<tr>
<td>21-1023</td>
<td>Mental Health and Substance Abuse Social Workers</td>
<td>1,389</td>
<td>1,358</td>
<td>(31)</td>
<td>$20.67</td>
<td>Bachelor's degree</td>
</tr>
</tbody>
</table>

Source: EMSI Staffing Patterns, Quarter 1, 2016 Data set
In the education cluster, 16 percent of all jobs are for Postsecondary Teachers (over 18,000 Teachers). Philadelphia has a large number of post-secondary institutions granting degrees.

**TABLE 1.13 TOP OCCUPATIONS IN THE EDUCATION CLUSTER BY EMPLOYMENT**

<table>
<thead>
<tr>
<th></th>
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<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>25-1099</td>
<td>Postsecondary Teachers</td>
<td>18,446</td>
<td>18,423</td>
<td>(23)</td>
<td>$38.22 Doctoral or professional degree</td>
</tr>
<tr>
<td>43-6014</td>
<td>Secretaries and Administrative Assistants, Except Legal, Medical, and Executive</td>
<td>7,074</td>
<td>6,829</td>
<td>(245)</td>
<td>$17.98 High school diploma or equivalent</td>
</tr>
<tr>
<td>25-2031</td>
<td>Secondary School Teachers, Except Special and Career/Technical Education</td>
<td>5,764</td>
<td>6,412</td>
<td>648</td>
<td>$29.60 Bachelor's degree</td>
</tr>
<tr>
<td>25-9041</td>
<td>Teacher Assistants</td>
<td>5,314</td>
<td>5,865</td>
<td>551</td>
<td>$11.68 Some college, no degree</td>
</tr>
<tr>
<td>25-2021</td>
<td>Elementary School Teachers, Except Special Education</td>
<td>5,047</td>
<td>5,926</td>
<td>879</td>
<td>$30.66 Bachelor's degree</td>
</tr>
<tr>
<td>43-9061</td>
<td>Office Clerks, General</td>
<td>5,946</td>
<td>5,704</td>
<td>(242)</td>
<td>$16.16 High school diploma or equivalent</td>
</tr>
<tr>
<td>37-2011</td>
<td>Janitors and Cleaners, Except Maids and Housekeeping Cleaners</td>
<td>4,104</td>
<td>4,184</td>
<td>80</td>
<td>$12.90 Less than high school</td>
</tr>
<tr>
<td>39-9011</td>
<td>Childcare Workers</td>
<td>2,827</td>
<td>2,919</td>
<td>92</td>
<td>$9.89 High school diploma or equivalent</td>
</tr>
<tr>
<td>25-2022</td>
<td>Middle School Teachers, Except Special and Career/Technical Education</td>
<td>2,232</td>
<td>2,647</td>
<td>415</td>
<td>$27.45 Bachelor's degree</td>
</tr>
<tr>
<td>25-2011</td>
<td>Preschool Teachers, Except Special Education</td>
<td>2,262</td>
<td>2,345</td>
<td>83</td>
<td>$12.16 Associate's degree</td>
</tr>
<tr>
<td>53-3022</td>
<td>Bus Drivers, School or Special Client Educational, Guidance, School, and Vocational Counselors</td>
<td>1,651</td>
<td>2,005</td>
<td>354</td>
<td>$15.20 High school diploma or equivalent</td>
</tr>
<tr>
<td>21-1012</td>
<td>Education Administrators, Postsecondary</td>
<td>1,780</td>
<td>1,863</td>
<td>83</td>
<td>$27.50 Master's degree</td>
</tr>
<tr>
<td>33-9032</td>
<td>Security Guards</td>
<td>1,549</td>
<td>1,519</td>
<td>(30)</td>
<td>$10.91 High school diploma or equivalent</td>
</tr>
<tr>
<td>49-9071</td>
<td>Maintenance and Repair Workers, General</td>
<td>1,528</td>
<td>1,518</td>
<td>(10)</td>
<td>$19.25 High school diploma or equivalent</td>
</tr>
<tr>
<td>11-9033</td>
<td>Education Administrators, Postsecondary</td>
<td>1,459</td>
<td>1,461</td>
<td>2</td>
<td>$51.71 Master's degree</td>
</tr>
<tr>
<td>15-1151</td>
<td>Computer User Support Specialists</td>
<td>1,342</td>
<td>1,318</td>
<td>(24)</td>
<td>$23.97 Some college, no degree</td>
</tr>
<tr>
<td>25-3098</td>
<td>Substitute Teachers</td>
<td>1,115</td>
<td>1,338</td>
<td>223</td>
<td>$16.04 Bachelor's degree</td>
</tr>
<tr>
<td>43-3031</td>
<td>Bookkeeping, Accounting, and Auditing Clerks</td>
<td>1,279</td>
<td>1,269</td>
<td>(10)</td>
<td>$19.93 High school diploma or equivalent</td>
</tr>
</tbody>
</table>

Source: EMSI Staffing Patterns, Quarter 1, 2016 Data set
Employment in the remaining clusters is dispersed across a wide number of occupations and is not concentrated as in the healthcare care and educational clusters. The fastest growing occupations outside of these two clusters are high-wage occupations such as Applications Software Developers, Accountants and Auditors as well as low-wage occupations such as Food Preparation Workers, Cashiers and Security Guards.

### TABLE 1.14 FASTEST GROWING OCCUPATIONS OUTSIDE THOSE IN HEALTHCARE AND EDUCATION

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Combined Food Preparation and Serving Workers, Including Fast Food</td>
<td>14,238</td>
<td>15,624</td>
<td>1,386</td>
<td>10%</td>
<td>$9.34</td>
</tr>
<tr>
<td>Security Guards</td>
<td>9,770</td>
<td>10,458</td>
<td>688</td>
<td>7%</td>
<td>$10.91</td>
</tr>
<tr>
<td>Cashiers</td>
<td>12,669</td>
<td>13,341</td>
<td>672</td>
<td>5%</td>
<td>$9.32</td>
</tr>
<tr>
<td>Parking Lot Attendants</td>
<td>1,756</td>
<td>2,046</td>
<td>290</td>
<td>17%</td>
<td>$9.99</td>
</tr>
<tr>
<td>Market Research Analysts and Marketing Specialists</td>
<td>2,727</td>
<td>3,005</td>
<td>278</td>
<td>10%</td>
<td>$32.05</td>
</tr>
<tr>
<td>Accountants and Auditors</td>
<td>7,330</td>
<td>7,605</td>
<td>275</td>
<td>4%</td>
<td>$36.59</td>
</tr>
<tr>
<td>Laborers and Freight, Stock, and Material Movers, Hand</td>
<td>8,799</td>
<td>9,041</td>
<td>242</td>
<td>3%</td>
<td>$13.40</td>
</tr>
<tr>
<td>Cooks, Restaurant</td>
<td>4,113</td>
<td>4,352</td>
<td>239</td>
<td>6%</td>
<td>$12.85</td>
</tr>
<tr>
<td>Bartenders</td>
<td>3,099</td>
<td>3,329</td>
<td>230</td>
<td>7%</td>
<td>$11.01</td>
</tr>
<tr>
<td>First-Line Supervisors of Food Preparation and Serving Workers</td>
<td>2,935</td>
<td>3,133</td>
<td>198</td>
<td>7%</td>
<td>$19.54</td>
</tr>
<tr>
<td>Graphic Designers</td>
<td>1,028</td>
<td>1,214</td>
<td>186</td>
<td>18%</td>
<td>$25.54</td>
</tr>
<tr>
<td>Electricians</td>
<td>1,199</td>
<td>1,379</td>
<td>180</td>
<td>15%</td>
<td>$26.34</td>
</tr>
<tr>
<td>Food Preparation Workers</td>
<td>4,147</td>
<td>4,314</td>
<td>167</td>
<td>4%</td>
<td>$11.07</td>
</tr>
<tr>
<td>Military occupations</td>
<td>5,110</td>
<td>5,258</td>
<td>148</td>
<td>3%</td>
<td>$20.66</td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>1,842</td>
<td>1,989</td>
<td>147</td>
<td>8%</td>
<td>$46.20</td>
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<td>Claims Adjusters, Examiners, and Investigators</td>
<td>2,450</td>
<td>2,589</td>
<td>139</td>
<td>6%</td>
<td>$33.65</td>
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<tr>
<td>Computer Systems Analysts</td>
<td>2,647</td>
<td>2,783</td>
<td>137</td>
<td>5%</td>
<td>$44.24</td>
</tr>
</tbody>
</table>

Source: EMSI Staffing Patterns, Quarter 1, 2016 Data set

New hires data demonstrate employment activity by industry in any given quarter. Industries with high percentages of new hires tend to be those with high workforce turnover.
TABLE 1.15 NEW HIRES QUARTER 4, 2015 WITH NUMBER OF ESTABLISHMENTS

<table>
<thead>
<tr>
<th></th>
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</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia</td>
<td></td>
<td></td>
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<td></td>
</tr>
<tr>
<td>Educational Services</td>
<td>2928</td>
<td>329</td>
<td>962</td>
<td>79159</td>
<td>3.7</td>
</tr>
<tr>
<td>Hospitals</td>
<td>545</td>
<td>34</td>
<td>47</td>
<td>63689</td>
<td>0.9</td>
</tr>
<tr>
<td>Food Services and Drinking Places</td>
<td>7019</td>
<td>1180</td>
<td>3675</td>
<td>49582</td>
<td>14.2</td>
</tr>
<tr>
<td>Professional, Scientific, and Technical Services</td>
<td>2277</td>
<td>925</td>
<td>3214</td>
<td>45889</td>
<td>5.0</td>
</tr>
<tr>
<td>Social Assistance</td>
<td>4537</td>
<td>838</td>
<td>8239</td>
<td>38229</td>
<td>11.9</td>
</tr>
<tr>
<td>Ambulatory Health Care Services</td>
<td>3104</td>
<td>592</td>
<td>1957</td>
<td>33379</td>
<td>9.3</td>
</tr>
<tr>
<td>Administrative and Support Services</td>
<td>5616</td>
<td>561</td>
<td>958</td>
<td>25865</td>
<td>21.7</td>
</tr>
<tr>
<td>Nursing and Residential Care Facilities</td>
<td>2455</td>
<td>184</td>
<td>664</td>
<td>18294</td>
<td>13.4</td>
</tr>
<tr>
<td>Insurance Carriers and Related Activities</td>
<td>372</td>
<td>123</td>
<td>450</td>
<td>16322</td>
<td>2.3</td>
</tr>
<tr>
<td>Food and Beverage Stores</td>
<td>455</td>
<td>96</td>
<td>1232</td>
<td>14676</td>
<td>3.1</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>199</td>
<td>70</td>
<td>299</td>
<td>12992</td>
<td>1.5</td>
</tr>
<tr>
<td>Transit and Ground Passenger Transportation</td>
<td>410</td>
<td>45</td>
<td>111</td>
<td>10855</td>
<td>3.8</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis, Pennsylvania Department of Labor & Industry

Section 1.2

Provide an analysis of the knowledge and skills required to meet the employment needs of the employers in the local area, including employment requirements for in-demand industry sectors and occupations. [WIOA Sec. 108(b)(1)(B)] and [proposed 20 CFR 679.560(a)]

Given the dominance of “eds and meds” and business services, Philadelphia has a high number of science, technology, engineering, and math (STEM) jobs. Philadelphia has more than 33,373 jobs in STEM (not including teachers or healthcare workers) with median hourly earnings of $36.60 per hour. Philadelphia’s growth of 1.9 percent is two percent below that of the nation in STEM employment, constrained by the low educational attainment of the city’s residents. However, the dominance of healthcare, education and the growth of STEM demonstrate that Philadelphia’s economy requires greater knowledge in computers and electronics, medicine and dentistry, therapy and counseling, communications and media, and telecommunications than required by the state as a whole (see Table 1.22 below). Job openings advertised on the web continue to be dominated by demand for mathematical and computer occupations. Top jobs persistently advertised over the year reflect both the demand for registered nurses as the top occupation in the city and the emerging growth of computer and IT occupations.
### TABLE 1.21 TOP OCCUPATIONS ADVERTISED ON-LINE IN FEBRUARY 2016 AND YEAR TO YEAR

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Occupation Code</th>
<th>Volume</th>
<th>Year to year - Count</th>
</tr>
</thead>
<tbody>
<tr>
<td>Registered Nurses</td>
<td>29114100</td>
<td>1236</td>
<td>1343</td>
</tr>
<tr>
<td>Software Developers, Applications</td>
<td>15113200</td>
<td>789</td>
<td>643</td>
</tr>
<tr>
<td>Management Analysts</td>
<td>13111100</td>
<td>738</td>
<td>733</td>
</tr>
<tr>
<td>Marketing Managers</td>
<td>11202100</td>
<td>734</td>
<td>690</td>
</tr>
<tr>
<td>Web Developers</td>
<td>15113400</td>
<td>660</td>
<td>585</td>
</tr>
<tr>
<td>Computer Systems Analysts</td>
<td>15112100</td>
<td>575</td>
<td>613</td>
</tr>
<tr>
<td>Heavy and Tractor-Trailer Truck Drivers</td>
<td>53303200</td>
<td>546</td>
<td>574</td>
</tr>
<tr>
<td>Network and Computer Systems Administrators</td>
<td>15114200</td>
<td>542</td>
<td>475</td>
</tr>
<tr>
<td>Information Technology Project Managers</td>
<td>15119909</td>
<td>515</td>
<td>437</td>
</tr>
<tr>
<td>Sales Managers</td>
<td>11202200</td>
<td>478</td>
<td>431</td>
</tr>
<tr>
<td>Computer User Support Specialists</td>
<td>15115100</td>
<td>472</td>
<td>357</td>
</tr>
<tr>
<td>Accountants</td>
<td>13201101</td>
<td>471</td>
<td>558</td>
</tr>
</tbody>
</table>

*Source: Help Wanted On-Line Data; Center for Workforce Information & Analysis, Pennsylvania Department of Labor & Industry*

The aging workforce also increases demand for workers across sectors. For example, 1 in 5 Registered Nurses are 55-64 years old. Clinical and healthcare skills will remain in high demand in the city as older workers begin to retire.

Demand for knowledge in computers and electronics is greater in Philadelphia than in Pennsylvania as a whole and was predicted to increase from 2012 through 2022. This demand includes the growing need in advanced manufacturing for computer-aided design and computer-aided machining.
### TABLE 1.22 KNOWLEDGE REQUIRED IN PHILADELPHIA BY OCCUPATIONS AND EMPLOYMENT

<table>
<thead>
<tr>
<th>Knowledge Area</th>
<th>Number of Occupations</th>
<th>PA 2012 Employment Needing this Skill</th>
<th>PA 2022 Employment Needing this Skill</th>
<th>PA Change in Employment 2012-2022</th>
<th>Rank 2012</th>
<th>Rank 2022</th>
<th>Rank Change</th>
<th>2022 Rank Difference from State</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>English Language</td>
<td>477</td>
<td>598680</td>
<td>639320</td>
<td>40640</td>
<td>1</td>
<td>1</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Customer and Personal Service</td>
<td>437</td>
<td>588420</td>
<td>628630</td>
<td>40210</td>
<td>2</td>
<td>2</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Administration and Management</td>
<td>385</td>
<td>482550</td>
<td>520210</td>
<td>37660</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Public Safety and Security</td>
<td>297</td>
<td>382150</td>
<td>413630</td>
<td>31480</td>
<td>7</td>
<td>7</td>
<td>0</td>
<td>-2</td>
</tr>
<tr>
<td>Education and Training</td>
<td>356</td>
<td>370530</td>
<td>400680</td>
<td>30150</td>
<td>8</td>
<td>8</td>
<td>0</td>
<td>-2</td>
</tr>
<tr>
<td>Psychology</td>
<td>206</td>
<td>285640</td>
<td>313190</td>
<td>27550</td>
<td>9</td>
<td>9</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Mathematics</td>
<td>371</td>
<td>451820</td>
<td>478770</td>
<td>26950</td>
<td>4</td>
<td>4</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Computers and Electronics</td>
<td>362</td>
<td>398430</td>
<td>422400</td>
<td>23970</td>
<td>6</td>
<td>5</td>
<td>1</td>
<td>2</td>
</tr>
<tr>
<td>Clerical</td>
<td>316</td>
<td>398670</td>
<td>422320</td>
<td>23650</td>
<td>5</td>
<td>6</td>
<td>-1</td>
<td>2</td>
</tr>
<tr>
<td>Law and Government</td>
<td>220</td>
<td>258000</td>
<td>276480</td>
<td>18480</td>
<td>10</td>
<td>10</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Personnel and Human Resources</td>
<td>187</td>
<td>255060</td>
<td>272690</td>
<td>17630</td>
<td>11</td>
<td>11</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Medicine and Dentistry</td>
<td>85</td>
<td>124050</td>
<td>140420</td>
<td>16370</td>
<td>18</td>
<td>18</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Therapy and Counseling</td>
<td>83</td>
<td>139030</td>
<td>153400</td>
<td>14370</td>
<td>17</td>
<td>17</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>Communications and Media</td>
<td>188</td>
<td>205570</td>
<td>219680</td>
<td>14110</td>
<td>13</td>
<td>13</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>Sociology and Anthropology</td>
<td>115</td>
<td>146060</td>
<td>159860</td>
<td>13800</td>
<td>15</td>
<td>15</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Sales and Marketing</td>
<td>152</td>
<td>215110</td>
<td>225180</td>
<td>10070</td>
<td>12</td>
<td>12</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Philosophy and Theology</td>
<td>63</td>
<td>90130</td>
<td>99820</td>
<td>9690</td>
<td>23</td>
<td>22</td>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>Biology</td>
<td>86</td>
<td>85460</td>
<td>94910</td>
<td>8450</td>
<td>24</td>
<td>24</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Chemistry</td>
<td>107</td>
<td>81800</td>
<td>90070</td>
<td>8270</td>
<td>25</td>
<td>25</td>
<td>0</td>
<td>-1</td>
</tr>
<tr>
<td>Economics and Accounting</td>
<td>131</td>
<td>146160</td>
<td>153790</td>
<td>7630</td>
<td>15</td>
<td>16</td>
<td>-1</td>
<td>0</td>
</tr>
<tr>
<td>Production and Processing</td>
<td>191</td>
<td>162930</td>
<td>170410</td>
<td>7480</td>
<td>14</td>
<td>14</td>
<td>0</td>
<td>-1</td>
</tr>
<tr>
<td>Telecommunications</td>
<td>98</td>
<td>104040</td>
<td>109940</td>
<td>5900</td>
<td>20</td>
<td>20</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Engineering and Technology</td>
<td>150</td>
<td>91340</td>
<td>97220</td>
<td>5880</td>
<td>22</td>
<td>23</td>
<td>-1</td>
<td>-6</td>
</tr>
<tr>
<td>Transportation</td>
<td>106</td>
<td>107520</td>
<td>112930</td>
<td>5410</td>
<td>19</td>
<td>19</td>
<td>0</td>
<td>-1</td>
</tr>
<tr>
<td>Mechanical</td>
<td>169</td>
<td>95560</td>
<td>100750</td>
<td>5190</td>
<td>21</td>
<td>21</td>
<td>0</td>
<td>-6</td>
</tr>
<tr>
<td>Physics</td>
<td>97</td>
<td>52870</td>
<td>56700</td>
<td>3830</td>
<td>29</td>
<td>28</td>
<td>1</td>
<td>0</td>
</tr>
<tr>
<td>Food Production</td>
<td>27</td>
<td>52080</td>
<td>55790</td>
<td>3710</td>
<td>30</td>
<td>30</td>
<td>0</td>
<td>-1</td>
</tr>
<tr>
<td>Design</td>
<td>131</td>
<td>66430</td>
<td>69750</td>
<td>3320</td>
<td>26</td>
<td>26</td>
<td>0</td>
<td>-3</td>
</tr>
<tr>
<td>Building and Construction</td>
<td>87</td>
<td>61310</td>
<td>64610</td>
<td>3300</td>
<td>27</td>
<td>27</td>
<td>0</td>
<td>-2</td>
</tr>
<tr>
<td>Geography</td>
<td>77</td>
<td>54400</td>
<td>56410</td>
<td>2010</td>
<td>28</td>
<td>29</td>
<td>-1</td>
<td>1</td>
</tr>
<tr>
<td>Foreign Language</td>
<td>17</td>
<td>9300</td>
<td>10010</td>
<td>710</td>
<td>33</td>
<td>33</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>History and Archeology</td>
<td>41</td>
<td>26240</td>
<td>26840</td>
<td>600</td>
<td>31</td>
<td>31</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Fine Arts</td>
<td>36</td>
<td>23050</td>
<td>23460</td>
<td>410</td>
<td>32</td>
<td>32</td>
<td>0</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Center for Workforce Information and Analysis, Pennsylvania Department of Labor & Industry

