

Pennsylvania WIOA Plans Submission Checklist
Fiscal Year 2021-2024 WIOA Regional and Local Area Plans

This checklist is used to ensure completeness; indicate each submitted item prior to emailing this form and items listed below to RA-LI-BWDA-Policy@pa.gov.

X	Cover Letter (<i>see submission cover letter template and page 4 of guide for additional details</i>)
X	Regional Plan (<i>if in a planning region</i>) and Local Area Plan saved in Microsoft Word
X	Provided documentation of public notice/public comment (<i>see pages 3-5 of guidance for additional details</i>)
X	Attestations Completed
X	Attachment 1: Local Area WIOA Title I Programs Performance Accountability Table
X	Attachment 2: Local Workforce Development System Organizational Chart
X	Attachment 3: Local Workforce Development System Program Partner-Provider List
X	Attachment 4: Local Workforce Development System Supporting Data
	<p>Option 1 or 2 is only used when submitting a planned two-year <u>modification</u>:</p> <p>Option 1: WIOA Plan Review and Modification Form (Local Area Plan)</p>
	<p>Option 2: If in a planning region, the designated point of contact will complete the <u>WIOA Plan Review and Modification Form</u> (Regional Plan) <i>and will disperse the Planning Region CEO and LWDB Chair Dated Signatures Supplemental Form</i> (Regional Plan) to the rest of the planning region.</p> <p>WIOA Plan Review and Modification Form (Local Area Plan)</p>
	<p>Only use Option 3 when submitting a modification <u>NOT</u> within a two-year modification period:</p> <p>Option 3: If in a planning region <i>and</i> the LWDB's Local Area Plan modification is deemed to provide a minor impact on the Planning Region, the <u>Planning Region CEO and LWDB Chair Dated Signatures Supplemental Form</u> (Local Area Plan) is used.</p> <p>WIOA Plan Review and Modification Form (Local Area Plan)</p>



CITY OF PHILADELPHIA

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JAMES F. KENNEY
MAYOR

June 22, 2021

Shelia Ireland
Deputy Secretary, Workforce Development
Pennsylvania Department of Labor & Industry
651 Boas Street
Harrisburg, PA 17102

Dear Ms. Ireland:

Please allow this letter to serve as my acknowledgement and concurrence regarding the Philadelphia Works Inc. submission of the 2021 – 2024 Workforce Innovation and Opportunity Act (WIOA) Philadelphia Local Plan and the Southeast PA Regional Plan.

The Board of Philadelphia Works approved the aforementioned plans at their most recent public meeting held on June 17, 2021.

Sincerely,

A handwritten signature in black ink, appearing to read "James F. Kenney".
James F. Kenney
Mayor

cc: H. Patrick Clancy

April 1, 2021

Shelia D. Ireland
Deputy Secretary, Workforce Development
Pennsylvania Department of Labor & Industry
651 Boas Street, Room 1700
Harrisburg, PA 17121

Dear Ms. Ireland,

On behalf of Philadelphia Works, Inc. the signees approve the submission of the PY 2021 – 2024 WIOA Local Plan for the City of Philadelphia. The plan, along with attachments, is submitted for your review with the concurrence, support, and approval of the Board of Directors for Philadelphia Works at its meeting on March 18, 2021 as per Workforce System Policy (WSP) No. 108-01, Change 1. The local plan provides the framework in defining how a designated area's workforce development system will achieve the purposes of WIOA.

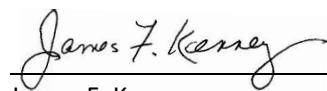
The vision of Philadelphia Works is to build a skilled and thriving workforce in the City of Philadelphia. Some of the goals described in the attached plan are, to expand the reach of the local workforce system, including on-line services and community-based solutions; to advance the implementation of career pathways as a primary model for skill credential and degree attainment particularly amongst those with barriers to employment; to strengthen learning opportunities through adult education; and, to implement Next Generation Sector strategies across all targeted industries.

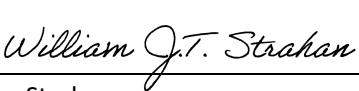
Philadelphia Works solicited public input in accordance with WIOA Sec. 107 and 20 CFR Part 679 for the period of February 24, 2021 through March 26, 2021. The plan was available for review on the Philadelphia Works website <https://www.philaworks.org/> and a public legal notice was published in the Philadelphia Inquirer and the Philadelphia Tribune newspaper. Philadelphia Works hosted a virtual WIOA Plan Public Comment meeting on March 12, 2021. A screen shot of the online posting and/or copies of legal notice with dates of public notification are also included in the submission. Four comments were received as referenced on page 119 of the submitted plan.

If you have any questions or need additional assistance, please do not hesitate to contact H. Patrick Clancy, President and CEO of Philadelphia Works, either by telephone at 215-963-2100 or via email at pclancy@philaworks.org.

The signatures below certify approval of the submission of the PY 2021 – 2024 WIOA Local Plan for the City of Philadelphia to the PA Department of Labor & Industry.

Best Regards,


James F. Kenney
Mayor of Philadelphia


William Strahan
Philadelphia Works Board, Chair



PHILADELPHIA WORKS, INC.

PHILADELPHIA WORKFORCE DEVELOPMENT BOARD

WORKFORCE INNOVATION AND OPPORTUNITY ACT LOCAL PLAN

EFFECTIVE JULY 1, 2021-JUNE 30, 2024

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1. STRATEGIC PLANNING QUESTIONS: Local Area Workforce and Economic Analysis

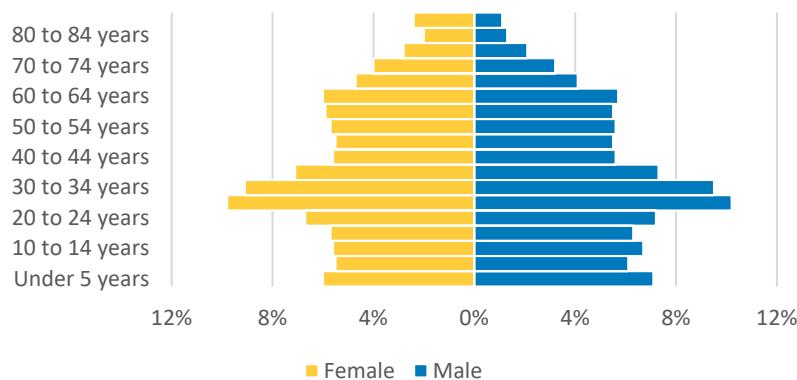
1.1 Identify the composition of the local area's population and labor force.

Philadelphia Works, Inc. is the Workforce Development Board (the Board) that oversees the workforce development activities of Philadelphia County. As part of the local planning process, the Board analyzed the population and labor force of the local Workforce Development Area, which is comprised of Philadelphia County, located in Southeast Pennsylvania, home to approximately 1,584,000 citizens in 2019.¹

Prepared during the COVID-19 pandemic and economic recovery, this section relies on historical data. Though long-term socioeconomic, industrial, and labor force patterns discussed here reflect past conditions, they also influence how the current recession is impacting the city. In the short-term, they help to inform the extent to which the city's workforce and population may be affected. In the longer term, they reveal the progress Philadelphians have made.

From 2010 to 2019, Philadelphia's population grew by approximately 56,000 residents.² Population projections from Emsi, Inc. estimate that this growth will continue over the coming decade, with Philadelphia adding roughly 30,000 residents by 2030.³ Of the total population in 2019, 867,000 residents (55%) were considered prime working age (25 to 64 years old), of which 651,000 (75%) were actively participating in the labor force.⁴

Figure 1: Population Pyramid of Philadelphia Residents, 2019



Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

¹ U.S. Census Bureau. American Community Survey 1-Year Estimates: Summary Table B01003.

² Ibid, Summary Table S2301.

³ Emsi, Inc. Population Demographics Table, 2020 to 2030 (Projected).

⁴ U.S. Census Bureau. American Community Survey 1-Year Estimates: Summary Table S2301.

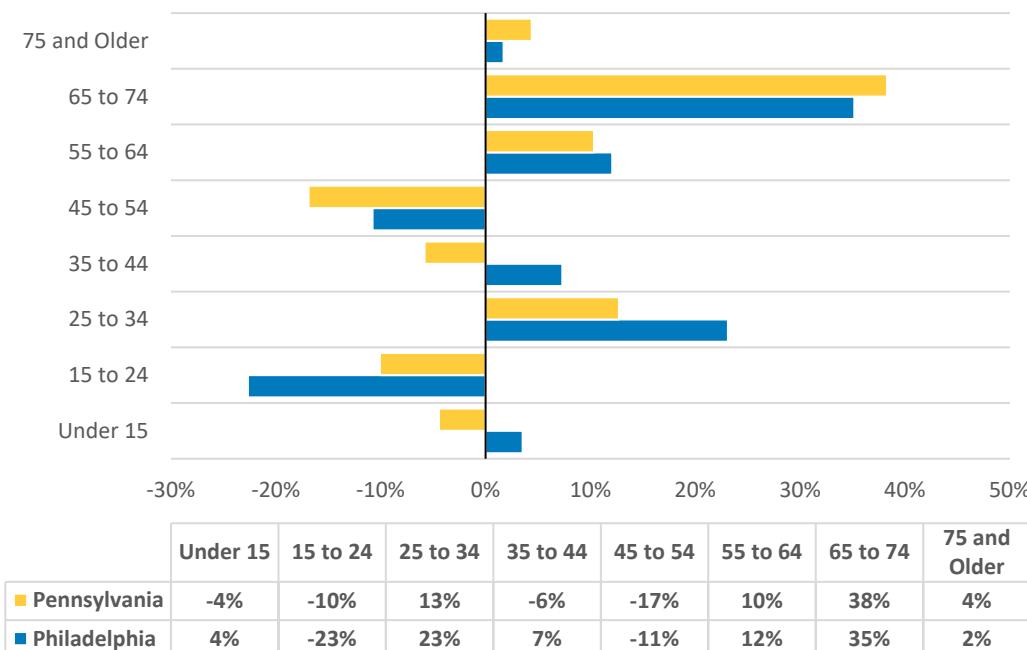
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Relative to the state of Pennsylvania overall as well as the Southeast Pennsylvania Workforce Planning Region, Philadelphia's population is younger. While the median age for city residents was 34.7 in 2019, the same figures were 40.8 for the state and between 39.0 and 44.0 for other counties in the region.⁵ When segmented by age group, Philadelphia's recent population growth shows that the city has become younger over time. Since 2010, the number residents in the city between the ages of 25 and 34 increased by 57,000 individuals (23%).⁶

Other age groups experienced either more modest growth or—in some cases—significant declines. The 45 to 54 cohort, for example, declined by 21,000 individuals (-11%), while the 55 to 64 cohort grew by 20,000 individuals (12%) (See Figure 2).⁷ The younger age is significant as the local workforce development area has major development pipeline possibilities for employers. Older workers 55 to 64 face special challenges as they need to adapt to a rapidly evolving occupational mix.

Figure 2: Change in Population by Age Cohort in Philadelphia and Pennsylvania, 2010 to 2019



Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

⁵ Ibid, Summary Table S0101.

⁶ Ibid.

⁷ Ibid.

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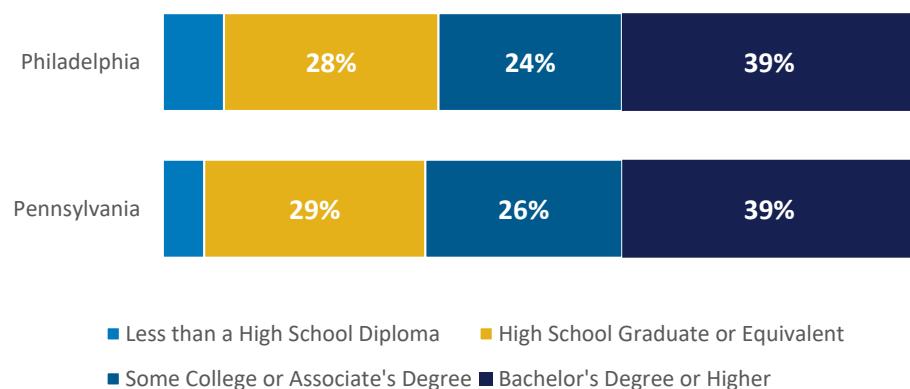
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Importantly, while young people have driven Philadelphia's population growth, so has its immigrant population. In 2019, approximately 14% of the city's residents were born outside of the United States, an increase from 12% in 2010. In Pennsylvania overall, just 7% of the population was foreign-born in 2019, an increase from 6% in 2010.⁸

Philadelphia's population has become more educated over time. Since 2010, the share of residents 25 years and older with a bachelor's degree or higher increased from 23% in 2010 to 31% in 2019.⁹ Meanwhile, the number of prime working age labor force participants with at least a bachelor's degree increased by approximately 84,000 workers (49%).¹⁰ This dramatic change in talent has propelled much of the city's recent economic growth, shifting the labor market to one more heavily concentrated in high-skill employment.

Relative to the state and surrounding counties, Philadelphia's growth in educational attainment is unique. Over the same time period, labor force participants with at least a bachelor's degree increased by 18% in Pennsylvania overall and between 10% and 15% in the surrounding counties.¹¹ However, as a share of the labor force, those with at least a bachelor's degree represented 39% of all participating adults aged 25 to 64 in both Philadelphia and Pennsylvania.¹² While the rapid increase in educational attainment among Philadelphia's workforce has had positive impacts, this growth has only aligned the city with state-wide distributions (See Figure 3).

Figure 3: Educational Attainment of the Labor Force in Philadelphia and Pennsylvania, 2019



Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

⁸ Ibid, Summary Table S0701.

⁹ Ibid, Summary Table S1501.

¹⁰ Ibid, Summary Table S0101.

¹¹ Ibid.

¹² Ibid.

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Educational attainment is a critical predictor for labor market outcomes. Those with higher levels of education are more likely to participate in the labor force and more likely to be employed (See Table 1). At the same time, higher levels of educational attainment are more prevalent in younger workers. In 2019, 45% of 25- to 34-year-olds in Philadelphia possessed a bachelor's degree or higher, compared to just 23% of 45- to 64-year-old residents.¹³ As Philadelphia continues to see growth in the 25- to 34-year-old cohort, we should expect to see further increases in educational attainment. Lower educational attainment for workers 45 to 64 make education and training a priority to ensure employment opportunities, whether they are currently working or seeking employment.

Table 1: Labor Force Participation, Employment, and Unemployment by Educational Attainment in Philadelphia, 2019

Population	Total Population	Labor Force Participation	Employment Ratio	Unemployment Rate
Population 25 to 64 years	867,100	75.1%	69.5%	7.3%
Less than High School Diploma	105,100	50.2%	42.7%	14.9%
High School Diploma or Equivalent	270,900	68.5%	61.4%	10.4%
Some College or Associate's Degree	202,700	78.2%	72.2%	7.3%
Bachelor's Degree or Higher	288,500	88.3%	85.1%	3.6%

Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

Beyond the labor market directly, educational attainment is also closely correlated with poverty, an issue that remains a significant challenge in Philadelphia. In 2019, roughly 23% of Philadelphia residents lived in poverty, compared to 12% in the state overall.¹⁴ For Philadelphians 25 and older with less than a high school diploma, 38% lived in poverty (See Table 2). By contrast, poverty rates among residents with just a high school diploma and for those with a bachelor's degree or higher were 23% and 9%, respectively.

While these figures show the importance of education in determining economic outcomes, even educated Philadelphians disproportionately live-in poverty. In Pennsylvania overall,

¹³ Ibid, Summary Table S1501.

¹⁴ Ibid, Summary Table S1701.

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poverty affects just 4% of residents 25 and older with at least a bachelor's degree, a five-point difference from Philadelphia.

Table 2: Poverty Rates by Educational Attainment in Philadelphia and Pennsylvania, 2019

Population	Philadelphia Poverty Rate	Pennsylvania Poverty Rate
Total Population for Whom Poverty Was Determined	23%	12%
Less than High School Diploma (25 to 64)	38%	25%
High School Diploma or Equivalent (25 to 64)	23%	12%
Some College or Associate's Degree (25 to 64)	18%	9%
Bachelor's Degree or Higher (25 to 64)	9%	4%

Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

Perhaps more disturbing is the share of Philadelphians living in poverty that are also employed. In 2019, about 12% of the city's labor force—96,000 residents—lived in poverty. Of these, 74,000 (77%) were employed and 22,000 (23%) were unemployed.¹⁵ While this distribution points to the continued importance of PA CareerLink® centers to help unemployed residents find jobs, it also highlights the importance of job quality and family-sustaining wages. Simply helping Philadelphia residents find a job is not enough. Instead, real reductions in poverty require training programs, career pathways, and apprenticeships with possibilities for increased income and advancement.

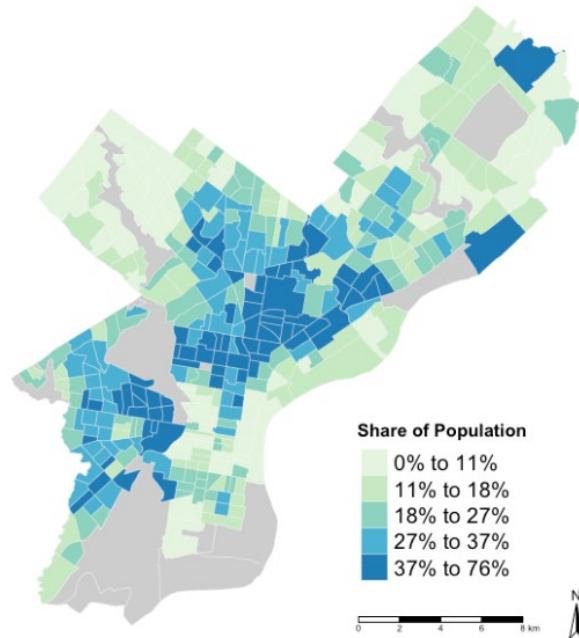
Though poverty affects a significant portion of Philadelphia residents, it is spatially concentrated in the city's northern and western neighborhoods. Other employment barriers, such as low educational attainment, follow similar patterns (See Figures 4 and 5).

¹⁵ Ibid.

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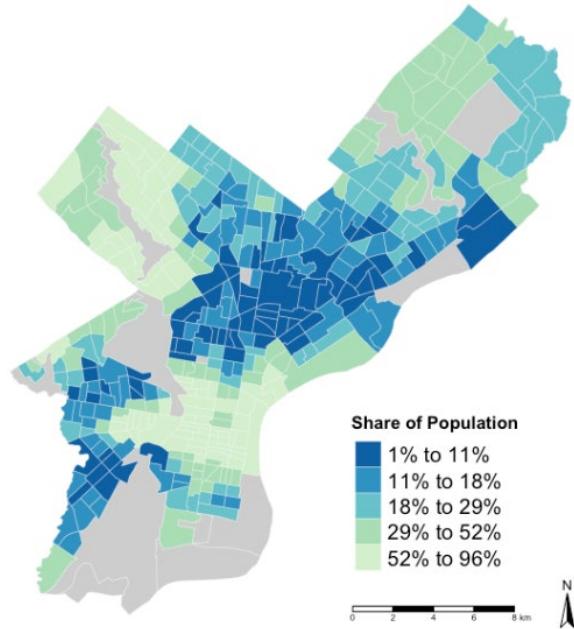
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Figure 4: Poverty Rate by Census Tract in Philadelphia, 2019



Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

Figure 5: Share of Population (25+) with at Least a Bachelor's Degree by Census Tract in Philadelphia, 2019



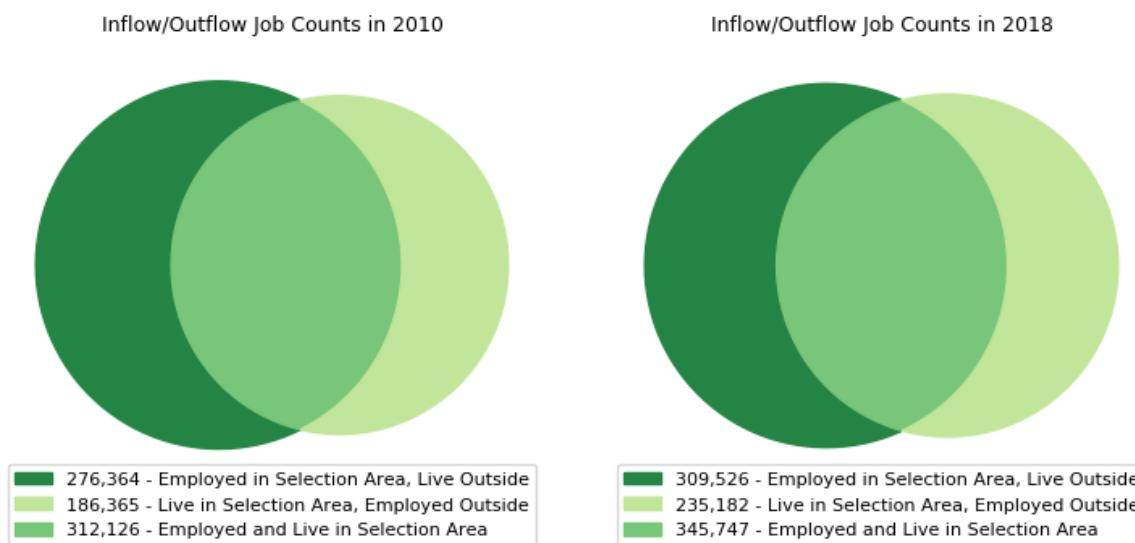
Source: U.S. Census Bureau. American Community Survey 1-Year Estimates, 2019

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While Philadelphia itself has seen important growth in recent years, it has also become more connected with its neighboring counties, experiencing a significant shift in commuting patterns. In 2010, an estimated 37% of employed residents worked outside of Philadelphia. By 2018, that figure was approximately 41%. Meanwhile, 47% of individuals working in Philadelphia lived outside the city in both 2010 and 2018.¹⁶ Challenges face workers leaving the city to find work if public transportation is not available or when a commute requires multiple transfers. Helping residents address this need by exploring assisting career seekers in acquiring a valid Pennsylvania Drivers licenses is an approach the Board is adopting for many training programs (See Figure 6).

Figure 6: Commuting Patterns for Philadelphia Residents, 2010 and 2018



Source: U.S. Census Bureau. Longitudinal Employer-Household Dynamics (LEHD), 2018

As COVID-19 continues to affect our economy, the Board expects to serve increasing numbers of career seekers with multiple barriers as jobs in low-skilled occupations, such as food service and accommodation, have been disproportionately affected. The Workforce Innovation and Opportunity Act (WIOA) recognizes 13 barriers to employment, each of which has a significant presence in the city. Count estimates for individuals in each (non-exclusive) category are found below in Table 3.

¹⁶ U.S Census Bureau. Longitudinal Employer-Household Dynamics (LEHD), 2018.

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Table 3: Count Estimates of Philadelphia Residents by WIOA Barrier to Employment

Barrier to Employment	Count of Philadelphia Residents	Source and Definition
Displaced Homemakers	N/A	No accurate data at this time
Low-Income Individuals: 70% of LLSIL	259,000	2015-2019 ACS: Individuals 25 to 64 with incomes below \$10,847
Below Poverty	266,200	2015-2019 ACS: Individuals 16 and older living in poverty
American Indians, Alaska Natives, and Native Hawaiians, as such terms are defined under Section 166	6,500	2015-2019 ACS
Individuals with Disabilities, including youth with disabilities	152,000	2015-2019 ACS
Older Individuals	140,400	2015-2019 ACS: Individuals 55 and older in the labor force
Ex-Offenders	119,700	2015-2019 ACS: Estimated as 11% of the population 25 and older
Homeless Individuals, as defined under Section 41403(6) of the Violence Against Women Act of 1994 (42 U.S.C 14043e-2(6))	5,740 Total Individuals (4,672 Sheltered and 973 Unsheltered)	
Homeless Children and Youth, as defined under Section 725(2) of the McKinney-Vento Homeless Assistance Act (42 U.S.C 11434a(2))	1,290 Children Under 18 (1,280 Sheltered and 6 Unsheltered) 450 Individuals 18 to 24 (374 Sheltered and 74 Unsheltered)	2019 Point in Time Count, City of Philadelphia Office of Homeless Services
Youth who are in or have aged out of the foster care system	7,996 Total Children 0 to 20 Served by the Foster Care System	Pennsylvania's Partnerships for Children, 2019 State of Child Welfare (2018 Numbers)

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Individuals who are English language learners	156,100	2015-2019 ACS: Speak English less than “very well”
Eligible migrant and seasonal farmworkers, as defined under Section 167(i)	0	2017 USDA Census of Agriculture: Total Migrant Farmworkers in Philadelphia County
Individual with 2 years of exhausting lifetime eligibility under Part A of Title IV of the Social Security Act (42 U.S.C 601 et seq)	N/A	No accurate data at this time
Single parents, including single pregnant women	61,100	2015-2019 ACS: Single parents with cohabitating child/children
Long-term unemployed individuals	60,600	CWIA WDA Profile (UC Exhaustees)
Veterans	58,700	CWIA County Profile

Based on the tracking of enrollments of individuals with barriers in the PA workforce development system of record, PA CareerLink®, from July 1, 2019 through June 30, 2020, with the available data fields, the numbers reveal the following percentiles. (See Table 4 below).

Table 4: WIOA Registered Individuals with Barriers to Employment

Barrier	% Served PY2019
Receiving Public Assistance/Low Income	86.3%
Ex-Offender	17.9%
Older Individuals (55+)	21.9%
Basic Skills Deficient	5.9%
Individuals with Disability	2.9%
Homeless	0.9%
Single Parent	20.3%
Any Barrier	93.8%

Source: Philadelphia Works Inc. Analysis of PA CareerLink® data

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1.2 How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region/local area?

Using the PA Department of Labor and Industry's defined Industry Clusters as well as industry-based employment from the Quarterly Census of Employment and Wages, Table Five demonstrates that Philadelphia's economy is still dominated by the Healthcare industry cluster. Approximately 1 in 4 individuals working in Philadelphia were engaged in this cluster in 2019. The Education and Business Services clusters were also prominent in the city, comprising 14% and 12% of employment, respectively. The Hospitality, Leisure & Entertainment sector accounted for over 11% of jobs in 2019.

Though presented individually in Table Five, the City and the Board have the Agriculture and Food Production sector (dominated by food product manufacturing in Philadelphia), Logistics and Transportation, and Advanced Manufacturing Clusters together. Combined this group accounted for about 9% of the city's total jobs in 2019.

Given existing transportation challenges and the increased number of residents commuting outside the city to work, the need to place career seekers into pipeline models and increase employment possibilities locally remains, especially in place-based sectors such as Healthcare, Education and Hospitality.

Table 5: Philadelphia Employment Patterns by Industry Cluster, 2019

2019 Employment	Percent of Total Employment	Employment Growth (2014-2019)	Percent Growth (2014-2019)	2019 Local Average Wage	2019 National Location Quotient
Agriculture and Food Production	11,617	1.66%	885	8.2%	\$55,542
Advanced Manufacturing	14,668	2.10%	-1,496	-9.3%	\$58,052
Building and Construction	21,132	3.02%	2,729	14.8%	\$73,148
Bio-Medical	7,966	1.14%	3,522	79.3%	\$104,226
Business Services	82,798	11.83%	5,680	7.4%	\$121,662
Education	95,399	13.63%	6,876	7.8%	\$70,484

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Energy	8,867	1.27%	-51	-0.6%	\$90,484	0.62
Healthcare	175,040	25.02%	22,425	14.7%	\$60,734	1.66
Hospitality, Leisure, and Entertainment	80,301	11.48%	9,413	13.3%	\$33,782	0.93
Logistics and Transportation	33,148	4.74%	4,202	14.5%	\$61,351	1.21
Real Estate, Finance, and Insurance	38,401	5.49%	2,361	6.6%	\$119,801	1.00
Wood, Wood Products, and Publishing	6,283	0.90%	-866	-12.1%	\$78,665	0.66

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages (QCEW) 2019 Averages, prepared by the Pennsylvania Center for Workforce and Industry Analysis

The Board continues to embrace the City's focus on strong clusters and industry groupings. Targeted industry groups align closely with groupings of state clusters. The economic development strategy to increase labor force participation and to move residents onto career pathways with family sustaining wages focuses on: Advanced Manufacturing and Logistics, Business & Financial Services, Construction & Infrastructure, Early Childhood Education, Healthcare & Behavioral Health, Hospitality & Retail Trade, Information Technology (Technology Services). For more on the strategy used to identify these industry groupings, see Section 2.1.

Challenges remain in placing residents in work along a career pathway. Occupational projections from the CWIA indicate that the occupations with the largest volume of increased positions vary from requiring expert skills training (Registered Nurses) to minimal skills training (Combined Food Preparation & Serving Workers). The Board continues to work to move those in unskilled positions to more skilled positions to increase the stability of their employment and wages (See Table 6 below).

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Table 6: Fastest Growing Occupations in Philadelphia by Annual Demand, 2018 to 2028 Projections

Occupational Title	Annual Demand
Combined Food Preparation & Serving Workers	3,108
Personal Care Aides	2,972
Cashiers	2,641
Waiters & Waitresses	2,588
Office Clerks, General	2,367
Retail Salespersons	2,087
Registered Nurses	1,918
Laborers & Freight, Stock & Material Movers	1,843
Janitors & Cleaners	1,800
Nursing Assistants	1,664
Home Health Aides	1,583
Customer Service Representatives	1,543
Security Guards	1,478
Cooks, Restaurant	1,257
Childcare Workers	1,186
Stock Clerks & Order Fillers	1,079
Secretaries	1,058
Supervisors - Office & Administrative Support Workers	1,005
Accountants & Auditors	860
Bartenders	822

Source: Occupation Projections, 2018 to 2028, prepared by the PA Center for Workforce Information and Analysis

The Board maintains close ties with employers through sector-strategies in Advanced Manufacturing/Logistics, Direct Care Healthcare, Business/Financial Services, the Hospitality Leisure and Entertainment Next Gen Partnership, Regional Information Technology (IT), and Energy Partnerships and Apprenticeship Programming. These relationships, locally and regionally, help inform the Board's understanding of skills needed for successful entry and advancement into industry career pathways.

This relationship also allows Philadelphia Works Inc. to better identify gaps in workforce

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skills, such as soft skills, as well as skills specific to the occupations that hold the most opportunity for employment of PA CareerLink® Philadelphia's customers. Regular feedback on the percentage of the number of referred candidates that meet the criteria for staff-recruited positions provides information for continuous improvement in referrals and recruiting. The Board is exploring launching, in the next year, a systematic collection of feedback from employers engaged in the local system to better address weaknesses in the placement processes.

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

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

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

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participants.

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

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

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

- **Basic Workplace Skills**

- Locates and Uses Resources
- Applies Mathematical Concepts and Operations
- Reads with Understanding
- Writes Clearly and Concisely
- Speaks Clearly and Concisely
- Listens with Understanding
- Observes Critically

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- Uses Technology
- **Basic Workplace Knowledge**
 - Applies Health and Safety Concepts
 - Understands Process and Product or Service
 - Demonstrates Quality Consciousness
 - Understands Finances
 - Works within Organizational Structure and Culture
- **Basic Employability Skills**
 - Makes Decisions
 - Solves Problems
 - Works in Teams
 - Demonstrates Self-Management Strategies
 - Demonstrates Effective Interpersonal Relations
- **Lifelong Learning Skills**
 - Knows how to learn
 - Applies skills in new contexts
 - Manages change

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

Advanced Manufacturing

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

Healthcare Direct Services / Behavioral Health

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

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- Collect Biological Specimens from Patients
- Order Materials and Supplies

Building Trades

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

Biotechnology

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

Early Childhood Education

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

Business/Finance/IT

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

Retail

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

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

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certifications are in-demand across Business and Financial Services, IT, and Advanced Manufacturing.

The most popular certifications requested in job postings in Philadelphia, during program year 2019 (07/01/2019-06/30/2020), are displayed below in Table 7.