Philadelphia has struggled to keep its manufacturing industry intact with recent layoffs in Food Production and Motor Vehicle Brake System Manufacturing. However, shipbuilding and repairing continue to grow at the Philadelphia Shipyard. Likewise, Medical Equipment and Supplies Manufacturing and Plastics Product Manufacturing remain strong in the city. These
employers require a wide range of skills from Rolling Machine Setters, Operators and Tenders and Machinists to Welders to Clean Room Team Assemblers.

Philadelphia remains strong in demand for cross-cutting occupations such as computer skills (mentioned above), accounting and financial skills, secretarial skills and customer service skills. There are over 27,000 Secretaries and Administrative Assistants working in Philadelphia with median hourly earnings of $20.47 per hour. Financial and brokerage clerks make up another 13,000 jobs in the city across all industrial sectors and there are 7,700 bookkeepers working as well. Customer Service Representatives make up another 10,000 jobs cross-cutting across industries. (EMSI Occupational Overview, Quarter 1, 2016 Dataset).

Section 1.3

Provide an analysis of the local workforce, including current labor force employment (and unemployment) data, and information on labor market trends, and the educational and skill levels of the workforce in the region, including individuals with barriers to employment. [WIOA Sec. 108(b)(1)(C)] and [proposed 20 CFR 679.560(a)]

Philadelphia County had about 1,560,000 residents in 2014 – an increase of more than 31,000 residents since 2010. 54 percent of Philadelphians were in the “prime working age” (25 to 64 years old) and about 13 percent of them were 65 years old and over. Women made up 53 percent of the total population and the prime working age population in Philadelphia County. Philadelphia is younger than other Pennsylvania counties. In 2014, population ages 18 to 34 years olds made up 30 percent of the population in Philadelphia.
Philadelphia is a diverse city with an increasing immigrant population.

**CHART 1.31 PHILADELPHIA AGE AND GENDER IN 2014**

Source: American Community Survey, 2014

**CHART 1.32 PHILADELPHIA RACIAL DIVERSITY 2014**

Source: American Community Survey, 2014
Despite the increase in jobs over the past 3 years, unemployment in Philadelphia remains higher than in the surrounding counties. Based on seven years of data from the Bureau of Labor Statistics (BLS) starting in 2007, the Philadelphia area experienced a higher unemployment rate compared to both the nation and Pennsylvania. In December 2015, the unemployment rate in Philadelphia was 5.4 percent. In December 2015, Philadelphia’s unemployment rate was 0.4 points above the U.S. and 1.3 points above Pennsylvania’s unemployment rate.

Labor force participation in Philadelphia for those 16 years old and older was 59.2 percent in 2014 according to the American Community Survey. This compares with the national labor force participation rate of 63.4 percent. Despite Philadelphia’s lower participation rate, Philadelphians in the labor force remain in the labor force despite downturns in the economy; given a poverty rate of over 26 percent, Philadelphians need to work and want to work.

Low educational attainment is the greatest barrier to reducing unemployment. As noted above, employers require semi-skilled to professional level workers in the majority of their positions (See Chart 1.39).
CHART 1.34 UNEMPLOYMENT RATE

CHART 1.35 PERCENT CHANGE IN THE NUMBER OF EMPLOYED ADULTS INDEXED TO DECEMBER 2007
Following WIOA guidelines that advise local areas to develop services to individuals with barriers to employment, as well as our own strategic priority to serve those with barriers to employment, Philadelphia Works examined six populations with barriers using data from the American Community Survey: adults with limited work histories, those employed only seasonally, adults with low educational attainment, adults with disabilities, adults with limited English skills, and disengaged youth. All six populations with barriers to work were overrepresented in Philadelphia. In particular, Philadelphia had a much larger share of residents with limited work histories (last worked more than five years ago or never worked), low educational attainment (less than high school), people with disabilities, and disengaged youth (youth ages 16-24 years not working or enrolled in school).

Populations with barriers to work in Philadelphia require more intensive services and greater coordination with other service providers who can meet needs beyond the capacity of the workforce system. Only 51 percent of people with low educational attainment were participating in the labor force in Philadelphia.

While there are broad estimates of returning citizens in Philadelphia and we actively engage in placement, we have few specifics about their labor force participation. According to the Countywide Blueprint produced by the Philadelphia Reentry Coalition, every year, around 35,000 inmates from local jails and state and federal prisons are released back into the County of Philadelphia, contributing to the population of nearly 50,000 parolees and probationers living within the county in any given year.
Low educational attainment and literacy rates make it harder for returning citizens to be eligible for work. The average offender in a Philadelphia area prison will have a 10th grade education at the time of their incarceration and the majority will only be able to read at a 7th grade level. Inmates in Philadelphia have a 55 percent high school dropout rate. Also, 60 percent of those who were formerly incarcerated remain unemployed up to a year after reentering into the community. In Philadelphia, returning citizens can expect to make 11 percent less than people with the same educational attainment but not with incarceration histories. Many of those formerly incarcerated who seek services from the PA CareerLink® Philadelphia centers, have low educational attainment and limited work histories, they are also, therefore, included in the numbers we present in this section.

**CHART 1.37 POPULATIONS WITH BARRIERS TO EMPLOYMENT IN PHILADELPHIA AND SURROUNDING SOUTHEAST PARTNERSHIPS FOR REGIONAL ECONOMIC PERFORMANCE (PREP) COUNTIES**

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Philadelphia</th>
<th>Other PREP Counties</th>
</tr>
</thead>
<tbody>
<tr>
<td>Limited work history</td>
<td>10.3%</td>
<td>19.8%</td>
</tr>
<tr>
<td>Seasonal workers</td>
<td>6.9%</td>
<td>5.1%</td>
</tr>
<tr>
<td>Low educational attainment</td>
<td>6.4%</td>
<td>15.2%</td>
</tr>
<tr>
<td>With disabilities</td>
<td>2.0%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Limited English speakers</td>
<td>0.6%</td>
<td>9.6%</td>
</tr>
<tr>
<td>Disengaged youth</td>
<td>10.5%</td>
<td>19.5%</td>
</tr>
</tbody>
</table>

**Source: American Community Survey, 2014**

**CHART 1.38 LABOR FORCE STATUS OF POPULATIONS WITH BARRIERS TO EMPLOYMENT**

<table>
<thead>
<tr>
<th>Population Category</th>
<th>Unemployment Rate</th>
<th>Labor Force Participation Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Population ages 25-64</td>
<td>10.2%</td>
<td>72.8%</td>
</tr>
<tr>
<td>Limited work history</td>
<td>n/a</td>
<td>6.1%</td>
</tr>
<tr>
<td>Seasonal workers</td>
<td>31.5%</td>
<td>75.7%</td>
</tr>
<tr>
<td>Low educational attainment</td>
<td>21.0%</td>
<td>50.8%</td>
</tr>
</tbody>
</table>
With disabilities | 23.8% | 36.5%
Limited English speakers | 13.4% | 63.0%
Youth 16-24 | 29.0% | 48.3%
Disengaged youth | n/a | 41.8%

*Source: American Community Survey, 2014*

**CHART 1.39 UNEMPLOYMENT BY EDUCATIONAL ATTAINMENT & LABOR FORCE PARTICIPATION BY EDUCATIONAL ATTAINMENT**

**Unemployment**

<table>
<thead>
<tr>
<th>Educational attainment</th>
<th>All adults 25-64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than HS</td>
<td>24.3%</td>
</tr>
<tr>
<td>HS or equivalency</td>
<td>17.9%</td>
</tr>
<tr>
<td>Some college</td>
<td>12.6%</td>
</tr>
<tr>
<td>Bachelor’s degree +</td>
<td>13.5%</td>
</tr>
</tbody>
</table>

**Labor Force Participation**

<table>
<thead>
<tr>
<th>Educational attainment</th>
<th>All adults 25-64</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less than HS</td>
<td>46.1%</td>
</tr>
<tr>
<td>HS or equivalency</td>
<td>68.6%</td>
</tr>
<tr>
<td>Some college</td>
<td>75.5%</td>
</tr>
<tr>
<td>Bachelor’s degree +</td>
<td>87.1%</td>
</tr>
</tbody>
</table>

*Source: the 2010-2012 American Community Survey, American Fact Finder table S2301. Numbers and percentages are estimates only and have margins of error.*

**Section 1.4**

Provide an analysis and description of workforce development activities, including type and availability of education, training and employment activities. Include analysis of the strengths and weaknesses of such services, and the capacity to provide such services, in order to address the education and skill needs of the workforce and the employment needs of employers in the region. [WIOA Sec. 108(b)(1)(D)] and [proposed 20 CFR 679.560(a)]

Philadelphia Works invests in employment and training solutions and services that connect employers to workforce talent and career seekers to jobs while ensuring the highest standards and accountability for these investments. Through the implementation of WIOA, our providers are able to offer career seekers a wider variety of basic and individualized career services and training services such as on-the-job training (OJT), customized job training (CJT), individual training accounts (ITA) and other services outlined in Section 3.3, across many in-demand sectors within our region, without requiring any sequence of services.
Career services are made available through the PA CareerLink® Philadelphia centers and a comprehensive network of partners offer occupational and technical skills training. We also work closely with colleges, universities, proprietary schools and literacy providers who offer pre- and post-secondary education. The process to assess and determine service offerings is done each year as we develop our investment strategy.

Career services, which include an assessment for individuals who may need training to obtain, retain or earn self-sufficient wages, culminating with a referral to training services, are available year-round and are aligned with Philadelphia’s designated high priority occupations (HPOs) and targeted industry clusters list. To access training, a career seeker meets with a PA CareerLink® Philadelphia center staff member who guides them through a process to determine whether they need career services and placement or a referral to training. This process includes a review of a career seeker’s work experience, educational attainment level, current knowledge, skill and abilities, barriers to employment, and job availability. Any information related to assessments and skills are captured in the individual employment plan (IEP) which includes an assessment of their career pathway and career plan. Participants needing training are guided toward occupations that are in demand in the local area along a career pathway.

Engagement with employers and raising employer awareness of the services available through the workforce system are coordinated through the Philadelphia Works Business Engagement Team (BET), which manages high-level engagement of employers through compacts with employers and group strategies and the PA CareerLink® Business Services Representatives (BSRs), who provide direct services to individual employers. Through coordination with each other and economic development entities such as the two Small Business Development centers in the city, and the Delaware Valley Industrial Resource Center, the teams serve the needs of local and regional employers utilizing many of the strategies identified in Section 3.4.

All individual career seekers have access to career resource areas in each of our PA CareerLink® Philadelphia centers where they conduct job search, submit employment applications, develop their resumes, participate in a variety of workshops and conduct research on the availability of jobs in the area. Additional services that are provided by our partners are available to career seeker customers through referrals, on-site recruitments, virtual notifications, and other methods. Basic career services and individualized services are also made available based on a career seeker’s needs that might include specific occupational counseling, referral to other services for barrier removal, assessments, training and work-based training such as OJTs.

Philadelphia Works operates the youth system through a competitively-procured YouthWorks Administrator, currently the Philadelphia Youth Network (PYN), to connect systems and leverage resources to equip young people who are in school, also known as at-risk youth,
enrolled in high school; or opportunity youth (out-of-school youth) without a secondary credential; or opportunity youth (out-of-school youth) with a secondary credential to reach academic achievement, economic opportunity and personal success. This strategy involves coordinating citywide partnerships and leveraging public workforce dollars to develop and replicate high-impact program models, outlined in Section 3.4. These programs focus on education and youth workforce development, including innovation through E³ Power Centers, summer program models of service-learning, work experience and internships, and increasing work experience opportunities for youth that blend academic support to prepare young people to participate fully in the local economy. Our system is closely involved with the School District of Philadelphia’s Career and Technical Training Program. Special initiatives such as Registered Apprenticeships blend across youth and adult categories. Philadelphia Works and the competitively-procured YouthWorks Administrator strategically align resources to increase opportunities.

Identified areas of strength in our local system include:

- Established relationships with regional partners and the community of providers within the area.
- Strong and broad stakeholder relationships across subject areas and levels of government with employers, educators, training providers, associations and other important partners.
- High capacity to seek flexible funding beyond our formula funds to support innovative opportunities.
- Sector-based and occupationally-based strategies to serve both employers and build career seeker opportunities.
- Close relationships with our economic development partners.
- Robust research capabilities to ensure our operational work is driven by data and best practices.
- Integrated centers that offer streamlined service delivery, greater efficiency, and consistency.

Identified opportunities for improvement include the need to build internal and provider capacity around co-enrollment among core and partner programs, additional opportunities to serve those with barriers to employment with targeted services that meet their current skill levels, improving our on-line presence and community partnerships to increase access to customers across the city, and building Title I providers’ capacity around newer WIOA training and placement strategies such as work experience, internships and transitional jobs.
Section 2: Strategic Vision and Goals

Section 2.1

Describe the local board’s strategic vision and goals for preparing an educated and skilled workforce (including youth and individuals with barriers to employment). Include goals relating to the performance accountability measures based on primary indicators of performance described in section 116(b)(2)(A) in order to support regional economic growth and economic self-sufficiency. [WIOA Sec. 108(b)(1)(E)]

Philadelphia Works connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace. The board organizes its work around a set of strategic priorities adopted in 2013 following a planning process inclusive of 57 area economic development, literacy, youth, education, and workforce and social service organizations. These strategic priorities guide our efforts as our full system engages with over 2,000 employers, connects with over 40,000 Philadelphians seeking training or placement services and support over 8,000 youth on an annual basis.

Our strategic planning process yielded the following five strategic priorities that support the board’s vision to be among the most integrated, innovative, productive and transparent systems of its kind in the country by consistently delivering value for employers and career seekers, contributing measurably to the economic growth of the region, and serving as a model for others to learn from and replicate.

The impact of these strategic priorities on our primary indicators of performance is summarized below and described in additional detail in Section 2.4.

1) **Strengthen collaboration between the workforce system and Philadelphia’s economic development efforts.**

Philadelphia Works places high emphasis on systems thinking and collaboration between the workforce system and Philadelphia’s economic development efforts by tying both efforts to fast-growing industry clusters and building career seeker skills to match existing and anticipated employer demand.

Industry partnerships are an important economic development strategy as they bring together employers, workers and training providers from a single industry cluster to collaborate on improving the industry’s competitiveness and address common workforce
needs. The Southeast Regional Workforce Development Partnership is an industry partnership that formed in 2007 to bring together stakeholders in the field of advancement manufacturing around the common purpose of improving and advancing the sector’s competitiveness. Today, the partnership encompasses over 85 affiliates representing business, education, economic development and other strategic partners. Given its success, the industry partnership is regularly highlighted as a workforce best practice. Since its inception until 2015, the partnership provided 2,296 industry-recognized certificates or credentials to upgrade workers’ skills through 3,050 trainings and the numbers steadily continue to increase. In recognition of the value that this partnership provides, members have advanced their own commitment to its success by increasing employer contribution for the cost of training from 25% to 50%. This money is used to support additional workforce activities and the Partnership’s internship program.

We are building on the progress we have seen to date with our manufacturing industry partnership by developing a Financial and Business Services Partnership based on evidence of steady growth, placement opportunities, and the potential for career seekers to advance along pathways and achieve family-sustaining wages.

Other employer-based initiatives bring our work into close alignment with economic development partners such as the regional grant from the Pennsylvania Department of Community and Economic Development (DCED) as part of their U.S. Department of Defense, Office of Economic Assistance effort to assist employers affected by the reduction in defense spending. Philly TechHire is an initiative that focusses on building talent for the growing number of IT and tech employers and the increasing demand for these workers in established companies across all sectors.

Focused efforts within these recognized clusters, as a result of our partnership with economic development, also serve as a basis for training investments and pipeline development for career seeker advancement. With the expanded tools WIOA offers for engaging employers, we expect these strategies will result in an increase in the number of jobs and employers utilizing the public workforce system with opportunities that can be matched to the talent within our system. We further anticipate that the success of this strategic priority will impact all performance measures, as they are focused in industries that provide long-term career opportunities, and will specifically support measures related to credential obtainment and effectiveness in serving employers, (although this WIOA measure is yet to be defined).

2) **Serve smaller employers.**
Connecting with smaller employers increases opportunities to help businesses expand and spurs economic growth, especially as smaller businesses continue to account for the
majority of jobs in the city. Given the limited familiarity of many small businesses with the services that the public workforce system has to offer, we have developed ongoing partnerships with local chambers of commerce and have small business leaders represented on our board. We also developed a first-ever Philadelphia Jobs Compact, a commitment by local business leaders to hire workers from the public workforce system in Philadelphia, support our youth summer programs, and engage with the workforce system in a meaningful way. This initiative has over 50 employer signers and has resulted in over 200 hires and close to 500 job postings. In 2014, our Job Compact employers provided 274 youth summer employment and 315 summer jobs in 2015. Overall, this strategy will grow our economic development work and impact our measures related to placement, credential attainment, and effectiveness in serving employers.

3) **Implement “no wrong door”**.
Since 2013, Philadelphia has been working towards streamlining the public workforce system through the consolidation of Workforce Investment Act of 1998 (WIA) and now WIOA with EARN programming into four PA CareerLink® Philadelphia centers across the city. The integration of these two systems offers career seeker and employer customers with access to a full array of coordinated and integrated services. This strategy also includes a more robust on-line presence as well as partnerships with community based organizations to increase access to services while improving consistency in service delivery. This strategic priority allows us to streamline services, maximize public resources, and build more effective employer relationships while continuing to deliver performance outcomes.

4) **Adopt common employer-driven education and training standards across all ages.**
In recognition of the varying ways that workforce partners understand the needs of employers, the board set out to adopt common employer-driven standards for education and training activities. This standard is a unifying workforce strategy that moves the needle forward as we and other workforce partners prioritize our investment of resources to educate and train individuals utilizing our services. This strategic priority allows us to bring alignment among workforce partners in areas of shared understanding such as work readiness while seeking ways to offer flexibility so that that the investment of our workforce funds is driven by employer need.

As part of this work, a key step involves integrating WIOA youth and adult education, training and literacy providers to collaboratively identify skills and credentials. Through this informed and open process, we can continue to develop career pathways for future employment success and seek methods of alternative credentialing (ex.: DOR, digital badges, etc.). To date we have mapped career pathways designed to develop trained workers to meet employer needs in targeted industry areas including advanced manufacturing, healthcare, and business/finance administration sectors. This work is being
accomplished in concert with our industry partnerships to create a shared understanding of the existing and future landscape of an industry’s career ladder, with appropriate supports for those with barriers to employment, including adult and basic education resources through Title II providers and in coordination with the Mayor’s Commission on Literacy. We anticipate that this work will support our ability to meet the commonwealth’s training benchmark as well as measures related to credential attainment and measurable skill gains.

5) **Prioritize hardest-to-serve populations.**

At the time of the board’s strategic planning process, hundreds of thousands unemployed Philadelphians were deemed very low-skilled, had limited work histories, or faced personal obstacles to employment that limited our ability to adequately serve them through then-WIA or TANF-funded workforce programs. While the need for unique interventions persists in Philadelphia, WIOA now provides us with additional opportunities, especially through earn and learn program models such as paid work experience and transitional jobs, priority of service, and other tools, to support these unique needs.

We intend to increase the educational levels of this population through the use of technology and in partnership with our Title II adult basic education providers. This includes computer-based learning and other technology supported resources shown to make education more accessible to not only adults but young people as well. This strategy will impact our ability to meet the commonwealth’s training benchmark as it relates to individuals with barriers to employment but also measures related to measurable skill gains.

Overall, through these strategic priorities, we plan to:

- Implement work-based curricula that prepare career seekers to work in fast-growing industry clusters.
- Identify and invest in critical skills and credentials.
- Coordinate with key stakeholders, workforce and economic partners to gain additional knowledge on employee-skill requirements that we will apply to guide our decisions on investing in employer and career seeker services.
- Build and implement skill ladders/career pathways.
- Create innovative models that are geared towards supporting individuals with barriers to employment.
- Increase the use of technology in our program models.
- Expand the success of pre-existing sector-based partnerships and actively develop additional ones.

**Section 2.2**
Describe how the local board’s vision and goals align with and/or supports the governor’s vision and goals for the commonwealth’s workforce development system. [WIOA Sec. 108(b)(1)(E)] (See Appendix C: Transitional Planning References and Resources)

Philadelphia Works’ vision and goals, as expressed in our five strategic priorities and align closely with each of the Governor’s vision and goals. Our vision to “build a skilled and thriving workforce” by providing high-quality services to employers, adults and youth matches the Governor’s vision for an effective workforce system as expressed in the commonwealth’s five goals for the workforce development system. Our work aligns with these goals in the following ways:

1) Establish career pathways as the primary model for skill, credential and degree attainment and provide all Pennsylvanians, with an emphasis on Pennsylvanians with barriers to employment, an opportunity to obtain a job that pays.
   - Philadelphia Works will continue our work of the past two years to build and implement skill ladders and career pathways as we implement WIOA (Goals 1.1 and 1.2). Working closely with employers, we developed validated career pathways for advanced manufacturing and healthcare. We are currently testing our pathway for advancement in IT and computer science across multiple industry sectors through the Philly TechHire initiative.
   - We look forward to working with the commonwealth as it creates a “comprehensive career pathway system” (Goal 1.3) that will eventually combine state-funded literacy, TANF, Supplemental Nutrition Assistance Program (SNAP) and higher education programs with core WIOA programs.
   - Philadelphia Works’ “no wrong door” model that integrates TANF and WIOA services in PA CareerLink® Philadelphia centers will support the commonwealth’s goals of co-enrolling participants as needed to provide comprehensive services (Goals 1.4 and 1.5).
   - As the lead partner in a regional DOL-funded effort to promote pre-apprenticeship and Registered Apprenticeships, for which we will leverage WIOA training funds, Philadelphia Works will contribute to the commonwealth’s goals of integrating apprenticeship into career pathways and further promoting work-based training such as OJTs as career pathway strategies (Goals 1.6 and 1.10).
   - The close relationship between the adult literacy community with both our youth programming and adult training will help us develop more mainstream opportunities along career pathways for those with barriers that were traditionally denied access to training. We are committed to creating innovative models to support individuals with barriers to employment, including the commonwealth’s goal of identifying quality entry-level “on ramp” jobs to career pathways for opportunity youth and adults (Goal 1.7).
• As a recipient of commonwealth funding from the Workforce Innovation Fund (WIF) for a micro-credentials project with our partner the Community College of Philadelphia, we will contribute to the commonwealth’s goal of establishing regional lists of industry-recognized credentials including those micro-credentials and badges appropriate for individuals with barriers to employment (Goal 1.9).

• Philadelphia Works has a robust local HPO review and feedback loop to the commonwealth. These HPOs provide the basis for a strong eligible training provider list (ETPL), which we expect to expand as employers offering apprenticeships become part of this list. Use of Career Coach (EMSI) for career guidance and exploration as well as the commonwealth’s links to career videos, resume writers and interviewing skills are in place today. Tracking outcomes has always been a priority so that we may meet career seekers where they are able to engage with services and have a more successful approach to getting to “high-quality jobs.”

2) **Expand public-private investment in the state’s pipeline of workers and in incumbent workers for targeted industry sectors from entry-level skills to middle skills through Industry partnerships, WEDnetPA, and other innovative strategies.**

Our local workforce area is well-positioned to advance the commonwealth’s Goal 2 of investing in skills and talent for targeted industries in partnership with employers and educational institutions.

• We plan to implement work-based curricula that prepare career seekers for work in industry clusters and occupational targets experiencing growth in the Philadelphia region. We will continue to coordinate with our economic development partners, industry partnership members, and other employers engaged in specific talent development strategies to identify needed skills and invest in training that meets their requirements; we are committed to creating innovative models to build the skills of individuals with barriers to employment, including opportunity youth. Through training strategies that best reflect our engaged employers’ needs and those identified through our business intelligence, we expect to meet the commonwealth requirements for funding committed to training.

• With one established industry partnership, the Southeast Regional Workforce Development Partnership, a developing Financial and Business Services partnership and the Philly TechHire initiative, we are allowing employers to directly inform the direction of our talent development programming in these industries and associated occupations. We also coordinate closely with the Direct Care industry partnership headed by our close partners District 1199c Training and Upgrading Fund. These programs allow for incumbent worker training, crucial to keep employers engaged in the public system and to better advance employees within a company opening entry-level positions.
• Philadelphia Works intends to ensure that workforce development services for the existing workforce are coordinated and that prospective strategies are developed for rapid access to the range of employer assistance through statewide and local initiatives. Philadelphia Works recognizes that improving the education and skill levels of the current workforce will not only improve the state’s economy and fiscal well-being, but will also increase the ability of businesses to effectively compete in the region and in the global economy. In general, strategies for the existing workforce should be designed to benefit business and industry by assisting in the skill development of existing employees (incumbent workers) and increasing employee productivity, and the growth of the company. Philadelphia Works will invest in incumbent worker training opportunities given the numerous opportunities that they make available including: expansion of worker skills into new industry-demanded requirements, new career opportunities, retention of jobs that otherwise may have been eliminated, retention of existing personnel who otherwise may have left an organization, increase in the wages for trained workers, creation of opportunities for entry-level workers through the advancement of existing workers, and overall enhancement of the local and regional economic development efforts.

• Our American Apprenticeship grant focusses on pre-apprenticeship programming as employers were eager to engage in apprenticeships but felt preparation for this full-time work with infused learning was poor in the city. Through this grant we will establish standard core pre-apprenticeship curriculum for behavioral health and IT occupations to make entry-level workers successful.

• Likewise, as noted above, we are already contributing to the commonwealth’s goal of creating micro-credentials through our WIF grant (Goal 2.6) and to its goal of expanding apprenticeships to non-traditional populations (Goal 2.7), specifically those with barriers to employment receiving priority of service, including all veterans and eligible spouses.

• We look forward to the opportunity to meet the commonwealth’s goal of expanding services to individuals entitled to priority of service, through applying for discretionary state funds and other grants (Goal 2.10). We are still evaluating whether to invest in integrated education and training models for youth and adults lacking a high school credential and/or who are basic skills deficient (Goal 2.11).

3) Increase opportunities for all youth to participate in work-based learning through summer employment, pre-apprenticeship, apprenticeship, internships and other similar experiences.

Philadelphia Works and our competitively-procured YouthWorks Administrator will continue our work in tandem to build broad partnerships across the city with employers and youth service providers that result in work-based opportunities for youth.
• Philadelphia has one of the largest summer internship programs that provides work-based, paid experiences for 7,000 - 10,000 young people each year, using a blend of funding, and we hope to continue to partner with the commonwealth in leveraging state resources for in-school youth summer jobs (Goal 3.9).

• In addition, through grants enabling connections between the Philadelphia School District and employers, we expanded opportunities during the year for specific career learning and co-op positions. Along with our YouthBuild and Job Corps partners and the Philadelphia Housing Authority, opportunity youth will continue to be served by linking apprenticeships, internships and post-secondary learning experiences to provide real opportunities towards a career with family sustaining wages.

• Co-enrollment of high-risk out-of-school youth as both WIOA adult and youth participants and co-enrollment with other partner programs will be explored in the upcoming year with careful consideration for its impact on our adult performance (Goal 3.8).

• All of this work is informed and overseen by the Youth committee of our local board, the Philadelphia Council for College and Career Success, meeting the commonwealth’s goal of all local areas having a standing youth committee. We look forward to working with the commonwealth to make the best use of additional funds and technical assistance to help high-risk youth access work-based opportunities (Goals 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 3.7, 3.10, 3.11, 3.12, 3.13, and 3.14).

• TANF funds are leveraged and used to support neighborhood-based, holistic approaches to preparing opportunity youth, youth returning from juvenile placement, and foster youth to achieve long-term educational, career and personal goals. Additional funds are raised by Philadelphia Works’ competitively-procured YouthWorks Administrator to support the model.

4) Engage employers through multi-employer workforce partnerships to improve the connection and responsiveness of workforce programs to the demand side of the labor market, increase public-private investment in critical skills, and support the spread of employer practices that create jobs that pay.

Improving employer engagement and partnerships with educational resources and training, Goal 4 is one that the local board shares with the commonwealth and will continue to focus on under WIOA.

• Our private-sector board members are active as both users of and advisors to the workforce system, informing and ultimately deciding how investments are to be made into skills training and work-based programs.

• We will continue to use our innovative Jobs Compact as a method to engage employers and invite their feedback to improve the workforce system and its services.
• We will build on our successful industry partnership and emerging partnerships that aggregate the needs of employers in the manufacturing, transportation and logistics sectors and have begun to organize new regional business and financial services industry partnership, which will meet the commonwealth’s Goal 4.4.

• Philadelphia Works is already involved in the commonwealth’s Business-Education Partnership (Goal 4.6).

• We would welcome the capacity building and funding initiatives that the commonwealth describes (Goals 4.2 and 4.3) as well as the commonwealth’s statewide activities to build stronger partnerships with businesses, business organizations and leadership to inform the workforce system (Goals 4.5, 4.7, 4.8, 4.9, 4.10, 4.11 and 4.12).

5) Strengthen data sharing across state agencies and workforce development partners to better understand education and employment outcomes and rely more effectively on data to improve and target our efforts.

Philadelphia Works has significant capacity and expertise to lend to the commonwealth’s goal to strengthen data sharing and more effectively use data. Moreover, Philadelphia Works is committed to doing more than share data with partners. The purpose of sharing and using data is to strategically manage data in a way that informs the service delivery and implementation. Philadelphia Works and its partners will use data in a way that leads to continued program improvement from concept to implementation to evaluation.

• The Research and Policy committee of the board is reviewing possible return-on-investment analyses, and is also developing a new dashboard of performance and trend data.

• Philadelphia Works regularly analyze a rich array of data on a bi-weekly, monthly, and quarterly basis. A summary of these data are published for the board as the “Workforce System Quarterly Summary Report” as part of the quarterly business meeting board briefing book (available on-line each quarter). The Workforce and Economic Development committee use these data to inform its recommendations for WIOA investment strategies and new initiatives.

• At the operational level, Philadelphia Works provides ongoing data and technical assistance to our service delivery partners to drive continuous improvement of WIOA Title I and TANF workforce services.

• In our conversations with stakeholders during the WIOA planning process, a common theme was the need for more cross-agency data sharing to facilitate outcome reporting and case management. We look forward to partnering with the commonwealth on its goals to improve data quality and data sharing (Goals 5.1, 5.2, 5.3).
Section 2.4

Describe how the local board’s goals relate to the achievement of federal performance accountability measures. [WIOA Sec. 108(b)(1)(E)]

The mission of Philadelphia Works is to connect employers to a skilled workforce and help individuals develop the skills needed to thrive in the workplace. Inherent in this mission are strategies designed to improve the quality of the workforce not only to advance the quality of life for Philadelphians, but also to build upon the area’s desirability to employers. Both of these outcomes will support our achievement of the federal performance accountability measures.

**Measure(s):**
- Adult and dislocated worker employment measures (2nd and 4th quarters after exit).
- Adult, dislocated worker and youth earnings measure.

A number of strategies will be employed to ensure that the area workforce has the qualifications to obtain employment and earn family-sustaining wages. Key among these is coordination with stakeholders and economic partners to establish employer-validated skill requirements. This knowledge informs the implementation of work-based curricula in fast-growing industry clusters in order to prepare individuals for jobs that exist in the area. Employer involvement in this process is critical and provides added credibility so that employers feel confident in hiring individuals from the workforce system.

Philadelphia Works is also committed to the establishment of career pathway programs with multiple entry points for individuals of all ages and levels. These pathways identify and deliver employer-sanctioned foundational work skills that individuals can build upon as they progress along their careers with stackable high-demand credentials that ultimately contribute to both employment retention and advancement.

The timeframes for the federal performance measures demonstrate an emphasis not only on being employed, but also remaining employed. One of the local board’s strategic priorities is the implementation of the “no wrong door” service delivery model. This integrated model of service delivery emphasizes that the purpose of post-exit follow-up services is to enhance retention, wage gain, and career progress for previous participants who became employed and have exited the program. The model prescribes that all past participants be continuously informed of the availability of retention and advancement services for up to twelve months after exit. This continuity of service with an emphasis on job retention and progression will serve to achieve both the employment and earnings measures.
The federal performance measures for employment earnings will be supported further by the concentration of training funds in HPOs reflecting growth in the local economy within the commonwealth’s identified industry clusters. These occupations are those in demand by employers and are most likely to provide family-sustaining wages.

**Measure(s): Youth in education, training, or employment (2nd and 4th quarters after exit).**

The youth employment measure includes those youth who are in education and/or training activities in the quarters after exit, as well as those who are in unsubsidized employment.

The high school graduation rate in Philadelphia is far below the national average, especially for minority youth. In the 2011-12 school year, the graduation rate for Black students was estimated to be only 45 percent. This presents a significant challenge for the area workforce system as these thousands of youth are out-of-school, lack skills, and may only be marginally connected to the labor force. Two of the challenges for those youth seeking a high school diploma equivalence is the change in the content of the General Equivalency Diploma (GED®) exams as well as the test’s transition to becoming computer-based, which presents a challenge for those with digital literacy issues. Alternative exams that are more focused on application of concepts as well as other pathways through the Community College of Philadelphia will need to be explored to generate strong performance results.

Using a data-driven case management process and through oversight and regular monitoring of WIOA youth participants, providers offer evidence-based, accountable, and meaningful program models that support the achievement of federal performance standards. The models focus on three populations: in-school youth, identified as at-risk youth who are enrolled in school; out-of-school, identified as opportunity youth, without a secondary credential; and opportunity youth with a secondary credential but who are not employed nor in a post-secondary program.

Each model directly focuses on one or more of the aspects of this performance measure. Although focused on the first rather than the second quarter, the Philadelphia youth system’s most recent record on this performance measure under WIA has been extremely strong.