Table 7: Top Certifications by Job Postings in Philadelphia, Program Year 2019

General	Business, IT, and Professional Services
Driver's License	Certified Public Accountant (CPA)
Project Management Certification	Information Systems Security Professional (CISSP)
CDL Class A	IT Infrastructure Library (ITIL) Certification
Security Clearance	Certified Information Systems Auditor (CISA)
Healthcare and Healthcare Support	Licensed Professional Engineer
Registered Nurse	Real Estate Certification
First Aid CPR AED	Certified Information Security Manager (CISM)
Advanced Cardiac Life Support (ACLS) Certification	Cisco Certified Network Associate (CCNA)
Basic Life Saving (BLS)	CompTIA Security+
Certified Registered Nurse Practitioner	Insurance License
Certified Nursing Assistant	Education and Social Assistance
Licensed Practical Nurse (LPN)	Certified Teacher
Basic Cardiac Life Support Certification	Social Work License
American Heart Association Certification	Child Development Associate (CDA)
Radiologic Technologists (ARRT) Certification	Licensed Professional Counselor
Certified Medical Assistant	Accommodation and Food Service
Home Health Aide	ServSafe
Certified Pharmacy Technician	Food Handler Certification

Source: Burning Glass Technologies, Labor Insight

Universally, employers still agree that a high school diploma or equivalency is critical to access entry-level positions on a career pathway. One of the barriers that challenges many career seekers in Philadelphia is low-literacy/numeracy and basic skills deficiencies, as demonstrated in Figure 10, which details the educational attainment levels self-reported during enrollment into WIOA and EARN services in the Philadelphia system. Over 1,000

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career seekers receiving services did not have a diploma or high school diploma equivalency. In the first six months of program year 1,003 WIOA-registered individuals identified themselves to be 6.9 percent basic skills deficient, 17 percent returning citizens, and 18.7 percent as over 55 years of age. Many of these PA CareerLink® Philadelphia WIOA-registered customers appear in multiple barrier categories. (See Table 8 below).

Table 8: Educational Levels of Philadelphia PA CAREERLINK® Customers in Program Year 2019 (07/01/2019 – 06/30/2020)

Highest Education Level Description - Job Gateway	Dislocated			
	Adult	Worker	Youth	TANF
No formal schooling	5	2	2	24
Elementary education (grades 1-8)	15	7	3	25
Secondary education, no high school diploma (grades 9-12)	115	60	34	516
High school graduate or equivalency certificate (GED)	815	313	76	1,568
Special education certificate of completion/diploma or in attendance	18	7	4	45
Vocational/Technical Certificate	175	57	6	200
Post-secondary education, no degree or certificate	234	125	5	211
Post-secondary academic degree, Associate degree	128	93		85
Bachelor's degree	205	174		53
Occupational credential beyond undergraduate degree work		3		1
Master's degree	55	80		6
Any degree above a Master's - e.g. Ph.D., Ed.D., J.D.	12	17	6	39
Unknown	189	7	417	113
Grand Total	1,966	945	553	2,886

Source: Philadelphia Works Inc. Analysis of PA CareerLink® data

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

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

- Lack of Adult Basic Education to meet the entry requirements for training and educational programs leading to in-demand middle-skilled open positions. According to the National Center for Education Statistics, nearly one-third of Philadelphia adults have basic or below basic literacy proficiency, while close to 50% have basic or below

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basic numeracy proficiency.¹⁷ Both figures are lower than state and national averages. These low rates limit access to training and education required to advance along career pathways¹⁸ and fill employer vacancies.

- Paucity of information to engage and inform residents on career pathways from middle school age to adults seeking to improve their employment situation. Career Pathways enable residents to understand critical competencies, credentials and education needed to move upwards in their career. Currently, such information is limited in the city reducing needed numbers in talent pipelines.
- Inadequate links between the workforce system and employers who inform on in-demand occupations and the competencies and credentials needed. Career Pathways should embrace the talent needs of the employers in the city especially for unfilled positions and emerging positions that would encourage firm growth. This extends to our economic development partners where a closer link to the system would provide more comprehensive and more responsive talent development strategies.
- Limited work skills (soft skills) among those entering the workforce or without a consistent work history. This has been a consistent complaint by employers.

The Board continues to focus on 4 key strategies to address known weaknesses in the workforce system:

- Incorporate literacy/adult education into employment training leading to industry recognized credentials/licensing needed to access work along an acknowledged career pathway
- Build on career pathway approaches that ensure advancement of wages, knowledge and skills, utilizing pre-apprenticeship programs linked to Trade or Registered Apprenticeship.
- Work with employers through industry/sector-based meetings to identify new skills and technologies in their industries, validate entry-level credentials and skills, and identify available resources when hiring those with barriers.
- Expand services to residents with substantial barriers to employment through

¹⁷ National Center for Education Statistics. Program for the International Assessment of Adult Competencies (PIAAC). State and County Indicators of Adult Literacy and Numeracy, 2012.

¹⁸ Harrington, Paul, Neeta Fogg & Alison Dickson. The Literacy Proficiencies of the Working-age Residents of Philadelphia City (September 2007) located at <http://www.philaworks.org>.

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population-based practices and build “learning” that guides future resource investments.

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

- Development of employer-validated pre-apprenticeship programs that address literacy and work skills that align directly with Trade and Registered Apprenticeships. Philadelphia currently has 137 Trade and Registered Apprenticeship Programs.¹⁹
- Encouraging incumbent workers to apply for their employer’s newly sponsored apprenticeships to increase skills, credentials and wages.
- Working with the Trade Unions to prepare Opportunity Youth for the apprenticeship exams and acquire a Pennsylvania Driver’s License, as part of pre-exam training
- Connecting the EARN population to training that incorporate the acquisition of a Pennsylvania Driver’s License, literacy, and combinations of credentials to improve access to employer validated openings.
- Expand opportunities for placements, including OJTs, that reflect individual employment plans, in positions with the opportunities for advancement.
- Collecting training plans annually from the Southeast Pennsylvania Manufacturing Alliance (SPMA) (Formerly Southeast Pennsylvania Regional Workforce Development Partnership (SERWDP) for IWT needs.
- Educating employers through peer-to-peer meetings on Philadelphia laws such as Ban-the-Box, providing links to resources on how to read a Pennsylvania criminal record, and the value of the talent Returning Citizens bring to the workplace.

The Board promotes apprenticeships models for those with barriers, especially Opportunity Youth, and works one-on-one with employer sponsors to build curriculum, create wage gains and identify credentials. Each of these meetings builds our knowledge of employer needs for

¹⁹ Apprenticeship and Training Office, PA Department of Labor & Industry.

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entry-level positions based on industry and occupations. At the quarterly regional American Apprenticeship Initiative meetings, Philadelphia Works Inc. and partners are building a “best practice” toolkit for pre-apprenticeships and apprenticeships.

Regular meetings of the Philadelphia-based Industry Partnerships, SEPMA, the Hospitality, Leisure and Entertainment Next Gen Partnership and the Direct Care Healthcare Partnerships, in addition to regional partnerships such as ITAG and Smart Energy Initiative (SEI), provide additional feedback on incumbent worker needs through training plans.

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

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

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

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

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

Overall, the strength of our system is predicated upon the availability and quality of services

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and activities, provided by a network of partners, funded both directly and indirectly by Philadelphia Works Inc. to address the labor supply and demands of our region. Specifically, our strengths include:

- Capacity to seek flexible funding that supports innovative strategies, enabling the testing of innovative practices and special attention to gaps in the system
- Long standing history of successfully organizing and implementing occupational and sector-based strategies, which serve the needs of employers, and creates opportunities for career seekers with entry level skills
- Implementation of evidenced-based, customer-centric goal setting and case management service delivery model
- Thriving relationships with economic development partners that result in increased alignment between workforce development and economic development activities supporting lower, mid-level, and advanced worker needs
- Sustainable infrastructure that supports robust research capabilities ensuring operational work is driven by data and best practices
- Continued evolution of an integrated services model, that offers streamlined service delivery, greater efficiency and consistency, supported by an increasingly diverse set of state and local funding
- Growing expertise in pre-apprenticeship models and the ability to make these models a more prominent fixture in investment strategies. Philadelphia Works Inc. offers technical assistance in apprenticeship program design. Through our work with stakeholders we support the use of pre-apprenticeship and youth apprenticeships as tools to address barriers to entry into apprenticeship programs.
- Supporting community-based partners in providing increased access to workforce services outside of the PA CareerLink® Philadelphia centers.

The Board has demonstrated a commitment to addressing challenges faced by customers whose employment needs are present alongside barriers related to housing, criminal history, utility assistance, and childcare. As an integrated system, the PA CareerLink® Philadelphia centers can capture a range of presenting problems of customers and respond effectively through supportive staff like Workforce Counselors and Life Skills Coaches, alongside a streamlined referral system that recognizes and addresses the crises customers may face at the onset. PA CareerLink® Philadelphia has access to a robust network of providers that provide services customers can access within the One Stop system that helps mitigate crises while allowing customers to engage in their employment and training goals.

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In response to WIOA's emphasis on serving those with barriers to employment, Philadelphia Works Inc. maintains the position to expand on the priorities detailed below.

- Address individuals with low literacy, including those who possess a high school diploma or equivalent, and low educational attainment
- Encourage co-enrollment among core partner programs, serving those with barriers to employment to target services that meet current skill levels
- Deepen the referral relationships with community-based organizations providing barrier removal
- Build providers capacity around newer WIOA training and placement strategies
- Implement customer-centric practices throughout the system
- Improve our on-line presence and strengthen community partnerships to increase access to customers across the city
- Expand Youth Apprenticeship, Pre-Apprenticeship and Registered Apprenticeship across the region through the collaborative efforts of ApprenticeshipPHL with a particular focus on those opportunities that lead to family sustaining wages and career pathways.

As part of our commitment to expanding opportunities to those with barriers to employment, Philadelphia Works has established an Apprenticeship Team that is focused on equity and access. They leverage program models such as youth apprenticeship and pre-apprenticeship programs to address barriers to entry into apprenticeship. Additionally, they offer technical assistance in program design and implementation to ensure program models are recruiting and retaining more diverse populations and those experiencing barriers to employment.

Access to computer hardware and internet connection continue to be a challenge in Philadelphia. The Board consistently works with the city to support efforts to expand access and to ensure workforce resources are available in public computing centers outside of the PA CareerLink® Centers.

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1.5 Describe strategic planning elements including a regional analysis of economic conditions.

The local COVID-19 economic crisis began in Philadelphia in mid-March 2020.²⁰ Between that month and January 30, 2021, more than 30% of the city's labor force experienced job loss or a reduction in employment hours.²¹

While virtually no industry has weathered the crisis without impact, the Leisure and Hospitality industries (including Accommodation and Food Services as well as Arts, Entertainment, and Recreation) and Construction industries have experienced the most severe impacts, based on initial unemployment claims of workers by industry.²² Other Services, Transportation, Administrative and Waste Services, and Retail have also experienced outsized impacts compared to other industries across the city.

Figure 7 depicts the month-over-month and year-over-year change in payroll estimates by industry in Philadelphia as of December 2020. That month, for example, Leisure and Hospitality employment fell 15% from the previous month's estimates. This marked a nearly -50% reduction in employment from December 2019 estimates.

²⁰ The first COVID-19 case in Philadelphia was announced on March 10, 2020. Mayor Jim Kenney ordered the closure of all non-life-sustaining businesses on March 16, 2020 by 5:00 pm. City of Philadelphia, Board of Health, March 2020.

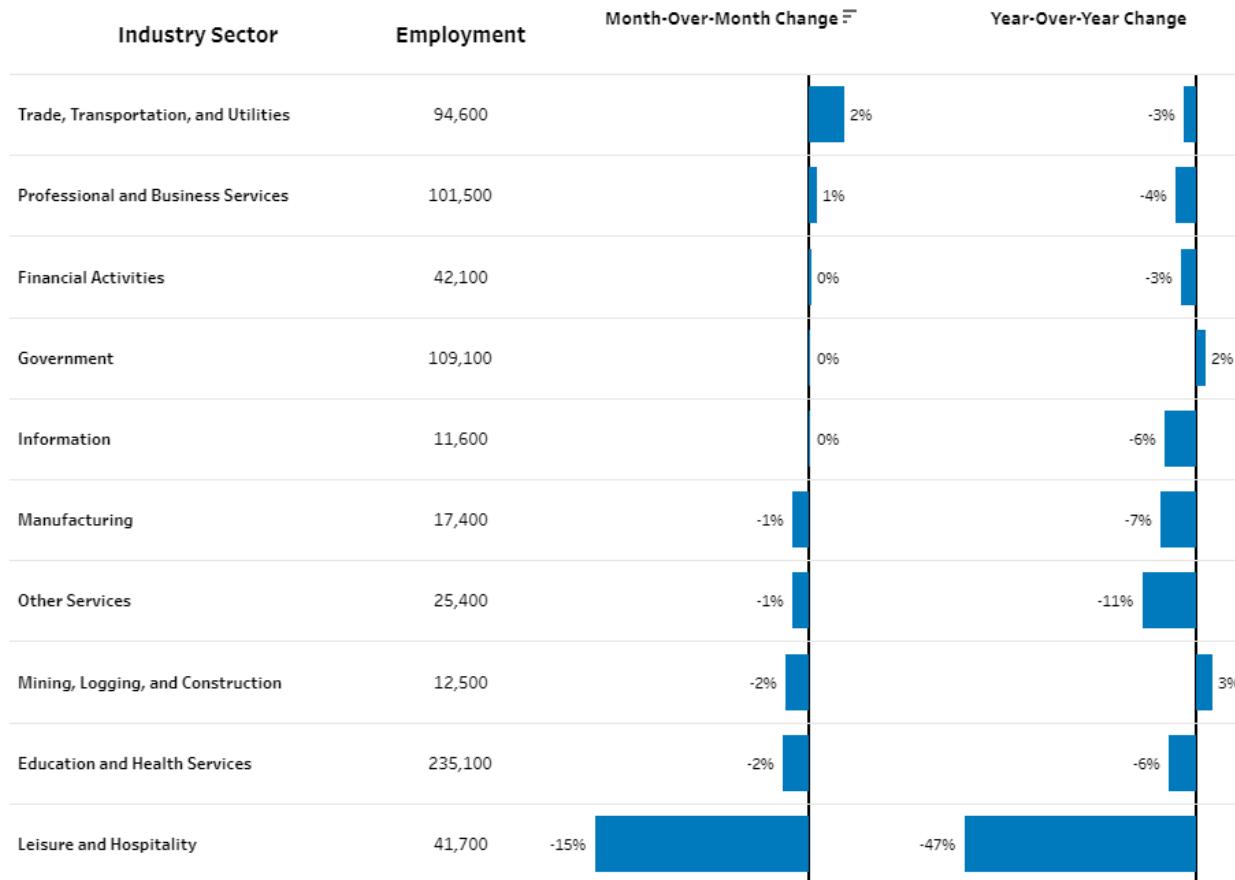
²¹ PA Central Workforce Development System, 2020 and American Community Survey 5-Year Estimates, U.S. Census Bureau, 2020.

²² PA Central Workforce Development System, 2020 and PA CWIA Weekly Unemployment Claims Dashboard, 2020.

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Figure 7: Payroll Estimates by Major Industry Sector in Philadelphia, December 2020



Source: PA CWIA Non-farm Jobs (not seasonally adjusted)

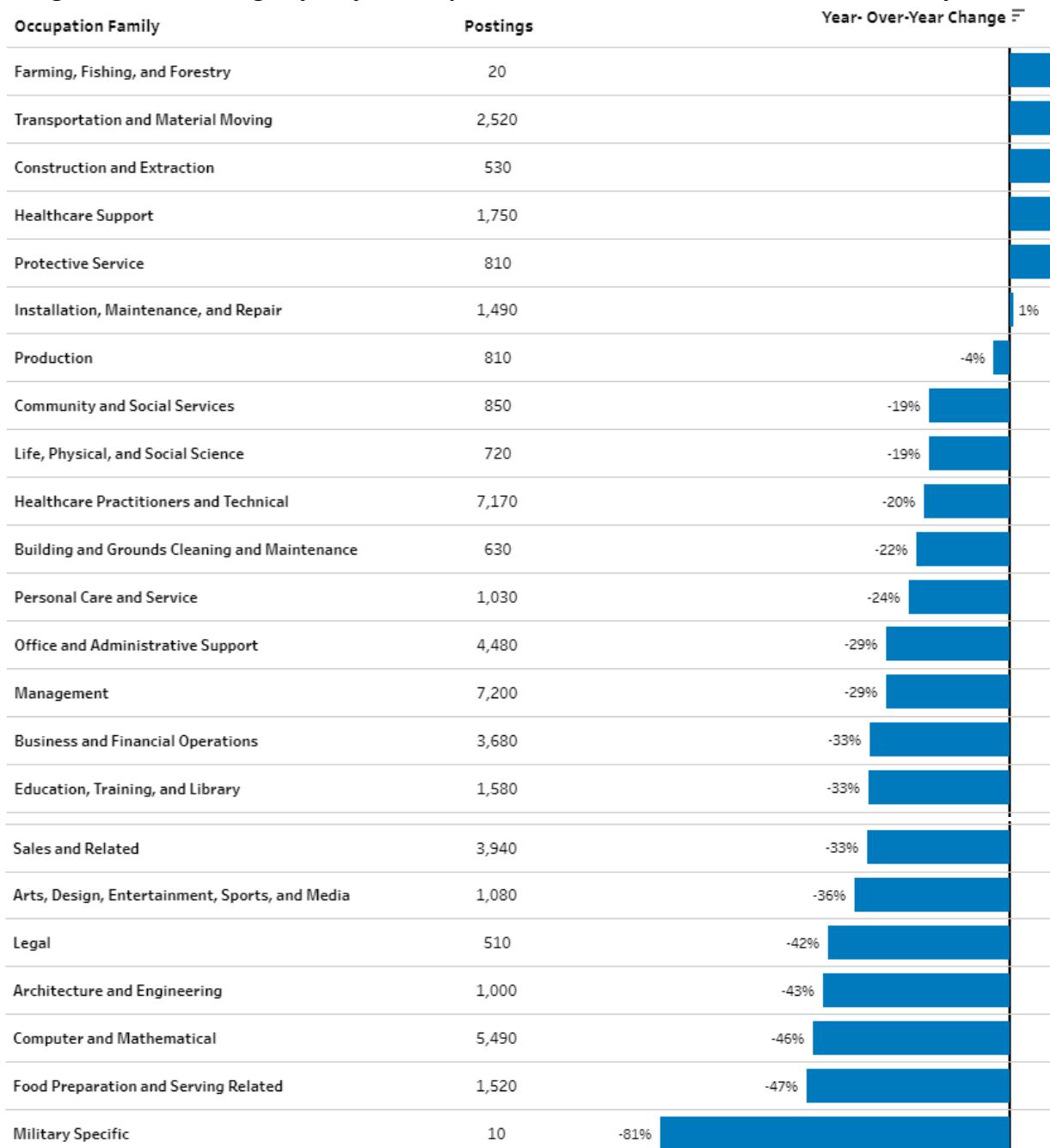
Figure 8 displays more timely data on employer job postings by major occupational family during the 90-day period ending January 31, 2021. As we analyze the recovery by industry, we continue to evaluate these data in conjunction with other critical data sources including initial unemployment claims, pre-pandemic hiring data, and turnover rates typical to occupational families, with a nuanced approach.

Job postings increases in Transportation and Material Moving and Construction and Extraction, for example, reflect a swifter recovery trajectory in these industries following layoffs and reductions in employment hours than that within Hospitality and Leisure or Retail. Conversely, although impacted during the crisis, Healthcare Support occupations have continued to experience demand in general medical and surgical hospital as well as community healthcare environments. However, several Healthcare Support occupations that consistently experienced significant turnover rates prior to the pandemic continue to experience these hiring patterns.

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Figure 8: Job Postings by Major Occupational Families, November 2020 – January 2021



Source: Burning Glass Labor Insight

As the COVID-19 crisis began to bear down on Philadelphia in the spring of 2020, Philadelphia Works Inc. conducted a comprehensive analysis of local labor and industry to identify a set of recommended occupations and industries for timely focus and investment. These recommendations would guide strategic planning of training and education as well as

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employer engagement activities for program year 2020. A key component of this process moving forward will include yearly reassessment of the recommended occupations and industries and continuous refinement of the methodologies used for the analysis.

To prepare a thoughtful analysis considerate of the nuances of the evolving economic crisis, Philadelphia Works Inc. reviewed a wide range of data sources, including:

- U.S. Census Bureau QCEW employment data (Emsi)
- Initial state unemployment compensation claims data (The Central Workforce Development System)
- PA CWIA Unemployment Claims Dashboard (CWIA, L&I)
- Philadelphia WARN Act layoff notices (PA L&I)
- Philadelphia job postings (Burning Glass Labor Insight)
- Qualitative employer feedback from Philadelphia Works Inc. ' ongoing dialogues with regional employers on skills, credentials, and other requirements of employees for the development of Career Pathways frameworks.
- Qualitative employer feedback from Philadelphia Works Inc. ' ongoing dialogues with regional employers on the state of their industries as they navigate COVID-19 recovery.

Recommended occupations for strategic prioritization were identified, based on the following criteria:

- Provided a median wage in 2019 of \$15.00 or more an hour. (Emsi)
- Employed 500 or more workers in 2019. (Emsi)
- Experienced growth in the Philadelphia market from 2007 to 2019. (Emsi)
- Experienced national growth from 2007 to 2019. (Emsi)
- Based on an assessment of initial unemployment claims data by occupation, job postings during the COVID-19 crisis, and other data referenced above, Philadelphia Works Inc. projected minimal-to-moderate negative impacts to employment in the given occupation from the pandemic employment crisis.
- The occupation fell within a previously identified Career Pathway; could be connected through innovation with a previously identified Career Pathway; or provided opportunity for the development of a new Career Pathway based on its association with other occupations meeting the above criteria.
- Special consideration was given to Career Pathway entry points, including entry-level roles in periphery occupations. These opportunities may prove particularly beneficial

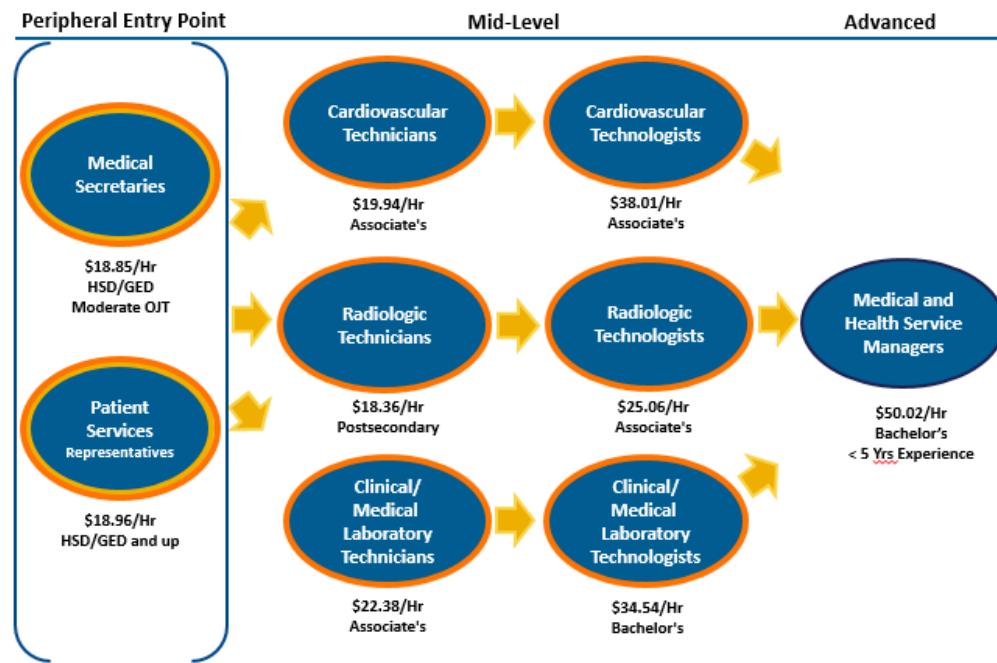
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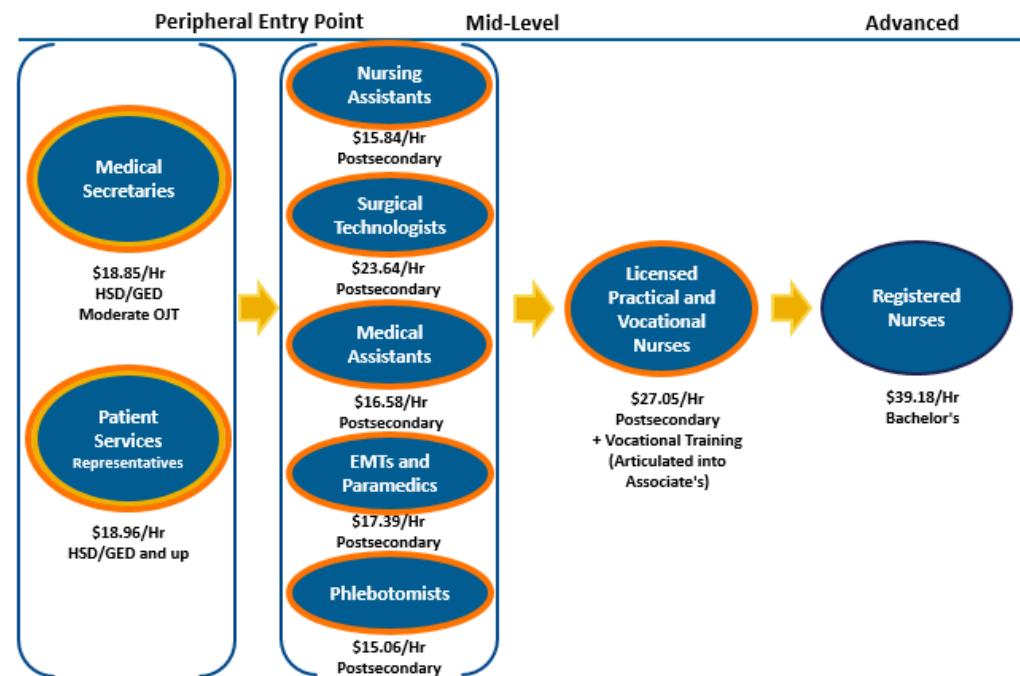
to individuals who need to get back to work immediately, but who lack the skills and credentials required for a Pathway's typical entry-level role.

Figure 9: Examples of Occupations in Philadelphia Works Inc.' Recommended Occupations Analysis

9.1 Medical Technologist Pathway Opportunities in Recommended Occupations



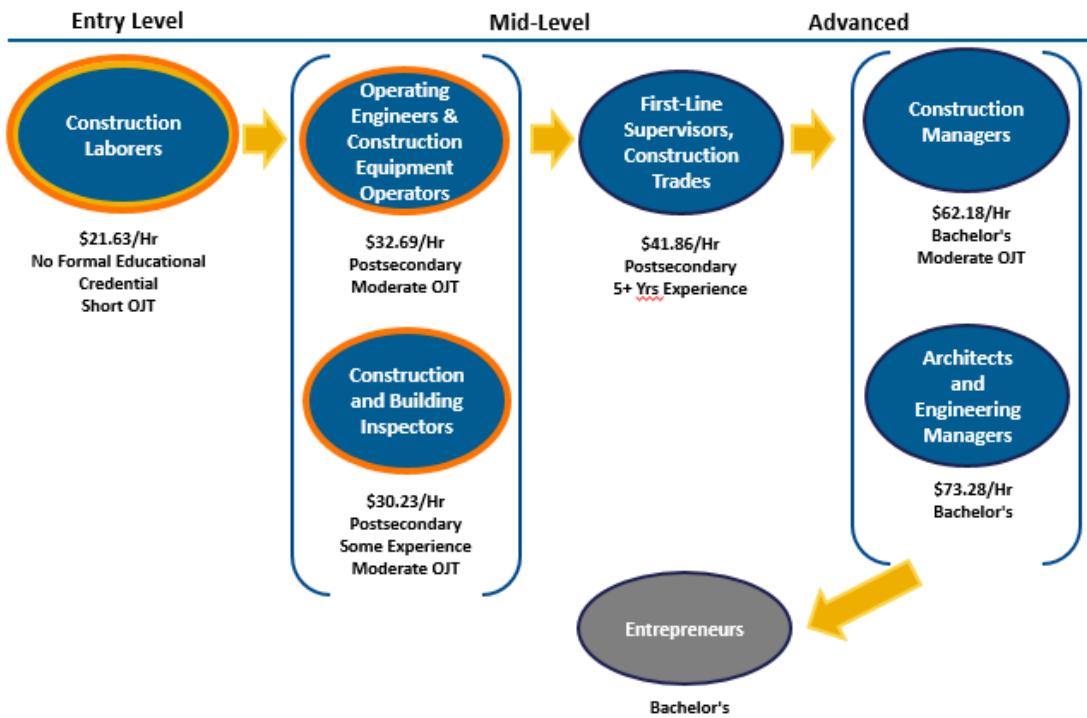
9.2 Nursing Pathway Opportunities in Recommended Occupations



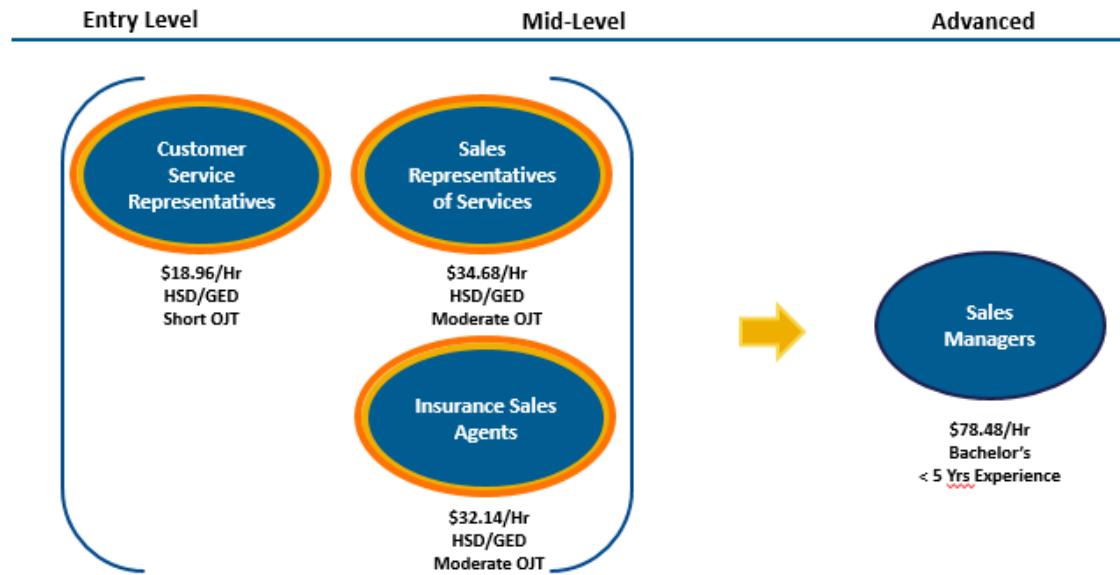
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9.3 Construction Pathway Opportunities in Recommended Occupations



9.4 Sales Pathway Opportunities in Recommended Occupations



Source: Philadelphia Works Inc. analysis of EMSI Q1 2021 Data Set and Bureau of Labor Statistics Educational Attainment and Experience data. Wages shown are median hourly wages.

Occupations outlined in orange are those most appropriate to prioritize in each career pathway for strategic initiatives.

Occupations outlined in yellow are key entry point or peripheral entry point jobs in the given career pathway. These are also outlined in orange.

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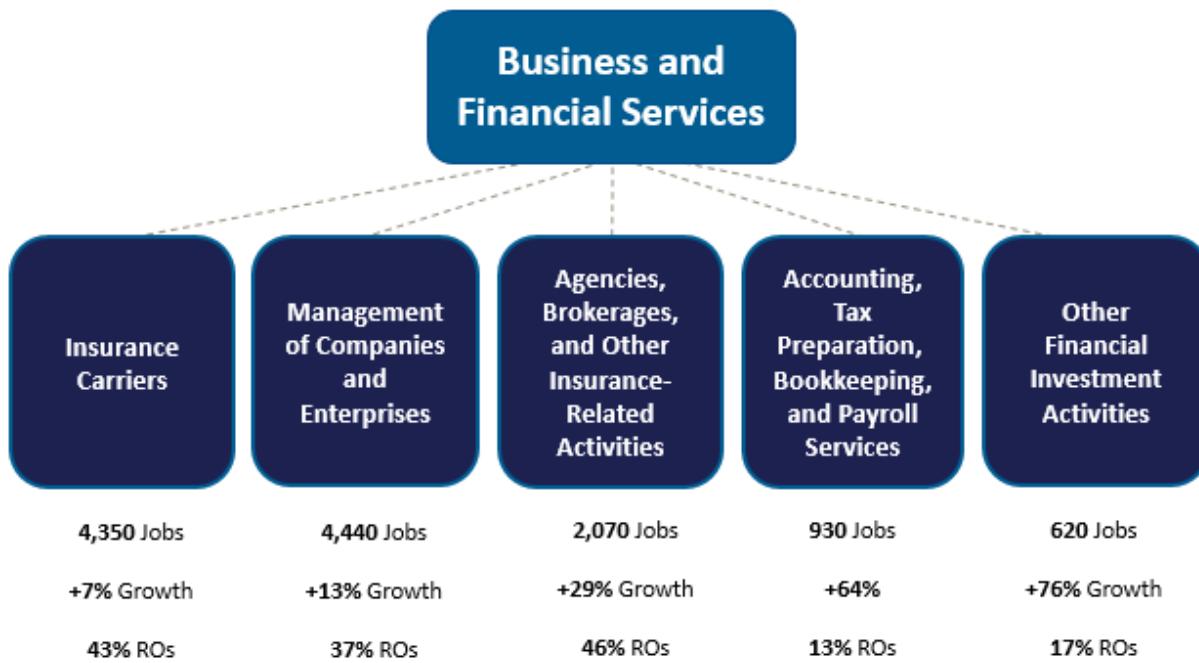
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Following the identification of recommended occupations, Philadelphia Works Inc. analyzed local industry presence at the 4-digit NAICS code level to hone a set of recommended industries. These industries met the following criteria:

- Employed 500 or more workers in one of the Recommended Occupations in 2019.
- The industry experienced growth in the Philadelphia market from 2007 to 2019.
- Special consideration was given to emerging and existing industries with an outsized regional presence, including a 2019 location quotient of one or higher or significant investment and opportunity for expansion based on partnerships across the city and Commonwealth.