**Measure(s): Obtainment of a recognized postsecondary credential or secondary school diploma in or within one year after exit.**

Percentage of participants who are in education or training that leads to a recognized postsecondary credential and who are achieving measurable skill gains toward a credential or employment goal.
One of the local board’s objectives is mapping career pathways that contain education requirements, skills, and industry-recognized credentials of HPOs. Philadelphia uses a variety of assessment tools to inform participant decision-making regarding their aptitude for a specific career in order to maximize the probability of success. These career pathways, as well as the investment of training dollars into those training programs that offer credentials in those occupations, will serve to achieve this performance accountability measure.

As described in the youth education/training/employment measure, the youth models under WIOA have a strong focus on education and credential attainment for both in-school and out-of-school youth. The local board is committed to the innovative utilization of the full array of training services under WIOA in order to achieve this measure.

Additionally, the “no wrong door” service delivery model emphasizes post-exit follow-up services. Monitoring achievements in the year subsequent to exit is an integral part of the model so that the appropriate outcomes can be recorded or the necessary intervention can be undertaken as required.

**Measure(s): Effectiveness in serving employers.**

Although this is as yet an undefined measure, the local board is acutely aware of the fact that the workforce system exists to serve two customers: the career seeker and the employer. This is evidenced by the fact that three out of our five strategic priorities for the local board involve employers:

- Strengthening collaboration between the workforce system and Philadelphia’s economic development efforts by identifying shared industry clusters and creating stronger Industry partnerships.
- Serving smaller employers by engaging more small businesses and coordinating services that lead to more employer satisfaction.
- Adopting common employer-driven standards by building career pathways used by employers.

Philadelphia Works is in the process of establishing a feedback loop for a variety of employer services so that we can have some measure of our effectiveness. In addition, the local board’s Employer Engagement committee is looking at employer engagement and re-engagement over time in order to establish a baseline and goals for the future.

Despite what the definition may ultimately be, we are confident that our efforts along with multiple fronts will serve to positively affect this performance measure.
Section 3: Local Area Partnerships and Investment Strategies

Section 3.1

Taking into account the analysis described in Appendix B - Section 1, describe 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 described in element 2.1. This analysis should include:

A. A descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing Adult/Dislocated Worker/Youth program elements. Describe respective roles and functional relationships to one another;

B. A list of all local area PA CareerLink® centers; include address, phone numbers, and hours of operation; and

C. An attached organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. [WIOA Sec. 108(b)(1)(F)]

A. A descriptive overview of the local workforce development system; include key stakeholders and entities associated with administrative and programmatic/service delivery functions. Examples include elected officials, advocacy groups, local workforce development board and committee structure, fiscal agent, operator(s), required program partners, and major contractors providing adult/dislocated worker/youth program elements. Describe respective roles and functional relationships to one another.

Philadelphia Works provides strategic direction and management of Philadelphia’s public workforce system as it implements WIOA. 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, the board has a majority of membership representing executives from key private industry sectors that drive economic performance, plus 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 a more lean and manageable local board. The board has eight standing
committees: Executive, Board Development, Finance, Human Resources, Workforce and Economic Development, Employer Engagement, Research and Policy and Youth. Through the work of these committees, as the fiscal agent, the board directs the strategic disbursement of and retains accountability for approximately $60 million a year in federal and state funding for employment services on behalf of the city, of which more than 90 percent 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 – a process that began in 2013 and concluded in December 2015. Each of the four integrated centers has a primary provider (as listed below) and our Cross Center Services provider, Educational Data Systems Incorporated (EDSI) manages consistency and uniformity in service delivery by organizing employer engagement and center events. All providers are competitively procured. As we continue to advance this service delivery model that integrates WIOA and EARN programming, we anticipate increased center traffic and improved opportunities for access. While currently, we utilize a Consortium model for the one-stop operator, we are beginning to transition the work to competitively procure the role of the operator.

Through our competitively-procured YouthWorks Administrator, Philadelphia employs program models that support youth achievement in long-term academic and employment goals. Our youth programs and collective investments have yielded success for not only the young people involved but also our city as summer jobs provide a positive work experience and may also result in quality of life and public safety improvements.

Philadelphia Works is also a partner or member to a number of organizations and associations at the local state and national level to support the visibility and vitality of the workforce system as a whole. We are members of four area chambers of commerce, work closely with the Federal Reserve Bank of Philadelphia, the Pennsylvania Workforce Development Association, the US Conference of Mayors Workforce Development Council, and the National Association of Workforce Boards.

### TABLE 3.11: KEY PARTNERS AND ROLES

<table>
<thead>
<tr>
<th>Partner</th>
<th>Description</th>
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<tbody>
<tr>
<td>City of Philadelphia, Commerce Department</td>
<td>The City of Philadelphia’s economic development agency that partners with Philadelphia Works to provide employer services. The Commerce Department is also represented on the local board.</td>
</tr>
<tr>
<td>City of Philadelphia, Office of the Mayor</td>
<td>Serves as chief local elected official and ultimately responsible for funds allocated to Philadelphia workforce area. Members of the Mayor’s cabinet are also</td>
</tr>
</tbody>
</table>

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| **Community College of Philadelphia** | Key partner in the areas of providing training to career seekers. The Community College is also represented on the local board. |
| **Local Management Committee** | A local entity made up of strategic stakeholders that work together to address concerns of workforce system |
| **Mayor’s Commission on Literacy** | Important partner in strategizing how best to serve low literacy career seekers. The Mayor’s Commission on Literacy is also represented on the local board. |
| **L&I** | Provides WIOA funding to the 23 workforce areas in PA including Philadelphia and provides technical assistance, guidance and fiscal and operational monitoring |
| **OVR, L&I** | Essential partner in ensuring individuals with disabilities are adequately served with career services. OVR is also represented on the local board. |
| **DHS** | Provides TANF funding to the 67 counties in PA including Philadelphia and provides technical assistance, guidance and fiscal and operational monitoring. |
| **Philadelphia Industrial Development Corporation (PIDC)** | Philadelphia’s Economic Development Corporation that partners with Philadelphia Works to provide employer services PIDC employer portfolios. |
| **PYN** | Our current competitively-procured YouthWorks Administrator which works through its network of youth service providers to train and help young people find jobs. |
| **School District of Philadelphia** | The School District of Philadelphia aligns their Career and Technical Training Programs to generate pipelines for workers aligned with HPOs. |
| **Southeast PA WDB Collaborative** | A collaborative consisting of six regional workforce development boards to better coordinate our work across the region. |
| **WIOA Title II Providers** | Critical partner in increasing the competitiveness of career seekers in the job market. |

**B. A list of all local area PA CareerLink® centers; include address, phone numbers, and hours of operation.**

There are four (4) PA CareerLink® Philadelphia centers. Each center is operated by a competitively-procured provider as identified below.
### PA CareerLink® North
4361 N. 5th Street
Philadelphia, PA 19140
Managed by Nueva Esperanza
Phone: 215-967-9711
Hours of Operation: 8:30 a.m. – 4:30 p.m.

### PA CareerLink® Northwest
5847 Germantown Avenue
Philadelphia, PA 19144
Managed by Impact Services, Inc.
Phone: 215-987-6503
Hours of Operation: 8:30 a.m. – 4:30 p.m.

### PA CareerLink® Suburban Station
1617 JFK Boulevard, 2nd Floor
Philadelphia, PA 19103
Managed by JEVS Human Services
(Also houses the Cross Center Services provider, EDSI)
Phone: 215-557-2592
Hours of Operation: 8:30 a.m. – 4:30 p.m.

### PA CareerLink® West
5070 Parkside Ave, 5th Floor (interim location)
Philadelphia, PA 19131
Managed by SER Metro
Phone: 215-473-3630
Hours of Operation: 8:30 a.m. – 4:30 p.m.

C. An attached organization chart that depicts a clear separation of duties between the local board and programmatic/service delivery entities. [WIOA Sec. 108(b)(1)(F)]
Philadelphia Workforce Development Area Governance and Service Delivery

Chief Elected Official
Jim Kenney, Mayor

Local Workforce Board
Philadelphia Works, Inc.
Board Support

Selected by the Mayor

Fiscal Administration

Adult Dislocated Worker and Youth Fiscal Administration
Philadelphia Works

Selected by the Mayor

Operational Oversight

Youth Works Administrator
Philadelphia Youth Network

Designated by Philadelphia Workforce Development Board in consultation with the Mayor

PA CareerLink® Operator
PA CareerLink® Operator Consortium
State: OVR, DHS, BWDP

Designated by Philadelphia Workforce Development Board in consultation with the Mayor

Program Delivery

WIOA Adult and Dislocated Provider

PA CareerLink® Northwest (Impact)
PA CareerLink® Suburban Station (JEVS)
PA CareerLink® North (Nueva)
PA CareerLink® West (SER Metro)
Cross-Center EDSI

EARN Program Providers

Youth Providers
Recommended by Youth Council; Approved by Philadelphia Workforce Board; Process Managed by Youth Administrator
Section 3.2

Describe the workforce development system in the local area that identifies the programs that are included in that system and how the local board will work with the entities carrying out core and other workforce development programs to support alignment to provide services, including programs of study authorized under the Carl D. Perkins Career and Technical Education Act of 2006, that support the strategy identified in the State plan under section 102(b)(1)(E). [WIOA Sec. 108(b)(2)]

Note: The six (6) core programs identified by WIOA are: Adult, Dislocated Worker, Youth, Adult Education and Literacy, Wagner-Peyser Programs, and Vocational Rehabilitation.

WIOA Title I adult and dislocated worker programming encompasses two of the three program components in WIOA Title I. Priority of service is provided specifically to the WIOA Title I adult population who meet certain criteria. Through the work of our Title I providers, adult and dislocated workers can access career services as applicable, including case management, supportive services, IEP development, structure job search, group and individual career counseling, individualized skill development strategies, work experience opportunities, and others.

WIOA Title I youth programs 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.

The Mayor’s Commission on Literacy works in collaboration with the PA CareerLink® Philadelphia centers to help expand WIOA Title II adult basic education and literacy services along with other non-Title II adult education and literacy services through their myPLACE® portal to our shared participants. Other Title II adult education and literacy providers also deliver direct services in our integrated centers.

As required by the Carl D. Perkins Career and Technical Education (CTE) Act of 2006 (Perkins), the Youth committee of Philadelphia Works functions as the citywide Perkins Participatory Advisory committee. In this capacity, Philadelphia Works and its Youth committee work to strengthen CTE offerings in the School District of Philadelphia, specifically the Office of CTE, and ensure alignment with high-priority occupations. Building upon the workforce system’s prior
success, Philadelphia Works partners with the School District to ensure that CTE graduates who are not immediately entering post-secondary education are made aware of and connected to services and opportunities available at local PA CareerLink® Philadelphia centers including paid work experiences, paid internships and OJTs. Overall, the Office of CTE helps develop programs and prepare youth for success in the workplace and post-secondary education.

Philadelphia Works also serves on the required Perkins Participatory Advisory committee for the Community College of Philadelphia. Philadelphia Works provides data and information to the School District of Philadelphia and the Community College of Philadelphia as they build articulation agreements for increasing numbers of programs of study receiving Perkins funding.

Community College of Philadelphia assists with coordinating employer demands for skills and development of credentialing for shorter term programs along with the WIF micro-credential grant partnership. In addition, the College builds training along talent pipelines identified through our employer engagement such as computer-aided machining and arc welding. They are also active partners in the American Apprenticeship grant.

Wagner-Peyser staff delivers basic services in our integrated centers such as: assisting career seekers with skill development for an employment outcome, providing career information and options, continuously engaging career seekers through the promotion of workshops and related service activities across all the centers, also known as ‘product box’ activities.

As a result of our integration, the EARN program also delivers services in PA CareerLink® Philadelphia centers such as case management, skills training, job placement, retention and other supportive services to those individuals who were referred through the County Assistance Office.

Through a partnership agreement with Office of Vocational Rehabilitation (OVR), detailed in Section 5.1, our centers ensure that shared career seekers with disabilities have the opportunity to take advantage of services.

We also have a 55+ program that provides services to our shared older workers, a Veterans program and a Trade program – all of which supply services to our shared participants.

**Section 3.3**

Describe how the local board, working with the entities carrying out core programs, will expand access to employment, training, education, and supportive services for eligible individuals, particularly eligible individuals with barriers to employment. [WIOA Sec. 108(b)(3)]
Philadelphia Works’ integrated service delivery model is specifically designed to expand access to employment, training, education and supportive services for eligible individuals, particularly eligible individuals with barriers to employment.

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 seek strategies and plans to increase center usage and service access. They enhance relationships with community-based organizations to develop formal and effective community connection partner agreements, conduct outreach to EARN participants in partnership from the County Assistance Office, and contact WIOA service participants who are at-risk of exiting without employment to seek reengagement.

Their career seeker engagement strategies are further supported by the work of the Cross Center Services provider’s BSRs which seeks to increase the number of business and employers using system services by providing direct service to employers who have jobs matching the center’s talent pool, with a specific emphasis on EARN and WIOA participants. They foster relationships by ensuring quality customer service to employers resulting in high employer satisfaction with services to incentivize continuous use. The BSR teams work to provide proactive assistance to employers that use our system to post and fill jobs, in order to sustain a quality referral-to-hire ratio.

Universal welcome responsibilities are assigned to workforce advisors, skills and employment advisors, who are Wagner-Peyser staff, while WIOA adult and dislocated worker staff who provide increased levels of service as workforce advisors and job developers are staff of the competitively-procured providers that manage each of the PA CareerLink® Philadelphia centers. By including core program and merit staff within the universal welcome process, the Site Administrator, Universal Team Lead, and staff can effectively serve all customers who enter the center, delivering quality service, providing one-on-one welcome meetings, and connecting career seekers to basic career services within the product box.

Our center staff also provide individualized services and utilize a network of employers and training providers. OVR representatives are also available on-site at each center to provide services to eligible participants who can benefit from dual services. PA CareerLink® Philadelphia center staff also have an established two-way referral process through myPLACE℠ to Title II services as well as a process for Title II providers to provide workshops and upskill opportunities on-site at the centers. The PA CareerLink® Philadelphia center orientation includes a description of the services provided by the core partners and each center has designed a referral process for each of the core programs.
As a result of the enactment of WIOA, the board has approved a number of operational programs to expand the types of program offerings that support the needs of career seeker and employer customers:

- **Apprenticeship**: Given the renewed opportunities that WIOA provides, Philadelphia Works developed an Apprenticeship policy to outline the various funding opportunities available to support Apprenticeships. Apprenticeships are unique training opportunities that combine classroom and job-based training. Apprentices gain and demonstrate competencies either over a period of time or at specific benchmarks in the apprenticeship program. Demonstration of competencies leads to specified wage increases through the apprenticeship and until completion.

- **Customized Job Training**: CJT opportunities are ideally suited for those businesses that plan to expand their operations and are seeking the opportunity to hire new employees but have found the current workforce to be in need of additional specialized training. CJTs are designed to meet the special requirements of an employer and are conducted with a commitment by the employer to employ an individual upon successful completion of the training. Employers must also pay for a significant portion (at least 50 percent) of the training.

- **On the Job Training**: OJTs are offered by an employer to a paid participant who is engaged in productive work that provides knowledge or skills essential to the full and adequate performance of a job. OJTs offer reimbursement to the employer of up to 50 percent of the participant’s wage rate and are limited in duration to the occupation for which the participant is being trained, taking into account multiple criteria and factors.

As WIOA implementation progresses, Philadelphia Works will consider offering all allowable career services and WIOA section 134 training options to participants and employers.

In addition to the integration of our centers, to further modernize service delivery in both EARN and WIOA systems, customers are also able to engage with our work through a more prominent on-line presence or access services through community partnerships in neighborhoods across Philadelphia. As we continue to develop this service delivery model that integrates EARN programming into our PA CareerLink® centers, we anticipate increased center traffic and improved opportunities for access.

The commonwealth has established benchmarks to support our ability to engage with individuals who qualify for priority of service as well as individuals who have barriers to employment and we are eager to engage in this work in a meaningful way. Upon enactment of WIOA, the board approved a priority of service policy in alignment with the federal regulations, anticipating additional state guidance. In March of 2016, the board approved a priority of service policy that allows us to apply a priority of service to Philadelphia residents who qualify under certain categories for individualized career services and training services under WIOA.
Title I adult programs. As we conduct trainings related to the new priority of service work, we anticipate the level of outreach and support given to this population will increase.

WIOA also authorizes funds that are allocated to local areas to be used to provide supportive services to adult and dislocated workers. Supportive services are provided on a basis of need as determined by WIOA Title I program provider(s) and are intended to enable an individual to participate in workforce-funded programs and activities to secure and retain employment. Through consultation with our providers and partners, we are able to offer a number of supportive services, further in Section 3.8, through our PA CareerLink® Philadelphia centers, to enable our career seekers to continue participating with our workforce system.

Our local policies along with our integrated model design facilitate opportunities for eligible individuals to be co-enrolled in core programs, to effectively move them along the continuum of increased skill attainment and stable employment. Through strategies such as career pathways, dual enrollment, stackable credentials and specific program opportunities for individuals with barriers to employment, we anticipate increased opportunities for customers to access quality resources through the PA CareerLink® network. We have established board-approved policies that support access and services to the career seeker to successfully implement steps towards a career pathway and sustainable employment and are eager to engage in the program opportunities that WIOA provides to target those with barriers to employment such as:

- **Transitional Work**: Provides paid transitional job opportunities to individuals with barriers to employment who are chronically unemployed or have an inconsistent work history.

- **Work Experience and Internship Opportunities**: These individualized career services offer paid opportunities that are linked to careers and provide planned, structured learning experiences to provide a helpful particularly for those who face barriers to employment specifically those who are returning citizens with criminal records or career seekers who have little to no work experience or work history.

**Section 3.4**

Identify and describe (for each category below) the strategies that are and/or will be used to:

A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies;

B. Support a local workforce development system described in element 3.2 that meets the needs of businesses;

C. Better coordinate workforce development programs with economic development partners and programs;
This must include the implementation of incumbent worker training programs, on-the-job training programs, work-based learning programs, apprenticeship models, customized training programs, industry and sector strategies, career pathways initiatives or utilization of effective business intermediaries and other business services and strategies that support the local board’s strategy in element 3.1. [WIOA Sec. 108(b)(4)(A) and (B)].

A. Facilitate engagement of employers, including small employers and employers in in-demand industry sectors and occupations, in workforce development programs in addition to targeted sector strategies.