Figure 10: Examples of Industry Sectors in Philadelphia Works Inc.' Recommended Industries Analysis

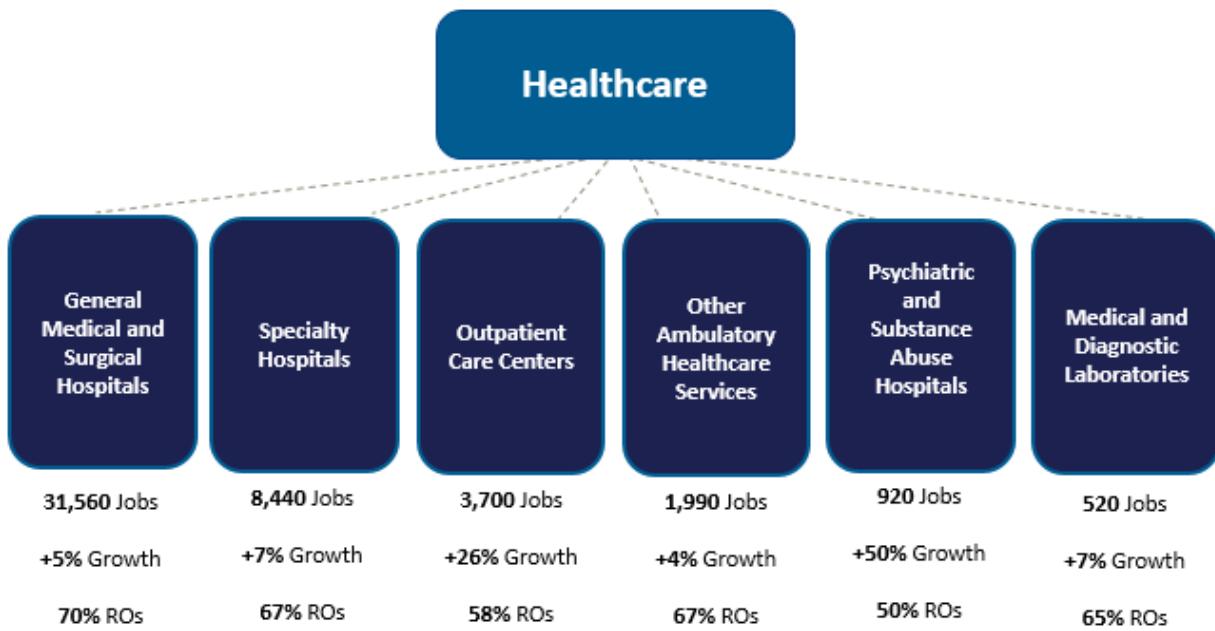
10.1 Recommended Industry Sectors in Business and Financial Services



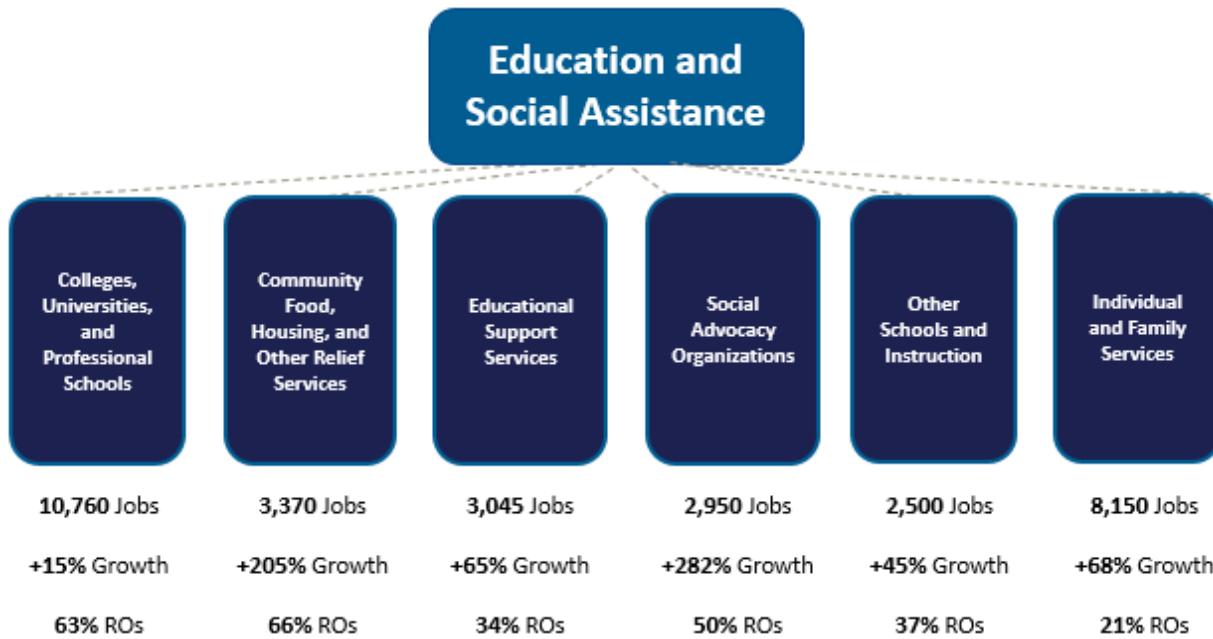
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10.2 Recommended Industry Sectors in Healthcare



10.3 Recommended Industry Sectors in Education and Social Assistance



Source: Philadelphia Works Inc. analysis of EMSI Q1 2021 Data Set.

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"RO" stands for "Recommended Occupation." This represents the share of all occupations within this industry sector attributed to Recommended Occupations in the first part of the analysis.

In addition to developing initiatives specifically for these recommended occupations and industries, Philadelphia Works Inc. prioritizes support of emerging and existing industries with an outsized presence in our city—especially as employers rescale during the COVID-19 recovery.

The following tables depicting employment in emerging and existing industries cite 2019 location quotient data and growth prior to the pandemic. Philadelphia Works Inc. is consistently monitoring employment trends during the COVID-19 crisis with a layered approach that considers pre-crisis data, more timely but limited data, and learnings directly shared by regional employers. Many of these sources are listed earlier in section 1.5 as those utilized to identify recommended industries and occupations for strategic prioritization.

Table 9: Top 10 Existing and Emerging Industries in Philadelphia with a 2019 Location Quotient of One or Higher and Year-Over-Year Growth in Employment, By 2019 Employment

Full Table Included in Attachment 4

NAICS	Description	2019 Jobs	2019 YOY Change	2019 Location Quotient	Industry Mix Effect	Nat'l Growth Effect
6241	Individual and Family Services	38,251	9%	3.13	1,283	473
9039	Local Government, Excluding Education and Hospitals	37,105	1%	1.36	(227)	496
9011	Federal Government, Civilian	29,927	1%	2.24	(93)	402
5411	Legal Services	17,213	1%	3.16	(65)	229
6211	Offices of Physicians	14,606	9%	1.16	93	180
6216	Home Health Care Services	11,992	10%	1.68	199	148
5241	Insurance Carriers	10,180	1%	1.79	127	136
4811	Scheduled Air Transportation	9,271	3%	4.28	(81)	122
5416	Management, Scientific, and Technical Consulting Services	9,087	13%	1.25	178	109
7223	Special Food Services	8,199	2%	2.39	93	109

Source: EMSI Q1 2021 Data Set

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Table 10: Top 10 Existing and Emerging Industries in Philadelphia with a 2019 Location

**Quotient of One or Higher and Year-Over-Year Decline in Employment, By 2019
Employment**

Full Table Included in Attachment 4

NAICS	Description	2019 Jobs	2019 YOY Change	2019 Location Quotient	Industry Mix Effect	Nat'l Growth Effect
6113	Colleges, Universities, and Professional Schools	46,340	(1%)	7.81	(569)	632
6221	General Medical and Surgical Hospitals	44,961	(2%)	2.00	(64)	616
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	12,572	(0%)	11.31	2	171
5511	Management of Companies and Enterprises	11,984	(5%)	1.05	152	170
6244	Child Day Care Services	7,345	(1%)	1.69	113	100
4461	Health and Personal Care Stores	6,098	(0%)	1.24	(153)	83
4244	Grocery and Related Product Merchant Wholesalers	4,072	(4%)	1.09	(52)	57
5239	Other Financial Investment Activities	3,636	(2%)	1.57	19	50
8139	Business, Professional, Labor, Political, and Similar Organizations	3,565	(1%)	1.73	(74)	49
7224	Drinking Places (Alcoholic Beverages)	3,054	(3%)	1.61	24	43

Source: EMSI Q1 2021 Data Set

2. STRATEGIC PLANNING QUESTIONS: Vision and Goals

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

Philadelphia is the sixth largest city in the United States. It has the highest poverty rate (23%) and the lowest labor force participation rate (62%) among the 10 largest cities in

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the country.²³ Low educational attainment in this large urban economy adds to its challenges, as only 53% of Philadelphians earn more than a high school diploma (as opposed to 57% of all Pennsylvanians), further giving Philadelphia the highest percentage of low educational attainment among the 10 largest cities.²⁴

The Board with the leadership of Chief Executive Officer (CEO), H. Patrick Clancy, is committing to innovative approaches that address the significant need to increase career seekers' knowledge and skills to meet the talent needs of employers. Philadelphia Works Inc. is the city's expert workforce agency bringing decades of experience and knowledge in support of the city efforts to increase the number of residents prepared and able to embrace employment on a career pathway. In this larger role, the Board acts to promote and expand a wider eco-structure that includes all the city's diverse populations by increasing access to education, training and employment, through its strategic investments.

Over the past year, Philadelphia Works Inc. staff have partnered with the City of Philadelphia's Commerce Department and the Philadelphia Industrial Development Corporation to develop an effective and targeted strategy to assist businesses with workforce challenges. As a result of this collaboration, businesses have been able to access On-the-Job training funds, connection to Industry Partnership events, and a recruitment plan for open positions. The collaborative has also identified key industries that are growing so that appropriate talent pipelines can be developed. For example, the warehouse and logistics industry is growing at a rapid pace and there is a great demand for workers. To assist with this need, Philadelphia Works Inc. partnered with Jobs for the Future to pilot a virtual training program for the various occupations within the warehouse/logistics industry. Additionally, Philadelphia Works Inc. is launching Career Portal PHL, a learning management system, in 2021 to educate and assist job seekers connect to high- paying jobs in local growth industries.

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

²³ U.S. Census Bureau. American Community Survey 1-Year Estimates: Summary Tables S2301 (Labor Force Participation) and S1701 (Poverty).

²⁴ Ibid, Summary Table S1501.

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

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

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

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

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

- Customer-centered model of service delivery. This includes individualized goal setting and planning sessions to ensure customers are supported with well-align opportunities.
- This service delivery model also maintains collaboration with partner organizations to ensure the ease of access to services most frequently used by customers.
- Customized Career Pathway Plans – coordinated with partners, employers and the City
- Increasing access to adult education services through clear referrals and tracking.
- Addressing the needs of priority populations, including customers receiving public

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benefits, Opportunity Youth, those with basic skills deficiencies, residents with disabilities, veterans, and returning citizens, through coordinated services with partners and area social service groups who can provide financial literacy, criminal record expungement and other barrier removal services.

- Provide supportive services and career coaching even after job placement and retention to ensure customers access opportunities for upward mobility
- Engaging employers in feedback on candidates, their preparation, and any needed services for priority populations after hire.
- Increase online content and access to services

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

Currently, Philadelphia Works Inc. and PA CareerLink® Philadelphia staff work to coordinate the service delivery of required partners and core programs in furtherance of the Board's strategies.

The One-Stop Operator has increased coordination among core and non-core partners and expanded the referral system to address customer barriers throughout the continuum of services offered in Philadelphia. The Operator will continuously assess the coordination of the required partner's services with those of the Title I providers. Process maps have been developed to outline referral and tracking procedures, and a resources and referral guide is in production. This will be distributed to all partners to ensure that the most up to date information on available services, as long with referral processes, is available.

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

With respect to our increased online presence, Philadelphia Works Inc. is launching a city-wide and collaborative effort in the introduction of PHL Career Portal, the Learning Management System for career seekers in Philadelphia. This portal will give career seekers access to online content designed to help prepare them to search for work, improve workplace skills, and provide skills training in areas of local demand.

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To further support our increased virtual presence, Philadelphia Works Inc. makes use of an end-to-end, fully encrypted file sharing system Titled PHL Secure that is managed through OwnCloud. Through PHL Secure, customers securely receive and submit all enrollment or eligibility documents that require personal identifiable information to support their registration and access to services.

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

The Board has adopted the governor's vision and goals as articulated in the WIOA combined state plan. The local plan goals (detailed above), together with the region's goals are intended to align with and support the state's goals of developing career pathways and apprenticeships, implementing innovative sector strategies and employer engagement, increasing work based-learning experiences for youth, identifying and enacting continuous improvement of the workforce development system, and strengthening the one-stop delivery system.

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

- Identifying quality entry-level “on ramp” jobs to career pathways and in-demand occupations for Opportunity Youth and adults with barriers to employment.
- Providing access to on-demand training content and supplementary resources through the Board’s new learning platform for Philadelphia career seekers, the PHL Career Portal.
- Promote pre-apprenticeship and Registered Apprenticeships to leverage WIOA training funds and assist partners to connect Opportunity Youth and adults with OJT in high demand occupations.
- Advance the more than two years of foundational work needed to create and implement skill ladders and career pathways city-wide. Closely partner with employers and partners for all validated career pathways in Advanced Manufacturing/Logistics and Transportation, Healthcare, Business and Financial Services, Retail/Hospitality and Construction.
- Invest in occupational skills training and OJT through Registered Apprenticeships

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that connect to in-demand occupations for career seekers who need services beyond Individualized Career Services and job placement.

- Exploring, with the OVR and local partners, innovative approaches to serve customers with disabilities, combining multiple funding such as TANF Youth Development Funds and WIOA Adult funds.
- Connecting job seekers with basic skills deficiencies to adult education services and then to careers.

To meet the employer-identified technical skills gaps, the Board will invest in OJT, Customized Job Training (CJT) which is designed to meet the unique needs of employers that do not exist in the market, Registered Apprenticeships, and IWT, in addition to technical skills training through ITAs and our vocational skills training programs. To reinforce the soft skills needed by employers, PA CareerLink® Philadelphia centers will continue to offer digital literacy training and pre-vocational training. Because a valid driver's license is increasingly needed for in-demand jobs involving home care and the building trades, the Board has funded training for driver's education. Moreover, raising literacy skills to meet employer needs is a long-standing challenge. The Board will continue to seek additional resources and partnerships to expand adult education services and link them with identified career pathways and training. The Board continues to collect information on needed certifications to inform training investments.

A strategy that effectively addresses skills gaps in young adults is investment in pre-apprenticeships programs aligned with Registered Apprenticeships. By braiding funds from WIOA Youth, PAsmart state-funded pre-apprenticeship and Registered apprenticeship programs, and private investment from industry partnerships, trade unions and employers, this model is being explored and implemented in:

- Advanced Manufacturing
- Automotive
- Behavioral Health
- Building Trades
- Biotechnology
- Health & Human Services
- Early Childhood Education
- IT (Business and Financial Services)

These programs offer a valuable work-based learning model that provides customers with academic and workplace skills leading to postsecondary educational advancement and life-

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long careers. In conjunction with Registered Apprenticeship, pre-apprenticeship programs prepare customers to enter programs by providing career exposure and immersion activities, workplace and academic skills, and beginning certifications, that will assist their work, both, as full-time employee and apprentice. In 2019, Philadelphia Works Inc. joined the national Partnership to Advance Youth Apprenticeships (PAYA) as a founding member and developed a local chapter. PAYA seeks to begin the pre-apprenticeship to apprenticeship process during the junior and senior years in high school. For youth graduating from CTE programs, these opportunities provide a next step along an Earn-and-Learn career pathway. In collaboration with PAYA workgroups, Philadelphia Works Inc. is developing strategies to ensure youth apprenticeship efforts are more equitable across racial, gender, and geographic lines as well as gaining promising practices from other regions across the country.

The development of pre-apprenticeship programs where industry knowledge, career pathways, basic technical skills, and work skills (soft skills) are aligned with both traditional trade apprenticeships and nontraditional apprenticeships is another excellent example of meeting career seeker needs. It is imperative to provide a bridge of career preparation to offer opportunities to gain the knowledge and skills (both technical and soft) needed, especially for those not yet equipped to enter an apprenticeship. Effective pipeline training also brings new opportunities to those with barriers to employment. The Board convenes regional and local organizations through ApprenticeshipPHL. This coalition offers space for technical assistance, resource sharing, supporting apprenticeship registration, and developing awareness of apprenticeship as a critical workforce development tool. ApprenticeshipPHL leverages existing pre-apprenticeships and Registered Apprenticeships to establish new programming across the region.

In 2020, the Board is launching the Philadelphia Skills Forward Initiative, a partnership with the Chamber of Commerce for Greater Philadelphia, Accenture, and Graduate! Philadelphia. The effort is part of the Chamber's Recharge & Recover PHL (RechargePHL) initiative to provide workers with training, skill development and employment opportunities. The Skills Forward Initiative will connect customers to online training hosted on PHL Career Portal, link customers to mentors from the Chamber's members, and lead to employment opportunities with employers. The goal is to train 5,000 workers by 2022.

The Board is investing in another partnership with the Water Department that will advance workers through a pre-apprenticeship program and prepare them for a Trade Apprenticeship. Philadelphia Water Department is installing new water meters with smart technology. Workers recruited and trained for this work will complete the installation of these new meters over the next few years while being prepared to enter a Trade Apprenticeship. This unique career pathway pays workers family-sustaining wages while they train and prepare for

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entrance into an apprenticeship. The initial cohort of AMI Installation Technicians launched in 2020 and the Board anticipates full deployment of 50-55 workers in the field by the end of the project.

In 2019, the Board began a new initiative with PhilaPort, the Collegiate Consortium for Workforce and Economic Development, and Citizens Bank. The Board helped create first-time formal and enhanced training for hundreds of port workers in forklift certifications, yard jockeying training and OSHA safety trainings. This private-public partnership created the Citizens Bank Regional Maritime Training Center with a \$175,000 donation from Citizen's Bank to address a largely untrained workforce. At the site, maritime industry personnel can participate in training to become certified or recertified in operating motorized equipment routinely used in and around the port. Learning occurs in an immersive classroom, simulator-based and hands-on methods designed to improve safety, efficiency, and productivity.

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

- Exploring use of distance learning technologies
- Streamlining referrals with Title II adult education and literacy providers and offering high school equivalency and training readiness services through the PA CareerLink® Philadelphia System
- Partnering with community-based organizations to provide access to PA CareerLink® online and local PA CareerLink® services
- Collaborating with other workforce partners serving Philadelphians, including the City of Philadelphia Office of Re-Entry Partnerships (ORP)

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

Another example of efforts to foster career pathways is the alignment of non-credit vocational training programs with college credit. To increase access to our efforts with the Community College of Philadelphia (CCP) and other workforce partners, the Board opened a

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community PA CareerLink® resource hub at CCP Northeast Regional Center in 2019. This hub continues to serve as an access point to comprehensive services for both customers and employers located in Northeast Philadelphia.

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

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

- Expanding the number of occupational training programs for which CCP is an Eligible Training Provider.
- Creating a referral system so ITA recipients, who enroll at CCP, can gain credit through prior learning assessment.
- Infusing college credits into Registered Apprenticeships and providing dual enrollment with the Career and Technical Education pre-apprenticeship programs.

Adult education partners will continue to provide training readiness for PA CareerLink® Philadelphia customers, and will continue to refine referrals between Title I and Title II providers. The Board will explore industry-based academic and/or digital literacy courses, co-enrollment, and integrated education and training as future strategies. Refer to sections 4.10 and 4.12 of this plan for more detail on how the Board will coordinate with education activities.

The system will continue to increase access to services and activities that lead to recognized postsecondary credentials. The Board funds only those training programs that lead to an industry recognized credential, as part of the program. The Board will invest in a second credential for customers, recognizing that investing in longer term support for stable employment beyond the first job can lead to self-sufficient wages. Refer also to section 3.3 of this plan for more on how the Board will improve access to services.

The Board will also expand its investment in work-based learning for youth and young adults. Philadelphia Works Inc. will administer WIOA Youth funds directly while competitively procured youth programs intermediary, Philadelphia Youth Network (PYN), will support administration of leveraged funds. Philadelphia Works Inc. and PYN will continue to work in

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tandem to build broad partnerships across the city, with employers and youth service providers, that result in quality work-based opportunities. For example:

- Philadelphia uses braided funding for one of the largest summer jobs programs in PA providing work-based, paid experiences for 7,000 - 10,000 young adults each year.
- Through grants enabling connections between the Philadelphia School District and employers, the Board expanded opportunities for specific career learning and co-op positions. With support from Youth Build, Job Corps partners and the Philadelphia Housing Authority, Opportunity Youth will continue to be served by linking apprenticeships, internships, and postsecondary learning experiences to provide real opportunities towards a career with family sustaining wages.
- Collaborating with a network of more than eighty local providers to offer early to advanced, short-term, and long-term opportunities in alignment with WIOA and state goals on career pathway development, provision of work experiences, and employer engagement. Refer to section 4.8 for more detail.

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

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

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

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

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

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

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

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

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

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

As the chief elected official, the Mayor appoints members nominated by Chambers of Commerce and other organizational groups as required under WIOA. The Board bylaws outline term requirements. As mandated by WIOA, most of the directors represent executives from key private industry sectors that drive economic performance, in addition to

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senior appointed government officials and leaders in Philadelphia's non-profit community. Since its designation, our Board has maintained compliance with all federal regulations and is in alignment with the opportunities WIOA provides for lean and manageable local Board.

Executive Committee, Standing Committees and Function. Effective December 17, 2020, the Board will be comprised of an Executive Committee, five standing committees and an ad hoc committee: Finance, Human Resources (ad hoc), One Stop-Operator, Research and Policy, Employer Engagement and Workforce Strategies, and Youth. (See Figure 11 below).

Figure 11: Philadelphia Works Inc. Board Committees

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

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

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

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

- Office of the Mayor: Administrative staff work closely with the Office of the Mayor to ensure coordination of city-wide workforce strategies
- School District: Administrative staff collaborate with the School District of Philadelphia to design CTE programs that ensure CTE graduates are being trained in skills that are needed in the workplace.
- The Department of Commerce: Administrative staff work with Philadelphia's Department of Commerce to coordinate retention and expansion efforts with employers.

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- Community College of Philadelphia: Administrative staff work with the College on career pathways, credentialing in non-credit curriculum and aligning academic programs with in-demand occupations and growing industries.

Equal Employment Opportunity and Civil Rights Protections. Philadelphia Works Inc. has processes that comply with federal and state regulation and policies for handling complaints and Equal Employment Opportunity issues and civil rights protections. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution.

For more information, contact John Daly, Compliance Officer at jdaly@philaworks.org.

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

Philadelphia Works Inc. oversees the City's integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system. Each of the four integrated centers has a primary provider. Our System-wide Services Provider, EDSI, coordinates overall employer engagement and center hiring events. In addition, Thomas P. Miller & Associates is the designated Philadelphia One-Stop Operator.

The board's One-Stop Operator standing committee provides oversight and guidance to the One-Stop Operator. The committee has also provided direction and overall expectations for the monthly narrative report drafted by the One-Stop Operator. The report keeps the committee and thereby, the board, informed of the progress being made to align the mandated partners and their services across the PA CareerLink® Philadelphia system. The key responsibilities of the One-Stop Operator are:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Implementing and augmenting the integrated services structure within the PA CareerLink® Philadelphia centers, as designed by the board and enabled via the MOU with all core and required partners operating at the site.
- Monitoring operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Implementing and monitoring the negotiated One-Stop partner MOU.

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- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convening a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Holding regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

The board, through the One-Stop Operator, works collaboratively with the entities that are carrying out workforce programs to support service alignment strategies in the state plan, regional plan, and local plan. Philadelphia Works, Inc. has robust partnerships and referral processes with mandated and non-mandated providers to ensure seamless integration into the PA CareerLink® Philadelphia workforce system. Partner referral processes are drafted to provide and promote individualized services to career seekers and support strategic alignment with the state, regional and local plan. The One-Stop Operator in Philadelphia manages and coordinates partner services and collaboration, and ensures partners are adhering to formal Memorandum of Understanding (MOU) agreements and other partnership and referral agreements. The One-Stop Operator is also responsible to monitor partner service delivery efforts and customer service standards to ensure continued alignment with the state, regional and local plan.

On a quarterly basis, mandated and non-mandated partners and key stakeholders are convened by Philadelphia Works and the One-Stop Operator to review partner progress, share information, and best practices. The quarterly convening is also an opportunity for partners to strategize ways to leverage resources that foster a human-centered design approach to service delivery and access and participate in workforce strategy conversations.

The PA CareerLink® Philadelphia centers are listed below in Figure 12. A One-Stop Location and Program Services Chart that identifies the workforce programs, providers, and locations is included as Attachment 3.

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Figure 12: PA CareerLink® Philadelphia Centers

PA CareerLink® Philadelphia -North 4361 N. 5 th Street Philadelphia, PA 19140 Managed by Nueva Esperanza Phone: 215-967-9711 Hours of Operation: 8:00 a.m. – 4:30 p.m.	PA CareerLink® Philadelphia -Northwest 5847 Germantown Avenue Philadelphia, PA 19144 Managed by Impact Services, Inc. Phone: 215-987-6503 Hours of Operation: 8:00 a.m. – 4:30 p.m.
PA CareerLink® Philadelphia -Suburban Station 1617 JFK Boulevard, 2 nd Floor Philadelphia, PA 19103 Managed by JEVS Human Services (Also houses the Cross-Center Services provider, EDSI) Phone: 215-557-2592 Hours of Operation: 8:00 a.m. – 4:30 p.m.	PA CareerLink® Philadelphia -West 3901 Market Street Managed by Eckerd Youth Alternatives Phone: 215-473-3630 Hours of Operation: 8:00 a.m. – 4:30 p.m.

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

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

Philadelphia Works, Inc.'s integrated service delivery model is specifically designed to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment. Philadelphia Works, Inc. ensures the alignment and delivery of core programming through the Manager of Integrated System, a position dedicated to the maximum effectiveness and efficiency of the one-stop system.

Through these services, the one-stop system and partners involved have agreed to:

- Work closely together to ensure that all PA CareerLink® Philadelphia centers are high-performing workplaces with well trained staff that will ensure quality of service.
- Cross-train staff, as appropriate, to provide consistent services that highlight development opportunities and quality improvement.

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- Accommodate the virtual needs and build the online capacity of the system. This includes ensuring customers can register for services and participate remotely and securely.
- Collaborate and reasonably assist each other in the development of necessary service delivery protocols
- Ensure the provisions contained within the MOU are subject to all applicable federal and state laws, regulations, and guidelines imposed on either or all parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers.

Furthermore, the partners promote system integration to the maximum extent feasible through:

- Effective communication, information sharing, and collaboration with the One-stop Operator.
- Joint planning, policy development, and system design processes at the direction of the Board and leadership of the Manager of Integrated System.
- Commitment to the joint mission, vision, goals, strategies, and performance measures.
- The design and use of common intake, assessment, referral, and case management processes.
- The use of common and/or linked data management systems and data sharing methods, as appropriate.
- Leveraging of resources, including all relevant entities and local non-profit organizations that service public welfare.
- Participation in a continuous improvement processes designed to boost outcomes and increase customer satisfaction.
- Participation in regularly scheduled partner meetings to exchange information in support of the above and encourage program and staff integration.

The Board makes continued use of the PA CareerLink® referral system between partners to facilitate referrals and effectively respond to customer needs.

The One-Stop Operator will further facilitate partner integration by:

- Developing an efficient and effective referral process between the partner organizations, including the PA CareerLink® referral system
- Training partner staff across the system as deemed necessary

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- Creating a resource guide which details eligibility, hours of operations, agency address, agency contact information and services provided
- Co-locating partner staff at the centers either full-time or part-time

WIOA Title II Services. The City's Office of Children and Families-Adult Education Services oversees a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to Title II adult education services. Each PA CareerLink® Philadelphia center maintains a contract with a Title II provider to ensure customers have easy access to literacy programming and education while on site or in the community. Title I providers are able to make streamlined literacy referrals through the existing adult education myPLACESM System, which includes centralized intake, assessment, and placement of adult learners into appropriate educational programs. Title II providers are also able to facilitate referrals to Title I by completing an online form on the PA CareerLink® Philadelphia website that connects prospective Title I customers directly to a universal staff person at the most convenient PA CareerLink® Center. Title II providers also utilize this online process to connect their program completers to Title I vocational training opportunities.

These referral processes facilitate integration of Title I and Title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. Title II providers have been specifically focused on preparing learners for success in a vocational training program leading to a specialized career. In the coming year, Title I and Title II providers will closely align literacy instruction with career pathways by offering upskilling courses contextualized around a specific industry and their respective required skills. Once completed, students will be prepared for vocational training courses or entry level roles in their chosen industry.

Title II providers primarily offer on-site academic literacy instruction for customers who are working to enroll in a vocational training and/or high school equivalency courses. Title I providers facilitate the CASAS assessment to evaluate training readiness, and the Title II providers help the learner to translate the assessment results, develop an education plan, and assess eligibility for Title II Services. Customers who may need core math or literacy competencies are co-enrolled and invited to participate at their respective PA CareerLink® Philadelphia center in upskilling courses. Those who require more comprehensive instruction from Title II providers are referred to classes offered at the Title II provider through the myPLACESM System.

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WIOA Title IV Services. Office of Vocational Rehabilitation (OVR) representatives are physically located at each of the four PA CareerLink® Philadelphia centers to provide on-site services to individuals with disabilities. OVR services are discussed during the one-on-one welcome interviews and during the Welcome to PA CareerLink® orientation. During the interview, customers discuss their service needs, engage in an assessment and when necessary, are referred directly to the OVR staff person located on-site for evaluation and services provision. Additionally, OVR staff are available to provide training to center staff, as needed, to build capacity, present services for career seekers with disabilities, and to act as a liaison between the center staff and other available local resources. Currently, the Board is exploring ways to braid Title I and OVR funds since eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

Improved Access to Recognized Credentials. Philadelphia Works, Inc. has placed an emphasis on education and training opportunities. ITAs and cohort-based vocational training are available for those interested in pursuing trainings that lead to industry recognized credentials. Workforce Advisors have prioritized trainings when conducting career coaching sessions with career seekers, which has resulted in an increase in individuals who have completed trainings and received credentials. Increased completion and credential attainment will continue to be a focus going forward. Philadelphia Works, Inc. has engaged with a wider range of training opportunities which has expanded the offerings available to those enrolled in both the EARN and WIOA programs, with a continued focus to intentionally match trainings to current employment needs in Philadelphia. Most training and educational offerings have integrated literacy instruction that is contextualized to specific career pathways in high employment industry sectors, and a goal going forward will be to integrate soft and essential skills into training programs. The Board continues to only fund training programs that lead to industry recognized credential.

The Board continues to support a referral process for Prior Learning Assessments (PLA) to the Community College of Philadelphia to assess their potential to receive college credits for experiential learning or previous classroom trainings. Additionally, the Board will work ~~more~~ closely with Graduate! Philadelphia in the next two years with a shared goal to assist those with some college experience to complete their degree program.

Eligibility Verification and Self-Certification. PA CareerLink® Philadelphia center staff are responsible for determining the eligibility of adults to receive basic or individualized career services and for collecting information to support this determination. This information may

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be collected through methods that include electronic data transfer, personal interview, or an individual's application. Documents required for establishing eligibility are placed in the customer files. To maintain access and increase the Board's virtual capacity, eligibility verification can also, and fully, be conducted remotely in a secure, encrypted fashion.

To support eligibility verification, staff may access the Department of Human Services' Client Information System (CIS), with the assistance of Wagner-Peyser staff, to verify birthdate, residency, social security number and lay off status. Staff can also use telephone verification and documentation inspection to verify eligibility, especially for individuals with barriers to employment. Telephone verification is preferred over self-certification, particularly when eligibility criteria may be verified by calls to a recognized governmental or social services agency. Staff are instructed to engage both telephonic and self-certification as a method of last resort when usual channels to verify eligibility have been exhausted.

All information obtained is recorded on the Telephone/Document Inspection Verification form. Information recorded must be adequate to enable a monitor or auditor to report back to the named agency or the document used. The most common method of verification in Philadelphia is the production of required documents.

Following a one-on-one interview with PA CareerLink® Philadelphia staff, individuals who are interested in becoming WIOA-registered are invited to attend a Welcome to PA CareerLink® Philadelphia orientation session, during which the registration process and documentation requirements are explained. Interested individuals then receive an appointment to meet with staff for registration and eligibility verification. It is here that documents are collected, inspected and verified, with copies being placed in the customer file. Center staff are also responsible for recording the appropriate data into the Commonwealth Workforce Development System (CWDS) and other information systems.

Co-enrollment Process. Co-enrollment across programs is a local priority and strategies for improving these processes are on-going. Center staff are trained to assist career seekers in accessing all available programs within the PA CareerLink® Philadelphia centers and complete direct referrals or warm hand-offs to an on-site specialist or through scheduling an appointment.

Furthermore, the Board has developed and implemented a strong referral process linking Title I Adult and Youth program enrollments. This framework includes the addition of a Youth Navigator in each Center whose role is to assess young people who come into the center and make appropriate connections and referrals to programs within the workforce system. The

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goal for co-enrollment of young adults into the Youth and Adult WIOA systems is to provide a wider variety of services for those who would benefit.

Developing and Promoting Career-Pathways. Philadelphia Works, Inc. continues to build and implement skill ladders/career pathways in targeted industries. At present, career pathways have been created i.e. mapped across four of our targeted industries which include Early Childhood Education, Information Technology, Advanced Manufacturing and Healthcare. These pathways were developed with input from a variety of stakeholders representing the business community, training providers, subject matter experts, institutions of higher learning, literacy providers, intermediaries/coordinating agencies such as the now Office of Children and Families-Adult Education Services and the Greater Philadelphia Chamber of Commerce. These pathways are posted on the Philadelphia Works, Inc. website and accessible to customers of the PA CareerLink® Philadelphia centers and the public at large. Furthermore, PA CareerLink® Philadelphia staff receive intensive Career Coach training which emphasized the use of career pathways as a tool for service planning and job search. These tools are actively being used to encourage career seekers to develop realistic, meaningful goals and plan the steps needed to reach them. The Board will continue to build out career pathways in targeted industries and explore procuring a provider to deliver a more intensive, extended training to further enhance their skills, build capacity, and provide more in-depth data on specific career pathways.

Philadelphia Works, Inc. previously held a contract with outplacement firms Lee Hecht Harrison and Right Management to provide services to dislocated workers. The contracts were ended as of June 30, 2020 and it is not anticipated that contracting will resume in the near future.

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

- *Supports a local area workforce development system that meets the needs of businesses in the local area;*
- *Better coordinates regional workforce and economic development strategy, messaging, engagement and programs; and*
- *Manages activities or services that will be implemented to improve business engagement;*
- *Strengthens linkages between the PA CareerLink® service delivery system and unemployment insurance (UI) programs.*

Philadelphia Works Inc. staff focuses on supporting employers with workforce needs in in-

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demand sectors such as Transportation, Healthcare, Manufacturing, Energy, and IT. Most employers in these industries (and throughout the Southeast Pennsylvania region) are small businesses. As a result, the Board has formed strategic partnerships with Small Business Development Centers, (housed at the University of Pennsylvania, Temple University, and Widener University), the SE PA Partnership for Regional Economic Performance (SEPA PREP) region, various Industrial Resource Centers (IRCs), local Chambers of Commerce, and a variety of business associations. These partnerships are vital to engaging small businesses and our ability to provide solutions to their workforce challenges.

Polices governing strategic implementation are detailed below in Figure 13.

Figure 13: Workforce Strategies

Workforce Strategies	Strategic Implementation
OJT	<ul style="list-style-type: none">- Target smaller employers- Employ use of High Priority Occupations to determine viable opportunities
IWT	
Transitional Jobs	<ul style="list-style-type: none">- Prioritize the utilization of OJT funds to support Registered Apprenticeships that align with career pathways and family sustaining wages.- Requires a career path attached to opportunity that leads to job paying at least \$15 an hour- Address an identifiable skills gap to acquire the knowledge or skills essential to the full and adequate performance of the job;- Offer an opportunity to enter and move up in the workforce (career pathways);- Engage in a length of training time that corresponds to the identified skills gap, the content of the training, and prior work experience of the participant;- Provide partial reimbursement of the wage rate to the employer for the costs of providing the training.
Industry and sector strategies	<ul style="list-style-type: none">- Implement Industry Partnerships in multiple sectors- Encourage Next Gen Business-led partnerships.
Career Lattices and pathways initiatives (including how they are connected to adult education)	<p>Partner with the Workforce Development Steering Committee to develop career pathways in the following sectors.</p> <ul style="list-style-type: none">- Advanced manufacturing- Early Childhood education- Healthcare/Behavioral Health- Information Technology

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	<ul style="list-style-type: none"> - Retail/Hospitality - Construction Trades - Business Finance <p>CCP college, Office of Adult Education and Title II adult education and literacy providers will support in the development of comprehensive education and training curriculum necessary to support occupations within each sector.</p>
Apprenticeship Models	<ul style="list-style-type: none"> - Emphasize the “earn and learn” model - Publicize benefits of WIOA training funds provided to those on the Eligible Training Providers list. - Promote the return on investment for employers to implement apprenticeships and offer supports including OJT and customized training programs. - Develop industry specific strategies for expanding registered apprenticeships in positions that align with priority occupations and career pathways. Program design will incorporate pre-apprenticeships as a tool to address barriers to entry and recruitment challenges. - Offer technical assistance to active apprenticeship sponsors in program implementation and the development of registered pre-apprenticeship feeder programs to address recruitment challenges.
Utilization of Effective Business Intermediaries	<p>Collaborate with organizations such as:</p> <ul style="list-style-type: none"> - PIDC - The city's Department of Commerce - Local chambers - Industry Trade Associations - DVIRC <p>Expand business and non-profit employer relationships through SHRM</p>
Rapid Response Services	<p>Employers facing challenges that result in reduced employment numbers or closing of a facility can be supported for either lay-off reduction strategies (retention strategies) or comprehensive PA CareerLink® support to workers losing their jobs.</p> <p>In the case of employee retention, Philadelphia Works Inc. collaborates with partners to address financial needs of the firm as well as training services to up-skill and stabilize employment of incumbent workers. Partners include:</p>

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	<ul style="list-style-type: none">- SEWN (financial supports)- The city's Department of Commerce (facility and city services)- PIDC (equipment and other critical purchases)- As a result of COVID-19, there will be a significant reduction of employers in certain industries within Philadelphia, specifically retail and hospitality. Rebounding may not be possible, and if so, it will take five or more years. Some of those individuals who were laid off during the pandemic may need to identify their transferrable skills or learn new skills to transition into a new career in a different industry. Providing resume writing and interviewing assistance and even technical skills upgrading is critical for laid off workers.
Other business services and strategies designed to meet the needs of regional employers	Hold a city -wide hiring events for specific industry employers in the Southeastern PA region

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

The BET works closely with Philadelphia Works Inc. Community Outreach Team, that disseminates employment and apprenticeship opportunities to elected officials, and faith-based and community organizations. Collaboratively, we will raise the awareness of opportunities and resources that will benefit both employers and career seekers.

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

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

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

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

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

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

The Board will coordinate with regional economic development partners to develop partnerships. The Board will continue to meet regularly with economic development partners, such as The Philadelphia Industrial Development Corporation (PIDC), the Delaware Valley Industrial Resource Center (DVIRC), the various Chambers of Commerce, and the City's Department of Commerce to share information related to high growth occupations in the greater Philadelphia area and explore business workforce needs in those occupational areas. Staff will also utilize a customer relationship management system widely used by many of our economic development partners and statewide stakeholders. This will allow shared communication on the most up-to-date information related to hiring needs and priorities for our business partners.

The Board has identified small businesses as a priority for strategic partnerships, particularly given the pandemic's impact on sustainability. The Board is designating higher investment for

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wage subsidy efforts, such as OJT, and IWT, to encourage more small businesses to become engaged with the workforce system. Staff have reached out to Small Business Development Centers, local chambers with larger percentages of smaller businesses, and other business initiatives to engage smaller businesses.

The Board measures its service to employers using the following outcomes results:

- Candidate Placement Rate: the percentage of staff-assisted job orders filled by a referral from PA CareerLink® center staff
- Repeated Service Delivery Rate: the number of repeat employer customers engaging the PA CareerLink® in supports surrounding hiring or staff development
- Opportunity Occupation/Industry Employer Penetration: the percentage of employer customers included annually and among the Opportunity Occupations and Industries,
- Small Business Employer Penetration: the percentage of employer customers considered to be a small business (500 employees or less)

Given recent trends in workforce development, the Board has partnered with Accenture, the Philadelphia Chamber of Commerce, and Graduate! Philadelphia to prepare career seekers for the future of work through the Philadelphia Skills Forward Initiative. Given expanding opportunities for entrepreneurs, the Skills Forward Initiative has kicked-off this initiative with a training program on “creating your own business.”

The Board understands that self-employment represents an exciting and increasingly viable opportunity for Philadelphians who may have been squeezed out of the market during the pandemic. Through this initiative, Philadelphia Works Inc. offers an online, self-paced course on Entrepreneurship and pairs interested participants with a mentor through the Philadelphia Chamber of Commerce. Through the *Creating your Business* training, students learn how to create a business plan, manage finances, market your business, manage risk, and hire and maintain staff. Through the mentorship program, aspiring small business owners benefit from the advice and support of an experienced professional *and* the encouragement of a mentor invested in their mentee’s success.

The Board will also continue to promote entrepreneurship opportunities offered by strategic partners such as the City of Philadelphia Department of Commerce, Philadelphia’s Economic Development Corporation, Small Business Development Centers at Wharton and Temple University, the Enterprise Center, the Alliance of Women Entrepreneurs, and the Entrepreneurs’ Forum of Greater Philadelphia.

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4 OPERATIONAL PLANNING QUESTIONS: Local Area Workforce Delivery System

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

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

Philadelphia Works Inc. oversees the City's integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system. Each of the four integrated centers has a primary provider. Our System-Wide Services Provider, EDSI, manages consistency and uniformity in service delivery across centers and organizing employer engagement and center events. The One-Stop Operator coordinates mandated partner participation and service delivery. In Philadelphia, Thomas P. Miller & Associates is contracted as the One-Stop Operator. All providers are competitively procured. As the integration of this service delivery mode continues, increased center traffic and improved opportunities for access is anticipated.

PA CareerLink® Operator. The One-Stop Operator's programmatic responsibilities include:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Monitoring operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- Developing an understanding and use the system of record CWDS and Philadelphia Works Inc. data systems (i.e. ClientTrack™).
- Developing and implementing a plan for continuous improvement that engages all partners operating at the centers.
- Convening a regular meeting of the administrative leadership of MOU partners to review progress and performance of the core programs.
- Holding regular cross-agency staff meetings of partner staff to coordinate services within the structure of the multi-partner MOU including both onsite and off-site partners.

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The administrative responsibilities of the Operator will include:

- Convening regularly scheduled meetings and/or conference calls with Philadelphia Works Inc. staff.
- Presenting a report, in an approved format at each Board meeting, regarding coordination of services, adherence to the MOU, and performance outcomes at the centers.
- Assigning a program director who brings a high emotional intelligence and maturity (sensitivity, conflict resolution, listening skills) to influence and drive change across providers, partners, and Philadelphia Works Inc. staff.
- Providing a monthly activity report to the Board.

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

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

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

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

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

Title I. See Competitive Process in above section.

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

- Basic career Services including, but not limited to, determination of eligibility to receive WIOA and dislocated worker services who enter the center seeking basic, individualized and/or follow up services; Outreach and intake; Initial assessment of skills levels; and labor exchange services.
- Individualized career services, including, but not limited to, based on customers' needs: comprehensive and specialized assessment of skills levels; development of an individual employment plan; group of individual counseling; career planning; short term pre-vocational services; internships and work experiences; workforce preparation activities; and financial literacy services.
- Career and training services to underemployed workers
- Training Services through Individual Training Accounts (ITA)'s contracted trainings, or work-based learning contracts.
- Providing supportive services.

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- Follow-up services to enhance labor market retention, wage gain and career progress for customers who have entered unsubsidized employment and exited the program

Congreso de Latinos Unidos, District 1199c Training & Upgrading Fund, JEVS Human Services, Temple University, Urban Affairs Coalition, EDSI, Connection Training Services, Communities in Schools, Eckerd Youth Alternatives, Nationalities Services Center, and YouthBuild Philadelphia Charter School will provide services under the **Youth Workforce Investment Activities** Partner Program pursuant to WIOA, Title I, Section 126. Philadelphia's youth workforce development system is designed to provide aligned pathways to careers for three distinct populations of youth to ensure that those youths in most need of support have access to workforce preparation activities. Services to youth who face significant barriers and services to Opportunity Youth are among the priorities outlined by the Department of Labor. Driven by the local needs and the strategic priorities of the YSC, Philadelphia's youth workforce development system will enhance our strategic efforts by creating distinct pathways that serve eligible youth ages 16-24 who:

- At-risk youth enrolled in school;
- Opportunity youth without a credential; or
- Opportunity youth with a secondary credential.

In order to continue to serve these priority youth and young adult populations and leverage services via the Philadelphia PA CareerLink® system, the youth service providers will:

1. Collaborate with Philadelphia PA CareerLink® Centers to ensure recruitment and referral efforts are supporting connections to the best program fit for participants.
2. Partner to provide career services, training, and connections to employers.
3. Provide comprehensive year-round services for youth and young adults to ensure their career readiness prior to connection to the PA CareerLink® system.
4. Work with Philadelphia PA CareerLink® Centers to support youth and young adults who are co-enrolled.

Title II.

Title II Partners: Community Learning Center, Center for Literacy, Temple University, District 1199C Training & Upgrade Fund. They have committed to assigning rotating staff one-half day per week to each of the four PA CareerLink® sites as a resource for participants

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seeking literacy and English language services. In addition, Title II Partners will ensure that each PA CareerLink® receives the following services.

- Assist in interpretation of CASAS (the basic and academic skills test) at each comprehensive PA CareerLink® site;
- Support Rapid Response by referral of PA CareerLink® participants by PA CareerLink® staff through Office of Children and Families-Adult Education Services (AES)'s myPLACESM system to Title II services through academic assessment and referral;
- Participate in PA CareerLink® orientation via video or in-person, when possible, to describe Title II services and connect participants to Title II programs;
- Support referral of PA CareerLink® participants by PA CareerLink® staff through AES myPLACESM system to Title II services; and
- Conduct PA CareerLink® staff development to build their capacity to refer PA CareerLink® participants through the AES myPLACESM system and interpret TABE and CASAS scores.

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

Title III.

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

Access to Wagner-Peyser Act Services are provided within the local workforce development system through physical and programmatic resources described below. Bureau of Workforce Partnership and Operations (BWPO) is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.

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- a) Wagner-Peyser service focuses on providing a variety of employment related labor-exchange services including, but not limited to: job-search assistance, job referral, and placement help for job seekers, re-employment services to unemployment insurance claimants and recruitment services to employers with job openings. Services are delivered in one of three modes: self-service, facilitated self-help services and staff-assisted service delivery.
- b) Depending on the needs of the labor market, other services – such as assessment of job-seekers' skills, abilities and aptitudes, career guidance when appropriate; job-search workshops and referral to training may be necessary.
- c) The services offered to employers, in addition to referring job seekers to available job openings, include: help developing job-order requirements, matching job seekers' experience with job requirements, skills and other attributes, helping employers with special recruitment needs, arranging for job fairs, helping employers analyze hard-to-fill job orders, helping restructure jobs and helping employers deal with layoffs.
- d) Job seekers who are veterans receive priority referral to jobs and training, as well as veteran-specific employment services. PA CareerLink® delivers specialized services to individuals with disabilities, migrant and seasonal farm-workers, ex-offenders, youth, minorities and older workers.

Title IV.

OVR (Title 1 of the Rehabilitation Act of 1973, WIOA Title IV). As a core partner OVR provides Vocational Rehabilitation services for people with disabilities. OVR staff are co-located in each of the four centers. Eligible OVR customers receive multiple services that may include but not be limited to: diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for a qualified new hire can include; reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans

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with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Our statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

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

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

Additional stakeholders and advocacy groups that partner and provide resources within the Philadelphia workforce ecosystem. As key stakeholders and advocacy leaders within the PA CareerLink® Philadelphia system, the LWDB's partnership and collaboration with the organizations is fundamental to providing comprehensive service delivery and resources.

Community Legal Services (CLS):

Community Legal Services (CLS) provides free legal counsel and services to low-income Philadelphians. CLS is invited to LWDB meetings to share updates and resources and actively participates in the quarterly Local Management Committee (LMC) meeting to provide a legal perspective as it relates to service delivery and challenges faced by career seekers. CLS also strongly advocates for policy changes that impact low-income communities.

Women in Nontraditional Careers (WINC):

WINC is a call to action to change the narrative around traditionally male-dominated industries such as construction, manufacturing, and transit. WINC has a 5-year goal that 30% of new apprentices and trades workers will be women by 2026. This collaborative effort has a mission to advance the participation of women in male-dominated careers. WINC has hosted multiple events to promote awareness, engage stakeholders and advocate mission and goals.

The Chamber of Commerce for Greater Philadelphia:

The Chamber of Commerce for Greater Philadelphia advocates on behalf of the business and employer community. The Chamber actively supports public policy that fosters continued economic growth in Philadelphia. Through its citywide network, The Chamber advocates for equity across business sectors and engages communities through robust outreach efforts and initiatives.

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

Partners

	Partner Program	Partner Organization	Authorization/Category	Contribution
1	Adult Employment and Training Activities	Educational Data Systems, Inc. (EDSI)	WIOA Title I, Section 126	RSAB
2	Dislocated Worker Employment and Training Activities	Educational Data Systems, Inc. (EDSI)	WIOA Title I, Section 131	RSAB
3	Adult Employment and Training Activities	JEVS Human Services (JEVS)	WIOA Title I, Section 126	RSAB
4	Dislocated Worker Employment and Training Activities	JEVS Human Services (JEVS)	WIOA Title I, Section 131	RSAB
5	Adult Employment and Training Activities	Eckerd Youth Alternatives (Eckerd)	WIOA Title I, Section 126	RSAB
6	Dislocated Worker Employment and Training Activities	Eckerd Youth Alternatives (Eckerd)	WIOA Title I, Section 131	RSAB
7	Adult Employment and Training Activities	Impact Services (Impact)	WIOA Title I, Section 126	RSAB
8	Dislocated Worker Employment and Training Activities	Impact Services (Impact)	WIOA Title I, Section 131	RSAB
9	Adult Employment and Training Activities	Eastern North Philadelphia Workforce Development Corp.	WIOA Title I, Section 126	RSAB
10	Dislocated Worker Employment and Training Activities	Eastern North Philadelphia Workforce Development Corp.	WIOA Title I, Section 131	RSAB

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11	Vocational Rehabilitation State Grant Programs	PA Department of Labor and Industry, Office of Vocational Rehabilitation Services (OVR)	Title 1 of the Rehabilitation Act of 1973, WIOA Title IV	RSAB
12	Wagner-Peyser Act	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	WIOA Title III	RSAB
13	Trade Adjustment Assistance	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Trade Act of 1974	RSAB
14	Jobs for Veterans State Grant	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	U.S.C. Title 38, Chapter 41	RSAB
15	Unemployment Compensation Programs	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Social Security Act 9 of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939	RSAB
16	Foreign Labor Certification (FLC)	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	20 C.F.R., Chapter 5, Part 656	RSAB
17	Rapid Response	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	WIOA Title I	RSAB

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18	Adult Education and Literacy	Temple University, Center for Social Policy and Community Development	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	\$1200 per year + in kind donation of \$4,961
19	Adult Education and Literacy Activities	Center for Literacy	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	\$1200 per year + in kind donation of \$4,961
20	Adult Education and Literacy Activities	Community Learning Center	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	\$1200 per year + in kind donation of \$4,961
21	Adult Education and Literacy Activities	1199c Training & Upgrading Fund	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program II	\$1200 per year+ in kind donation of \$4,961
22	Postsecondary Career & Technical Education	Peirce College	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	\$250 Perkins funds per program year +Non-Cash Contribution information sharing
23	Postsecondary Career & Technical Education	Community College of Philadelphia	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	\$215 for representation at various locations

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24	Postsecondary Career & Technical Education	Harcum College	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Non-Cash Contribution
25	Youth Workforce Investment Activities	Philadelphia Youth Network	WIOA, Title 1	Non-Cash Contribution
26	Philadelphia Job Corps Center	Philadelphia Job Corps Life Science Institute	WIOA, Title I	Non Cash Contribution @ \$880 information sessions
28	JEVS 55+	JEVS Human Services	Pennsylvania Department of Aging (Lottery Funds Administered through PCA)	\$9,684
29	Migrant and Seasonal Farmworkers Programs	Pathstone Corporation, Inc	WIOA Title I. Sec. 167	Non-Cash Contribution
30	Employment and training Activities carried out by the Department of Housing and Urban Development	Philadelphia Housing Authority	Federal Partner	Non-Cash Contribution @\$25 per hour 4 hours-\$100
32	Technical assistance to local and regional agencies relating to planning, implementation, funding opportunities, grant applications,	Community Department of Community and Economic Development (DCED)	Partner	\$49,391.04 contribution to RSAB

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		and project management	
33	Utilities and financial counseling services	BenePhilly	Additional Program Partner \$19,000 1 FTE
34	Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Mayor's Office of Community Empowerment and Opportunity	Community Services Block Grant Act (42 U.S.C. 9901) Non-Cash Contribution
35	Reintegration of Offenders Programs	Connection Training Services	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169 \$500 + training @ \$4,800.00. + Non-Cash Contribution
36	Youth Build Program	Youth Build	WIOA, Title I, Section 171 Non-Cash Contribution \$760 – 2 information sessions
37	Youth Build Program	Connection Training Services	WIOA, Title I, Section 171 \$500 + Training @ \$4,800.00 + Non-Cash Contribution
38	Temporary Assistance to Needy Families	DHS	Social Security Act \$18,000 contribution to RSAB
39	Senior Community Service Employment Program (SCSEP)	ANPPM Project Ayuda	Title V Older Americans Act Non-Cash Contribution @ \$220 x4 information sessions

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40	Senior Community Service Employment Program (SCSEP)	PCA/MCOA	Title V Older Americans Act	Non-Cash Contribution information session
41	Senior Community Service Employment Program (SCSEP)	National Asian Pacific Center for Aging	Title V Older Americans Act	Non-Cash Contribution @ \$220 x4 information sessions
42	Senior Community Service Employment Program (SCSEP)	The WorksPlace Maturity Works	Title V Older Americans Act	Non-Cash Contribution @ \$220 x4 information sessions
43	Postsecondary Career & Technical Education	Orleans Technical College	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Non-Cash Contribution
44	Reintegration of Offenders Programs	Philadelphia OIC Reentry Youth & Adult	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	Non-Cash Contribution
45	Reintegration of Offenders Programs	Public Health Management PHM/STRIVE	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	Non-Cash Contribution

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46	Adult Education and Literacy activities	Office of Children and Families	Adult Education Partner	Non-Cash Contribution Technical Support
47	Youth Title I WIOA	District 1199C Upgrading and Training Fund	WIOA Title I youth	Non-Cash Contribution
48	Youth Title I WIOA	Congreso Y178 Next Step	WIOA Title I youth	Non-Cash Contribution
49	Youth Title I WIOA	JEVS Project WOW	WIOA Title I youth	Non-Cash Contribution
50	Youth Title I WIOA	Youth Employment	WIOA Title I youth	Non-Cash Contribution
51	Youth Title I WIOA	YouthBuild Philly	WIOA Title I youth	Non-Cash Contribution
52	Native American Programs	Council of Three Rivers American Indian Center, Inc.	WIOA Section 166 Indian and Native American Programs; and WIOA Title I Section 121	Non-Cash Contribution

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

Partner Matrix Per PA CareerLink® Philadelphia Center

	Partners with a Physical Presence	North	Northwest	Suburban Station	West
1	WIOA Title I Adult	x	x	x	x
2	WIOA Title I Dislocated Worker	x	x	x	x
3	Wagner Peyser	x	x	x	x
4	WIOA Title II Adult Education and Literacy	x	x	x	x
5	OVR	x	x	x	x
6	Trade Assistance	x	x	x	x
7	Unemployment Compensation	x	x	x	x
8	Foreign Labor	x	x	x	x
9	Veterans	x	x	x	x

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10	Rapid Response	x	x	x	x
11	Postsecondary Career & Technical Assistance (CCP)	x	x	x	x
12	Youth Workforce Activities	x	x	x	x
14	Philadelphia Job Corps Life Science Institute	x	x	x	x
15	JEVS 55+			x	
16	BenePhilly		x		
17	TANF	x	x	x	x
Partners Provide In-Kind Services: Workshops and Staff Training		North	Northwest	Suburban Station	West
1	Postsecondary Career & Technical Assistance (Peirce)	x	x	x	x
2	Reintegration of Offenders (Connections Training)	x	x	x	x
3	Youth Build Program (Connections Training)	x	x	x	x
4	Community College of Philadelphia	x	x	x	x
5	Harcum	x	x	x	x
Partners with a Developed Referral System					
6	Mayor's Office of Community Empowerment				
7	YouthBuild Charter School				
8	Council of Three Rivers American Indian Center, Inc.				
9	Philadelphia Youth Network				
11	Philadelphia Housing Authority				

- 4.2 Identify the one-stop partners (required and other) authorized to provide required and other programs within the local area. Describe briefly the role(s) of the one-stop partners (required and other).**

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

Roles and resource contributions of One-Stop partners:

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Title I Youth Providers Congreso de Latinos Unidos, District 1199c Training & Upgrading Fund, JEVS Human Services, Temple University, Urban Affairs Coalition, EDSI, Connection Training Services, Communities in Schools, Eckerd Youth Alternatives, Nationalities Services, and YouthBuild Philadelphia Charter School will provide services under the Youth Workforce Investment Activities Partner Program pursuant to WIOA, Title I, Section 126. Philadelphia's youth programs operate year-round and offer the fourteen program elements to support youth and young adults as they attain education and employment goals. This includes but is not limited to high school equivalency attainment, enrollment in post-secondary education or advanced training, and/or placement in permanent employment.

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

EDSI: EDSI will provide services under both the Adult Employment and Training Activities and Dislocated Worker Employment and Training Activities, pursuant to WIOA, Title I, Section 131. EDSI implements the operational procedures for the system-wide delivery model that support all PA CareerLink® Philadelphia centers. This includes community engagement and outreach; business services; service enhancement; and citywide services, which include, but are not limited to, facilitating community connections partner agreements; conducting outreach to WIOA clients to reengage; responding to PA CareerLink® online postings for job referrals; delivering workshops at the centers for career seekers; and providing virtual services, and staffing the toll-free phone line designed to be available to assist customers with connecting to services.

Bureau of Workforce Partnership and Operations: Bureau of Workforce Partnership and Operations (BWPO) will provide services under the Wagner Peyser, Trade Adjustment Assistance, Unemployment Compensation and Veterans' Employment and Training Partner Programs pursuant to WIOA Title III, the Trade Act of 1974, the Social Security Act of 1935

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(Title III, IX and XII) and Federal Unemployment Tax Act of 1939 and U.S.C. Title 38, Chapter 41, respectively.

- **Wagner-Peyser** staff provides employment services to job seekers and employers through PA CareerLink® centers. Services to job seekers include but are not limited to: job search and job placement assistance; career counseling; needs and interest assessments; proficiency testing; workshops; development of an individual employment plan; and case management. Services to employers include assistance in developing and posting job orders, referral of qualified job seekers to job openings and organizing job fairs. Both career seekers and employers are also provided with labor market information to help inform their activities. BWPO is the State Workforce Agency (SWA) responsible for administering Wagner-Peyser Act services in accordance with federal regulations.
- **Trade Adjustment Assistance (TAA)** Services to be provided are as follows: Programs are focused on getting participants reemployed and ensuring those individuals maintain employment. The TAA Program includes training, employment and case management services, job search allowances, relocation allowances, Trade Readjustment Allowances (TRA), Reemployment Trade Adjustment Assistance (RTAA) and Alternative Trade Adjustment Assistance (ATAA), and the Health Coverage Tax Credit (HCTC) (a benefit available to eligible TAA recipients which is administered by the Internal Revenue Service (IRS)).
- **Unemployment Compensation (UC)** In accordance with WIOA, the (UC) Program is responsible to provide meaningful assistance to individuals seeking assistance in filing an unemployment claim at PA CareerLink® Philadelphia centers by offering claimants dedicated access to center staff as well as access to important UC information. Staff from BWPO provide some direct assistance to UC claimants and employers at the PA CareerLink® Philadelphia centers. BWPO staff will continue their processes for referral with approved activities they conduct on UC's behalf. This would include opportunities for referral through partner collaboration. Assistance to individuals filing an unemployment claim will be provided by offering a courtesy telephone at PA CareerLink® sites which is dedicated to serving one-stop customers in a timely manner. In addition, a computer may also be provided to allow one-stop customers access to unemployment compensation services online along with informational UC postings, signs, pamphlets and forms for UC claimants and employers.
- **Veterans' Employment and Training:** Jobs for Veterans State Grant (JVSG) is a BWPO administered program which assures the Commonwealth will be able to provide special individualized services to disabled veterans. Disabled Veteran Outreach Program

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(DVOP) staff work in conjunction with PA CareerLink® partners to identify, and development an appropriate plan to meet the veteran's employment and training needs. These specialized counselors work directly with disabled veterans in the provision of labor exchange services, securing appropriate training services and obtaining appropriate employment at a family sustaining wage. In addition, the JVSG allows for Local Veterans Employment Representatives to do employer outreach and promote veterans as job seekers who have highly marketable skills and experience.

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

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

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

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of Philadelphia is The Mayor's Office of Community Empowerment and Opportunity (CEO) which may:

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

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

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

Adam's & Associates, Inc. Center and Philadelphia Job Corps Life Science Institute: These entities will make the below services available:

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

Temple University, Center for Literacy, CLC, District 1199C Training & Upgrading Fund:

These entities will make the below services available under Title II. These Title II partners support vocational training and career readiness through academic upskilling and preparation for high school equivalency testing. Staff provide in-person and virtual supports to all four of the PA CareerLink® Philadelphia centers, as a resource for participants seeking literacy and digital literacy services. They will ensure that each PA CareerLink® Philadelphia center receives the following services: review of CASAS outcomes and referrals for high school equivalency and academic literacy upskilling; rapid response support with assessment and transition support; and referral of Title II participants for workforce services through the PA CareerLink® Philadelphia System.

The City's Office of Children and Families-Adult Education Services: The office oversees a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to Title II adult education services. Each PA CareerLink® Philadelphia center maintains a contract with a Title II provider to ensure customers have easy access to literacy programming and education while on site or in the community. This city-wide system that includes centralized intake, assessment, and placement of adult learners into appropriate educational programs has been adapted to facilitate the referral process. The referral process facilitates integration of Title I and Title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment.

Philadelphia Corporation for the Aging: PCA funds the JEVS 55+ program, providing employment services to individuals who meet the program eligibility. It will provide these mature workers with employment opportunities at the PA CareerLink® Philadelphia centers.

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

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

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

Council of Three Rivers American Indian Center, Inc.: In accordance with the Workforce Innovation and Opportunity Act (WIOA), Council of Three Rivers American Indian Center, Inc. is responsible to provide meaningful assistance to Indian and Native Americans who come to the PA CareerLink® Philadelphia centers. This meaningful assistance will be provided at the PA CareerLink® Philadelphia centers by offering everyone who meets the program's eligibility requirements the following individualized services: training, supportive services, job placement assistance and job retention services for 12 months and or follow up services.