Philadelphia Works staff focuses on supporting employers with workforce needs in in-demand sectors such as transportation, healthcare, manufacturing, energy, and information technology industries. Most employers in these industries (and throughout the Southeast Pennsylvania region) are small businesses. As a result, Philadelphia Works has formed strategic partnerships with Small Business Development Centers, (housed at the University of Pennsylvania, Temple University, and Widener University), the PREP, various Industrial Resource Centers (IRCs), local Chambers of Commerce, and a variety of business associations. These partnerships are vital to engaging small businesses and our ability to assist with solutions to workforce challenges. Philadelphia Works is also employing other strategies to facilitate the engagement of employers, (including small employers in in-demand industries), improve services, and avoid duplication.

Philadelphia Works will host an annual Workforce Symposium in partnership with local economic development agencies to establish relationships, build rapport, and exchange information for effective employer engagement. The audience for this event will be Philadelphia area business professionals inclusive of employers of all sizes, and will highlight topics such as the current state and local workforce system and the availability of training services we fund, best practices from businesses that have developed effective strategies to workforce challenges, and information on how businesses can institute solutions to workforce challenges. Philadelphia Works will plan the event and facilitate conversations about a variety of workforce management strategies throughout the day. The Workforce Symposium will also provide an opportunity to highlight the success of our sector partnerships.

The Philadelphia Works BET is completing a rebranding of the services provided to local employers in order to streamline messaging and highlight the value of our services. The BET assists businesses to understand and maximize the value of services offered through Philadelphia Works and the PA CareerLink® Philadelphia network. To this end, the BET will use the new brand to refine messaging and employer outreach activities through meetings,
presentations, a business-focused webpage, social media, employer workshops, business roundtables, e-mail newsletters, event postings on community calendars, brochures, flyers, promotion of our Jobs Compact, and working with partners to promote services. This quality interaction will move the BET from transactional relationships to transformative long-lasting relationships within the business community. The Cross Center Services BSRs will align their work with the new messaging and outreach efforts as they provide supportive services to employers.

B. **Support a local workforce development system described in element 3.2 that meets the needs of businesses.**

Philadelphia Works has a broad base of public and private partner organizations that support our work through their professional expertise and programming experience. Partners listed in Section 3.2 have a deep history of collaboration with us and one another, with extensive experience and knowledge of the public workforce system in our region. Each has played an active role in moving the system forward; these partners took an active role in developing the workforce system goals and strategies with Philadelphia Works. As a result, we are not starting from scratch, but building on the work and relationships of these partnerships to further align services and programs to reach a common vision under WIOA.

Many partners are included in the local workforce development system and have representation on our board, committees and work groups. Most notably, the Employer Engagement committee of our board supports and oversees our priority of offering a workforce system that responds to employer needs. The Committee includes representation from economic development, labor, and large and small employers to inform the work in which we engage.

Additionally, Philadelphia Works will actively work with educational partners and community-based organizations to identify, and target occupations to train participants to meet current and future workforce needs. Philadelphia Works is committed to training center staff in labor market information tools, so they can provide career seekers with detailed information on appropriate career pathways.

C. **Better coordinate workforce development programs with economic development partners and programs.**

One of the top priorities for Philadelphia Works' business engagement work is the development of a workforce and economic development dashboard that will help our stakeholders stay abreast of the current labor market status and future employment trends facing our city/region while coordinating our work with our service providers. With the implementation of the
Executive Pulse customer relationship management (CRM) system, a CRM widely used by many of our economic development partners and partners at the state level, Philadelphia Works will be armed with quality data on employer engagement to better navigate the rapidly changing workforce and economic environment in our region.

Through our integrated service delivery model, combining staffing expertise across local state and federal funding allows our teams to work with industry partners in a concerted effort, minimizes duplication of business outreach efforts, and allows staff to address talent needs regardless of the funding stream or targeted populations they may represent. Additionally, Philadelphia Works, through our BET, will focus on convening and collaborating with various organizations and workforce stakeholders to implement many of the initiatives outlined below, which are tailored to meet the business community needs.

- **Workplace Learning Initiatives:** Philadelphia Works offers a broad range of workplace learning opportunities, most notably our OJT and CJT programs. Although these programs have their own unique regulatory requirements, they share the commonality of aiding local businesses access a viable talent pool while helping participants obtain meaningful employment through learning opportunities. Through the lens of this mission, Philadelphia Works has committed staffing resources to implement additional work-based learning services including transitional work, internship and paid work experience for career seekers, specifically those with barriers to employment.

- **Sector Partnerships:** Philadelphia Works will also continue to convene and staff the Southeast Regional Workforce Development Partnership, our manufacturing industry partnership, and our newly-developing regional Business and Financial Services Sector Partnership. As the intermediary, Philadelphia Works staff attends sector meetings with the goal of understanding the workforce needs of the participating employers and supporting their efforts. We also plan to continue collaborating with the District 1199C Greater Philadelphia Healthcare Partnerships and other regional efforts that may arise. Moving into their tenth year of operation, the Manufacturing and Healthcare Sector Partnerships continue to serve as useful models for engaging the private sector and public partners. With significant progress under our belt, our sector partnerships are attracting more businesses to participate and helping the BSRs grow deeper relationships with long-standing members. Moreover, we are seeing increased crossover between sector partnerships and our local PA CareerLink® centers, creating more synergy between the two systems and facilitating stronger and long-lasting relationships between our private sector partners and our public workforce system.

- **Career Pathways:** Philadelphia Works, in collaboration with key sector employers, educators, providers and other stakeholders, identified critical occupations for inclusion in our career pathways mapping in targeted industry areas including advanced manufacturing, healthcare, and business/finance administration sectors.
Section 3.6

Describe the workforce activities, including activities for youth with disabilities. Identify successful models and best practices for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

Youth workforce development in Philadelphia is multifaceted. There are several foundational components that relate to and support one another. Philadelphia Works invests in a wide variety of research-based programs based on effective practices for WIOA eligible in-school and out-of-school youth including young people with disabilities. Currently, youth funds support:

- **At-Risk Youth Enrolled in High School**: This pathway offers a multi-year engagement with 11th and 12th grade students who are at-risk of dropping out and those in need of additional support transitioning to and persisting in post-secondary education or employment. These participants will graduate high school, connect with a post-secondary option or advance to employment.

- **Opportunity Youth without a Secondary Credential**: This pathway is designed to reengage high school dropouts in education to obtain a GED®, high school diploma or equivalent 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 college exploration and preparation to access and persist in post-secondary education.

- **Opportunity Youth with a Secondary Credential**: This pathway targets youth who have obtained a secondary credential such as a GED®, high school diploma or equivalent, 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.

Currently, Philadelphia Works invests TANF Youth Development (TANF YD) funds into the following programs and interventions:

- **E³ Power Centers**: 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. In addition to TANF YD, additional funds are raised by Philadelphia Works’ competitively-procured YouthWorks Administrator to support the model.

- **Summer program models**: offer educationally-enriched work opportunities to in-school and out-of-school youth ages 14-21. Participants complete a six-week (120 hour), paid work experience that fosters the acquisition of the 21st Century skills through work-based learning. There are three summer program models: service-learning, work
experience, and internships. In addition to TANF YD dollars, our competitively-procured YouthWorks Administrator raises additional funds to support summer programming.

Philadelphia Works’ investments of public workforce dollars (including WIOA youth funds) have resulted in the creation of successful models and promising practices that are especially relevant locally. Demand-driven sectoral models prepare participants to meet industry standards and employer expectations. WorkReady Philadelphia actively recruits young people who are in foster care, juvenile justice, and/or live in underserved communities. In-school youth programming blends academic support, financial literacy, work experience and readiness, career pathways opportunities, and postsecondary access. 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. Out-of-school youth programming blends appropriate educational enhancements, occupational skills training aligned with in-demand industries, and bridging and support services. Youth summer programs include project-based learning, intentional instruction and assessment of 21st Century skills, mentoring from caring adult supervisors, and exposure to a variety of career and postsecondary pathways.

Section 3.7

Describe how the local board coordinates education and workforce investment activities with relevant secondary and postsecondary education programs and activities to coordinate strategies, enhance services, and avoid duplication of services. [WIOA Sec. 108(b)(10)]

The superintendent of the School District of Philadelphia and administrative leaders from the University of Pennsylvania, Temple University, Drexel University and Community College of Philadelphia are actively engaged in the Youth committee, also known as the Philadelphia Council for College and Career Success, as well as other citywide initiatives aimed at providing youth employment, dropout recovery and re-engagement, and college-going success. Philadelphia Works competitively procures a YouthWorks Administrator, presently PYN, which convenes stakeholders to assist in designing, coordinating and evaluating educational and youth workforce activities.

In an effort to enhance services and avoid duplication of services, jointly, Philadelphia Works and our youth system work with the School District of Philadelphia to develop program models that support education and career preparation, including WIOA in-school youth programs that incorporate career-connected learning and experiences with school-day curriculum and activities. The Youth committee also functions as the citywide Perkins Participatory Advisory committee. Embedded in this role is the mission to strengthen CTE offerings, and also ensure alignment with HPOs.
With regard to post-secondary education, WIOA in-school program models prepare youth graduating from high school to more easily connect to a post-secondary program, receive bridging and support services, and complete their first year of college coursework. To strengthen long-term education and employment youth outcomes, WIOA programs operate within a three-phase (enhanced preparation, post-secondary bridging and placement retention supports) framework-based on Jobs for the Future's Back-on-Track model. The three phases have distinct strategies intended to help youth achieve their post-secondary goals and overlap in terms of timing, resources and staffing to ensure a continuum from preparation to persistence.

Section 3.8

Describe efforts to coordinate supportive services provided through workforce investment activities in the local area, including facilitating transportation for customers. [WIOA Sec. 108(b)(11)]

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.

Single parents or two-parent households who are economically disadvantaged and require childcare to participate in training activities can be referred to the County Assistance Office or to Child Care Information Services.

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.

**Section 3.9**

Describe strategies to implement the operational goals of the local one-stop system, maximizing coordination of services provided by the Department’s merit staff, and the local board’s contracted service providers in order to improve services and avoid duplication. [WIOA Sec. 108(b)(12)]

Our model of service delivery within the local one-stop system was strategically designed to ensure better service for all customers regardless of the funding source; offer a new culture emphasizing customer satisfaction, continuous improvement, improve communication; and apply more effective gathering and use of data. The local board’s PA CareerLink® Philadelphia service delivery model incorporates the center’s contracted staff and the merit staff and focuses on delivering:

- An increased number of center customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and services.
- More center 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.

The one-stop service delivery model design is staffed so that all visiting career seekers have access to universal services as well as services specific to their needs, including consultation and support from representatives of the following: OVR, disabled veterans services, trade, PREP coordination, Title II, and youth system services. The PA CareerLink® Philadelphia center works to ensure seamless and appropriate access to services through:
  • **The Universal Services Team**, which consists of Greeters, Workforce Advisors, PREP Coordinators, Community Connections Liaisons, and “Learn and Earn” Liaisons.
  • **The WIOA Services Team**, which consists of Workforce Advisors, Quality Assurance and Data Specialists, and myPlaceSM Liaisons.
  • **Integrated Job Development Team**, which consists of Job Developers.
  • **Other Co-Located Partners** such as the Department of Human Services (DHS) County Assistance Office, Disabled Veterans Outreach Program, OVR, Trade, 55+, WIOA Title II Literacy, and others, as applicable.

Each one-stop center is managed by a provider, the employer of record for the Site Administrator, except for OVR staff. The Site Administrator functionally supervises all partner and merit staff on site and is responsible for center-wide staff and performance measures success. The Site Administrator oversees each team 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 the center staff teams work cohesively and provide cross training in order to efficiently deliver information and services so that all center customers are connected to the resources, staff, and/or programs to meet their needs. Consistent use of data, internal communications and systems are in place as embedded in the service delivery model to check service quality, assure customer satisfaction and mitigate duplication of services.

**Section 3.10**

Describe how the local board will carry out a review of local applications submitted under WIOA Title II Adult Education and Literacy, consistent with the local plan (as described in WIOA Sec. 107(d)(11) and WIOA Sec. 232). [WIOA Sec. 108(b)(13)]

The state plan, consistent with federal WIOA guidelines, requires that as part of the WIOA Title II adult basic education application process, applicants will be required to submit their
applications to the local board, which will review the applications for alignment with the local plan. The PA Department of Education (PDE) will provide an opportunity to the local boards to provide recommendations and will take the recommendations and results of the review into consideration when scoring the related sections of the applications.

Philadelphia Works will use their usual procedure for reviewing external applications. Using the commonwealth’s articulation of the federally required thirteen considerations and seven requirements, Philadelphia Works will provide a written evaluation of the alignment of the approach (if sufficient for the standards) of each application that will serve Philadelphia residents. Philadelphia Works will request the Workforce and Economic Development committee of our board, which is comprised of board members and external partners, to oversee this process and:

- Direct the staff to use state guidelines and our local plan to create a rubric for a consistent process of examining the alignment with local strategies and program implementation.
- Create an ad hoc workgroup empowered to review and provide written feedback on the applications of WIOA Title II adult education and literacy providers.
- Direct staff to write up feedback and any recommendations to PDE.

The time between the release of the competition information from PDE and the application due dates will determine the process timeline and dictate the amount of feedback that can realistically be delivered. However, given that PDE envisions four-year grants, Philadelphia Works is very invested in spending the time to be certain Title II services are embedded into our career pathways and support career seekers in a productive and aligned fashion with our approach. Members of the Title II provider community have begun engagement with the Operator Consortium to identify benchmarks.

**Section 3.11**

Based on the analysis described in Appendix B - Section 1, identify the targeted populations that the local board plans to focus additional effort and resources towards. In terms of the targeted populations, briefly describe the local board’s objectives, goals, and strategies.

Generally, we have developed strategic partnerships to support individuals with barriers to employment, listed alphabetically below, and given the composition of our city, offer services to support these targeted populations and their unique needs.

- Displaced homemakers
- English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers
• Homeless individuals or homeless children and youths
• Indians, Alaska Natives, and Native Hawaiians
• Individuals with disabilities, including youth with disabilities
• Individuals within 2 years of exhausting the lifetime eligibility for TANF assistance
• Long-term unemployed individuals
• Low-income individuals WIOA section 3 paragraph 36
• Migrant and seasonal farmworkers
• Older individuals
• Returning citizens, also referred to as ex-offenders
• Single parents, including single pregnant women
• Youth who are in or have aged out of the foster care system

Each population is defined in accordance with the WIOA definition. From a priority perspective, with the exception of those individuals who may fall into our priority of service categories, individuals with any of these barriers who access one-stop services will be served on a first come, first served basis.

As stated in Section 2.1, in order to support opportunities available to those with barriers to employment, Philadelphia Works plans to:

• Implement additional earn and learn models of professional development through paid work experience.
• Increase the educational levels of this population through 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 people as well.
• Continue to build and implement skill ladders/career pathways in targeted industries.
• Implement work-based curricula that prepare career seekers to work in fast-growing industry clusters.
• Identify critical skills and appropriate credentials to support participants’ skill development.
• Connect individuals to opportunities that develop essential work skills, also known as behavioral modifications, and soft skills for improved workplace cultural competencies.
• Coordinate with stakeholders and partners to gain additional knowledge on employee-skill requirements to guide our investments in employer and career seeker services.
• Create innovative models that are geared towards supporting individuals with barriers to employment.
• Expand the use of technology in our program models.
• Expand and/or create sector partnerships.
Priority for receipt of individualized career services and training services will be given to career seeker customers who are residents of Philadelphia, regardless of funding levels in the following order:

- First, to veterans and eligible spouses who are recipients of public assistance; low-income, including those who are underemployed; or basic skills deficient.
- Second, to other recipients of public assistance; 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; not low-income individuals, including the underemployed; or who are not basic skills deficient.
- Fourth, to long-term unemployed individuals.
- Lastly, to all other persons who are not listed above.

L&I has allowed a local area to identify an additional priority of service category if it is consistent with the intent of L&I’s priority to serve individuals with barriers to employment. In August of 2015, Philadelphia Works conducted an analysis of survey responses from 1,241 visitors at three PA CareerLink® Philadelphia centers. During this survey, among other questions, we asked visitors to identify the challenges they faced when searching for a job and their employment status. We found that almost a third of PA CareerLink® visitors were unemployed for six months or longer. They were also more likely to report that they did not have a college degree, did not have access to a computer, had higher rates of homelessness and categorized themselves as disabled more than other visitors, lacked certifications, had a high school degree only, had limited professional contacts, and/or had some level of criminal history.

Based on these factors, Philadelphia Works determined that the long-term unemployed would be the most effective additional population to include as a significant number of our visitors faced this barrier and this population group also included additional populations of individuals with barriers to employment.

In order to further support the long-term unemployed, Philadelphia Works is implementing the Platform to Employment (P2E) model in our local area through our PA CareerLink® Northwest center. The program features a five-week intensive course of daily classes that provides a support system of career development tools, workshops, and successful job search strategies. After completion of the course, participants will be assisted in finding a job where their future employer can take advantage of wage subsidies paid for by P2E. Historically, the program boasts a 90% placement rate for participants into full-time jobs upon graduation.
We also initiated Back2WorkPhilly, a robust outreach and engagement campaign to support all laid-off workers and encourage them to visit a PA CareerLink® Philadelphia center. Through this initiative, we are providing unique support to those who have been laid off through family support services, financial counseling with career training and encouraging their participation at any of our four conveniently-located PA CareerLink® Philadelphia centers.

The Mayor’s Office of Community Empowerment and Opportunity (CEO) is the city’s designated Community Action Agency responsible for spending Community Services Block Grant funds as well as other state, local and philanthropic funding to pursue the city’s anti-poverty agenda. CEO’s Shared Prosperity plan is its blueprint for collective impact citywide and includes job creation and training for adults with barriers to employment as one of its goals. To ensure full and meaningful coordination, Philadelphia Works serves on the CEO Oversight Board and is active on the Steering Committee and the Place-Based Jobs and Workforce Development Committee for the Shared Prosperity plan, helping to oversee and pilot new workforce initiatives.

Predominantly low educational attainment and literacy rates make it harder for returning citizens to be eligible for work. Understanding that this population requires very unique supports, we work very closely with the Philadelphia Reentry Coalition and coordinate with the Mayor’s Office of Reintegration Services (RISE) to support this group of individuals. We have also held a number of employer roundtable discussions with subject matter experts to offer a forum for businesses to discuss some of the primary challenges they face in hiring returning citizens and will continue to advance this work in the upcoming year.