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

Leveraging Resources and Expanding Capacity. The Board will solicit and utilize funding from the federal government, local government, and private sources, whenever possible, to leverage and support the local workforce system. Current grant funding includes The American Apprenticeship Initiative, the National Health Emergency Dislocated Worker Demonstration Grants to Address the Opioid Crisis, PAsmart Apprenticeship Ambassador grant, Women in Apprenticeship and Nontraditional Occupations, and others. These funds support both career seekers and employers. In addition to leveraging the WIOA Title I and state general funds, they provide opportunities to individuals who have barriers to

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employment, may not qualify, or receive priority for certain services under WIOA Title I and state general funds; thereby expanding our footprint in the region.

Facilitating Access. The four PA CareerLink® Philadelphia centers are strategically located at high-need areas throughout the City of Philadelphia. All centers are, further, ADA compliant, maintaining on-site wheelchair accessibility with low barriers to viable and frequent public transportation. To continue compliance to the Americans with Disabilities Act of 1990, each PA CareerLink® center maintains assistive technology and engages in training to meet the needs and increase accessibility for customers with disabilities. Specifically, all centers have access to Deaf-Hearing Communication Centre (DHCC) interpretation services. The availability of a TTY communication device and American Sign Language interpreters will be provided upon request.

To facilitate access more broadly, each PA CareerLink® Philadelphia center provides career seekers adequate access to both mandated and non-mandated partner services. The four PA CareerLink® Philadelphia centers provide individuals dedicated access to Unemployment Compensation (UC) service center staff and information. Through individualized assessment and a human-centered design approach to service delivery, Philadelphia Works, Inc. has developed and coordinated referral processes to access services and programming with key stakeholders including Council of Three Rivers American Indian Center, Inc., Philadelphia Job Corps Life Science Center, JEVS 55+ and Senior Community Service Employment Program (SCSEP) organizations. In compliance with The Second Chance Act, reentry employment services and referral processes are structured to serve returning citizens through program partnerships with Connection Training Services, Philadelphia OIC and Public Health Management (PHMC). Reentry program services and processes are designed to help combat challenges faced by returning citizens.

Through the PA CareerLink® Philadelphia System-wide Services provider, both employers and career seekers experience uniform services at their relative convenience and point of access. The Community Engagement and Outreach Team are specifically deployed in the community to increase access to services and bridge access outside of the four PA CareerLink® Philadelphia centers. System-wide Services are provided to enhance relationships with community-based organizations, develop formal and effective community connection partner agreements, conduct outreach to EARN customers in partnership with the County Assistance Office, and contacts WIOA service customers seeking to reengage those who are at-risk of exiting without employment.

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The Board recognized additional areas of high need outside of the four PA CareerLink® Philadelphia centers and have added a presence in community development corporations, free public libraries, and accessible employment and training hubs throughout the City. The Board conducted an analysis to identify areas most in need of a Community Connections Partner by focusing on neighborhoods with high concentrations of individuals over 18 years of age, families living in poverty, individuals without a high school diploma or equivalency, and areas with high rates of unemployment.

On a quarterly basis, workforce partners are convened by the Board to share updates, best practices, and resources, and strategize ways to better engage and serve career seekers.

Technology. Philadelphia is a large urban city; however, accessibility outside of the physical One-Stop centers is an important focus of the Board's broader strategy which provides virtual access to customers through a more robust on-line presence. This strategy provides options for learning and virtual access to some of the services that are available inside the one-stop center. Specifically, by executing our digital strategy, the System-wide Services Provider will:

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

The System-wide Services Provider supports the use of virtual services by providing on-going technical assistance and training to relevant staff regarding the effective use and promotion of virtual tools. The System-wide Services Provider also provides customer workshops on how to access and effectively maximize the benefits of virtual services. The Board has ensured online content, curriculum and workshops are accessible with smartphone compatible applications and video conference platforms such as Zoom and Microsoft Teams, as customers are increasingly accessing on-line services through mobile devices.

PA CareerLink® and Other Data Systems. Quality Assurance and customer-facing staff enter customer information into CWDS as the primary system of record for PA CareerLink®. Employer data is input by System-wide provider staff. All data entry is completed within three

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working days of the provided service. The quality assurance and data teams are responsible for reviewing the data entry to ensure compliance, accuracy, and timeliness.

Mandated and non-mandated partner referrals and activity are captured in CWDS through data entry and case narratives. Philadelphia Works, Inc. makes use of ClientTrack™ as a supplemental information management system to the state system of record, Commonwealth Workforce Development System (CWDS). To pay invoices to providers that attain contractual benchmarks, specific customer information and related outcomes are data-entered in ClientTrack™ as validation for invoice payments. Our commitment is to reduce any dual data entry while assuring supported audit trails. Through our regular monitoring activities, the local Board ensures that the data is aligned across systems.

Access to Title II Services/Activities. Each PA CareerLink® Philadelphia center maintains a relationship with a literacy provider to ensure customers have access to literacy services both on-site and in the community. Staff have the advantage of direct access, reliability, and in-center presence to introduce and refer customers to upskilling and provides direct support as the customer continues to receive services and engage in PA CareerLink® programming. In addition, staff who have been identified as Literacy Liaisons, are tasked with overseeing the process and manage the relationship between the Title II providers, the Center, and customers. Data for Title II customers is tracked through the myPLACE™ city-wide referral and tracking system for adult education learners, which is managed by the Adult Education Services Department through the Office of Children and Families. Designated Title I staff also have limited access to view the myPLACE™ system and utilize that data to update each customer's adult education activity in CWDS through relevant service codes. CASAS assessment scores are also stored through a portal managed by the Board, and Title II providers have access to this data.

Promoting Career-Pathways. Philadelphia Works Inc. continues to build and implement skill ladders/career pathways in targeted industries. Center Workforce Advisors and their managers receive intensive career coach training which emphasized the use of career pathways as a tool for service planning and job search. These tools are actively being used to encourage career seekers to develop realistic goals and plan the steps needed to reach them, particularly related to the education needed to obtain certain jobs.

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

Refer to section 4.4

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

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

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

All four PA CareerLink® Philadelphia centers completed the Pennsylvania Physical and Program Access Self-Assessment Process, with the assistance of the OVR, in February 2020 and December 2020.

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

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Local Staff Training. Philadelphia Works Inc.' staff, PA CareerLink® partners and vendors are required to receive Equal Employment Opportunity (EEO) training on an annual basis. Also, all Philadelphia Works Inc. new hires receive this training. Training is on-going annually and as regulations change.

Partner Training. Ongoing training is provided to all PA CareerLink® Philadelphia staff, which includes Title I and Wagner-Peyser staff, both as refresher courses and as regulations change.

Individuals with Limited English Proficiency. PA CareerLink® Philadelphia centers have increased system capacity to serve culturally diverse customers with limited English proficiency. If the customer is Spanish-speaking, the Universal Services Team Lead will identify a Spanish-speaking staff member to interpret. If the customer speaks a language other than Spanish, the telephone interpretation services of Propio is utilized, as well as language support services that centers can solicit at-will as language services are allotted in their operational budgets. PA CareerLink® Philadelphia centers prides on its skilled and diverse staff that are often representative of the customers they serve. Therefore, whenever possible, customers presenting language barriers will be assigned to a Workforce Advisor or another staff member who speaks the customer's language to assist in translations. Staff also tracks data on customer's demonstrating language barriers. If a considerable number of customers speak a unique language, that center will make every effort to recruit and hire staff who are fluent in that specific language. This data is also used to substantiate and arrange English as a Second Language (ESL) classes through the System-wide Services Provider. Finally, the centers develop relationships with organizations that provide services to specific ethnic groups to coordinate additional resources for assistance.

Affirmative Outreach. The Board's communications and community outreach work targets demographic areas and communities that the PA CareerLink® System serves. There are processes strategically in place to engage with faith-based institutions, community development corporations, constituents of elected officials, and community leaders both on social media and through targeted outreach campaigns. In addition to this, the communications team intentionally uses images, graphics, and language that resonates with the population of the local workforce and targets zip codes that the Board's data team provides from mapping and queries identifying areas of high poverty and violence areas.

Two specific projects that have illustrated this commitment are the collaboration with the City of Philadelphia's Rebuild program and the partnership with the Women in Nontraditional Careers Initiative (WINC). The Rebuild Build Collaborative's goal is to transform access to opportunity in Philadelphia. The collaborative consists of PIDC, Rebuild, and Philadelphia Works Inc. using \$5 million awarded by JPMorgan Chase and their *Advancing Cities Challenge*

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initiative to provide jobseekers a pathway to careers in the building trades sector and to invest in diverse small businesses. Philadelphia Works Inc. is the workforce arm providing resources through supporting racial equity-trades union apprenticeships, and employment opportunities are being made accessible to Philadelphians who are women or people of color, connection to PA CareerLink® Philadelphia, and on-going workforce support.

Philadelphia Works Inc. leads the (WINC) initiative that focuses on career exploration, outreach and training access so more women enter nontraditional careers in construction, manufacturing and transit, WINC does outreach through its website and social media, and has offered technical assistance presentations to CareerLink, CTE schools, youth pre-apprenticeship, SEPMA and other training providers and employers on best practices and tools for outreach and recruitment to women. WINC consults regularly with local tradeswomen to inform our activities.

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

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

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

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

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and directs our investments in workforce services.

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

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

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

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

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

The Board continuously assesses the alignment of current training providers to employer needed skills and talents with the intention of increasing the number and diversity of training providers engaged with the local workforce system. Philadelphia Works Inc. provides guidance to training providers on valued credentials and needed skills. Philadelphia utilizes labor market information, along with relationships with local employers to determine training activities in which to invest.

Determining Future Trainings. The Board is committed to investing in training that is in-demand by employers and that provides career seekers with sufficient skills and credentials to enter a career pathway. Philadelphia Works Inc. will use the following strategies to determine future investments:

- Fund training that is in alignment with an employer(s) talent needs, in a target industry sector, with growth opportunities.

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- Fund training that places a career seeker on a career pathway that provides increasing wages with further skills training and education.
- Fund training that results in an industry-recognized credential and/or college credit.
- Fund training programs that align with high priority occupations that lead to competitive salaries

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

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

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

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

Career Seekers must demonstrate sufficient preparation and undertake career exploration before requesting an ITA. The Board has placed a greater emphasis on the utilization of career exploration tools including EMSI Career Coach. Once selected, ITAs are vetted to determine their appropriateness of the training of the career seeker. If the trainer is on the ETPL and the curriculum aligns with a high priority occupation, the training provider is contracted and provided with payment points after enrollment, completion of the training, and placement.

Philadelphia Works Inc. continuously provides guidance and assistance for training and educational providers on how to apply to the ETPL and what occupations and credentials might best align with local strategies. This effort was introduced in 2017 to attract new providers and maintain a diverse and relevant catalog of training programs.

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

An OJT is vetted via:

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- Employer need
- Curriculum that enables sufficient skill gains for the career seeker so that pre- and post-tests of skill attainment demonstrate significantly increases in skills
- Employer's history on maintaining long-term employment for trainees
- Employer's ability to provide the minimum \$15/hour wage for OJT customers, as required by the Board's revised OJT policy

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

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

Priority of Service. The policy of priority for Philadelphia residents to receive Individualized Career Services and Training Services is determined in the following order, regardless of funding levels:

- First, to veterans and eligible spouses who are recipients of public assistance, and/or low-income including those who are underemployed, or basic skills deficient.
- Second, to recipients of public assistance and /or other low-income individuals including those who are underemployed, or individuals who are basic skills deficient.
- Third, to veterans and eligible spouses who are not recipients of public assistance, nor low-income including underemployed or those who are not basic skills deficient.
- Fourth, to long-term unemployed individuals.

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- Last, to all other persons not listed above – those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, basic skills deficient individuals, or long-term unemployed individuals.

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

In Pennsylvania, a local area is permitted to identify one new priority of service category, if it is consistent with the intent of L&I's priority to serve individuals with barriers to employment.

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

WIOA Youth Priorities. To align with WIOA priorities, the Board allocates almost 100 percent of youth funds for out-of-school youth programming. Youth programming incorporates the fourteen WIOA required program elements via three distinct pathway models of activity. A minimum of twenty percent of program funds are expended on work experience activities each program year. The Board utilizes multiple approaches including models that prepare out-of-school youth through connected steps such as basic credential attainment while working part-time (high school diploma or equivalency, literacy/numeracy support and English Language Learner support) and pre-apprenticeship programs linked to Registered or Trade Apprenticeships that incorporate credentials and, where possible, college credits. These pipeline models are closely aligned with employer talent needs and with their requirements to hire young workers with little or no work experience.

Over the last two years, the Board piloted pre-apprenticeship programs utilizing WIOA Youth funds and has recently begun to expand this model. The Board regards this model as most effective, in that it works closely with employers and can fully prepare young workers with barriers for full-time permanent employment. This transition will provide more opportunities for Philadelphia's out-of-school and older youth and better align our youth system with WIOA priorities.

Transferring Funds. In any given year, Philadelphia may experience major lay-offs due to shifts in the economic industry mix (for example, numerous lay-offs due to the pandemic) or Rapid Response events. In these cases, additional Dislocated Workers funds may be needed.

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Typically, however, most career seekers in the PA CareerLink® Philadelphia system are adults with multiple barriers to employment. The Board conducts annual mid-year reviews to allow for the flexibility to move funds across funding streams to address the needs of customers in our centers.

Promoting career pathways. The Board is committed to moving customers facing barriers to employment into career pathways. The Board will continue utilize transitional Jobs and internships as part of a broader work-based learning strategy that will also include OJT, CJT and apprenticeship models.

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

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

The Board is committed to investing in funding vocational trainings informed by employer feedback and driven by industry demand. Annually, the Board identifies a set of opportunity jobs and industries, drawing from Labor Market Data Analysis and employer feedback from across the region, which guide training investments for Philadelphians. The recommended occupations are those that met the following criteria:

- A median hourly wage of \$15 or more
- Strong job numbers in 2019 jobs
- High growth since the last recession both locally and nationally (2007 – 2019 growth period of interest)
- A cohesive occupational pathway (or career pathway) in which each advancing occupation in the pathway ALSO meets the above criteria.

Local ITA investments and ITA Caps. Philadelphia Works Inc. has focused on expanding the use of ITAs for a more diverse set of training opportunities including higher education courses and opportunities in IT and healthcare that prepare career seekers for the future of work. ITAs are primarily utilized for expanding access to market-rate courses to WIOA participants (maximum of five). The current ITA cap is \$6,000; this cap was calculated based on the number of customers served in the prior year and the average cost of their trainings. To

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expand access to individuals needing training that exceeds \$6,000, the local ITA policy was revised to permit an exception. In limited circumstances, based on factors including career seeker barriers, availability of funding, and other applicable factors, a customer may request that the CEO of Philadelphia Works Inc. waive the funding cap and/or the two-year limit to provide additional support.

Contracted Training. Typically, classroom-based and work-based contracts are pursued for cohort-based training programs serving at least five or more students. Classroom-based training programs typically lead to industry-recognized credentials for entry-level occupations with sufficient interest and/or demand from WIOA-eligible career seekers. Contracted vocational training programs submit proposals through a formal procurement process.

The decision to utilize contracts for work-based training, including Customized Job Training, On-the-Job training and Incumbent Worker Training, is driven by a commitment to invest in comprehensive onboarding or employee upskilling by an employer or group of employers.

Considerations include:

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

Customer Choice in Selection. The Board strives to ensure informed customer choice in the selection of training programs. Workforce Advisors engage customers in the selection process by providing them assistance in decision making, as well as the tools needed to research programs on their own including the training provider performance outcomes in CWDS. To that end, the Board works closely with local ETPL providers to ensure they understand the data outcomes requirements. In addition to the CWDS data, the Board has developed and continues to build out Training Provider Profiles. The intention is to help staff provide

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customers with easily understandable information on program specifications—including delivery method, program schedule, career supports— alongside CWDS-informed performance outcomes—including rates of student completion, certification, and training-related employment. This information, in addition to counseling about labor market patterns and career pathways, will allow the customer to make a truly informed decision when selecting a training provider.

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

Youth Workforce Investment and Board Priorities. Philadelphia's youth workforce development system is designed to provide services for youth in most need of support. Philadelphia Works Inc. utilizes distinct models of activities to reach the most youth and young adults. Driven by the local needs and the strategic priorities of City-wide stakeholders, such as City departments, the local Chambers of Commerce, anchor institutions, employer partners, community organizations, Philadelphia's youth workforce development system provides workforce preparation that connects academic and work-based learning for eligible youth, including youth with disabilities, aged 12-24 years old.

Youth workforce development in Philadelphia is multifaceted. WIOA youth funds support four pathway models of activities described below:

- Opportunity Youth without a Secondary Credential - This pathway is designed to reengage youth who left high school without obtaining a secondary credential by obtaining their GED, Diploma, or HiSet and continue to build their competencies and skills beyond the secondary level.
- Opportunity Youth with a Secondary Credential - This pathway targets Opportunity youth who have obtained a secondary credential, but who are disconnected from both school and work. Programs offer industry-recognized credentials that prepare participants for positions in industries with high-growth potential.
- Opportunity Youth with and without a Secondary Credential - This pathway is designed to reengage youth who dropped out of high school by support attainment of their high school equivalency and continue to build their competencies and skills beyond the secondary level AND for opportunity youth who have obtained a secondary credential, but who are disconnected from both school and work.
- Pre-Apprenticeships for Opportunity Youth – This pathway targets Opportunity Youth who have their secondary credential. The activity is designed to expand the growth of

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pre-apprenticeship programs in both traditional and nontraditional pathways with intentional connections to Registered Apprenticeship Programs.

All four models of activities provide services to WIOA priority populations including, but not limited to youth with disabilities, reentry youth, and youth connected to or aging out of foster care. The Board chooses to allocate the Philadelphia WIOA Youth investment to serve only out-of-school youth. As of 2020, the Board has completed our two-year transition of divesting in the At-risk Youth Enrolled in High School model. This service strategy for WIOA Youth funds aligns with the local needs of out-of-school and older youth and provides more opportunities for advanced training, connections to postsecondary education, and links to employment opportunities with family-sustaining wages.

All youth services via these models of activities are delivered through competitively procured youth service providers. Consistent with statutory requirements, contracted providers are required to develop a preparation strategy focused on college-ready and career pathway instruction that includes 21st Century skills and making the 14 Program Elements available in alignment with a participant's needs and Individual Service Strategy. 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 including but not limited to financial literacy, digital literacy, critical thinking, and teamwork. Youth providers offer the majority of the 14 Program Elements directly while also leveraging partnerships with external agencies. Program partners such as local banks/credit unions, employers, and community organizations are often utilized to provide opportunities for financial literacy education, entrepreneurial skills training, leadership development, mentoring, and supportive services.

TANF Youth Development Funds. In addition to WIOA funding streams, Philadelphia also leverages other resources to support additional programming to increase the number of opportunities for youth and young adults. Currently, Philadelphia Works Inc. invests TANF Youth Development (TANF YD) funds into the following programs and interventions:

- Career Readiness programs are year-round programs that enhance existing programming for youth and young adults ages 12-24 in an effort to leverage resources and increase opportunities such as connections to career readiness and occupational training, supportive services, paid work experiences, and postsecondary bridging.

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- E³ provides year-round access to education, employment and empowerment services for youth and young adults ages 16-24. E³ provides critical academic skills and employment readiness training for youth who are out of school or work. E³ also functions as an access point for re-engagement services in Philadelphia. E³ services are delivered throughout the city by various organizations and is managed by the Philadelphia Youth Network (PYN).
- Employment Connections for Opportunity Youth is a collection of year-round programs offered for four target populations - youth identified as having disabilities; youth who have been court involved; youth who are/have aged out of Foster Care; and youth who are transitioning out of Philadelphia Career and Technical Education programs. Services are designed to support connections to work experience, training and ultimately unsubsidized employment.
- The local workforce system invests in WorkReady summer and school year employment programs, managed by the PYN. WorkReady program actively recruits young adults who are in foster care, juvenile justice, and/or live in underserved communities. The programs offer educationally enriched work experience opportunities to in-school and out-of-school youth ages 12-24. Participants complete short-term (approximately six-eight weeks) paid work experiences that foster the acquisition of 21st-century skills through work-based learning. Specifically, Philadelphia Works Inc. invests TANF YD funds in five WorkReady program models: career exposure, service-learning, work experience, internship, and the innovation accelerator. In addition to TANF YD dollars, PYN raises additional public and private funds to support these summer program models.

The Board supports year-round and summer programs as described above for TANF Youth eligible youth and young adults through a network of over 60 programs. Each year approximately 2,500 youth between the ages of 12-24 are served by E³, Career Readiness, and ECOY programs across the city of Philadelphia. Additionally, between 2,000-3,000 TANF eligible youth participate in summer youth employment programs via WorkReady Summer 2020. In alignment with the Commonwealth's TANF Youth Development Program Manual, youth providers are encouraged to incorporate and offer services in accordance with the 14

WIOA Youth Program Elements:

1. Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies.
2. Alternative secondary school offerings or dropout recovery services.

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3. Paid and unpaid work experiences with an academic and occupational education component.
4. Occupational skills training, with a focus on recognized postsecondary credentials and in-demand occupations.
5. Leadership development activities, e.g., community service, peer-centered activities.
6. Supportive services.
7. Adult mentoring.
8. Follow-up services for at least 12 months after program completion.
9. Comprehensive guidance and counseling, including drug and alcohol abuse counseling.
10. Integrated education and training for a specific occupation or cluster.
11. Financial literacy education.
12. Entrepreneurial skills training.
13. Services that provide labor market information about in-demand industry sectors and occupations.
14. Postsecondary preparation and transition activities.

The table below outlines TANF Youth providers, provider details, target number TANF Youth to be served, and associated program elements.

Local Provider Organization	Location	Provider Phone	Goal # Youth	Program Elements Provided	Activity Time
Children's Hospital of Philadelphia	3401 Civic Center Blvd., Ste. A281, Philadelphia, PA 19104	215-590-1000	22	1, 3, 5, 6, 9, 11	Year-round
City's Office of Community Empowerment & Opportunity	1501 Cherry St, Philadelphia, PA 19102	504-208-0553	75	1, 3, 5, 6, 9, 11	Year-round & summer
Community Integrated Services	441 N 5th Street, Suite 101, Philadelphia, PA 19123	215-238-7411	215	1, 3, 5, 6, 8, 9, 11	Year-round & summer
Congreso de Unidos Latinos	2800 N. American St., Philadelphia, PA 19133	215-763-8870	150	1-14	Year-round & summer

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Eckerd Connects Inc.	2 E. Montgomery Ave., Building A, Bala Cynwyd, PA, 19004	727-461-2990	56	1-14	Year-round
EducationWorks	990 Spring Garden Street, Suite 601, Philadelphia, PA 19123	215-221-6900	100	1, 3, 4, 5, 6, 9, 11, 13, 14	Year-round & summer
Federation of Neighborhood Centers	1901 S. 9th Street, Bok Room 212, Philadelphia, PA 19148	215-982-2115	45	3, 4, 5, 6, 7, 9, 11, 13, 14	Year-round & summer
Girls Inc. of Greater Philadelphia & Southern NJ	1501 Cherry St, Philadelphia, PA 19102	215-735-7775	25	3, 5, 6, 9, 11, 13, 14	Year-round & summer
Independence Seaport Museum	211 S. Columbus Blvd, Philadelphia, PA 19106	215-413-8655	25	3, 5, 6, 9, 11, 13, 14	Year-round & summer
JEVS Human Services	112 N. Broad St., 12th Floor, Philadelphia, PA 19102	267-238-3100	200	1-14	Year-round & summer
JEVS Human Services	Orleans Technical College, 2770 Red Lion Rd., Philadelphia, PA 19114	215-728-4700	20	1, 3, 4, 5, 6, 9, 10, 11, 13, 14	Year-round
Liguori Academy	1952 E. Allegheny Ave., Philadelphia, PA 19134	267-571-1952	45	1, 2, 3, 5, 6, 9, 11, 13, 14	Year-round
Mural Arts Philadelphia	1727-29 Mount Vernon Avenue, Philadelphia, PA 19130	215-685-0750	20	3, 4, 5, 6, 7, 9, 10, 11, 13, 14	Year-round & summer

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NOMO Community Development Co.	5510 Woodland Ave., Philadelphia, PA 19143	267-787- 5879	100	1, 3, 5, 6, 7, 9, 11, 13, 14	Year- round
Philadelphia OIC	1231 N Broad St, Philadelphia, PA 19122	215-236- 7700	25	3, 5, 6, 9, 11, 13, 14	Year- round & summer
Philadelphia Youth Network**	Various, Philadelphia, PA 19106	267-502- 3800	3000	3, 5, 6, 9, 11, 13, 14	Summer
Public Health Management Corporation	1500 Market St., Suite 1500, Philadelphia, PA, 19102	215-985- 2500	56	1-14	Year- round
Temple University	1301 Cecil B. Moore Ave., Ritter Hall, 3 rd Floor, Philadelphia, PA 19122	215-204- 8011	85	1-14	Year- round & summer
Valley Youth House	1415 N. Broad St., Ste. 100, Philadelphia, PA 19122	215-574- 9194	77	1, 3, 5, 6, 9, 11, 13, 14	Year- round
Youth Advocate Program	900 W Jefferson St, Philadelphia, PA 19122	215-599- 2174	50	3, 5, 6, 9, 11, 13, 14	Year- round & summer
Zhang Sah	530 Bainbridge St, Philadelphia, PA 19147	215-923- 6676	100	3, 5, 6, 9, 11, 13, 14	Year- round & summer

In order to increase young adult connection with employment, education, and supportive services to enter a viable career pathway, the Board implemented youth navigation within the PA CareerLink® Philadelphia system. Based on lessons learned from the completed US Department of Labor (DOL) Summer Jobs and Beyond Grant, there is a Youth Navigator located at each local PA CareerLink® center. The Youth Navigators' primary responsibilities are:

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- Helping youth and young adults ages 12-24 years old – directly or indirectly through a caring adult – who access a PA CareerLink® Center to navigate program opportunities.
- Referring youth and young adults to various programs and services within the workforce development system based on their needs and fit (i.e., WIOA Youth Programs, TANF Youth Programs, PA CareerLink® services, system-wide partners and education/employment resources).
- Accepting referrals from Youth Programs to provide an entry point for youth and young adults to PA CareerLink® services such as training and job development that will support advancement in training and/or employment.

Youth Navigators are a critical component to the recruitment, referral, and enrollment efforts of the youth workforce programs in Philadelphia. The Board convenes WIOA Youth providers, TANF Youth providers, and Youth Navigators regularly to ensure collaboration and offer opportunities for introductions and rapport building. These groups also actively participate in One-Stop partner meetings which broadens the possibilities for youth and young adults. The network of providers in Philadelphia ensures a variety of services are available to meet the needs of youth and young adults. There continues to be no formal agreement in place with local County Assistance Offices (CAO), just as in the past, Philadelphia continues to find ways to coordinate with the CAO to identify youth in TANF households. The primary partnership for the local CAO in Philadelphia is the PA CareerLink® centers. The Youth Navigators at each center support the recruitment and referral of TANF youth by ensuring youth are connected to the program that will best meet their needs and interests.

The major investment that the Board makes in TANF Youth is the opportunity for a paid work experience. All year-round participants are offered a connection to work experience in alignment with their goals and upon completion of college and career readiness training. Eligible participants are assigned to program-approved, subsidized internships, job shadowing, and career exposure opportunities. These opportunities for career exploration and skill development prepare participants to enter and retain part-time and full-time subsidized work experiences in the local area. Participants are paid between \$9-\$15 per hour, dependent on their experience, qualifications, and skills. All TANF summer youth participants have access to the full complement of programs and services offered. All models incorporate professional development and the development of 21st-century skills/soft skills. Participants typically receive \$9.00 per hour during their short-term experience.

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Work experiences can also be connected to incentives, among other program activities. Year-round and summer programs will provide incentives as performance-based payments connected to the successful attainment of specific benchmarks and participant goals. Each program will offer a different set of incentives for participation and achievement of goals, guided by an Incentive plan and structure. All incentives and work experience payments must be in compliance with the Board's approved Youth Payments policy.

Philadelphia Works Inc. , PYN, PA CareerLink® Philadelphia, and local youth providers are responsible for business engagement. Local collaboration ensures the public workforce system is able to meet the needs of businesses. Businesses can be connected to any year-round or summer program. The lead contact for building, maintaining, and these relationships often is dependent on the businesses sector, need, and capacity for programming. PYN, as the youth programs intermediary, is responsible for ensuring an aligned message, consistent support, and shared tools for engagement. For example, the majority of youth providers use similar language about opportunities for businesses, use a worksite toolkit for onboarding providers, and have a similar worksite agreement.

The Philadelphia youth workforce partners include, but are not limited to, the Philadelphia Office of Children and Families; the Office of Vocational Rehabilitation; Philadelphia Job Corps; the School District of Philadelphia; Office of Adult Education; PA CareerLink® Centers; local colleges/universities such as Temple University and Drexel University; local elected officials; local employers; and a network of youth service providers. Some partners are also connected to our workforce system via the local One-Stop Operator. Partners' support varies for TANF YD programs consisting of engaging as a thought partner for program design and implementation, investing funds, providing in-kind support through staff time or services, as well as offering resources and/or additional supportive services for participants.

As the writing of this plan, the following LWDB staff is responsible for TANF Youth Development implementation, tracking, reporting, monitoring, compilation of qualifications, and submissions in DocuShare: Kimberly McCaffrey, 215-557-2805, kmccaffrey@philaworks.org. Kimberly has support from the Vice President of Operations and Youth System team in order to ensure timeliness of all requirements. The Board establishes a quality assurance plan annually to outline all aspect of monitoring providers. Monitoring areas include participant file reviews, an annual review of adherence to policies and procedures, and database monitoring. This is completed through a combination of desk

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reviews, site visits, database reporting, and the completion of the annual compliance tool.

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

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

The Youth Standing Committee also ensures that Philadelphia is aligned with WIOA Youth priorities and local needs. Currently, at the direction of the Committee and Philadelphia Works Inc. Board the WIOA Youth system allocates the WIOA Youth investment toward one hundred percent out-of-school youth programming in distinct models of activities described above. Over the course 2018 - 2020, the Board transitioned this investment to one hundred percent services to out-of-school youth based on local needs. This transition will provide

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more opportunities for out-of-school and older youth and also increases work experience opportunities via pre-apprenticeships. The Youth Standing Committee oversees work experience activities, policies, and expenditures to make certain that Philadelphia's youth and young adults have access to participate in summer employment opportunities and other employment opportunities available throughout the school year; pre-apprenticeship programs; internships and job shadowing; and OJT opportunities. The Committee oversees program design and models of activities to be certain the system is on track to meet all WIOA Youth expenditure rate requirements.

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

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

To validate the eligibility criteria, approved documentation for verification appears below in Figure 14.

Figure 14: Approved Eligibility Verification Source Documentation

Approved Eligibility Verification Source Documentation	
ELIGIBILITY CRITERIA	ACCEPTABLE VERIFICATION
Social Security Number (Full SSN must be listed)	Employment Records Letter from Social Service Agency Social Security Benefit Documents Social Security Card/Notice of SSN Assignment W-2 Form DD-214 (if SSN is listed) Permanent Change of Station (PCS) Orders (if SSN is listed)

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	Drivers' License (if Social Security Number is listed) Pay Stubs (if full SSN is listed) U. C. Records (if Name and SSN is shown) Telephone Verification
Citizenship or Eligible to Work	Alien Registration Card Indicating Right to Work (i.e., Permanent Resident Card aka Form I-551) Baptismal Certificate (if Place of Birth is shown) Birth Certificate Naturalization Certification Public Assistance Records/SNAP Record US Passport or Foreign Passport Stamped 'Eligible to Work' (Form I-551 Stamp or with Form I-94 or Form I-94A) Hospital Record of Birth (if Place of Birth is shown) Native American Tribal Document DD-214 PCS Orders Telephone Verification
Age/Birth Date (Full date of birth must be listed)	Baptismal Certificate (If Date of Birth is shown) Birth Certificate Driver's License Federal, State or Local Identification card Hospital Record of Birth (If Full Name is shown) Passport Public Assistance/Social Service Records DD-214 (if Date of Birth is shown) PCS Orders (if Date of Birth is shown) School Records/Identification Card Work Permit Cross match with Department of Vital Statistics Tribal records Telephone Verification
Philadelphia Residency	Driver's License Federal, State or Local Government Identification Card School Records Business Mail Work permit
School Status	Transcripts Attendance Records School Documentation Diploma GED Certificate Self-Certification Form Applicable Records from Education Institution Dropout Letter (from School)

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Selective Service Registration	Internet Verification/Registration (www.sss.gov) Selective Service Telephone Verification (847) 688-6888 Selective Service Advisory Opinion Letter Selective Service Registration Record (Form 3A) DD-214 PCS or Discharge Orders Stamped Post Office Receipt of Registration
Individual/Family Income <i>(All Must Be Dated Within the Last Six Months of Submission)</i>	Alimony Agreement Bank Statement (Direct Deposit) Compensation Award Letter Court Award Letter Employer Statement/Contact/Telephone Verification Family or Business Financial Records Housing Authority Verification Pay Stubs Public Assistance Records/Printout Social Security Benefits (SSDI) Telephone Verification Applicant Statement with Family Size/Family Income Award Letter from Veterans Administration Pension Statement Quarterly Estimated Tax for Self-employed Persons UI Documents (Benefit Verification Letter)
Individual/Family Size	Birth Certificate Disabled (See Individuals with a Disability) Landlord Statement Lease Marriage Certificate Most Recent Tax Return supported by IRS Documents Public Assistance/Social Service Records Public Housing Authority Telephone Verification Decree of Court Divorce Decree Medical Records (i.e. DHS) Written Statement from 24-hour Care Facility or Institution
Individuals with Disabilities	Letter from Drug or Alcohol Rehabilitation Agency Letter from Child Study Team stating Specific Disability (IEP) Medical Records Physician's Statement Social Service Records/Referral Social Security Administration Disability Records Vocational Rehabilitation Letter

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	Workers Compensation Record Telephone Verification Psychiatrist's Diagnosis Psychologist's Diagnosis Rehabilitation Evaluation Veterans Administration Letter/Records Document from a Work Center Employer (formerly known as Sheltered Workshop)
Resident of A High Poverty Area (Low Income)	Government Information
Cash Public Assistance and Food Stamps	SNAP Card with Current Date Letter from SNAP Disbursing Agency Postmarked SNAP Mailer w/Applicable Name & Address Public Assistance Records/Printout Current Authorization to Obtain SNAP Current SNAP Recipient Copy of Authorization Alimony Agreement Bank Statement (Direct Deposit) Compensation Award Letter Court Award Letter Employer Statement/Contact/Telephone Verification Family or Business Financial Records Housing Authority Verification Pay Stubs Public Assistance Records/Printout Social Security Benefits (SSDI) Telephone Verification Receive Cash Public Assistance Crossmatch with Public Assistance Records Refugee Assistance records (Refugee Assistance ONLY) Telephone Verification Applicant Statement with Family Size/Family Income Award Letter from Veterans Administration Pension Statement Quarterly Estimated Tax for Self-employed Persons UI Documents (Benefit Verification Letter)
Homeless/Runaway Barrier	Written Statement from an Individual Providing Temporary Residence Written Statement from Shelter Written Statement from Social Service Agency Self-Certification Form Telephone Verification
Supported or Former Foster Child Barrier	Court Documentation Written statement from State/Local Agency Telephone Verification

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	Court Contact Verification of Payment made on Behalf of Child Case Notes (with documentation)
Basic Skills Deficient Barrier	Standardized Assessment Test (copy of test must be in file) School Records BSD Case Notes (must include type of assessment and results)
English Language Learner Barrier	Standardized Assessment Test (copy of test must be in file) School Records ELL Case Notes with Staff Observations (must provide details)
Pregnant or Parenting Barrier	Copy of child's Birth Certificate Hospital Record of Birth Physician's Note Written Statement from Social Service Agency Self-Certification Form Telephone Verification Baptismal Record Referrals from Official Agencies School Program for Pregnant Teens School Records Observation of pregnancy status
School Dropout Barrier	Attendance Reports Dropout Letter (from School) Self-Certification Form Transcripts Telephone Verification Applicable Records from Education Institution
Returning Citizen Barrier	Court Documents from Juvenile or Adult Justice System Letter from Probation Officer Self-Certification Form Telephone Verification with court or probation rep Halfway House Resident Letter of Parole Police Records
Requires Additional Assistance Barrier	Self-Certification Form Individual service strategy Case Notes Signed and Dated WIOA intake or registration form

The Board has defined an eligible youth who “requires additional assistance to complete an educational program, or to secure and hold employment”, as a youth or young adult who

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meets one or more of the following criteria:

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

Documentation support for verification of the “requires additional assistance barrier” is reflected above in Figure 14.

WIOA Title IV Pre-employment Transition Services. The Office of Vocational Rehabilitation (OVR) collaborates with Philadelphia Works Inc. to provide in-school youth with disabilities the opportunity to participate in pre-employment transition services and other services to gain skills and knowledge for the workforce. OVR provides both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work-based learning is an important experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to in-school youth with disabilities include:

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- Counseling and guidance from professional vocational rehabilitation staff to explore career and training options as well as understand VR services.
- Independent Living Skills training allow students to gain knowledge to perform the daily tasks essential for maintaining or obtaining independence.
- Self-Advocacy Training to assist students with disabilities to gain knowledge on disability awareness and advocating for themselves.
- Workplace Readiness Training provides students with knowledge needed to find and maintain competitive integrated employment.
- Job Shadowing.

YouthBuild, Job Corps, and AmeriCorps Support. The Philadelphia workforce system partners closely with YouthBuild and Job Corps and ensures youth are aware of AmeriCorps opportunities. YouthBuild is a current funded youth provider for WIOA Youth services via the Opportunity Youth Without a Credential model of activities (model described in detail above). Both YouthBuild and Job Corps partner with the PA CareerLink® Philadelphia centers to leverage resources to support youth and young adults as they complete education, training, and enter employment. Referrals are made from the PA CareerLink® Philadelphia centers to YouthBuild and/or Job Corps as needed according to a youth's needs and goals. Philadelphia Works Inc. partners with the local Job Corps Center, Philadelphia Life Science Institute, as well other campuses in our region. These staff provide career and transition services to youth and young adults who are returning to the Philadelphia area from Job Corps programming. In support of Job Corps, information sessions regarding their programming are held at all PA CareerLink® Philadelphia centers. Upon nearing completion of youth programming with either program, a connection is created back to the PA CareerLink® Philadelphia centers to offer continued job search support, individual training accounts, on-the-job training, and other leveraged services. Some youth providers leverage AmeriCorps opportunities as part of their programming, while others connect youth and young adults at program exit as a viable next step for career development. AmeriCorps offers quality experiences for youth to gain work experience, build their resume, and give back to the community.

The Board does not have access to data for all youth enrolled in Job Corps, YouthBuild, and AmeriCorps programming since these entities track outside of CWDS. The Board does fund YouthBuild Charter School via WIOA Youth funds. YouthBuild Charter School serves all opportunity youth and has the capacity to enroll up to 215 youth each academic year. Of the total student body, 110 youth are supported by the Board's investment.

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

The Board, in collaboration with the Commonwealth's Rapid Response Coordinator, has established a Rapid Response Team that is comprised of key workforce partners as appropriate for the needs of those dislocated including representatives from L&I, PA CareerLink® Philadelphia staff (specifically the business services and case management staff), United Way of Greater Philadelphia and Southern New Jersey, organized labor, and the Community College of Philadelphia. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to address area dislocations that is relevant and responsive. This collaboration encourages the coordination of services and information-sharing, which allows the use of public resources, aimed at supporting workers, to generate better outcomes and economies of scale. The Rapid Response Team can also provide services to the employers to help avert a layoff or minimize the number of workers who will be affected. For example, strategies can be identified to assist employers who are facing financial hardship because of production, marketing, and/or workforce issues, such as assistance in the purchasing of new equipment and technology, arranging a review or assessment of current systems and/or production process, aid with loans applications or upgrading workers' skills. Employers are also connected with resources to rekindle their business and Shared Work to offer employers payroll relief without mass lay-offs and allow for impacted employees unemployment compensation.

Philadelphia Works Inc. distributes labor market and economic analysis data, which includes job openings data, to guide the work of the implementation partners. This ensures that these workers and staff have the most relevant information to inform service delivery and align rapid response activities with the public workforce system at large. In support of these activities, Philadelphia Works Inc. has funded additional staff to serve as points of contact for the state's Rapid Response Regional Coordinator and increase the level of coordination and responsiveness across the system.

The Rapid Response team coordinates information sessions for laid-off workers at convenient locations and plans to expand these locations to include libraries and other community sites. Workers are provided with information about PA CareerLink® services (virtual and in-person), local jobs openings, and training options. Additional supportive tools for affected workers include OJT, ITAs, paid work experience and appropriate supportive services.

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

The Board coordinates with secondary and postsecondary educational entities to provide services and develop appropriate preparation strategies for career pathway development. Postsecondary educational entities serve as the primary providers for occupational skill training to career seekers that have identified training as necessary means to find success in the workforce. The Board conducts a comprehensive review process annually to identify a set of recommended occupations to guide training investments ensuring, that training opportunities align with industry needs and high priority occupations. The recommended occupations are those that meet the following criteria:

- A median hourly wage of \$15 or more
- Strong job numbers in 2019 jobs
- High growth since the last recession both locally and nationally (2007 – 2019 growth period of interest)
- A cohesive occupational pathway (or career pathway) in which each advancing occupation in the pathway ALSO meets the above criteria.

Once the recommended occupations/industries are published each year, postsecondary education entities are encouraged to apply to become training providers that offer industry recognized credentials in the associated occupations. The relationships and coordinated effort with postsecondary educational institutions is one of the cornerstones of an effective public workforce system.

Through this data-driven process, the Board actively avoids duplication of services by providing labor market information to postsecondary education providers regarding credentials needed for success in high growth occupation areas while simultaneously educating training providers on credentials and needed skills that align with employer talent demands.

Coordination with secondary education providers occurs at numerous points. The CTE Program of the Philadelphia School District is a significant contributor to workforce development efforts. It provides young adults with skills and certifications in high growth areas such as Manufacturing and Culinary Arts. The Board coordinates with CTE program's efforts to supply a pipeline of skilled career seekers for growing and in-demand occupation areas. Students and graduates of CTE Programming will also be able to engage with Accenture's Skills to Succeed content to gain the opportunity to enhance their skills through career readiness and occupational training offered on PHL Career Portal. CTE Programs will

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have the option to leverage training content and incorporate into curricula in alignment with Perkins V and Future Ready PA index requirements.

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

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

The Board encourages linking college credit to a variety of training activities such as apprenticeships (both Trade and Registered Apprenticeships) and for credentials earned in ITAs through Prior Learning Assessments. This strategy of linking college credits to training and credentials will be more fully explored to help career seekers with barriers to employment make progress towards a postsecondary degree and advance along a career pathway. The Board is also partnering with Graduate! Philadelphia to help those who have some college credit. This partnership will support advancement along a career pathway by encouraging and supporting adults to return to college and complete their associates or bachelor's degree.

The Board also partners with secondary, postsecondary and Title II providers to refer career seekers in need of basic skills development to achieve workplace success and to prepare for postsecondary learning. Additionally, Title II providers offer training readiness support for prospective postsecondary students in all four PA CareerLink® Philadelphia centers.

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

Coordination of Roles and Responsibilities. Each PA CareerLink® Philadelphia center is managed by a contracted provider and employs the Site Administrator who functionally supervises all staff, save for OVR who is a fully integrated partner yet directed by the programs district administrator. Wagner-Peyser are designated State staff employed by the Commonwealth to ensure services authorized the Wagner-Peyser Act of 1933 is upheld within the center and support the employment services of PA CareerLink® Philadelphia through co-location. The Site Administrator coordinates services, and is accountable for the center's performance measures while overseeing ~~The Site Administrator oversees~~ all teams to ensure the services and operations of the center are executed efficiently and in adherence with the WIOA and TANF rules and regulations.

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

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

- An increased number of customers who initially and continuously engage in center services.
- Tangible customer benefit and outcomes for each center visit and service.
- More customer connections to partner program services when needed, wanted and available.
- A focus on career development, alignment, and skill enhancement with a personalized workforce advice and recommendations.
- A service concentration with few barriers to entry and streamlined procedures to maximize customers' satisfaction.
- Easy access to a comprehensive series of services that are responsive to the needs of the individual.

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- An increased set of options for how services are accessed including, a virtual presence to reach customers outside of the center; and on a smartphone.

Improving Program Partner Integration. Currently, program partner integration is addressed through active collaboration between the Manager of Integrated System, as overseer, the One-Stop Operator as a network liaison, and each center's Site Administrator regarding the quality of their functional supervision and service coordination. The Board recognizes the importance of coordination and have empowered the Manager of Integrated System to provide this function. The Manager will be charged with assessing current gaps in the service delivery system, identify areas when current partnerships can be strengthened to which the One-Stop Operator supports and facilitates seamless referrals for coveted services.

Referral Mechanism. Following assessment and a determination of service needs, the Workforce Advisor completes referrals through both prescribed processes, such as the CWDS referral systems, in-person introductions, or emails to establish appointment times. Workforce Advisors document these referrals through case notes in PA CareerLink®. The Operator has formalized and standardized referrals processes between partners and across all four centers and is in the process of producing a resources guide, complete with all partner information and referral processes.

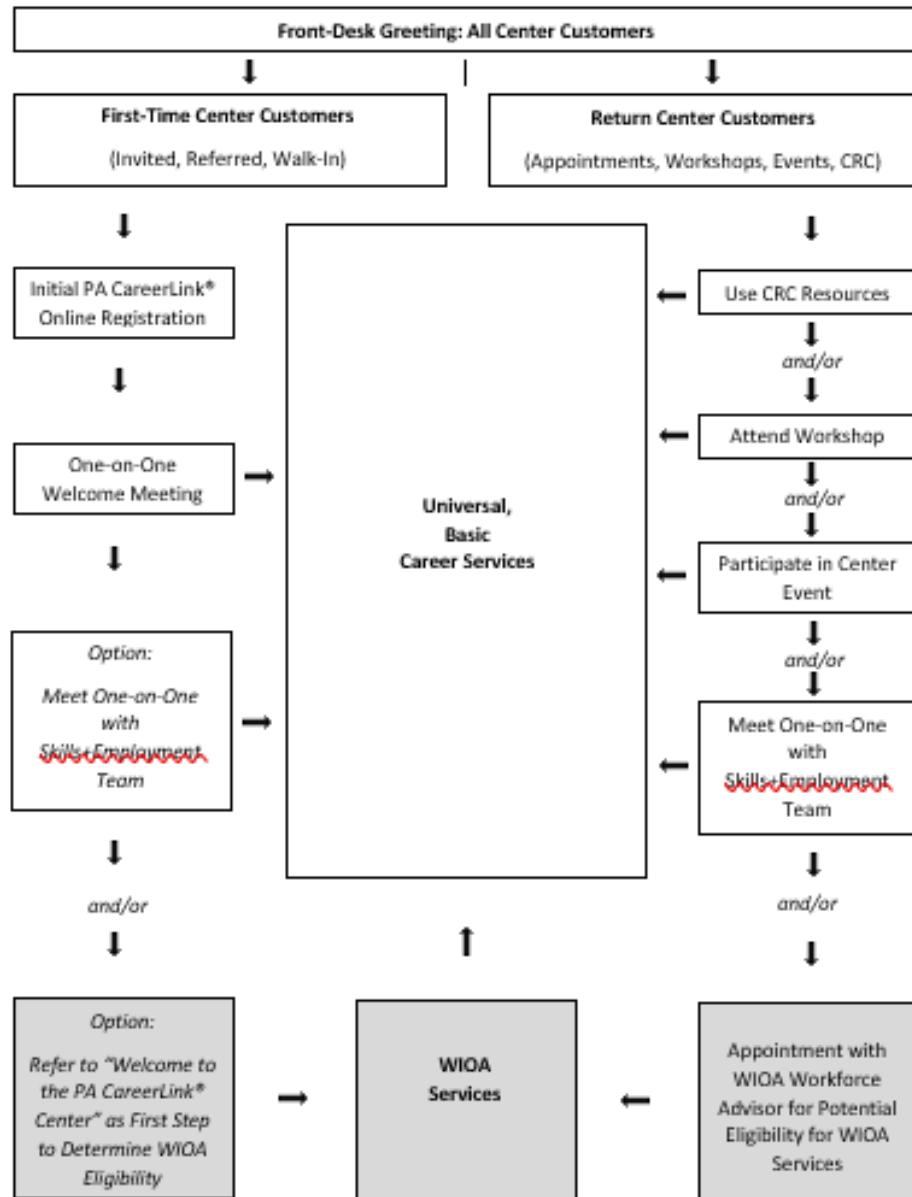
Orientation and Customer Flow. The Welcome to PA CareerLink® Philadelphia orientation is presented at all centers and via Community Connections partnerships. It is the gateway for WIOA registration and participation in WIOA Individualized Career Services and Training Services. All customers are urged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

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Basic customer flow is outlined below in Figure 15.

Figure 15: Customer Flow



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

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Advisor or to schedule an appointment to return within in a week.

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

Staff Development. When the PA CareerLink® Philadelphia centers were initially integrated, extensive cross-program training was conducted regarding all available services within the system. Since that time, the Board has provided trainings when requested by Site Administrators. In addition, each center has a professional development budget to provide skills enhancement to their staff as they see fit, and informal training is done on an as needed basis. The Board has established a formal professional development process for the workforce system, which includes regular assessment of training needs of the staff, followed by training implementation based upon these needs. Staff are surveyed to determine their levels of learning and satisfaction based on the trainings.

Each PA CareerLink® Philadelphia center is further supported with a Board representative who ensures the centers have regular access to technical assistance and help identify areas for growth and development. The representatives work closely with their respective center to ensure procedures and program components are implemented fully and that the customer experience continuously evolves.

For more information refer to section 4.4

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

On an ongoing basis, the Board works to coordinate and align WIOA Title I workforce investment activities with adult education literacy activities under WIOA Title II. In particular, the Board lends its support to adult education (Title II) providers during the PA Department of Education's (PDE) grant application and review process. The PDE is responsible for establishing procedures and accompanying rubrics and documentation that are provided to local boards to use during the review process. The Board's primary goal throughout this process and beyond is to ensure alignment with the local plan and that the educational opportunities align with the targeted employment needs of the region. After reviewing and

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evaluating the applications, the Board is responsible for submitting recommendations to PDE and providing technical assistance needed to bring proposed activities to fruition.

The Board believes that collaboration with Title II services requires clear communication channels with Pennsylvania's Department of Education. The Board has successfully addressed concerns and communicated workforce priorities through Kaylynn Hamilton, who served as PDE's community liaison and continues to be a trusted advisor.

The Board also works closely with the Adult Education Services Department within the City of Philadelphia's Office of Children and Families to facilitate an increasingly integrated, community-oriented approach to coordinating workforce investment activities, adult education literacy activities, and digital literacy activities.

In partnership with Title I and Title II providers and the city's Adult Education Services Department, the Board has identified several core strategies for coordinating workforce and literacy (academic and digital literacy) activities across Philadelphia:

- Assessing vocational training and employment readiness through a standard set of assessments on professional skills, digital literacy, and academic literacy including the CASAs assessment.
- Providing for vocational training readiness through contextualized upskilling courses facilitated by Title II and other adult education providers.
- Streamlining participant referrals between Title I and Title II through simple online referral processes through the PA CareerLink® system and the myPLACE™ student information system, which is a centralized intake, assessment and placement of adult learners into appropriate educational programs.
- Expanding access to workforce, academic, and digital literacy skill-building resources through a standard toolkit of interactive, engaging content for all Philadelphians. In addition to providing access to these resources through Title I and Title II providers, the Board is excited to expand this resource toolkit for staff in_community spaces including the Free Library of Philadelphia, the city of Philadelphia's Keyspot Network, and the city's Community Schools. Core instruments in this toolkit will include several learning platforms including the PHL Career Portal (owned and managed by Philadelphia Works Inc.), Northstar's Digital Literacy Program, and more.

Over the last few years, the Board has worked closely with Title I and Title II providers and the city's Adult Education Services Department to define the core strategies detailed above,

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which are at the heart of this local plan. The Board has convened and will continue to convene a regular working meeting with representation from Philadelphia Work Inc., the One-Stop Operator, Title II providers, and the PA CareerLink® Philadelphia center staff. Through this regular meeting, the Board will continue to work toward these core strategies detailed above and identify continued opportunities for process improvement. The Board is also in direct and regular communication with the providers and engages all partners, which is necessary to delivery smooth, coordinated, and integrated services for customers.

The Board looks forward to yearly reports on the progress, successes and challenges faced by the Title II providers, a key partner in PA CareerLink® Philadelphia centers. These reports will guide coordination between the Board, center staff and Title II providers.

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

Universal services provided at PA CareerLink® Philadelphia centers include:

- Determination of eligibility for WIOA Adult, Dislocated Worker, or Youth programs;
- Outreach, intake, and orientation regarding services available through the local workforce system;
- Initial assessment of skills levels, including literacy, numeracy, and English language proficiency, as well as aptitudes, abilities (including skills gaps), and support service needs;
- Labor exchange services, including job search and placement assistance, and, when needed career counseling, including the provision of information on nontraditional employment and in demand industry sectors and occupations;
- Referrals to and coordination of activities with other programs and services, within the local workforce system and, when appropriate, other workforce development programs;
- Provision of workforce and labor market employment statistics information, including information relating to local, regional, and national labor market areas;
- Provision of performance information and program cost information on eligible providers of Training Services by program and provider type;
- Provision of information, in usable and understandable formats and languages, relating to the availability of partner programs, support services or assistance, and appropriate referrals to those services and assistance;

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- Provision of information and assistance regarding filing claims for unemployment compensation; and
- Assistance in establishing eligibility for financial aid assistance for training and education programs not funded under WIOA.

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

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

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

- Increasing educational levels through various instructional models and the use of technology, which includes computer-based learning and other technology supported resources shown to make education more accessible to not only adults but young adults as well;
- Implementing skill ladders/career pathways in targeted industries;

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- Using work-based curricula that prepare career seekers to work in fast-growing industry clusters;
- Identifying critical skills and appropriate credentials to support customers' skill development;
- Connecting individuals to opportunities that develop essential work skills, also known as behavioral modifications, and soft skills for improved workplace cultural competencies;
- Coordinating with stakeholders and partners to gain additional knowledge on employee-skill requirements to guide our investments in employer and career seeker services;
- Seeking best practices for innovative models that are geared towards supporting individuals with barriers to employment;
- Expanding the use of technology in our program models; and
- Expanding and/or creating sector partnerships.

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

Intake Process: Refer to section 4.11

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

Refer to section 4.3 for information on Community Connections

Serving the immigrant community: In 2016, the American Community Survey gathered that Philadelphia is home to an approximate 232,000 (ACS 2016) foreign-born residents and make up about 15 percent of the City's population. Half of these are naturalized U.S. citizens.

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Foreign born residents make up 12.7 percent of Philadelphia's population up from 9 percent in 2000 (Census 2000). This is an increase of almost 60,000 residents over a five-year period. The potential of this talent pool is important to the economy of the city. Immigrants and refugees are eligible for workforce services through the PA CareerLink® Philadelphia system and may need to be referred to other supports. English language barriers reduce opportunities for employment regardless of training or educational level for more than 80,000 of these foreign-born residents. Refugees are more likely to be illiterate in their own language which makes learning English and benefitting fully from training an even greater challenge. Another unique barrier confronting immigrants who received training and education before arriving in the U.S. is the difficulty in transferring industry-recognized credentials or degrees. The Board continues to help reduce barriers to employment among the immigrant population and English language learners through funding programs that connect customers with international credential transitions, interpretation services, and access to English as a Second Language programs.

Serving returning citizens: Philadelphia Works Inc. is committed to working closely with the Office of Re-entry Partnerships, the City of Philadelphia's lead agency for returning citizens to develop strategies that meaningfully engage and assist Philadelphia's large reentry community in returning to work at family sustaining wages. The Board has coordinated with ORP, having hired Workforce Advisors who specialize in the unique needs of the reentry community, increase the number returning citizens served at centers, and targeting employment opportunities for individuals with criminal histories. In addition, Philadelphia Works Inc. advocates for employers to access benefits of the Fair Chance Hiring Initiative, to increase employment opportunities for returning citizens. Philadelphia Works Inc. further provides staff for The Philadelphia Reentry Coalition (PRC), which brings reentry providers together to increase collaboration, reduce duplication, align existing efforts and strengthen stakeholders' capacity to improve their own reentry programs.

WIOA Title IV services: WIOA Title IV eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors that may include, but not limited to: diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. See template section 4.2.

4.14 What services, activities, and program resources will be provided to businesses and employers, in the local area?

The Business Services Team (BST) in the PA CareerLink® System are employees of the PA CareerLink® Philadelphia System-wide Services Provider, EDSI, Inc. The System-wide Services

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team is comprised, in part, of Business Services Representatives (BSR) that have responsibility to support business engagement activities at each of the PA CareerLink® Philadelphia center and for the overall system. The team also includes State staff, (or LVERs) who work with employers, support their federal registration, and showcase career opportunities for qualified veterans. With this collaborative and strategic approach, the BSRs perform the following functions:

- Support staff-assisted job orders
- Bring new employers to the Philadelphia workforce system
- Convene employer, occupation, sector, and industry-based hiring events throughout the system and for each PA CareerLink® Philadelphia centers
- Promote training vehicles such as OJT, IWT, and CJT through which employers can gain skilled employees while benefiting from wage subsidies
- Manage Rapid Response, alongside the Commonwealth's Coordinator, when companies lay off workers
- Coordinate with State staff to ensure priority of service with employers for veterans
- Coordinate special employment efforts that impact career seekers across the Philadelphia Workforce system and for other special initiatives

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

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

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

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

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

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

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

Business Engagement Team (BET)

A key strategy for achieving Philadelphia Works Inc. vision and goals focuses on building strong relationships with employers in our region. The Business Engagement Team (BET) will provide a county wide collaborative approach to respond to businesses in high growth, high demand industry clusters within the City of Philadelphia. The goal is to strategically increase the services delivered and the overall number of employers served with a strong emphasis on businesses within critical industry clusters. The team connects with the local Chambers of Commerce and Economic Development agencies to keep pace with developments within the city and region. They recognize the importance of small businesses in the region and focuses attention on connecting them with the services offered through PA CareerLink®. The BET work closely with the System Wide Team (SWT), and together they help the PA CareerLink® Philadelphia attain the common measures goals from the State of Pennsylvania and Philadelphia Works Inc.

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Industry partnerships and sector strategies represent an additional opportunity for business engagement in the city. Philadelphia Works Inc. pursues sector strategies in industries such as Manufacturing, Healthcare, Hospitality, IT and Life Sciences. Observing the overlap in these sectors, the BET will explore opportunities to align local efforts into a region-wide effort. As an example, the SEPMA led the development of the Manufacturing Partnership, which extends across three counties.

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

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

The PA CareerLink® Philadelphia staff assist participants with accessing services through prescribed referral processes, such as utilization of the CWDS referral system, phone calls, emails, and visits to the organizations providing services. The One-Stop Operator has created a partner services guide to formally outline all services and referral processes. This enables PA CareerLink® Philadelphia staff to maintain a resourcefulness needed to best support career seekers within the integrated system.

Supportive Services. WIOA authorizes funds that are allocated to local areas to be used for provision of supportive services to adult and dislocated worker participants intended to enable an individual to participate in workforce-funded programs and activities to secure and retain employment. These services are provided based on need as determined by the Title I program providers' workforce advisor staff within the PA CareerLink® Philadelphia centers. The supportive services that we have elected to provide were developed in consultation with one-stop partners and other community service providers with a commitment to revisit the availability of services on an annual basis. Philadelphia Works Inc.' policy, enacted by the

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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 in support of their employment search. 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 length of training or for assistance in traveling to job interviews. In limited circumstances in which sites or homes are not easily accessible to public transportation, staff may provide gift cards for gas.
- Clothing: Clothing support is limited to only those items which are required for work or training, including but not limited to uniforms, footwear, protective gear or tools up to \$200. Original itemized receipts must be provided to show actual expense.
- Professional Certifications, Examinations and Government Licenses: Providers will support career seekers' fees associated with the cost of taking an examination in order to earn a certification, license needed for a specific occupation, or education such as high school diplomas or GED® tests.

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

5 COMPLIANCE

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

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

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

- Attendance of OVR staff at PA CareerLink® Philadelphia center meetings to educate staff about coordinating and engaging in a mutual referral process.
- Coordination of business services between OVR and PA CareerLink® Philadelphia centers.
- Training of OVR staff on PA CareerLink® Online
- Implementation of a communication protocol regarding hiring and training events, such as career fairs, employer events and training workshops for clients.
- Sharing resources and listings of community partners.

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

Contractually, all sub-recipients are subject to an annual on-site monitoring visit. Sub-recipients that fall within the OMB criteria for independent audit are required to submit their OMB audit within 120 days after year end. All sub-recipient monitoring reports and/or annual audit are reviewed by internal review staff. Any funded disallowed cost is recaptured through credit of outstanding funds due sub-recipient.

Disputed audit findings are first reviewed with sub-recipient staff and the reviewer and/or Director of Contracting of Philadelphia Works Inc. If a resolution is not obtained a face to face meeting is held with appropriate sub-recipient personnel and the Chief Financial Officer, and if requested Chief Executive Officer of Philadelphia Works Inc.

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

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

- Career Pathways through building closer relationships with employers to identify

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gaps in skilled talent and working with employers to build internal career pathways through mechanisms such as apprenticeships which move career seekers into more skilled positions and create opportunities for those with barriers to employment.

- Investments in talent and skills for targeted industries via strategic partnerships with employers and educational institutions that link training with industry-recognized credentials, and college credit where possible through our sector-strategies in Advanced Manufacturing and Logistics, Healthcare, Retail Trade, and Early Childhood Education. The Board maintains close relationships with Philadelphia School District CTE Programs, multiple postsecondary institutions, title II adult literacy providers and the Free Library of Philadelphia.
- Increased opportunities for work-based learning for youth through CTE, pre-apprenticeship, and apprenticeship programs. The Board supports summer work-based learning internships through the summer WorkReady Program administered by the Philadelphia Youth Network, and targeted industry (based on sector-strategies) school-year internships. Philadelphia continues to increase opportunities for placement into apprenticeships that result in college credit as well as industry recognized credentials.
- Engagement with employers to strengthen the connection between education and training and the employers' skill, credential and educational needs, through investments in critical skills development for careers that pay sustainable wages. Philadelphia Works Inc. strategically invests in OJT opportunities that result in increased skills and credentials. The Board links training investments to advancing apprenticeships with OJTs and ITAs, building employer internal career pathways to advance works along a career embracing lifetime-learning and engaging employers in our sector Strategies and CTE industry councils to identify essential skills and credentials to assure long-term employment.
- The adoption of the Commonwealth core program performance under the Workforce Data Quality Initiative for the effective use of data to increase the validity and accuracy of reporting in PA CareerLink® to track and meet local performance goals, as negotiated with the L&I. The Board measures the effectiveness of its investments through careful tracking of career seeker success in education and training and the longevity of placements by sector, occupation and individual employer.

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

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performance goals.

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

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

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

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

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

As stated above in Section 4.13, Philadelphia Works Inc. will continue to employ strategies that help those with barriers to employment find successful, family sustaining wage through pipeline preparations such as combining literacy/numeracy with training, using OJTs to

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customize learning for an employer, connect CTE to placement efforts to address the needs of low-income youth unable to afford college and the use of pre-barriers linked to Registered Apprenticeships. The Board will continue to seek best-practices for WIOA strategies such as internships, work-based learning and IWT that will increase training opportunities in the system to achieve the Commonwealth's training expenditure targets through 2018. In addition, 70 percent of WIOA training funds will be allocated to benefit those with barriers to employment. The Board's youth programs will meet the WIOA required work-based training requirement in each year.

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

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

Because Philadelphia is fortunate to possess a wealth of talented employers and advocates, skilled training providers, gifted educational institutions and committed city and community partners, the Board seeks to meaningfully engage with the enormous experience, expertise and aptitude of these stakeholders and incorporate that engagement into a robust, strategic local plan. Feedback is sought at stakeholder gatherings, partner meetings, PA CareerLink® Philadelphia management meetings, and from local elected officials and their staff.

At times, the Board partners with the City of Philadelphia to host meetings with area labor organizations, advocacy groups, public agencies, and members of our education and business community to ensure that these important and unique voices became part of the framing and drafting of the document. In addition, staff convened conversations with stakeholders representing the needs of individual with barriers to employment.

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

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

To facilitate a 30-day public comment period, Philadelphia Works Inc. employs several strategies. First, an email notification is sent to a comprehensive list of stakeholders which indicates that the regional and local plans are available for public comment. The email distribution list is comprised of a mix of representatives from local businesses, labor organizations, educational institutions, community and faith-based organizations and elected officials. Second, public notices are traditionally placed in at least two local newspapers, namely the Philadelphia Inquirer and Philadelphia Tribune. Following these notifications, a public event is held where an overview of the plan(s) is provided, and attendees have an opportunity to offer verbal feedback. Each notification serves as an opportunity for the public to engage in the plan development process and help guide how the local and regional plans will achieve the purpose of WIOA.