In an effort to remove barriers to education, training, and employment, across WIOA youth programs, priority will be granted to out-of-school youth, individuals living in high poverty neighborhoods, juvenile offenders, foster care youth, and other special populations. Services will include, but not be limited to, educational support to achieve secondary credentials, basic skills training, work experience, career pathway identification, and occupational training. A current need exists to improve our ability to offer co-enrollment. As a result, capacity building and training will be provided for adult providers to deliver youth services.

In Philadelphia, we define an eligible youth “requiring additional assistance to complete an educational program, or to secure and hold employment”, as one who:

- Has a poor work history (i.e., fired from one or more jobs within the last six months or has a history of sporadic employment such as having held three or more jobs within the last 12 months and is no longer employed).
- Has received a low score on a pre-employment skills assessment or a letter from an employer stating that the youth does not possess the requisite skills for employment.
• Has been actively seeking employment for at least two months, but remains unemployed or underemployed. This includes a youth with no employment history, with limited work experience, and/or who is actively seeking full-time employment, but has only achieved part-time employment.
• Is currently at-risk of dropping out of school as determined by a referral from school staff, probation officer, or other responsible person with documentation evidencing chronic poor attendance or discipline problems during the last 12 months, or has educational underachievement (i.e. less than a cumulative 2.0 grade point average).
• Is currently credit deficient (i.e. one or more grade levels behind peer group). This also includes youth currently enrolled in special education classes that require appropriate education for children with disabilities and has an Individual Education Plan.
• Has failing grades as defined by having failed a minimum of three classes in the most recent grading period.
• Has low literacy in Reading and/or Math.
• Has incarcerated parent(s).

In Philadelphia, no more than five percent of in-school youth who are not low-income but have a barrier can be enrolled.

Section 3.14
Briefly describe any additional funding outside of WIOA Title I and state general funds, and how such funding will be leveraged in support of the local workforce system.

Philadelphia Works will solicit and utilize funding from the federal government and private sources whenever possible to leverage and support the local workforce system. Philadelphia Works currently has funding available from the National Emergency Grant/Dislocated Worker Jobs Driven Grant, H1B Job Training Grant/American Apprenticeship Initiative, Pennsylvania Department of Community and Economic Development/Department of Defense Grant, L&I WIF and The Chicago Cook Workforce Partnership/Career Opportunities in Retail award and others. We also collaborate with a number of partners in support of additional funding. In addition to leveraging the WIOA Title I and state general funds received by the local workforce system, these funds 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.

Section 4: Program Design and Evaluation
Section 4.1

Describe the one-stop delivery system in the local area including:

A. The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the ETPL, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)] (See Appendix C: Transitional Planning References and Resources)

A. The local board’s efforts to ensure the continuous improvement of eligible providers of services, including contracted service providers and providers on the ETPL, and ensure that such providers meet the employment needs of local employers, workers and jobseekers. [WIOA Sec. 108(b)(6)(A)]

Presently, in Philadelphia, the Operator Consortium ensures seamless service delivery within each PA CareerLink® to include details of the day-to-day functional supervision to support continuous improvement within our centers. The duties of the Operator Consortium are to:

- Organize and coordinate all co-located partner staff by function in accordance with state personnel rules, collective bargaining agreements and state policy and guidance.
- Establish a service delivery model that is customizable to the needs of individual customers.
- Develop operational procedures and protocols that promote effective and seamless service delivery ensuring that individual partner program performance and outcomes are not negatively impacted.
- Communicate workforce system policy, directives and information according to communication protocol.
- Establish policies and procedures for situations such as inclement weather, holidays, breaks or time off, accounting for relevant policies that may not be consistent across partners.
Through the Workforce Economic Development committee, the local board is focused on continuous improvement of the system and general oversight of the WIOA and TANF investments, including accountability through performance.

Philadelphia Works facilitated a competitive process to determine the five contracted service providers that currently manage the four PA CareerLink® Centers and fill the role of the Cross Center Services provider. Philadelphia Works provides technical assistance to center providers to ensure high-quality customer service to career seekers and employers. In light of the enactment of WIOA and the series of transitions within our service delivery model, we held a series of trainings for providers on a rolling basis as new policies are developed and new procedures are in place. As issues arise within the centers, we seek to build the capacity of our providers through ongoing trainings and technical assistance. On a monthly basis, Philadelphia Work staff members monitor and meet with each contracted provider to review progress towards meeting the commonwealth’s negotiated performance measures and benchmarks as well as our local goals. Philadelphia Works will continue to implement formal monitoring tools to gauge all performance and success metrics.

Philadelphia Works ensures that the ETPL is accessible and current for PA CareerLink® staff members who are responsible for assessing individuals for training programs and referring them to applicable high-quality training. Philadelphia Works uses the petitioning process to add additional training providers onto the list who would not otherwise be included. Through our ongoing collaboration with workforce, business, education and economic development agencies, we continuously collect and compare current course offerings against real-time data to learn about providers of service who businesses identify as service providers who are able to develop the skills that they seek. Those employers sponsoring Registered Apprenticeships will be identified as eligible training providers as federal rules and state guidelines require. Providers identified as possible quality training providers are invited to submit an application for inclusion on the list.

B. How the local board will facilitate access to services provided through the one-stop delivery system in remote areas, through the use of technology, and through other means. [WIOA Sec. 108(b)(6)(B)]

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 to provide virtual access to customers through a more robust on-line presence. This work provides options for learning and opportunities to remotely access some of the services that are also available through physical access inside the one-stop center. Specifically, by executing our digital strategy, the Cross Center Services provider will:

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

The Cross Center Services provider supported the use of virtual services by training and providing on-going technical assistance to relevant staff on effective use of virtual tools and how to promote them to customers. The Cross Center Services provider also teaches workshops on how to access and effectively maximize on the benefits of virtual services. The virtual and digital services and information will be available through the Philadelphia Works and PA CareerLink® websites. The goal is to also develop smartphone compatible applications as customers are increasingly accessing on-line services through mobile devices.

C. How entities within the one-stop delivery system, including one-stop operators and the one-stop partners, will comply with WIOA section 188, and applicable provisions of the Americans with Disabilities Act of 1990 regarding the physical and programmatic accessibility of facilities, programs and services, technology, and materials for individuals with disabilities, including providing staff training and support for addressing the needs of individuals with disabilities. [WIOA Sec. 108(b)(6)(C)]

To ensure that all customers, including individuals with disabilities and those with multiple barriers to employment, have the opportunity to take advantage of the services offered through the integrated PA CareerLink® system, Philadelphia Works will continue to employ several strategies:
• Continue to adhere with Americans with Disabilities Act of 1990 (ADA) requirements at each one-stop center, which must meet the requirements to be certified as a one-stop location annually.
• Seek opportunities for continuous improvement so that we are able to ensure universal access to services for individuals with special needs, through methods such as including input from customers and agencies that address the needs of the disabled and identifying opportunities for ongoing staff training to ensure cultural competency and sensitivity to individuals with barriers to employment, including those with disabilities.
• Develop an accessibility advisory board to advise and address issues related to ADA compliance, training issues, and in assisting disabled career seekers find employment.
• Sustain OVR as a Consortium partner to help in all applicable ADA compliance issues; OVR is also co-located at PA CareerLink® Philadelphia centers.
• Continuously leverage relationships with community partners to cross-train staff so that the centers have adaptive equipment and computer software for use by career seekers with disabilities.
• Engage HireAbility, a local agency that specializes 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 people with disabilities.
• Implement a TTY line for the deaf community and offer Braille-printed materials for individuals with impaired sight.

Based on a commitment to support others who are also identified in WIOA section 188, Philadelphia Works will continue to ensure access by:
• Establishing partnerships with Title V older worker programs, which are on-site at the PA CareerLink® centers.
• Continuing our collaborative relationship with the Mayor’s Commission for Services to the Aging to ensure that the needs of mature workers are met.
• Increasing system capacity to serve Philadelphia’s culturally diverse non-English speaking community through the implementation of a language line, which is available in all centers.

Section 4.2
Describe the local board’s assessment of the type and availability of adult and dislocated worker employment and training activities in the local area. [WIOA Sec. 108(b)(7)]

Philadelphia Works engages with a broad-base of stakeholders to offer a comprehensive approach to building the availability of training services and programs in Philadelphia, including:
• Training partners we currently fund through WIOA adult and dislocated worker funding.
• Partners we fund under TANF dollars to deliver trainings.
• Partners engaged in incumbent worker training through the industry partnerships, specifically the Southeast Regional Workforce Development Partnership and the Direct Healthcare Partnership.
• Employer training partners associated with apprenticeships: company, trade and Registered Apprenticeships.
• Education partners.
• Unique training opportunities for targeted populations such as our Platform to Employment program.
• Other partners who are involved in the ETPL.
In order to improve our capacity, however, we are beginning a comprehensive asset map of workforce programming, activity and needs in Philadelphia. We anticipate that this mapping process will help us identify other training dollars in the city and support our ability to target our funding and identify missed opportunities for us to better support the workforce system. This map will provide us with information related to training completed by organizations with federal, state or local training grants, such as the Philadelphia Housing Authority; with corporate or foundation funds, such as the customer service credential offered by the Lutheran Settlement House; that support our growing immigrant and refugee populations, such as the Welcoming Center of Pennsylvania; that are focused in ministries and other religious organizations; and that use social investment models, such as the Goodwill Industries of Southern New Jersey and Philadelphia.

Finally, we will continue coordinating with our regional partners to share our understanding and knowledge of resources across the local areas to enhance our knowledge of the scope and scale of organizations completing training for adults and dislocated workers.

Section 4.3

Describe how the local board will coordinate workforce investment activities carried out in the local area with statewide rapid response activities. [WIOA Sec. 108(b)(8)]

Philadelphia Works has established a rapid response strategic planning committee, comprised of key workforce partners and includes representatives from L&I, specifically the Bureau of Workforce Partnership and Operations as well as the Unemployment Compensation Division, the PA CareerLink® Operator Consortium, United Way of Southeastern Pennsylvania, organized labor, the Community College of Philadelphia, and WIOA Title I adult and dislocated worker service providers. Philadelphia Works convenes these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations. The convening of these partners lays the foundation for the coordination of services to affected workers and may lead to the allocation of additional resources, information-sharing in order to maximize access and use of public resources aimed at supporting workers to generate greater outcomes/economies of scale and establish a system that is relevant and responsive.

Philadelphia Works distributes labor market and economic analysis data which includes job openings data and further guides the work of the implementation partners. This ensures that these workers and staff have the most relevant information needed to inform service delivery and align rapid response activities with the public workforce system at large. In support, Philadelphia Works funded additional staff across all WIOA providers 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.

Section 4.4

Provide an analysis and description of youth workforce activities, including activities for youth with disabilities. Identify successful models and best practices, for youth workforce activities relevant to the local area. [WIOA Sec. 108(b)(9)]

Note: This section must include a description of the program design elements as well as how the local area will implement the 14 program elements.

Philadelphia Works invests WIOA youth funds in three pathways: at-risk youth enrolled in high school, opportunity youth without a secondary credential, opportunity youth with a secondary credential (defined further in Section 3.6), designed to meet the needs of youth including youth with disabilities and young adults up to the age of 24 based on their education and employment status.

Youth services 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.

Contracted youth service providers receiving WIOA youth funding are required to provide or make available the following fourteen (14) youth program design elements:

- Tutoring, study skills training, instruction, and evidence-based dropout prevention and recovery strategies that lead to completion of the requirements for a secondary school diploma or its recognized equivalent (including a recognized certificate of attendance or similar document for individuals with disabilities) or for a recognized postsecondary credential.
- Alternative secondary school services, or dropout recovery services, as appropriate.
- Paid and unpaid work experiences that have as a component academic and occupational education, which may include summer employment opportunities and other employment opportunities available throughout the school year, pre-apprenticeship programs, internships and job shadowing; and work-based training opportunities.
• Occupational skill training, which may include priority consideration for training programs that lead to recognized postsecondary credentials that are aligned with in-demand industry sectors or occupations in the local area.
• Education offered concurrently with and in the same context as workforce preparation activities and training for a specific occupation or occupational cluster.
• Leadership development opportunities, which may include community service and peer-centered activities encouraging responsibility and other positive social and civic behaviors, as appropriate.
• Supportive services.
• Adult mentoring for the period of participation and a subsequent period, for a total of not less than 12 months.
• Follow-up services for not less than 12 months after the completion of participation, as appropriate.
• Comprehensive guidance and counseling, which may include drug and alcohol abuse counseling and referral, as appropriate.
• Financial literacy education.
• Entrepreneurial skills training.
• Services that provide labor market and employment information about in-demand industry sectors or occupations available in the local area, such as career awareness, career counseling, and career exploration services.
• Activities that help youth prepare for and transition to postsecondary education and training.

In Philadelphia, the array of program models and pathways incorporate all of the required features and reflect nationally-recognized effective practices. Providers determine what specific service elements a participant receives based on an objective assessment and individual service strategy. Contracted providers leverage partner resources to provide program elements when appropriate. If an activity is leveraged through a partner, the contracted provider must have an agreement in place with the partner to offer the service element and ensure that the activity is connected and coordinated with the program.

As a system, we collect, use and analyze program, participant and customer data to support stronger youth programming. We also share information about lessons learned across providers to continuously improve the experience of all youth and young adults across Philadelphia’s workforce development system.
Section 4.8

Describe the process utilized by the local board to ensure that training provided is linked to in-demand industry sectors or occupations in the local area, or in another area to which a participant is willing to relocate. [WIOA Sec. 108(b)(22)] and [WIOA Sec. 134(c)(3)(G)(iii)]

Philadelphia Works targets education and training investments to HPOs and to direct employer needs through programs such as OJT. HPOs are used to identify workforce programs that provide individuals with the knowledge and skills necessary to enter into, maintain and advance in a career in today’s economy. We use the petitioning process to add occupations on the regional HPO list that are currently not included. Through our ongoing collaboration with workforce, business, education and economic development agencies, we continuously collect and compare the current course offerings against real-time stakeholder data. We also use the process as a way to learn about providers of service who business and industry identify as service providers that are able to develop the skills that employers seek.

Providers are invited to submit an application for inclusion on the list. We identify the most needed programming through data and employer relationships to align workforce training and education investments with occupations that are in demand by employers, have higher skill needs and are most likely to provide family sustaining wages. Combining statistical data with regional expert input allows for a complete picture of the actual workforce needs of the commonwealth.

We regularly engage with our employer partners to hear about the effectiveness of our contracting process, which currently applies a hybrid cost reimbursement and performance model. In order to support training providers on the ETPL and their ability to provide service to our local career seekers, we are re-evaluating some of the terms of our contracts to respond to labor market needs. Many career seeker customers have expressed to us that one of the primary challenges for them to engage in training is incurring additional debt. We are actively seeking ways to respond to this feedback including re-evaluation of our current ITA cap to accommodate for those who are seeking opportunities to advance but deterred by the post-recession environment.

Section 4.9

Describe the process and criteria the local board will use to include a wide range of providers and opportunities through the Local Training Provider List (LTPL). [Workforce System Policy 04-2015, Eligible Training Providers]

Note: Such criteria must include the factors listed in the WSP 04-2014 in addition to any criteria established by the local board. Eligibility of a provider and/or program must be based...
solely on measurable factors.

To ensure there are a wide range of providers and training opportunities available in our area, Philadelphia Works will outreach to the public at large to invite providers and other organizations to submit information for inclusion on the local training provider list (LTPL). In accordance with L&I guidance, Philadelphia Works will use the LTPL to support work-based learning opportunities with employers as training paths to employment and other available training programs that will lead to a strong and relevant system of eligible training programs and services.

Programs included on the LTPL will be primarily funded through contracts for training services and will serve as a resource for Philadelphia to use in meeting the needs of customers. As part of its training investment strategy, Philadelphia Works will contract with training providers and, in some cases, businesses, for employer- and system-centric trainings. Philadelphia Works will qualify organizations to provide employer-centric (work-based), and system-centric training who meet requisite criteria.

At this time, Philadelphia Works is not planning to include additional eligibility criteria for the LTPL. However, we regularly receive feedback from employers regarding the effectiveness of certain trainings. In accordance with the direction of WIOA, we are re-evaluating the trainings that we fund that may not result in a credential as defined under WIOA and seeking to support those that align with a career pathway as opposed to those that are geared towards entry-level job-related skills (i.e. certified nurse assistants, commercial driver’s license trainings, etc.).

Section 5: Compliance

Section 5.1

Describe the replicated cooperative agreements, as defined by WIOA 107(d)(11), in place between the local board and the Department of Labor & Industry’s Office of Vocational Rehabilitation (OVR) with respect to efforts that will enhance the provision of services to individuals with disabilities and to other individuals, such as cross training of staff, technical assistance, use and sharing of information, cooperative efforts with employers, and other efforts at cooperation, collaboration, and coordination. [WIOA Sec. 108(b)(14)]

OVR is an integral partner of Philadelphia Works and the PA CareerLink® Philadelphia system. A representative of OVR not only sits on the local board, but also serves as a partner on the Operator Consortium to help in all aspects of ADA compliance.
Philadelphia Works currently has a partnership agreement with OVR to ensure that individuals with disabilities have the opportunity to take advantage of the services offered through the PA CareerLink® Philadelphia system. This involves OVR being physically located at each of the four PA CareerLink® Philadelphia centers to provide on-site services to individuals with disabilities. Moreover, Philadelphia Works will be entering into a Memorandum of Understanding (MOU) with OVR on July 1, 2016 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
- PA CareerLink® Philadelphia training of OVR staff on JobGateway®.
- Implementation of a communication process regarding hiring and training events, such as career fairs, employer events and training workshops for clients.
- OVR representation in the DOR Steering Committee, which is developing an electronic portfolio system where career seekers can permanently store their resumes and evidence of their accomplishments and abilities.
- Partnering OVR’s “Early Reach Initiative” program (assisting youth with disabilities in gaining and maintaining employment) with Philadelphia Works’ competitively-procured YouthWorks Administrator’s programs to increase opportunities for youth with disabilities.
- Sharing resources and listings of community partners.