To that end, Philadelphia Works Inc. employed its well-established practice as described above and posted the local and regional plans on its website at www.philaworks.org from February 24th, - March 26th, 2021. Written comments were accepted during this time via the info@philaworks.org email account. Notification of the availability of both plans was sent to representatives of local businesses, labor organizations, educational institutions, community and faith based organizations and elected officials as previously mentioned. A public notice was placed in two local newspapers the Philadelphia Inquirer and Tribune. Last, on March 12th, 2021 Philadelphia Works Inc. held a public comment virtual event where a review of the plan was conducted and attendees were given an opportunity to provide input on either plan.

During the public comment period, four organizations offered feedback on the plans. Overall, there were no disagreements with the approach rather suggestions on how to strengthen and increase the impact of the workforce development system to best serve employers and career seekers alike. A summary of the comments are as follows:

Close the Gap LLC invites Philadelphia Works Inc. to discuss its capacity to offer training in the electrical and HVAC trades and notes the availability of job openings in the region.

The Wardrobe —an organization dedicated to combating clothing insecurity— commented on the regional plan and requests a regional/multi-county approach to help individuals who are in transition perfect their appearance and professionalism which are critical to securing

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employment and career advancement.

The Welcoming Center posits that an equitable economic recovery requires intentional, targeted investment strategies that connects immigrants and English language learners to meaningful opportunities for economic and social advancement. A series of recommendations to achieve a positive end for this population was provided.

Philadelphia Corporation for Aging (PCA) corrects references to the Senior Community Service Employment Program as SCSEP and not SCEP, clarifies the onsite program as separate and apart from the SCSEP, and asks that the workforce system ensure equal access and resources to adults aged 55 and older with an eye towards the impact of the COVID-19 pandemic on this population. Last, PCA provides updated point of contact information.

Throughout the 30-day public comment period, the leadership team discussed the comments received for the local and regional plan. As a next step, Philadelphia Works Inc. will engage with the commenters to determine the best way to move forward. With regard to the regional plan Chester County Workforce Development board is the point of contact for the Southeastern PA regional plan. For all comments and responses regarding the regional plan, refer to the Fiscal Years 2021-2024 WIOA Regional Plan-Southeast PA Attachment 1-Regional Plan Public Comment at <https://www.chesco.org/DocumentCenter/View/62073/SE-PA-Regional-WIOA-Plan>.

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ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2021.

The following components and documents, including local workforce system policies, must be reviewed and revised as to be aligned with WIOA for the current planning cycle. Each item must be available to L&I at any time during the planning process and monitoring or auditing processes. L&I is not requiring copies of such documents to be attached to regional or local area plans at this time.

- ✓ The Philadelphia County Local Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.

Agreement between all counties and other local governments, if applicable, establishing the consortium of local and chief elected officials.

- ✓ Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- ✓ Agreement between the local area elected official(s) and the LWDB.
- ✓ LWDB 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 area procurement policy that must describe formal procurement procedures.
- ✓ Local area MOU.
- ✓ Program management policies and processes addressing, at a minimum, layoff assistance; equal opportunity for customers; complaints and grievances; supportive services; needs related payments; incentives; file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; stipends and incentives; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; transitional jobs thresholds; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- ✓ 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 and non-discrimination.
- ✓ Professional services contract(s) for administrative services such as staffing and payroll, if applicable.

Attachment 1

Performance Accountability Template

Local Workforce Development Area name: Philadelphia County

Effective Date: July 1, 2020

WIOA Title I Programs

WIOA Performance Measures	Local Area PY20		Local Area PY19
	Negotiated Performance Goals	Attained Performance Measures	
Employment (Second Quarter after Exit)		Negotiated Goals	Attained Performance
Adult	70%		70.6%
Dislocated Worker	75%		77.8%
Youth	65%		67%
Employment (Fourth Quarter after Exit)		Negotiated Goals	Attained Performance
Adult	68%		69.7%
Dislocated Worker	75%		78.9%
Youth	65%		70.5%
Median Earnings (Second Quarter after Exit)		Negotiated Goals	Attained Performance
Adult	\$5,400		\$5,444
Dislocated Worker	\$7,000		\$8,047
Youth	\$2,200		\$3,073
Credential Attainment Rate		Negotiated Goals	Attained Performance
Adult	50%		45.3%
Dislocated Worker	44%		36.4%
Youth	73%		77.7%

Measurable Skill Gains		Negotiated Goals	Attained Performance
Adult		35%	21.2%
Dislocated Worker		29%	12%
Youth		52%	46.2%
Effectiveness in Serving Employers			
		Negotiated Goals	Attained Performance
Adult		Baseline	Data not available
Dislocated Worker		Baseline	Data not available
Youth		Baseline	Data not available

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Local Workforce Development Area Workforce System Organizational Chart

Local Workforce Development Area name: Philadelphia, PA

Effective Date: January 1, 2021

Chief/Lead Elected Official: James Kenney, Mayor

Local Workforce Development Board (LWDB): Philadelphia Works Inc.

Fiscal Agent: Philadelphia Works Inc.

LWDB Standing Committees:

Executive
Finance
Human Resources (Ad Hoc)
One-Stop Operator
Research and Policy
Youth
Employer Engagement & Workforce Strategies

Other Governance/Administrative based entities:

Office of the Mayor
Chamber of Commerce for Greater Philadelphia
Philadelphia Department of Commerce

LWDB Staff: Philadelphia Works staff

Patrick Clancy, President & CEO
Meg Shope Koppel, PhD, Chief Research Officer
Dale Porter, Chief Financial Officer
Michael Joynes, Vice President Government and Community Relations
Patricia Blumenauer, Vice President of Operations
Shelia Boornazian, Vice President HR & Admin.

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Jobseeker-Worker-Employer-Business Service Delivery Entities
Required and additional program partners and program service providers:
WIOA Title I Adult & Dislocated Worker: PA CareerLink® Philadelphia: Nueva Esperanza, Impact Services, JEVS, Eckerd Youth Alternatives, EDSI
WIOA Title I Youth: Congreso, District 1199c Training & Upgrading Fund, JEVS Human Services, Temple University, Philadelphia Youth Network, Urban Affairs Coalition, EDSI, Connection Training Services, Communities in Schools, Eckerd Youth Alternatives, Nationalities Services Center, YouthBuild Philadelphia Charter School, Phila Job Corps Life Science Institute
WIOA Title II Adult Ed/Literacy: Temple University, Center for Literacy; Community Learning Center; District 1199C Training & Upgrading Fund
WIOA Title III-PA Department of Labor and Industry-BWPO: Wagner/Peyser, Trade Adjustment Assistance, Unemployment Compensation, Veterans Employment and Training
WIOA Title IV: PA Dept. of L&I-OVR: Vocational Rehabilitation programs

Other Required /Additional/National Programs: Senior Community Services Employment Program: The WorksPlace Maturity Works, National Asian Pacific Center for Aging, ANPPM Project Ayuda, Returning Citizens: Public Health Management PHM/Strive, Philadelphia OIC, Connections Training Services, Post-secondary Education: Orleans Technical College, Harcum College, Pierce College, Employment & Training: Mayor's Office of Community Empowerment and Opportunity-(CBSG&DCED), Philadelphia Housing Authority(HUD), , Foreign Labor Certification, Department of Human Services(TANF) Department of Labor & Industry (Rapid Response) Other Training & Community Resources: BenePhilly, Advocacy Groups and Additional Key Stakeholders: Community Legal Services, Women in Nontraditional Careers (WINC), Philadelphia Corporation for Aging/ JEVS Career Solutions for 55+, Apprenticeship PHL, Welcoming Center, Migrant Seasonal Farm Workers-Pathstone, Native American Programs: Council Of Three Rivers American Indian Center, Business Services Team: EDSI and BWPO Staff

See Attachment 3 For Full List

PA CareerLink® Operator:
Thomas P. Miller & Associates

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

PA CareerLink® center(s) Site Administrator(s):
Wanda Carlo | PA CareerLink®
Philadelphia North – Nueva Esperanza
Charles Jameson | PA CareerLink®
Philadelphia Northwest – Impact Services Luis Gonzalez | PA CareerLink®
Philadelphia Suburban Station – JEVS Craig Holland| PA CareerLink®
Philadelphia West – Eckerd Youth Alternatives, Inc.

Workforce development system stakeholders and non-contractual/MOU based relationship with the PA
CareerLink® center(s): School District of Philadelphia, Office of Children and Families, Local Management Committee, Community College of Philadelphia, SEPMMA Manufacturing IP, Office of Reentry Partnerships, Hospitality IP, Free Library of Philadelphia. Life Science IP

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

Attachment 3: WIOA Local Workforce Development Delivery System
Program Partner-Provider List

Local Workforce Development Area name: Philadelphia

Effective Date: July 1, 2021-June 30, 2024

Local Workforce Development Boards, or LWDBs, are requested to publicly post the PA CareerLink® Workforce Service Delivery System Program Partner/Provider List to address the public's need for access to service as mandated by the Workforce Innovation Opportunity Act, or WIOA. The LWDB should ensure that the Program Partner/Provider List reflects the current PA CareerLink® Memoranda of Understanding(s). Local area plan modifications concerning this subject matter are not required to be submitted to the Department if the list is posted on the LWDB public website.

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email
Adult Employment and Training Activities	WIOA Title I, Section 126	Educational Data Systems, Inc. (EDSI)
15300 Commerce Drive North, Dearborn, MI 48120	313-271-2660	https://www.edsisolutions.com/ KSchneiders@EDSisolutions.com
Dislocated Worker Employment and Training Activities	WIOA Title I, Section 131	Educational Data Systems, Inc. (EDSI)
15300 Commerce Drive North, Dearborn, MI 48120	313-271-2660	https://www.edsisolutions.com/
Adult Employment and Training Activities	WIOA Title I, Section 126	JEVS Human Services (JEVS)
1845 Walnut St., 7 th Floor, Philadelphia, Pa. 19103	215-854-1800	https://www.jevshumanservices.org/ Jay.Spector@jevs.org
Adult Employment and Training Activities	WIOA Title I, Section 126	Eckerd
100 Starcrest Drive Clearwater, FL 33765	727-461-2990	https://eckerd.org/ DDennis@eckerd.com
Dislocated Worker Employment and Training Activities	WIOA Title I, Section 131	Eckerd
100 Starcrest Drive Clearwater, FL 33765	727-461-2990	https://eckerd.org/ DDennis@eckerd.com
Adult Employment and Training Activities	WIOA Title I, Section 126	Impact Services (Impact)
1952 East Allegheny Ave., Philadelphia, Pa. 19134	215-423-2944	https://www.impactservices.org/ COodonnell@impactservices.org

Dislocated Worker Employment and Training Activities	WIOA Title I, Section 131	Impact Services (Impact)
1952 East Allegheny Ave., Philadelphia, Pa. 19134	215-423-2944	https://www.impactservices.org/ COdonnell@impactservices.org
Adult Employment and Training Activities	WIOA Title I, Section 126	Eastern North Philadelphia Workforce Development Corp. (Nueva Esperanza)
4261 N. 5 th Street Philadelphia, Pa. 19140	215-324-0746	WToliver@esperanza.us https://www.esperanzaartscenter.us/
Dislocated Worker Employment and Training Activities	WIOA Title I, Section 131	Eastern North Philadelphia Workforce Development Corp. (Nueva Esperanza)
4261 N. 5 th Street Philadelphia, Pa. 19140	215-324-0746	WToliver@esperanza.us https://www.esperanzaartscenter.us/
Vocational Rehabilitation State Grant Programs	Title 1 of the Rehabilitation Act of 1973, WIOA Title IV	PA Department of Labor and Industry, Office of Vocational Rehabilitation Services (OVR)
651 Boas Street Harrisburg, Pa. 17121	717-787-5279	https://www.dli.pa.gov/ sbrightful@pa.gov
Wagner-Peyser Act	WIOA Title III	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-6874	https://www.dli.pa.gov/ stewolf@pa.gov
Trade Adjustment Assistance	Trade Act of 1974	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-6874	https://www.dli.pa.gov/ stewolf@pa.gov
Jobs for Veterans State Grant	U.S.C. Title 38, Chapter 41	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-6874	https://www.dli.pa.gov/ stewolf@pa.gov
Unemployment Compensation Programs	Social Security Act 9 of 1935 (Title III, IX and XII) and Federal Unemployment Tax Act of 1939	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-5279	https://www.dli.pa.gov/ stewolf@pa.gov

Foreign Labor Certification (FLC)	20 C.F.R., Chapter 5, Part 656	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-6874	https://www.dli.pa.gov/ stewolf@pa.gov
Rapid Response	WIOA Title I	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-6874	https://www.dli.pa.gov/ stewolf@pa.gov
Adult Education and Literacy	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	Temple University, Center for Social Policy and Community Development
Ritter Hall Annex, 4th Floor 1301 Cecil B. Moore Avenue	215-204-7491	https://www.community.temple.edu SMoy@temple.edu
Adult Education and Literacy Activities	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	Center for Literacy
399 Market St Philadelphia, PA 19106	215-474-1235	https://centerforliteracy.org allen@centerforliteracy.org
Adult Education and Literacy Activities	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program	Community Learning Center
2701 N. Broad Street Philadelphia, PA 19132	215-426-7940	https://communitylearningcenter.org/ LKrapf@communitylearningcenter.org
Adult Education and Literacy Activities	WIOA Title II, Adult Education and Family Literacy Act (AEFLA) Program II	1199c Training & Upgrading Fund
100 South Broad Street Philadelphia, PA 19110	215-488-5944	https://www.1199ctraining.org/ TCollins@1199ctraining.org
Adult Employment and Training Activities	WIOA Adult	Welcoming Center for New Pennsylvanians
1617 John F. Kennedy Boulevard Suite 555, Philadelphia, PA 19103	215-557-2626	https://welcomingcenter.org Elbert@welcomingcenter.org

Postsecondary Career & Technical Education	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Community College of Philadelphia
1420 Pine Street, Philadelphia, PA 19102	215-751-8000	https://www.peirce.edu TThomas@peirce.edu
Postsecondary Career & Technical Education	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Harcum College
1700 Spring Garden Street Philadelphia, PA 19130	610-525-4100	https://www.harcum.edu/ JIngersoll@harcum.edu
Youth Workforce Investment Activities	WIOA, Title I	Philadelphia Youth Network
400 Market St #200, Philadelphia, PA 19106	267-502-3800	https://www.pyninc.org/ CfulmoreTownsend@pyninc.org
Philadelphia Job Corps Center	WIOA, Title I	Philadelphia Job Corps Life Science Institute
2810 S 20 th Street Philadelphia, PA 19145	267-386-2888	https://philadelphia.jobcorps.gov/ Waltman.Matt@jobcorps.com
Migrant and Seasonal Farm Workers	WIOA Title I. Sec. 167	Pathstone Corporation, Inc
421 McFarlan Road Suite E Kennett Square, PA 19348	215-765-9000	https://pathstone.org/ NDagostino@pathstone.org
Employment and training Activities carried out by the Department of Housing and Urban Development	Employment and training Activities carried out by the Department of Housing and Urban Development	Philadelphia Housing Authority
12 South 23rd Street Philadelphia, PA 19103	215-684-4329	http://www.pha.phila.gov/ Terri.Collins@pha.gov
Utilities and Financial Counseling Services	Local Funding by City of Philadelphia	BenePhilly
5847 Germantown Avenue Philadelphia, PA	215-987-6503	http://www.sharedprosperityphila.org cjameson@pacareerlinkphl.org

Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)	Community Services Block Grant Act (42 U.S.C. 9901)	Mayor's Office of Community Empowerment and Opportunity
1234 Market Street, 16th Floor Philadelphia, PA 19107	215-685-3600	https://www.phila.gov Mitchell.Little@phila.gov
Reintegration of Offenders Programs	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	Connection Training Services
2234 West Allegheny Avenue Philadelphia, PA 19132	215-320-5520	http://ctsworks.org j.chaney@ctsworks.org
Youth Build Program	WIOA, Title I, Section 171	Youth Build
1231 North Broad Street Philadelphia, PA 19122	215-627-8671	https://youthbuildphilly.org/ MMolloy@youthbuildphilly.org
Youth Build Program	WIOA, Title I, Section 171	Connection Training Services
2234 West Allegheny Avenue Philadelphia, PA 19132	215-320-5520	http://ctsworks.org y.buckner@ctsworks.org
Temporary Assistance to Needy Families	Social Security Act	DHS
801 Market Street Philadelphia, PA 19107	215-560-2901	https://www.dhs.pa.gov/Services/Assistance/Pages/TANF.aspx DMignacca@pa.gov
Senior Community Service Employment Program (SCSEP)	Title V Older Americans Act	ANPPM Project Ayuda
3150 N. Mascher St Philadelphia, PA 19133	215-329-5777	https://www.causeiq.com/organizations/asociacion-nacional-pro-personas-mayores-national,956527300/philanppm@verizon.net
Senior Community Service Employment Program (SCSEP)	Title V Older Americans Act	National Asian Pacific Center for Aging
6705 Old York Rd Phila, PA 19126	215-224-0358	https://www.haisohn.com Joseph.Lee@jaisohn.org

Senior Community Service Employment Program (SCSEP)	Title V Older Americans Act	The WorksPlace Maturity Works
1341 N Delaware Ave Suite #209 Phila, PA	267-665-2754	https://www.workplace.org/ GHailey@workplace.org
Postsecondary Career & Technical Education	Career and technical education (CTE) programs at the postsecondary level, authorized under the Carl D. Perkins Career and Technical Education Act of 2006 (20 U.S.C. 2301 et seq.)	Orleans Technical College
2770 Red Lion Rd Phila, PA 19114	215-728-4700	https://orleanstech.edu/ Nick.Aquino@orleanstech.edu
Reentry Integration of Offenders Programs	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	Philadelphia OIC Reentry Youth & Adult
1231 North Broad St Phila, PA 19122	215-236-7700	https://www.philaoic.org/ CCrumbley@philaoic.org
Reintegration of Offenders Programs	Second Chance Act of 2007, Sec. 212 Reentry Employment Opportunities (REO) programs authorized under sec. 212 of the Second Chance Act of 2007 (42 U.S.C. 17532) and WIOA sec. 169	Public Health Management PHM/STRIVE
4111 Lancaster Ave. 2nd floor Philadelphia PA, 19104	215-985-2500	https://www.phmc.org/ VPhilips@phmc.org
Pre-Apprenticeship Digital Fellowship	WIOA Title I	Communities in Schools PHL
2000 Hamilton Street Suite 201 Philadelphia, PA 19130	267-386-4600	http://website2013.cisphl.org/ NSellers@cisphl.org
Youth Career Readiness Program	WIOA Title I	Nationalities Service Center
1216 Arch Street 4 th Floor Philadelphia, PA 19107	215-893-8400	https://nscphila.org/ MOsullivan@nscphila.org

Project Build	WIOA Title I	Urban Affairs Coalition/YOACAP
1207 Chestnut Street Philadelphia, PA 19107	215-851-0110	http://www.yoacap.org/ STurner@uac.org
Next Step Program	WIOA Title I	Congreso de Latinos Unidos
216 West Somerset Street Philadelphia, PA 19133	215-599-2700	https://www.congreso.net/ Walshc@congreso.net
Youth Employment Project (YEP)	WIOA Title I	Temple University – Center for Community Partnerships
1301 Cecil B. Moore Ave., Ritter Annex, 4th Fl, Philadelphia, PA 19122	215-204-4708	https://community.temple.edu/programs-and-initiatives/center-community-partnerships/youth-programs mclemon@temple.edu
WIOA Philly OSY	WIOA Title I	Eckerd Youth Alternatives
2 E. Montgomery Ave., Building A, Bala Cynwyd, PA 19004	215-963-3465	https://eckerd.org/ jsalzer@eckerd.org
WIOA Youth Activities (various programs)	WIOA Title I	District 1199c Training & Upgrading Fund
100 Broad St., 10th Floor, Philadelphia, PA 19110	215-568-2220	https://www.1199ctraining.org/ TCollins@1199ctraining.org
Native American Programs	WIOA Title I	Council of Three Rivers American Indian Center, Inc.
120 Charles Street Pittsburgh, PA 15238	800-985-8721 or 412-782-4457 x219	kjevsevar@cotraic.org
Adult Education and Literacy	Literacy Partner	Office of Children and Families
1515 Arch Street, 8 th Floor Philadelphia, PA 19102	215-683-6012	Christine Piven christine.piven@phila.gov
Dislocated Worker Employment and Training Activities	WIOA Title I, Section 131	Welcoming Center for New Pennsylvanians
1617 John F. Kennedy Boulevard Suite 555, Philadelphia, PA 19103	215-557-2626	https://welcomingcenter.org Elbert@welcomingcenter.org

Attachment 4: Local Workforce Development System Supporting Data

Local area plans have multiple sections requiring various data methodologies needed to support narrative. When documenting data methodologies, plan drafters may reference the data location in the local area plan prompt narrative and move referenced data (e.g., charts, tables, etc.) to this attachment. The *Supporting Data* attachment must be submitted with the local area plan and publicly posted with all other supporting documentation as referenced in the WIOA Regional and Local Area Plan Guide.

Local boards must enter the prerequisite information (i.e. LWDA name, section number with prompt, input data referenced in the plan's prompt narrative and cite data source) if using this form.

If a local board does not use this form, the LWDB must make note on this attachment that "all data is cited in the local plan narrative."

LWDA Name: Philadelphia Local Workforce Development Area

Section 1.5: Describe strategic planning elements including a regional analysis of economic conditions. For additional details see plan narrative.

Table 9 in Full: Existing and Emerging Industries in Philadelphia with a 2019 Location Quotient of One or Higher and Year-Over-Year Growth in Employment, By 2019 Employment

NAICS	Description	2019 Jobs	2019 YOY Change	2019 Location Quotient	Industry Mix Effect	Nat'l Growth Effect
6241	Individual and Family Services	38,251	9%	3.13	1,283	473
9039	Local Government, Excluding Education and Hospitals	37,105	1%	1.36	(227)	496
9011	Federal Government, Civilian	29,927	1%	2.24	(93)	402
5411	Legal Services	17,213	1%	3.16	(65)	229
6211	Offices of Physicians	14,606	9%	1.16	93	180
6216	Home Health Care Services	11,992	10%	1.68	199	148
5241	Insurance Carriers	10,180	1%	1.79	127	136
4811	Scheduled Air Transportation	9,271	3%	4.28	(81)	122
5416	Management, Scientific, and Technical Consulting Services	9,087	13%	1.25	178	109
7223	Special Food Services	8,199	2%	2.39	93	109
5616	Investigation and Security Services	8,044	4%	1.78	(16)	105
5412	Accounting, Tax Preparation, Bookkeeping, and Payroll Services	6,957	4%	1.43	37	90
	Residential Intellectual and					
6232	Developmental Disability, Mental Health, and Substance Abuse Facilities	6,758	1%	2.22	(28)	91
6214	Outpatient Care Centers	6,378	1%	1.40	145	85
5417	Scientific Research and Development Services	5,867	12%	1.70	230	71
6111	Elementary and Secondary Schools	5,743	3%	1.42	49	75
5173	Wired and Wireless Telecommunications Carriers	4,635	5%	1.57	(295)	60
8121	Personal Care Services	4,377	7%	1.26	39	55
8129	Other Personal Services	3,892	4%	2.28	108	51
5311	Lessors of Real Estate	3,725	10%	1.28	21	46
6116	Other Schools and Instruction	3,031	4%	1.40	93	39
6219	Other Ambulatory Health Care Services	2,959	1%	2.01	(15)	40

Attachment 4: Local Workforce Development System Supporting Data

5418	Advertising, Public Relations, and Related Services	2,377	5%	1.03	(28)	31
6117	Educational Support Services	2,342	3%	3.07	55	31
6242	Community Food and Housing, and Emergency and Other Relief Services	2,270	3%	2.62	84	30
7113	Promoters of Performing Arts, Sports, and Similar Events	2,211	8%	3.02	30	28
7112	Spectator Sports	2,048	0%	2.94	19	28
8134	Civic and Social Organizations	1,918	7%	1.04	(14)	24
4881	Support Activities for Air Transportation	1,883	7%	1.71	81	24
8132	Grantmaking and Giving Services	1,746	2%	2.54	1	23
7132	Gambling Industries	1,548	2%	2.84	(69)	21
4922	Local Messengers and Local Delivery	1,482	185%	2.82	157	7
4859	Other Transit and Ground Passenger Transportation	1,469	10%	2.76	42	18
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	1,348	4%	1.88	(32)	17
7111	Performing Arts Companies	1,242	4%	2.03	10	16
4883	Support Activities for Water Transportation	1,174	1%	2.63	10	16
5612	Facilities Support Services	1,144	13%	1.49	48	14
8131	Religious Organizations	1,039	0%	1.10	9	14
5211	Monetary Authorities-Central Bank	867	0%	9.15	6	12
4512	Book Stores and News Dealers	636	10%	1.73	(12)	8
3372	Office Furniture (including Fixtures) Manufacturing	590	12%	1.14	(1)	7
7115	Independent Artists, Writers, and Performers	331	1%	1.32	6	4
4852	Interurban and Rural Bus Transportation	303	35%	3.42	(2)	3
5232	Securities and Commodity Exchanges	215	8%	7.85	16	3
3369	Other Transportation Equipment Manufacturing	203	33%	1.23	4	2
3365	Railroad Rolling Stock Manufacturing	191	17%	1.70	4	2
4871	Scenic and Sightseeing Transportation, Land	191	4%	2.82	(0)	2
3159	Apparel Accessories and Other Apparel Manufacturing	110	25%	1.88	3	1
5251	Insurance and Employee Benefit Funds	57	7%	1.77	5	1

Source: EMSI Q1 2021 Data Set

Table 10 in Full: Existing and Emerging Industries in Philadelphia with a 2019 Location Quotient of One or Higher and Year-Over-Year Decline in Employment, By 2019 Employment

NAICS	Description	2019 Jobs	2019 YOY Change	2019 Location Quotient	Industry Mix Effect	Nat'l Growth Effect
6113	Colleges, Universities, and Professional Schools	46,340	(1%)	7.81	(569)	632
6221	General Medical and Surgical Hospitals	44,961	(2%)	2.00	(64)	616
6223	Specialty (except Psychiatric and Substance Abuse) Hospitals	12,572	(0%)	11.31	2	171
5511	Management of Companies and Enterprises	11,984	(5%)	1.05	152	170

Attachment 4: Local Workforce Development System Supporting Data

6244	Child Day Care Services	7,345	(1%)	1.69	113	100
4461	Health and Personal Care Stores	6,098	(0%)	1.24	(153)	83
4244	Grocery and Related Product Merchant Wholesalers	4,072	(4%)	1.09	(52)	57
5239	Other Financial Investment Activities	3,636	(2%)	1.57	19	50
8139	Business, Professional, Labor, Political, and Similar Organizations	3,565	(1%)	1.73	(74)	49
7224	Drinking Places (Alcoholic Beverages)	3,054	(3%)	1.61	24	43
7121	Museums, Historical Sites, and Similar Institutions	2,538	(0%)	3.13	34	34
5111	Newspaper, Periodical, Book, and Directory Publishers	2,381	(1%)	1.69	(217)	33
8133	Social Advocacy Organizations	2,143	(5%)	2.02	12	31
6222	Psychiatric and Substance Abuse Hospitals	1,825	(4%)	3.02	36	26
4854	School and Employee Bus Transportation	1,630	(4%)	1.68	15	23
5151	Radio and Television Broadcasting	1,506	(3%)	1.50	(42)	21
5321	Automotive Equipment Rental and Leasing	1,398	(1%)	1.30	38	19
4452	Specialty Food Stores	1,240	(6%)	1.18	(33)	18
5615	Travel Arrangement and Reservation Services	1,134	(7%)	1.10	(24)	16
4482	Shoe Stores	1,106	(11%)	1.21	(73)	17
4241	Paper and Paper Product Merchant Wholesalers	733	(2%)	1.20	(14)	10
6115	Technical and Trade Schools	732	(11%)	1.38	0	11
3241	Petroleum and Coal Products Manufacturing	696	(30%)	1.30	(9)	13
4872	Scenic and Sightseeing Transportation, Water	92	(13%)	1.14	2	1

Source: EMSI Q1 2021 Data Set

Template:

LWDA Name: Philadelphia

Section: All sources are from *EMSI Q1 2021 Data Set*

Input Data Graphic

Note: under data graphic, cite data source.

Public Notifications

&

Public Comments

From: Philadelphia Works <philadelphia@philaworks.ccsend.com> **On Behalf Of** Philadelphia Works
Sent: Wednesday, February 24, 2021 6:40 PM
To: info@philaworks.org
Subject: WIOA Local and Regional Plan



**Workforce Innovation and
Opportunity Act Local and Regional
Plan for Philadelphia and
Surrounding Counties Program
Years 2021-2024**



In accordance with the Workforce Innovation and Opportunity Act (WIOA)—which establishes an integrated workforce system designed to meet the needs of businesses and job seekers—the Philadelphia Workforce Development Board is seeking public comments on its WIOA strategic plan for Program Years July 1, 2021-June 30, 2024. The plan details the board's strategic workforce planning efforts informed by local workforce and economic analysis, resultant vision and goals, system-wide strategies by which the goals will be achieved, operational plans by which these strategies will be executed, and the board's compliance with federal, state and local requirements. Written comments will be accepted beginning February 24, 2021 and end 4 p.m. March 26, 2021. Comments may be submitted to info@philaworks.org with WIOA Local Plan Comments in the subject line. A virtual public meeting will take place March 12, 2021 at 10 a.m. to review the contents of the plan. Additionally, the Southeastern PA regional plan—which includes Bucks, Delaware, Berks, Chester and Montgomery Counties—will integrate workforce strategies and resources across the region is also available for comment through March 26, 2021 at 4 p.m. The plans and meeting information may be accessed at www.philaworks.org under the Data and Trends section.

FEBRUARY 23, 2021

Workforce Innovation and Opportunity Act Local and Regional Plan for Philadelphia and Surrounding Counties Program Years 2021-2024

DATA & TRENDS

FEATURED

WHAT'S NEW

FEATURED



In accordance with the Workforce Innovation and Opportunity Act (WIOA)—which establishes an integrated workforce system designed to meet the needs of businesses and job seekers—the Philadelphia Workforce Development Board is seeking public comments on its WIOA strategic plan for Program Years July 1, 2021-June 30, 2024. The plan details the board's strategic workforce planning efforts informed by local workforce and economic analysis, resultant vision and goals, system-wide strategies by which the goals will be achieved, operational plans by which these strategies will be executed, and the board's compliance with federal, state and local requirements. The plan may be accessed [here](#)

Written comments will be accepted from February 24, 2021 through the close of business March 26, 2021. Comments may be submitted to info@philaworks.org with WIOA Local Plan Comments in the subject line. Additionally, a virtual public meeting will take place March 12, 2021 at 10 a.m. to review the contents of the plan. To access the meeting, click <https://philaworks-org.zoom.us/j/6118505119?pwd=YUpnOXNmbHZTR0hDeEYra2VpOHJtQT09&from=addon>, Meeting ID 611 850 5119, Pass code: 1300.

Additionally, the Southeastern PA regional plan—which includes Bucks, Delaware, Berks, Chester and Montgomery Counties—will integrate workforce strategies and resources across the region is available for comment. The regional plan can be accessed at the following [link](#).

Comments on the regional plan will be accepted until March 26, 2021 at 4p.m.

Workforce Innovation and Opportunity Act Local and Regional Plan for Philadelphia and Surrounding Counties Program Years 2021-2024



EXPLORE WORKFORCE SERVICES

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ADMINISTRATIVE OFFICES: **215-963-2100**

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PUBLIC NOTICE: IN ACCORDANCE W...

PUBLIC NOTICE:

In accordance with the Workforce Innovation and Opportunity Act (WIOA)-which establishes an integrated workforce system designed to meet the needs of businesses and job seekers-the Philadelphia Workforce Development Board is seeking public comments on its WIOA strategic plan for Program Years July 1, 2021-June 30, 2024. The plan details the board's strategic workforce planning efforts informed by local workforce and economic analysis, resultant vision and goals, system-wide strategies by which the goals will be achieved, operational plans by which these strategies will be executed, and the board's compliance with federal, state and local requirements. Written comments will be accepted beginning February 24, 2021 and end 4 p.m. March 26, 2021. Comments may be submitted to info@philaworks.org with WIOA Local Plan Comments in the subject line. A virtual public meeting will take place March 12, 2021 at 10 am to review the contents of the plan. Additionally, the Southeastern PA regional plan-which includes Bucks, Delaware, Berks, Chester and Montgomery Counties-will integrate workforce strategies and resources across the region is also available for comment through March 26, 2021 at 4 p.m. The plans and meeting information may be accessed at www.philaworks.org under the Data and Trends section.