**Section 5.3**

Describe the competitive and non-competitive processes, as well as the process for sole-sourcing, used for procuring goods and services within the local area. This includes, but is not limited to, the process used to award funds to a one-stop operator and other sub-recipients/contractors of WIOA Title I adult, dislocated worker, and youth services. [WIOA Sec. 108(b)(16)]

Philadelphia Works follows its Procurement Policy, attached as Appendix A, which encompasses the general procurement requirements set forth in the Office of Management and Budget (“OMB”) Uniform Guidance and the policies established by the Commonwealth of Pennsylvania, including but not limited to WIIN No. 2-00, Change 2 and the working draft of the L&I’s Financial Management Policy dated July 2014. The purpose of the Procurement Policy is to ensure that public funds are used efficiently and prudently, a full accounting is available and given for procurements and procurement transactions are carried out in accordance with high ethical standards and in a manner that provides open and free competition.
Philadelphia Works will employ one of several prescribed methods of procurement based on the unique service or good being purchased, as well as the aggregate cost of such a purchase. A Request for Qualification (RFQ) and/or a Request for Proposal (RFP) may be issued prior to Philadelphia Works entering into any contractual transactions for goods and services over $5,000. We may also opt to execute the Small Purchase method if under the federal threshold of $150,000 by obtaining quotes from several diverse contractors.

Using the OMB Uniform Guidance as a guide, sole source procurements are allowed in limited cases in which service expertise is found in only one source; there is public exigency or emergency that will not permit a delay resulting from competitive solicitation; if, after written request by Philadelphia Works, the awarding agency expressly authorizes a noncompetitive proposal; or after solicitation from a number of proposals, competition is determined inadequate. Sole source procurements must be justified in writing.

Generally, with respect to the procurement of significant program partner contracts, such as a one-stop operator and other sub-recipients/contractors of WIOA Title I services, the RFP method will be used. Awards are given to a responsible contractor possessing the ability to perform successfully under the contract after a thorough review and selection process by a panel of independent, unbiased reviewers.

**Section 5.4**

Describe the local area’s negotiated local levels of performance for the federal measures and their implications upon the local workforce system; attach the completed Performance Targets Template. ([WIOA Sec. 108(b)(17)]

*Note: See Appendix C: Transitional Planning References and Resources “Performance Targets Template”.

The negotiated levels of performance for Philadelphia will certainly result in implications for our service delivery in the local area. Given our continued commitment to meet our meet our negotiated local levels of performance, these indicators drive much of the strategy that we employ for WIOA Title I populations.

As mentioned in Section 1.3, Philadelphia residents face many barriers to employment and WIOA now provides additional opportunities for us to engage this population. In alignment with WIOA and the commonwealth’s commitment to working with this population in an impactful way, we anticipate that the measures will need to acknowledge this subset of individuals who we seek to not only serve, but also prioritize for service delivery. With the commonwealth’s acknowledgment that certain accommodations will need to be made to offer appropriate on-
ramps for this population, we are eager to maximize on the opportunities that WIOA provides for us to provide additional supports to this important group of Philadelphians.

The commonwealth has also placed emphasis on training services with benchmarks for local areas to meet on an annual basis. This work certainly aligns with WIOA’s measure of credential attainment. Given WIOA’s emphasis on skill-related credentials (as opposed to job-related credentials), coupled with the commonwealth’s emphasis on training, we will need to adjust some components of our service and employer engagement to ensure that we are meeting all stakeholder expectations.

Additionally, as identified in Section 2, many of the strategic priorities that guide the work of our local workforce board align well with not only these measures, but also the goals that the commonwealth has set forth for the workforce system across Pennsylvania. Generally, of primary concern is that we are limited in our ability to hold providers to meeting measures that are not yet fully defined; this can certainly impact our local area’s overall ability to meet measures. Although we will certainly need to make adjustments in our service delivery model to the extent that we can, especially as timelines for follow-up with career seekers have shifted in WIOA, given our alignment with these benchmarks and goals, we will strive to continue to meet measures.

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<th>WIOA Performance Measures</th>
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<td><strong>Employment (Second Quarter after Exit)</strong></td>
<td><strong>Negotiated Goals</strong></td>
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<td>Adult</td>
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<td>Dislocated Worker</td>
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<td>Youth</td>
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<tr>
<td><strong>Employment (Fourth Quarter after Exit)</strong></td>
<td><strong>Negotiated Goals</strong></td>
</tr>
<tr>
<td>Adult</td>
<td>58%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>63%</td>
</tr>
<tr>
<td>Youth</td>
<td>55%</td>
</tr>
<tr>
<td><strong>Median Earnings (Second Quarter after Exit)</strong></td>
<td><strong>Negotiated Goals</strong></td>
</tr>
<tr>
<td>Adult</td>
<td>$5,000</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>$6,300</td>
</tr>
<tr>
<td>Youth</td>
<td>$2,100</td>
</tr>
<tr>
<td><strong>Credential Attainment Rate</strong></td>
<td><strong>Negotiated Goals</strong></td>
</tr>
<tr>
<td>Adult</td>
<td>50%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>60%</td>
</tr>
</tbody>
</table>
### Section 5.6

Describe the process used by the local board for the receipt and consideration of input into the development of the local plan in compliance with WIOA section 108(d). Describe the process to provide an opportunity for public comment prior to submission of the local plan. Be sure to address how members of the public, including representatives of business, labor organizations, and education were given an opportunity to provide comments on the local plan. [WIOA Sec. 108 (b)(20)]

The board will make the local plan available to the public via the Philadelphia Works website in order to receive written comments via email. Public comment to the local plan will also be offered through a Philadelphia Local Plan Forum. During this forum, stakeholders and interested parties will be given to offer public comment on the local plan and Philadelphia Works will incorporate the feedback into the local plan as appropriate.

The opportunity to offer public comment via the Philadelphia Local Plan Forum and the Website will be advertised via multiple outlets such as Constant Contact e-mail notifications that would include targeted partners, including representatives of business, labor organizations and education; social media postings through Twitter and Facebook that include followers who represent business, labor organizations and education; multiple points of notification on our website; meetings; and other forms of outreach based on our pre-existing relationships.

### Section 5.7

Prior to the date on which the local board submits a proposed local plan (i.e., no later than Thursday, June 2, 2016), the proposed local plan must be made available to members of the public through electronic and other means.

A. Describe how the local board made the proposed local plan available for public
comment. [WIOA Sec. 108(d)(1)];

B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]; and

C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan’s attachments. [WIOA Sec. 108(d)(3)]

Prior to the date on which the local board submits a proposed local plan (i.e., no later than Thursday, June 2, 2016), the proposed local plan must be made available to members of the public through electronic and other means.

A. Describe how the local board made the proposed local plan available for public comment. [WIOA Sec. 108(d)(1)]

The board made the proposed local plan and the regional plan available through its website at www.philaworks.org. Those interested in viewing the plan were able to view and download the plan from the website and offer comment via email during the Philadelphia Local Plan Forum.

B. Describe how the local board collected and considered public comments for inclusion in the proposed local plan. [WIOA Sec. 108(d)(2)]

Public comments on the local plan were collected primarily in two ways. Comments were collected electronically via an e-mail address (localplan@philaworks.org) posted on our website and from those attending the Philadelphia Local Plan Forum. Those comments collected from community forum were submitted in writing or offered verbally and recorded using a digital recorder and then transcribed.

In addition many of the policies which form the plan were discussed at board and committee meetings all of which were open to the public and which allow for public comment.

Once all the comments were collected, Philadelphia Works staff reviewed all comments for inclusion as appropriate.

C. If any comments were received that represent disagreement with the proposed local plan, include such comments within the local plan’s attachments. [WIOA Sec. 108(d)(3)]

All relevant comments are included as part of Appendix XX.
Section 5.8

List the name, organization, and contact information of the designated equal opportunity officer for each PA CareerLink® center within the local area.

The designated Equal Opportunity Officer for all four of the PA CareerLink® Philadelphia centers is:

Sharon Riley, Esquire  
General Counsel and Compliance Officer  
Philadelphia Works, Inc.  
1617 JFK Boulevard, Suite 1300  
Philadelphia, Pennsylvania 19103  
(215) 557-2633  
sriley@philaworks.org

There is also a designated Equal Opportunity Liaison located on-site at each of the four individual PA CareerLink® Philadelphia centers who work directly with the Equal Opportunity Officer at Philadelphia Works on all equal opportunity issues.
Section 5.9

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components/documents listed are in place and effective prior to July 1, 2016.

Copies of the listed compliance components/documents are not required at this time, but may be requested during monitoring and/or auditing.

- Agreement between all counties and other local governments, if applicable, establishing the consortium of local elected officials
- Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated
- Agreement between the local elected official(s) and the local workforce development board
- One-Stop Partner Agreement(s)
- Resource Sharing Agreement(s)
- Resource Sharing Agreement Budget(s)
- 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
- 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
- Local procurement policy
- Program management policy and process including equal opportunity for customers; supportive services; needs related payments; file management; eligibility; self-sufficiency criteria; individual training accounts; layoff assistance; priority of services; grievance for eligible training providers list; transitional jobs; stipends; and training verification/refunds
- Risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan
- 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
- Professional services contract(s) for administrative services such as staffing and payroll, if applicable
Appendix A: Procurement Policy

I. PROCUREMENT POLICIES AND PROCEDURES FOR ACQUISITION OF PROGRAM SERVICES

A. BACKGROUND AND AUTHORITY

The policies and procedures contained in this section are intended to comply with the general requirements of the Workforce Innovation and Opportunity Act (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”), 20 CFR Part 97, and the policies established by the Commonwealth of Pennsylvania, including but not limited to WIIN No. 2-00, Change 2 and the working draft of the Pennsylvania Department of Labor and Industry’s (L&I’s) Financial Management Policy dated July 2014. These policies and procedures apply to services paid for with Workforce Innovation and Opportunity Act, Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) Employment and Training, and other workforce development funding. These policies and procedures have been formally adopted by Philadelphia Works and serve as guidance in carrying out the specified procurement activities.

B. PURPOSE

The purpose of these policies and procedures is to ensure that:

- public funds under the control of Philadelphia Works are used efficiently and prudently in the purchase of program services;
- a full accounting is available and given for all procurements; and
- procurement transactions are carried out in accordance with the highest ethical standards and in a manner to provide open and free competition.

C. SCOPE

These policies and procedures apply specifically to the purchase of program services for customers of the workforce development system. These services include, but are not necessarily limited to the following:

- Assessment
- Counseling
• Training
• Basic Education and Literacy
• Supportive services
• Follow-up services
• Advertising, Marketing and Public Relations
• Technical Assistance and Training

D. GENERAL PROCUREMENT POLICY

It is the policy of Philadelphia Works that all procurement activities shall be conducted in a manner consistent with the standards set forth in the laws and regulations of the federal government and the Commonwealth of Pennsylvania. Accordingly, Philadelphia Works hereby adopts the following policy statements:

• No employees, officers, or agents of Philadelphia Works shall participate in the selection, award or administration of a contract in which Philadelphia Works funds are used where they, or to their knowledge, their immediate families or partners have a financial interest.

• Philadelphia Works officers, employees or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors or potential contractors. Disciplinary actions shall be applied to officers, employees and/or agents who violate this rule. All evaluation panel members shall be required to complete and submit an independent, confidentiality review form and a Conflict of Interest form to Philadelphia Works prior to evaluating.

• Philadelphia Works shall avoid acquisition of unnecessary or duplicative items.

• All procurement transactions shall be conducted in a manner to provide open and free competition. A Request for Qualification (RFQ) and/or Request for Proposal (RFP) process will be used as a general rule. Advertisement shall include varied media and be as inclusive as possible. A reasonable response time shall be established.

• Philadelphia Works will conduct procurements in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographical preferences in evaluation of proposals, except where applicable law expressly mandates otherwise.
Awards shall be made to a responsible contractor possessing the ability to perform successfully under the terms of the proposed procurement and whose responsive offer is most advantageous to Philadelphia Works’ program stewardship responsibilities. Consideration shall be given to such factors as contractor integrity, compliance with public policy, technical resources, fiscal accountability, record of past performance and cost. Solicitations shall clearly set forth all requirements that the contractor must fulfill in order for the offer to be evaluated. It shall also incorporate a clear and accurate description of the technical requirements for the materials, product or services to be procured. However such description shall not contain features which unduly restrict competition.

Any and all offers may be rejected when in the best interest of Philadelphia Works program stewardship. A bidder has a right to appeal Philadelphia Works’ decision through Philadelphia Works’ Contractor Appeal Policy.

Philadelphia Works will take all necessary steps to ensure that minority businesses, women’s business enterprises and labor surplus area firms are used when possible.

Philadelphia Works must provide notice to BWDA/L&I for procurements over $3,000 (or $2,000 in the case of acquisitions for construction subject to the Davis-Bacon Act.)

Using the OMB Uniform Guidance as a guide, sole source procurements are allowed when: (1) service expertise is found in only one source; (2) there is public exigency or emergency that will not permit a delay resulting from competitive solicitation; (3) if, after written request by Philadelphia Works, the awarding agency expressly authorizes a noncompetitive proposal; or (4) after solicitation from a number of proposals, competition is determined inadequate. Sole source procurements must be justified in writing. Sole source procurements will be used only in limited cases.

Requests from State or local funding sources to make directed awards shall include information about funder’s selection process (for example use of the Commonwealth of Pennsylvania’s Sole Source Selection Criteria), the scope of

1 Philadelphia Works defines this exigency as urgency with severe timing constraints (30 days or less to award funds) imposed by the funding source or if such delay would cause undue hardship to Philadelphia Works’ operations.
services to be performed and the demonstrated effectiveness and fiscal accountability of the awardee. Philadelphia Works will not enter into any agreements without detailed information on the factors listed above. Philadelphia Works must receive documentation demonstrating the above prior to awarding funds.

- All Philadelphia Works contract documents issued prior to, during and after the RFP/RFQ or Sole Source process will contain the required and necessary procurement language, including but not limited to all pre-award policies (if applicable), grievance procedures, record retention policies, statewide list procedures (if applicable) etc.

- The Philadelphia Works’ President and Chief Executive Officer (CEO) approves all awards $1,000,000 or less, subject to all enumerated policies and procedures.

- Awards greater than $1,000,000 require approval from a simple majority of the Finance Committee of the Philadelphia Works Board of Directors.

- Awards of $3,000,000 or more require a simple majority approval of the Finance Committee and the full Philadelphia Works Board of Directors.

E. ORGANIZATIONAL AND DEPARTMENTAL RESPONSIBILITY

Unless a program is procured through the approved sole-source procedure, the procurement of program services is administered by a procurement panel which may include staff from the business unit initiating the procurement (hereinafter “requesting department”) and the Contracts Department, board members, and when appropriate, representatives from outside agencies. However, no employee, officer or agent may participate in the selection process if he or she has a real or apparent conflict of interest. It is the responsibility of the requesting department to convene an appropriate procurement panel prior to any action requiring a Request for Proposal or other procurements exceeding $3,000. The requesting department will act as the meeting manager (e.g. meeting logistics, etc.) Decisions concerning procurements must meet all tests described in this policy and subsequent procedures documents. In some instances, the procurement activity may also be reviewed and approved in consultation with the Compliance Officer prior to issuance of the proposal and/or contract.
The Contracts Department is accountable for ensuring each procurement action meets the tests described in this policy before issuing a contract to an outside contractor. The Contracts Department is also accountable for ensuring that grants used to fund procurements are separated and obligations do not exceed the grant amount. Notice of Obligation (NOO) information is reviewed by the Contract Managers and Director of Contracts to ensure the amount of the obligations does not exceed amount of the grant. Obligation information is reported monthly to the Chief Financial Officer (CFO). NOO information including the Catalog of Federal Domestic Assistance (CFDA) number and contract number are included on each contract. In addition, each Finance Account Liaison must ensure that sufficient grant funds are available to fund the contract, (i.e. total obligations do not exceed the grant amount.)

Philadelphia Works shall maintain records sufficient to detail the history of the procurement. The records will include, but are not limited to, the bid or RFP notice, evaluation score sheets, rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.

Pursuant to Philadelphia Works’ Compliance Plan, the Compliance Officer will conduct a periodic review of all existing contracts to ensure the proper procurement process was followed. If Philadelphia Works reviews its contracts and discovers an improper procurement, Philadelphia Works will take immediate steps to correct the deficiency by notifying the contractor and awarding agency, entering into a settlement agreement with the affected party to pay for goods or services received to date and subsequently following the proper procedures as set forth in this policy.

F. PROCEDURES

The requesting department initiates the procurement action with notification to the Contracts Department that either a Request for Proposal (RFP) or Request for Qualification (RFQ) is necessary. In unique circumstances as described above, a sole source process may be utilized.

Some funding sources have specific processes that must be incorporated into the generic steps listed below. For example, the Pennsylvania Department of Human Services (DHS) funding must be overseen by the Local Management Committee, in accordance with the Local Management Committee Agreement. In such cases the agreement procedures must be incorporated into the process described below.
G. REQUEST FOR QUALIFICATION/PROPOSAL PROCESS

1. Request for Qualification (if applicable)

Prior to issuing a RFP, a RFQ from interested parties may be obtained to evaluate the capacity of a provider. Philadelphia Works would only issue an RFP to those organizations that are approved in the RFQ process, provided below. The requesting department writes the content of the request using the RFQ outline format.

- An open and inclusive advertising campaign is conducted.
- A bidder’s conference is optional and is the responsibility of the requesting department.
- The requesting department receives the proposals.
- The requesting department convenes a rating panel which may include:
  - a representative from the Contracts Department;
  - business unit staff;
  - members of the Board of Directors and/or its subcommittees; and
  - other representatives as appropriate.
- The panel rates the proposals, through a technical evaluation as set forth in Subsection (a) below, using pre-established criteria, and makes a recommendation for allowing the providers to bid on an RFQ.
- Unsuccessful bidders may request a debrief conference to address their concerns and any deficiencies in their proposal that may have caused them not to be selected.

Philadelphia Works may also issue a RFQ to establish a List of Qualified Contractors as fully set forth in Section F of the “Procurement Policies and Procedures for Acquisition of Goods and Services that Support the Administrative Functions of Philadelphia Works” below.

2. Request For Proposal

After the conclusion of the RFQ process, if applicable, a RFP is issued to choose a qualified contractor. The RFP process is provided below.

- The requesting department writes the content of the request using the RFQ/RFP outline format.

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2 All members of the panel shall be independent, unbiased and possess no conflict of interest, potential or apparent, and will be required to complete a Confidentiality and Conflict of Interest Form prior to review.
• If there was not a RFQ, the requesting department conducts an open and inclusive advertising campaign. If there was a RFQ, the RFP would be extended only to those bidders previously approved in the RFQ process.
• A bidder’s conference is optional and is the responsibility of the requesting department.
• The requesting department receives the proposals.
• The requesting department convenes a rating panel\(^3\) which may include:
  o a representative from the Contracts Department;
  o business until staff;
  o members of the Board of Directors and/or its subcommittees; and
  o other representatives as appropriate.
• The panel rates the proposals through a technical evaluation as set forth in Subsection (a) below, using pre-established criteria, and makes a recommendation for allowing the providers to bid on an RFP.
• Once approved, the requesting department negotiates funding terms.
• Unsuccessful bidders may request a debrief conference to address their concerns and any deficiencies in their proposal that may have caused them not to be selected.

(a) Evaluation Process

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

The criteria selected for evaluation must reflect Philadelphia Works’ objectives, scope of services and requirements as set forth in the proposal. Examples include, but are not limited to:

• Work plan and methodology to meet desired goal;
• Experience of the bidder in providing the required services;
• Past performance;
• References; and
• Cost.

\(^3\) All members of the panel shall be independent, unbiased and possess no conflict of interest, potential or apparent, and will be required to complete a Confidentiality and Conflict of Interest Form prior to review.
Once the evaluation criteria have been determined, values will be assigned to the criteria. Values may be assigned in a variety of ways, depending on the nature and substance of the required service and RFQ and/or RFP. Examples include, but are not limited to:

- Points assigned to each criteria, in which evaluators review proposals and assign a score up to the maximum points for each criteria;
- Criteria considered according to a pre-established scale, in which evaluators grade proposals and assign points for each criteria within the scale;
- Individual criteria assigned a relative weight based on a specific percentage determined by the priorities of each; and/or
- Alternative concepts for assigning value may be developed based on the nature of the procurement.

Members of the rating panel independently review each criteria using one of the methods above. 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. However, additional factors, as established in the RFQ or RFP and/or the evaluation instrument, may be considered, including, but not limited to:

- Product or service demonstrations and/or interviews;
- Reference checks;
- Written proposal clarifications.

Regardless of the scoring methodology used, Philadelphia Works will document the basis for the rating using a narrative to explain the proposal’s strengths and weaknesses that justifies the final score.

**H. SOLE SOURCE PROCESS**

The business unit utilizing the sole-source procurement method must indicate to the Finance Department that there is only one viable provider available to perform the required services or that the other factors requiring sole source procurement are met.

- The business unit documents the unique expertise of the provider and provides information on past performance success, fiscal accountability and capacity to deliver needed services.
  
  OR
The business unit notifies the Finance Department that it has received informal or formal notice that funding must be awarded within 30 days or less.

OR

The cost of the service is less than $3,000.

The information is submitted to the Finance Department for review; if all requirements are satisfied, the Finance Department will proceed with presenting the contract for approval. However, the President of Philadelphia Works must also approve the sole source selectee.

I. REQUEST FOR QUALIFICATIONS/PROPOSALS

OUTLINE/FORMAT

When issuing requests for proposals, the requesting department should use the standard format outlined below:

1) OVERVIEW
   • Purpose of the RFQ/RFP
   • Who is Eligible to Apply
   • Critical Application Information

2) SCOPE OF SERVICES
   • Background Information
   • Service Requirements

3) APPLICATION PACKAGE
   • Cover and Signature Page
   • Proposal Narrative
   • Proposal Budget
   • Technical, Administrative and Fiscal Capacity
   • Required Attachments

4) EVALUATION CRITERIA AND RATING SYSTEM
   • Evaluation Process
   • Approach
   • Experience/Capacity
   • Cost
• Technical, Administrative, and Fiscal Capacity
II. PROCUREMENT POLICIES AND PROCEDURES FOR ACQUISITION OF ADMINISTRATIVE GOODS AND SERVICES

A. BACKGROUND AND AUTHORITY

The policy and procedures contained in this section are intended to comply with the general requirements of the Workforce Innovation and Opportunity Act (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, Department of Labor, including but not limited to WIIN No. 2-00, Change 2 and the working draft of the Pennsylvania Department of Labor and Industry’s (L&I’s) Financial Management Policy dated July 2014.

The policies and procedures contained herein have been formally adopted by Philadelphia Works. These policies serve as administrative guidance carrying out specified procurement activities.

B. PURPOSE

The purpose of these policies and procedures is to ensure that:

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

C. SCOPE

These policies and procedures apply specifically to the purchase of goods and service that support the administrative functions of Philadelphia Works and its programs. The particular types of goods and services include, but are not necessarily limited to, the following:

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4 However, routine renewals of monthly, quarterly and annual existing usage, licensing or maintenance fees that support the administrative functions of the organization, including but not limited to, software, telephone charges, internet provider charges, server maintenance costs, membership dues, etc. are not subject to this policy.
D. GENERAL PROCUREMENT POLICY

It is the policy of Philadelphia Works that all procurement activities shall be conducted in a manner consistent with the standards set forth in the applicable laws and regulations of the federal government and the Commonwealth of Pennsylvania.

- No employees, officers, or agents of Philadelphia Works shall participate in the selection, award or administration of a contract in which Philadelphia Works funds are used where they, or to their knowledge, their immediate families or partners have a financial interest.

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

- All evaluation panel members shall be required to complete and submit an independent, confidentiality review form and a Conflict of Interest form to Philadelphia Works prior to evaluating.

- Philadelphia Works shall avoid acquisition of unnecessary or duplicative items.

- Philadelphia Works will conduct procurements in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographical preferences in evaluation of proposals, except where applicable law expressly mandates otherwise.
● Awards shall be made to a responsible contractor possessing the ability to perform successfully under the terms of the proposed procurement and whose responsive offer is most advantageous to Philadelphia Works’ program stewardship responsibilities. Consideration shall be given to such factors as contractor integrity, compliance with public policy, technical resources, fiscal accountability, record of past performance and cost.

● Solicitations shall clearly set forth all requirements that the contractor must fulfill in order for the offer to be evaluated. It shall also incorporate a clear and accurate description of the technical requirements for the materials, product or services to be procured however such description shall not contain features which unduly restrict competition.

● Any and all offers may be rejected when in the best interest of Philadelphia Works program stewardship. A bidder has a right to appeal Philadelphia Works’ decision through Philadelphia Works’ Contractor Appeal Policy.

E. ORGANIZATIONAL AND DEPARTMENTAL RESPONSIBILITY

The procurement of administrative goods and services shall be supervised and managed by the Finance Department and ultimately, the Director of Contracts and Chief Financial Officer. Responsibilities include the following:

● Processing departmental purchase requests;
● Classification of purchases according to the criteria contained herein;
● Identification and selection of contractors;
● Negotiation and execution of purchase orders and contracts;
● Monitoring the terms of PO's and contracts;
● Maintenance of Contractor Inventories;
● Ensuring that all procurements are documented;
● Maintenance of all procurement files and records; and
● Other responsibilities as assigned.

The CFO or an appointed designee will have the authority to approve and execute purchase orders that do not exceed $3,000 (excluding contractual agreements). The President and CEO
must approve purchases in amounts exceeding $3,000. The CEO or CFO must sign any contractual agreement before execution.

F. PROCEDURES ON HOW TO PRODUCE GOODS AND SERVICES FOR ADMINISTRATIVE FUNCTIONS

1) REQUEST FOR QUALIFICATION AND CONTRACTOR INVENTORY

Philadelphia Works may establish a List of Qualified Contractors (“Contractor Inventory”) experienced in the following service areas:

- Consumable Supplies
- Office Equipment and Furniture
- Conference Management and Catering
- Management Consulting
- Computer Hardware and Software
- Communications Equipment and Services
- Research and other Professional Consultants

Philadelphia Works has the sole discretion to include additional service areas if necessary and appropriate.

The Contractor Inventory List may be established through the following RFQ process:

- The requesting department writes the content of the request using the RFQ format.
- An open and inclusive advertising campaign is conducted.
- A bidder’s conference is optional and is the responsibility of the requesting department.
- The requesting department receives the proposals.
- The requesting department convenes a rating panel which may include:
  - a representative from the Contracts Department;
  - business unit staff;
  - members of the Board of Directors and/or its subcommittees; and
  - other representatives as appropriate.
- The panel rates the proposals, using pre-established criteria, and makes a recommendation for allowing the providers to bid on an RFQ.
• Unsuccessful bidders may request a debrief conference to address their concerns and any deficiencies in their proposal that may have caused them not to be selected.

Philadelphia Works may contact the qualified contractors listed on the Contractor Inventory on an "as, if and when requested" basis. Philadelphia Works may contact them directly or may request that they compete for an opportunity through the RFP process. Philadelphia Works may, its sole discretion, from time to time, use the Contractor Inventory in connection with projects or assignments. The criteria for selecting a contractor for each project or task will vary, depending upon the requirements of the applicable project or task and could involve requiring a contractor to have a certain demonstrated experience and proficiency level in one or more service areas depending on the specific requirements of the project or assignment.

The CFO or an appointed designee will maintain a comprehensive Contractor Inventory, which will contain all relevant and necessary information about companies and organizations that are interested in and capable of providing administrative goods and services. The Contractor Inventory shall contain a wide selection of organizations that exhibit diverse ownership and employee characteristics that will allow free and open competition. For example, Philadelphia Works will ensure that the Contractor Inventory contains small, minority and women-owned businesses as well as larger, regional and national firms. The Contractor Inventory shall also contain both union employers and non-union labor. The CFO or an appointed designee will also ensure that prospective contractors who have been suspended or debarred from contracting with the federal government pursuant to the provisions outlined in Executive Order 12549, “Debarment and Suspension,” will not be included in the inventory.

The organizations contained in the Contractor Inventory will be considered by Philadelphia Works for a period of five (5) years from the date of its successful RFQ. However, Philadelphia Works has the sole discretion to remove a contractor from the Contractor Inventory for unsatisfactory performance or failing to meet the requirements for remaining on the Contractor Inventory as may be set out in the RFQ or as may be communicated by Philadelphia Works from time to time.

2) DETERMINATION AND DOCUMENTATION

(a) Request to Purchase/Requisition Form
Procurement transactions will begin with a written "Request to Purchase" (Requisition Form) that originates with the department or staff requesting the goods or services (hereinafter “requesting department”). The request may be in the form of an interdepartmental memorandum to the CFO or an appointed designee from the respective department head.

The Requisition Form memorandum must contain, at a minimum, the following information:

1. The item, product or service to be purchased;
2. For tangible goods: a generic description of the item, including specifications, capacities, and capabilities.
3. For Services: A description of the type of service, scope of work and intended work products.
4. A statement as to why the product or service is necessary to the department or individual staff member in carrying out assigned responsibilities;
5. A brief statement of how the product or service will benefit Philadelphia Works and/or the particular program;
6. A list of known sources of the item or service, taken from the contractor inventory or published catalogs and price lists. If a specific product (brand name) or contractor is preferred, the request must include a justification of that preference;
7. An estimate of the cost or price of the item or service; and
8. An indication of when the item or service is needed.

(b) Need, Benefit, Permissibility and Budget Authority

Upon receipt of the completed Requisition Form, the CFO or an appointed designee will review the document for completeness against items 1-8 above, and verify that it has the approval of the requesting department head. It is not the responsibility of the CFO to determine the need, benefit, or budget authority of the requested purchase. It is the responsibility of the CFO to ensure that these determinations have been made by the requesting department head and clearly stated on the Requisition Form. Specifically, the CFO or an appointed designee must verify that:

1. Grantor Agency prior approval, if required, has been received;
2. The cost of the item is allowable pursuant to all applicable federal and state regulations, including the OMB Uniform Guidance.
The CFO may return the Requisition Form to the requesting department for additional information or clarification if such action, in his or her judgment, is warranted. If all criteria are satisfied, the CFO will indicate such and forward the request to the CEO or an appointed designee.

Disapprovals by either the CEO or CFO will be returned to the requesting department with a full written explanation of the basis for denial.

3) CLASSIFICATION

When the Requisition has been approved by the appropriate authority, the CFO or his/her delegate will classify the purchase according to the one of the following dollar thresholds and other conditions:

- “Micro-Purchases”: If the intended procurement is projected to not to exceed $3,000 and the needed supplies or services are available from a variety of contractors at comparable prices.

- “Small Purchase”: If the intended procurement is relatively simple and informal, is projected to cost less than the Simplified Acquisition Threshold 5 set by the Federal government and contains an adequate number of qualified contractors of the item as determined by the Contracts Director in conjunction with the CFO.

- “Sealed Bids (Formal Advertising)”: If the intended procurement is projected to exceed the Simplified Acquisition Threshold, a complete, adequate and realistic purchase description is available, two or more qualified contractors from the inventory exist, if applicable, and the contract is an anticipated firm fixed price contract.

- “Competitive Proposals”: If the intended procurement is projected to have a unit cost $3,000 or more, the conditions are not appropriate for the use of sealed bids and the contractor inventory, if applicable, and contains two or more qualified contractors with competitive prices.

- “Non-Competitive Proposals (Sole Source): If the intended procurement is projected to exceed $3,000 and at least one of the following criteria apply:
  - Service expertise is found in only one source;

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5The Simplified Acquisition Threshold is currently set at $150,000 but will be adjusted for inflation.
o A public exigency or emergency with severe timing constraints exists;
  o If expressly authorized by the awarding agency after written request or 
    competition is determined inadequate after solicitation from a number of 
    proposals. business until staff; or
  o Competition is determined inadequate after solicitation from a number of 
    proposals.

4) SOURCE IDENTIFICATION

Once the Requisition Form has been approved and classified by size and source, the requesting 
department will identify prospective contractors in accordance with the one of the following:

- **Micro-Purchases:** The Contractor Inventory is searched for the product or service 
specified in the Requisition Form, together with established prices, fees or rates. A 
contractor is identified on the basis of availability, most appropriate quality and best 
(not necessarily lowest) price. If selection was based on a higher priced contractor, 
Philadelphia Works must provide written justification to substantiate the decision. 
Justified preferences or products or contractors will be honored by the CFO or an 
appointed designee if corresponding quality, specifications and price are competitive 
with respect to other sources.

- **Small Purchases:** The Contractor Inventory is searched for the product or service 
specified in the Requisition Form to ensure that an adequate number of qualified 
contractors are in the inventory and that their prices, fees or rates are comparable.

Although a price analysis is not required, if there are two or more contractors included 
in the inventory for the specified product or service, the responsible business unit may 
issue a “Request for Quotes” to the identified contractors to determine which are 
interested and capable at that particular time.

If the Requisition Form contains a justified preference, and that preference (product or 
contractor) is within a competitive range, the responsible business unit may contact that 
contractor directly.

- **Sealed Bids:** If there are two or more qualified bidders, the requesting department will 
  publicly advertise to an adequate number of suppliers, which may include contractors in 
  the current inventory.
● **Competitive Proposals:** From the specifications and other requirements for the goods or services in request to purchase, the responsible business unit will prepare a RFP (for services only or a combination of goods and services) or an RFQ (for tangible goods only). The RFP or RFQ will be sent to the contractors listed in the inventory under the particular category of goods/services. Philadelphia Works will follow the RFP process as fully described in Section I.G. above.

5) **SOURCE SELECTION**

Once the qualified contract(s) for a particular product or service have been identified in accordance with the “Source Identification” procedures outlined above, Philadelphia Works will select the most appropriate contractor in accordance with the one of the following:

- **Micro-Purchases:** Selected on the basis of availability, reasonable quality and best price. Justified preferences will be honored if quality and price are within competitive range.

- **Small Purchase:** Selected on the basis of contractor qualifications, price, fees or rates as stated in the Contractor Inventory; or on the basis of the preference justified in the Request to Purchase, provided contractor/product specifications and price are within a competitive range.

- **Sealed Bids:** Selected on the basis of lowest submitted price.

- **Competitive Proposal:** Selected on the basis of potential contractor’s response to RFQ/RFP in meeting the requirements and specifications in the Requisition Form. Criteria for selection must be stated in the solicitation instrument.

The requesting department head may specify in the Requisition Form that an appropriate department staff member be included in the evaluation and selection process.

6) **NEGOTIATION & AWARD**

Once the qualified contract(s) for a particular product or service have been identified in accordance with the “Source Selection” procedures outlined above, Philadelphia Works will negotiate and/or award the contract in accordance with the following:
- **Micro-Purchases** will be transacted through a purchase order. Micro-purchases are not subject to negotiation requirements unless, in the judgment of the requesting department, such negotiation is in the best interest of Philadelphia Works.

- **Small Purchases** of non-expendable personal property (tangible goods) will be transacted through a purchase order. Small Purchases of professional services, or a combination of goods and services, will be transacted through a letter contract and may be negotiated from the Requisition Form. At a minimum, negotiated items must include (for services) the scope of work, work products, delivery/completion schedules, fees and expenses.

Such purchases are not subject to negotiation requirements unless, in the judgment of the requesting department, it is in the best interest of Philadelphia Works to do so.

For combinations of goods and services, negotiated items include the above factors in addition to the costs/prices of the goods, warranty repairs/maintenance and shipping/handling costs.

- **Sealed Bid Purchases** will be transacted through a letter contract.

- **Competitively Proposed Purchases** of goods and services will be transacted through a fixed-price contract with payables in either lump-sum, fixed-unit or fixed fee arrangement and may be negotiated from the Requisition Form, RFQ and/or RFP.

At a minimum, negotiated items must include (for services) the scope of work, work products, delivery/completion schedules, fees and expenses. For combinations of goods and services, negotiated items include the above plus the costs/prices of the goods, warranty repairs/maintenance and shipping/handling costs.

7) **RECORDKEEPING**

The CFO or an appointed designee must maintain the appropriate records for each purchase of service or goods. The following are suggested documents that would satisfy this requirement; these documents are used only if applicable.
• Contractor Inventory Solicitation Letter
• Contractor Inventory Questionnaire
• Requests to Purchase
• Solicitations (RFQs, RFPs)
• Purchase Orders
• Letter Contracts
• Fixed-Price Contracts
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