Ref# 58307

PostedFebruary 25, 2021

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NOTICE IS HEREBY GIVEN,

under Philadelphia Home Rule Charter Section Number 8-407, that on January 25, 2021
PROPOSED REGULATIONS OF THE PHILADELPHIA DEPARTMENT OF LICENSES & INSPECTIONS
RE-GARDING CONTINUING EDUCATION CREDITS promulgated by the Department of Licenses &...

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Posted February 04, 2021

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THE SCHOOL DISTRICT OF PHILADELPHIA

Sealed proposals will be received by the Office of Capital Programs at the School Administration Building located at 440 North Broad St., First Floor Front Entrance, Front Desk, Philadelphia, PA 19130-4015, between 1:00 and 2:00 P.M., on Tuesday March... [More →](#)

Posted February 05, 2021

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[\(/pa/legal-notice/notice-is-hereby-given-that-th/AC1E045804f6138280fZ2v47A93B\)](#).

Notice is hereby given that the Board of Surveyors

has fixed upon Mon., 3/1/21 at 2:00 P.M. for a hearing to acquaint all interested parties of the facts in

the confirmation of the following plan No. 299 - Revising the lines and grades on a portion of City Plan No. 299 by striking from the... [More →](#)

Posted February 04, 2021

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The Philadelphia Inquirer

Campaign No. 29345
Today's Date 2/24/2021
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Description Line	PUBLIC NOTICE	Total Amount	\$1,563.18
Start Date	2/26/2021		
End Date	2/26/2021		

Pre-Payment Amount 1,563.18

Pre-Payment Date 2/24/2021

Pre-Payment Card No. 371558*****2017

Order Contact Name

Order Status Confirmed

Production Controller

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Comments

The Philadelphia Tribune

STATE OF PENNSYLVANIA

COUNTY OF PHILADELPHIA

Antonia Jnobaptiste, being duly sworn, deposes and says that The Philadelphia Tribune is a newspaper published at 520-26 S. 16th Street, Philadelphia, Pennsylvania. The publication attached herein is exactly the same as the printed notice published in the regular edition of the said newspaper on the following date (s) viz:

February 25, 26

AD 2021

Affiant further deposes and says that she is an employee of the publisher of the said newspaper, and has been authorized to verify the foregoing statement that she is not interested in the subject matter of the aforesaid notice or publication and that all allegations in the foregoing statement as to time, place and character of publication are true.

COPY OF NOTICE OF PUBLICATION

Jnobaptiste
Antonia Jnobaptiste

Sworn to and subscribed before me
this 26 day of February 2021

Diana M. Lee

Commonwealth of Pennsylvania - Notary Seal
DIANA M. LEE, Notary Public
Philadelphia County
My Commission Expires July 14, 2023
Commission Number 1093684

STATEMENT OF ADVERTISING COSTS

Philadelphia Works
One Penn Center at Suburban Station
1617 J.F.K. Boulevard
13th Floor
Philadelphia, PA 19103

TO: THE PHILADELPHIA TRIBUNE for publishing the notice of advertising attached hereto on the above dates

\$ 709.77

PUBLISHERS RECEIPT FOR ADVERTISING COST
The Philadelphia Tribune Co., Inc.

Publishers of The Philadelphia Tribune hereby acknowledge receipt of the aforesaid advertising and advertising costs, and certified that the same has been fully paid.

OFFICE: The Philadelphia Tribune Co.,
520 S. 16th Street
Philadelphia PA 19146
Phone: 215-893-4050

The Philadelphia Tribune Co.,
Fax: 215 735-3612

From: [Jamece Joyner](#)
To: [Kersey, Mattie](#)
Subject: RE: WIOA Local Plan Comments
Date: Tuesday, March 30, 2021 1:42:00 PM

Thank you Mattie. We will be in touch at a later date so that we might have additional discussion regarding PCA's comments.

Best-Jamece

From: Kersey, Mattie <Mattie.Kersey@pcaCares.org>
Sent: Friday, March 26, 2021 4:33 PM
To: Info <info@philaworks.org>
Cc: Mitchell, Wanda <Wanda.Mitchell@pcaCares.org>; Washington, Karen <Karen.Washington@pcaCares.org>
Subject: WIOA Local Plan Comments

Good Afternoon.

Philadelphia Corporation for Aging (PCA) is pleased to provide comments on the PY 2021 – PY 2024 WIOA Multi-Year Local Area Plan. PCA respects Philadelphia Works, Inc. and the workforce development activities it delivers in Philadelphia County in its role as the Board.

1. PCA is requesting the following revisions to the Area Plan:

- Page 60 of the list of Partners, number 28, Senior Community Service Employment Program is SCSEP, not SCEP as indicated;
- Page 61, number 40 references PCA/MCOA (See PCA # 30V). Please note that the parenthetical reference is from the Memorandum of Understanding and should be removed because there is no corresponding reference in the Area Plan;
- Page 62 of the list of Partners, number 42, Senior Community Service Employment Program is SCSEP, not SCEP as indicated;
- In the Partner Matrix on page 63, number 15, while JEVS Career Solutions Program for 55+ is co-located at PA CareerLink Philadelphia Suburban Station, they are not a Senior Community Service Employment Program provider as indicated. They are a non-Title V employment program, offered by PCA, that is funded using lottery funds;
- Attachment 3: Program Partner Provider List, 5th page needs to identify Senior Community Service Employment Program as SCSEP, not SCEP as indicated. Philadelphia Corporation for Aging needs to be identified prior to indicating the 642 N Broad Street address. Please note the correct zip code of 19130, not 19103 as indicated. The correct telephone number is 215-765-9000, not the number indicated. The point of contact for the agency is

Najja.Orr@pcaCares.org. Please remove John Gonzalez's email address;

- The 6th & 7th pages of the Program Partner Provider List needs to reference Senior Community Service Employment Program as SCSEP, not SCEP as indicated for Project Ayuda, National Asian Pacific Center for Aging and The WorkPlace/Maturity Works.
2. As the Board is aware, older adults 55 and over are job seekers. PCA is reiterating the comments made in the Area Plan review meeting on March 12, 2021. Philadelphia Works, Inc. is requested to please ensure equal access and suitable resources to the 55 plus job seeker in its operations at all four (4) PA CareerLink Centers including, but not limited to, opportunities for educational advancement, Individual Training Accounts, On-the Job Training and facilitating older adults to obtain those needed certifications identified on page 16 of the Plan, and as indicated in the Philadelphia job postings. Adults 55 and over must be identified as a worthwhile resource for employers and their specific needs must be considered as PWI moves forward with its Plan.
3. To reiterate further, many older adults and/or their support systems struggle with the impact of the opioid crisis in Philadelphia. Likewise, many are in need of services for newly and lifelong differently abled individuals traditionally served through OVR services. The impact of the COVID-19 pandemic may be felt for many years to come and services should be sensitive to all issues older adults face on a daily basis.

PCA is prepared to assist PWI as it endeavors to align and leverage resources for job seekers, employers and workers.

Best wishes with executing the WIOA Local Area Plan. Should you have questions concerning the comments, please feel free to contact me.

Thank you for the opportunity to respond to the Plan.

*Mattie Kersey
Program Manager
Community Engagement Department
Philadelphia Corporation for Aging
642 North Broad Street
Philadelphia, PA 19130
Telephone: (215) 765-9000, extension 5113*

Fax: (215) 282-6620

E-mail Address: Mattie.Kersey@pcaCares.org

PCA Website: www.pcaCares.org

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From: [Jamece Joyner](#)
To: sheri@wardrobepea.org
Cc: [Patricia Blumenauer](#)
Subject: RE: WIOA Local Plan Comments
Date: Tuesday, March 30, 2021 2:31:00 PM

Hi Sheri-

Thanks so very much for your comments and participation at our virtual event regarding our regional and local plan. We are committed to addressing your comment in more detail and will be in touch to discuss next steps. As Patrick mentioned, you can expect to be engaged with Patricia to work through next steps.

Best-Jamece

From: Cole, Sheri <sheri@wardrobepea.org>
Sent: Tuesday, March 23, 2021 1:31 PM
To: Info <info@philaworks.org>; Patricia Blumenauer <PBlumenauer@philaworks.org>
Subject: WIOA Local Plan Comments

Hello Patricia,

Please see attached The Wardrobe's public comment to the Philadelphia WIOA Local Plan regarding our ideas to assist CareerLink consumers with clothing insecurity and streamline our ability to help our joint consumers.

I welcome your feedback. Good luck with your planning!

Sheri

--



Sheri Cole, Executive Director
she/her/hers
215.568.6693 | sheri@wardrobepea.org



413 N. 4th Street, Philadelphia, PA 19123
62 W. Marshall Road, Lansdowne, PA 19050

Donations accepted: Tuesday & Thursday
Store Hours: Tuesday-Saturday 12-6pm\\
Office Hours: By Appointment Only

The Wardrobe's VIP Event is June 9th. Save the date now... details coming soon!

Want to Meet Up? Schedule a [Coffee Zoom](#) (30 minutes) with me!

Work It Wednesday Series - Join us at noon every Wednesday for a different professional development seminar. Free and open to the public, RSVP required for Zoom link: <https://bit.ly/Work-It-Wednesday>

<The Wardrobe WIOA Local Plan 2021 Comment.pdf>

March 22, 2021

Patrick Clancy, President & CEO
Philadelphia Works, Inc.
c/o info@philaworks.org

RE: WIOA Local Plan Comments

Dear Mr. Clancy:

Thank you and the team at Philadelphia Works, Inc. for being a partner with Career Wardrobe (now known as The Wardrobe) for the past 25 years. As we marked our 25th Anniversary last year, The Wardrobe's Board took the opportunity to review our mission and determine our strategic direction for the future. As I review the WIOA local and regional plans for the coming years, I invite you to dream big with me so we can address clothing insecurity effectively in our region.

The Wardrobe is no longer a Philadelphia organization that provides professional suits to women entering the workforce. Today, The Wardrobe is a regional organization that is working to combat clothing insecurity. Clothing is not just fashionable, but essential. Like food and housing insecurity, someone is clothing insecure when they cannot afford to purchase the clothing they need. And like food and clothing, even if someone is living at or near poverty, they still need to find money in their budget to clothe themselves and their children. In fact, the average family spends \$1,800 per year on clothing and economists suggest people budget 5% of their annual income for clothing.

One of the clearest illustrations of clothing insecurity is when a job candidate doesn't have the right thing to wear for an interview. New employees who are living paycheck to paycheck also experience clothing insecurity because they don't have the extra income necessary to purchase a uniform or specialty shoes required to accept a job offer and report to work. Some clothing insecurity is less recognizable, like when someone is released from incarceration or leaves an abusive home with the clothing on their back or that they can carry and doesn't have enough to wear for a week.

While I recognize that Philadelphia Works and its regional partners cannot provide every service that low-income job seekers need, I do want to advocate for including ways to combat clothing insecurity into your regional plan. Currently The Wardrobe partners with CareerLink and the EARN Centers to give some consumers access to professional clothing for job search and employment. But I encourage Philadelphia Works and its partners at CareerLink to consider how we can expand our partnership to truly address clothing insecurity and help job seekers transition not just to work, but independence.

By integrating The Wardrobe and our services into CareerLink's local and regional plan, we can work together to create a clothing program that meets the specific needs of Philadelphia and the entire region. As you are aware, since 2008 the Department of Human Services has funded the PA WORKWEAR program to provide professional attire for job seekers. This program, however, is only available to TANF recipients. Because of declining TANF enrollments and a cumbersome referral requirement, the PA WORKWEAR program is seeing less than half the clients it did when it was created and funding for the PA WORKWEAR program has been threatened repeatedly. The Wardrobe and our regional partners have the capacity to serve anyone referred through CareerLink under an expanded program.

It is my suggestion that Philadelphia Works - and its regional WIOA partners – consider using PA WORKWEAR as a model but build a regional workwear program tailored to the specific needs of our community. By pooling supportive services funding from all workforce development partners, Philadelphia Works could open access to The Wardrobe (and our partner agencies throughout the region) to anyone who is unemployed and striving to move out of poverty.

When the CareerLink and EARN Centers merged several years ago, I was excited about the opportunities that the “no wrong door” framework provided for the city and region. While there may be one place where all job seekers entering the workforce or building their careers can go for assistance, there are still services that only unlock for people based on somewhat arbitrary standards.

- PA WORKWEAR is only open to people receiving TANF benefits and enrolled at the EARN Center. This leaves out other DHS customers such as those on SNAP benefits who utilize CareerLink assistance to improve their skills or conduct a job search to find a better paying job to lift their families out of poverty.
- Because there is not a similar referral system for CareerLink’s WIOA customers, each CareerLink provider can purchase their own Referral Partner Membership to send people to The Wardrobe for professional attire. This can lead to an inequity of services if all CareerLink sites do not choose to sign on as partners.

If I allow myself to think big about how to truly combat clothing insecurity in Philadelphia, I imagine...

- **The Wardrobe @ CareerLink:** More than a “clothing closet,” The Wardrobe would be co-located at the CareerLink sites and serve as a showroom where clients can pick out their outfit types and be measured. And then a Wardrobe Box ordered and sent directly to them within 2-3 days, or available for onsite pickup. If clients have an immediate need, they could always have the option of visiting our Philadelphia, Delaware, or Bucks County Wardrobes to choose their own outfits and have the full experience.

The Wardrobe @ CareerLink would be run entirely by The Wardrobe and we could use Wardrobe Careers Interns to help manage the site. Our Wardrobe Careers Internship provides paid work experience for participants who want to move into a job in retail, fashion, or customer service. This internship program could be a compliment to other programs provided at CareerLink and privately funded through our foundation partners.

The Wardrobe has seen how co-locating our clothing service in the CareerLink space has the potential to lead to more collaboration and use of the service. In Bucks county, our PA WORKWEAR program is co-located with the CareerLink, providing a convenience for customers who need clothing for onsite job interviews or just eliminating the need for yet another appointment they must remember and add to their already hectic schedule.

- **Shopping Experience Without Referrals:** The Wardrobe has been working on transitioning our services from a traditional referral and appointment structure to open shopping or shopping by appointment which are experiences that provide respect and convenience to our clients. The CareerLink’s diverse audience – from those who are eligible for WIOA support, to EARN Center customers, to generally unemployed people just looking for assistance on their job search – are perfect for this new philosophy.

In our service vision, The Wardrobe is essentially a store open to everyone regardless of their ability to pay. We are aiming to break the social service mold of needing someone to “prove their poverty” when all they need is the opportunity to shop without the cost. Therefore,

instead of having a structured appointment, anyone receiving services at CareerLink would be able to receive a Wardrobe Pass which is good for their first shopping trip at The Wardrobe. At the point when someone redeems their CareerLink pass, we would track their usage, enrollment in various programs offered by the CareerLink, and report back on how people are using and responding to our services.

I hope you are as excited about this vision for a new partnership as I am. We have the opportunity to create a partnership that provides free clothing for whatever someone needs, eliminating the stress and cost this brings. This helps someone living at or near poverty and struggling with employment to focus on their goals instead of how they are going to pay for the clothing lost in a fire or left behind when they had to move to a new house suddenly due to eviction or violence. And we could include other providers like Cradles to Crayons to integrate clothing for children as well.

In closing, thank you again for your 25-year partnership with The Wardrobe. I invite you to dream big with me and create a system where Philadelphia Works can again be a leader in our region by creating a new partnership that is flexible and impactful, meeting people where they are with the clothing they need for work and life.

Sincerely,



Sheri K. Cole
Executive Director

From: [Jamece Joyner](#)
To: bob.fiori@gmail.com
Subject: RE: WIOA Local Plan Comments
Date: Tuesday, March 30, 2021 1:57:00 PM

Hello Bob.

Thank you for your comments. We will be in touch to discuss your comments in great detail.

In the interim, please be sure to check our website for funding opportunities at

<https://www.philaworks.org/provider-resources/>

To become a preferred training provider, complete the contact form at:

<https://forms.office.com/Pages/ResponsePage.aspx?id=207BtEtxkkWq03FlI3e0q0dnh96TVyBLtxh2fXHaKLJUOEMwNFo0MUIFRjRVN1JHM0UOSDIHSzF2SiQlQCN0PWcu>

Best-Jamece

To: info@philaworks.org

Subject: WIOA Local Plan Comments

I read with interest WIOA's plan. We are particularly interested in this portion of the plan:

"expanding the education and training routes that lead to skills documentation valued by employers ("schools that teach"), and the transition to higher wage jobs tied to higher skills in the workforce through stronger alignment of economic development and workforce development actions ("jobs that pay")".

Some may remember the electrical training room we set up in Philadelphia and trained a cohort of Philadelphia Housing Authority residents. We improved the model in several ways. The significant improvement is training dislocated workers and those seeking an exciting career in electrical and HVAC trades directly in electrical and HVAC distribution sites.

These sites serve hundreds of contractors at each location, thus placing the training where the employers conduct business.

Attached (2) you can read about our training partner in New Jersey (Marshauer Electric Supply). It will make most sense if you read Close the Gap Strategy paper first. These should provide a good start to our approach. Our company is made up of industry experts, contractors and educators.

Would enjoy talking about help you can provide. We feel as though we are rounding the corner on COVID. It left an even greater requirement for trained electrical and HVAC techs. We can get into the statistics when we meet/talk.

Bob Fiori
Close The Gap, LLC
Mobile Phone: 610-476-0702

JumpStart

The Community Electrical Training Academy

Close The Gap, LLC training and partnership program

MISSION: Instruct and train the underserved and underemployed to enter and prosper in the electrical and HVAC trades. Training will also be open to veterans, and all seeking a potentially lucrative career that include other educational career pathways.

CTG has the experience, and knows that the unemployed and underemployed face certain challenges to obtaining higher paying careers:

1. Lack of transportation
2. Family obligations
3. Possibly lacking appropriate math and reading skills
4. Confidence issues
5. Access to technology (computers, consistent cell phones)
6. Proper social media training
7. Sound personal finance training

How does CTG's JumpSTART program help mitigate these challenges? CTG trains potential employees at distributor facilities. Distributors are the epicenter of the supply chain.

Distributor Statistics:

Each distributor location can have 400 or more contractors (union, non-union, large and small contractors) buying and transporting supplies weekly from wholesale locations.

Electrical Distribution is estimated to be a \$72 billion industry.

- Total number of locations of NAED Members: 4,263
- Total number of employees in NAED member companies: about 75,000 distributor employees
- Average NAED member's sales volume: \$78,816,300
- Median NAED member's sales volume: \$13,226,865

Source: [National Association of Electrical Distributors](#)

Distributors typically have 50,000 SF of space and more. CTG targets wholesalers with 75,000 SF per location. The opportunity for expansion is virtually limitless.

CTG manages the process from funding, paperwork and graduate recruitment of students, and the hiring process of instructors/teachers, and graduates. CTG is paid through management fees.

Contractor/employers are invited to build a relationship with each cohort from day-one. Contractors/employers also are invited to participate with instructors to demonstrate the types of skills they require in the field. Contractor/Employers interview and hire onsite where the cohort is training.

CTG's objective is recruiting students from a comfortable transportation radius of the distributor training facility. This ensures that graduates will begin working within their local neighborhoods. Contractors find hiring local employees tends to reduce turn-over, leads to better ongoing training, and enables employees to become engaged in continuing education.

The distributor is a place where workforce development boards, local foundation support and regional non-profit organizations can come together to make a long-lasting difference for the unemployed and underemployed populations in recognized zip codes/areas.

Close The Gap, LLC:

CTG began in 2018 under a consulting agreement with The Electrical Association of Philadelphia (EAP) www.eap.org. During discovery sessions with EAP board members, it was apparent that the electrical and HVAC industries were struggling to hire trained employees despite openings in a field offering career growth, lucrative salaries, benefits and business ownership.

The industry supply chain includes manufacturing of electrical supplies, distribution of electrical supplies, and installation and service contractors. The industry is experiencing significant growth. The Bureau of Labor and Statistics (BLS) reports that **employment of electricians is projected to grow 10% from 2018 to 2028 — faster than the average for all occupations.** Reference: [Shortage of Electricians Leads to Shockingly High Salary Potential \(payscale.com\)](https://www.payscale.com/trends/salary-reports/Shortage-of-Electricians-Leads-to-Shockingly-High-Salary-Potential)

Close the Gap (JumpSTART) **assists employers** by:

1. Training adults at distributors where employers purchase all of their supplies

2. Training students/employees with specifically needed theory, safety and hands-on curriculum
3. Training students/employees with skill sets who are then ready to work immediately
4. Recruiting students/employees
5. Recruiting employers who commit to employment at graduation with certain salary and benefits
6. Executing the paperwork required for available funding (workforce development, on-the-job training, foundations, etc.)

Close the Gap (JumpSTART) **assists potential employees** by:

1. Providing training in the distribution centers where employers purchase all supplies
2. Providing training for the skills that contractors require when hiring
3. Providing training that was developed by contractors and tech teachers combined
4. Providing training at wholesaler to ensure students have access to internet and computers
5. Providing graduates with access to jobs along the entire supply chain (manufacturing, wholesaling, contracting)

CRITICAL to CTG Strategy:

CTG has researched where graduates of technical colleges and vocational schools tend to find employment.

That research shows graduates tend to be offered positions in large corporations. Overwhelmingly, graduates are hired as engineer trainees, part of campus wide maintenance crews, healthcare facilities, and publicly traded manufacturing and development companies.

Small to medium sized companies are left to recruit, employ, train and retrain novices who may have never had actual hands-on training experience. CTG training provides the experience in a work setting where students work intimately with tools of the trade and the devices required for installation.

CTG's target employer is the small to medium sized contracting businesses ranging from \$5,000,00 to over \$100,000,000 in sales. This sweet-spot is where training and mentorship leads to high wages, advanced education and business ownership.

There are over 320,000 small to medium sized electrical and HVAC contractors in the United States. They employ over 2,000,000 people. New Jersey employs 27,430 electricians and HVAC Technicians, earning a mean salary of \$70,850. Including New York and Southeastern Pennsylvania, the gross number employed approaches 48,000 people. [US Bureau of Labor and Statistics/Electricians](#)

In summary, electrical and HVAC is one of the fastest growing technology fields in the country as a result of new products introduced regularly that increase building efficiency while commercializing breakthroughs in cost saving energy deployment and installation.

JumpSTART training for the electrical and HVAC industries focuses on providing employers with employees through training the unemployed and underemployed in wholesale centers where they have the best opportunity to be interviewed and hired.

Providing this training at wholesalers, minimizes transportation, juggling family issues

Proven Success

CTG developed and launched a training facility in an underserved area with the help of the Lenfest Foundation, Temple University and Philadelphia Housing Authority. CTG managed the construction of the training facility and the budget required. The facility was constructed in the basement of a high school.

CTG created an advisory committee made up of contractors, technical teachers and industry leaders. The committee developed and approved the course (JumpSTART). This procedure ensures the contractor/employer is hiring a novice technician that is productive on day-one.

Safety procedures (Arc-flash hazards, PPE, ladder safety, OSHA certification, NEC compliance, blueprint reading and interpretation, working with 3 and 4 way switches, romax, etc) are included. Full outline of course available upon request. Over 20 commonly used tools are used and practiced. The course includes soft skills, and confidence for interviewing. The course is state approved in NJ and PA with additional state approvals pending.

CTG managed the first cohort of 18 graduates at the end of 2019 (just prior to COVID-19) with encouraging results. Several have been awarded with travel experience to other job-sites across the country, pay raises and further education. CTG assisted as appropriate paying for transportation charges for graduates.

Distributors win:

1. Demonstrate increased loyalty and commitment to contractor/customer base
2. Provide a community for small and medium sized business to hire employees that are trained and ready to go
3. Distributors are an effective approach to closing the skills-gap by being involved with hundreds of employers
 1. This channel has been widely ignored due to access on a wide scale
4. Manufacturers provide the latest equipment and technologies to wholesalers for training their contractor base. Students will now have access to the latest

CTG's Future Objectives:

CTG will expand distributor sites and training opportunities in New Jersey, Pennsylvania and Delaware where funding exists throughout 2021. Then as resources and distributor interest grows, expand further. CTG has identified wholesaler interest from about 50 sites.

CTG is responding to the challenges of (COVID) and is evaluating partners towards a hybrid learning model. The vision is a course where a remote instructor can handle large numbers for the remote learning portion and enter into hands-on facilities (distribution sites) in small numbers to protect health. Wholesalers will commit to disinfecting procedures and sanitizing light technology. CTG and distributor partners will follow local health official guidelines until the virus is controlled or eradicated.

CTG EXPERIENCE:

CTG has extensive experience. Its management consists of successful contractors, a nationally recognized manufacturing representative company and a proven track record in developing, marketing and managing educational curriculum. CTG launched a successful Science Technology, Engineering and Math (STEM) curriculum and a Social Emotional Learning (SEL) curriculum designed to teach folks how to explore career alternatives and build the character skills to succeed in business and life.

The course material spans 150 hours that focuses on the science and safety of working with electricity, and the hands-on skill-set of electrical and HVAC professionals.

- those currently working in the field, became more valuable to their employer
- graduates explored all segments of the supply chain/career pathways
- workforce development funding (local government) continues to help candidates build on what their CTG graduation and work experience provided in skill-building
- on-the-job training often encourages graduates to continue on to apprenticeship, master electrician and entrepreneurial classes

CTG IS GOOD FOR THE COMMUNITIES IT SERVES

- alternatives for advancement to combat under-employment remain important
- the earnings difference between traditional college educated graduates and careers in the trades has eroded
- the trades offer life-long learning and advancement (CEUs, continuing education and experiences running a company)
- The trades are diverse and accommodating to new entrants

Available appendix documents (upon engaged request):

- ** regional and national data on the skills-gap challenge
- ** data demonstrating contractor attrition that will create a national skills gap that impedes economic growth
 - ** whitepapers supporting how public and private enterprise can partner to narrow the nationally recognized skills-gap
 - ** workforce development guidelines to success: how to manage and administer money available (CTG priority)
 - ** achieving state approved curriculum for funding (the CTG method)
 - ** “The Perils of Launching a Company Sponsored Training Program for the Trades”
 - ** CTG’s “Foundation Partnership Guide”
 - ** specifications of highly functional training rooms
 - ** industry recommended tools and supplies
 - ** growth plans for contractors and wholesalers

Management:

Bob Powell: nationally recognized manufacturer's representative and industry consultant. Bob helped dozens of manufacturers gain and build market share. Heads-up CTG's industry relations and promotes the curriculum and wholesale strategy throughout the supply chain. Introduced several products and training regimens throughout the supply chain.

James Young: successful entrepreneur who started and operated an HVAC contracting company (JA Young, Inc.) and successfully sold his company and joined CTG to give-back to the industry and help guide the HVAC curriculum and expansion. He has specific and important experience in how the HVAC contractor builds a successful and marketable company.

Bob Fiori: successfully launched new products into electrical wholesaler supply-chain, and guided two widely used curriculums into public education. The curriculum(s) focus on STEM education and building social emotional skills for future leaders in the industry. Bob guides CTG through funding of each region of expansion.

Partner index specific to New Jersey Division:

- **Warshauer Electric Supply:** CTG's wholesale partner in Ocean County and 4 other locations as need demands [Home | Warshauer Electric Supply](#)
 - Warshauer has 5000+ contractor companies pick up supplies on a weekly and monthly basis. The contractors' number 1 complaint is "not enough skilled techs to hire". This causes longer times to complete projects and drives up cost. A contractor approved 150 hour JumpSTART course will be taught by certified instructors. Graduates will have been interviewed and selected by course completion
 - Warshauer is leveraging an existing space at 700 Vassar Ave., Lakewood and build-out an effective hands-on training facility, complete with classroom, and all appropriate tools and supplies in order to train adults to enter the electrical, HVAC, wholesaling and manufacturing industries
- **Ocean County Vocational Technical School:** Non-profit partner and advisor
 - Oversees course material and manages non-profit monies
 - [OCVTS.org | Ocean County Vocational Technical School's Official Website](#)
- **Grunin Foundation:** help in building training facility at Warshauer
- **NJDOL:** CTG Course listed with ETPL (website)
- **OC PIC:** DOL programs to vet qualified student candidates, tuition funding and OJT funding

Warshauer Electric Supply Training Academy
(recruiting and training technicians for the electric contracting industry)

Warshauer Electric Supply, Inc. is a nationally respected electrical supply company established in 1954. Warshauer serves the contractor industry from four locations in New Jersey and is one of the largest, independently owned wholesalers in the country.

Warshauer has a long history of dedication to advancing education in the electrical industry. Warshauer Electric Supply is the only New Jersey electrical wholesaler to offer state approved CEU's to contractors and employees through Technical Classes. Classes include Mandated Certifications in NJECA.¹ Other classes that provide approved CEUs are NABCEP, ASID, AIA, IAEI, CEDIA, LEED-AP and NAHB Green ²

In addition, Warshauer holds a United States Government Services Administration (GSA) contract and a State of NJ contract "T" number for all types of emergency generators including parts and accessories. GSA & NJ State contract can be utilized by all public agencies, municipalities, military facilities and school boards in New Jersey.

All Warshauer current certification courses are online asynchronous with on-site practical training.

The Electrical Technician course proposed for NJCCC consideration is also asynchronous and will be provided in partnership with Ocean County College. Practical training would be provided by employers with an on-the-job training model. Practical training will also be provided by Warshauer's on-site practical training facility as health safety concerns are mitigated.

Warshauer Electric Supply's customer base includes approximately 50% union contractors and 50% non-union or independent contractors throughout New Jersey. There are over 4,000 customers statewide, Warshauer that can be introduced can to graduates.

Historically, Warshauer hires 6-10 graduates/year from New Jersey local technical high schools. All of which receive further on the job training. This experience provides well rounded experiences from manufacturing, distribution, electrical contracting, project management, inventory management, sales and social skills.

One hundred percent (100%) either stay and grow with Warshauer or migrate to other companies within the electrical supply chain.

Warshauer Electric Supply is committed to assisting the unemployed and underemployed, veterans and young adults with training and employment within the community through a broad array of employment opportunities.

Warshauer Electric Supply's course was developed by (in the field) active contractor employers and technical high school teachers, It is approved with the New Jersey Department of Labor ETPL process (and ready to begin training as soon as feasible). This www.njtopps.com

¹ NJECA: National Electric Contractors Association works closely with every state's mandated electrical codes for safe and efficient installations and rehabilitation projects. Contractors must attend mandated training(s) to earn necessary continuing education credits. Warshauer provides these training(s) <https://neca-pdj.org/>

² NABCEP: [Get Certified | NABCEP](#) ASID: [American Society of Interior Designers \(asid.org\)](#) AIA: www.aia.org IAEI: [International Association of Electrical Inspectors \(iae.org\)](#) CEDIA: [CEDIA | Home Technology Integration Association](#) LEED-AP: [LEED | BuildingGreen](#) and NAHB Green: www.nahb.org

Outline of Warhauer's Course:

Warshauer instructors have proven competency in teaching, evaluating and testing for the following outcomes for students. The course runs for 150 hours.

Safety (20 hours):

- ❖ Inspect and use personal protective equipment (PPE)
- ❖ Identify causes of job site accidents
- ❖ Confirm circuits are de-energized before working on them
- ❖ Understand lockout/ tagout
- ❖ Inspect and use ladders
- ❖ Identify Arc-flash hazards and protection
- ❖ Understand the arrangement of the National Electric Code (NEC)
- ❖ Identify the purpose of the National Electric Code (NEC)
- ❖ Identify and understand safe use of tools
- ❖ Complete OSHA 10 Certification

Blueprints and Circuitry (25 hours):

- ❖ Identify blueprint symbols
- ❖ Interpret blueprint plans (diagrams)

Installing Specialty Devices (30 hours):

- ❖ Install Non-metallic (NM) cable for connection to an electrical device.
- ❖ Install a single-pole switch
- ❖ Install device boxes
- ❖ Install surface mounted light fixture
- ❖ Install a single-pole switch circuit
- ❖ Install a 3-way switch.
- ❖ Install a 4-way switch.
- ❖ Understand the difference between range and dryer receptacles
- ❖ Understand a hard-wired smoke detector.
- ❖ Understand door-bell system.
- ❖ Install required Ground Fault Circuit Interrupter (GFCI) Receptacle.
- ❖ Understand required Arc-Fault Circuit Interrupter (AFCI) installations.
- ❖ Install a 3-way switch.
- ❖ Install a 4-way switch.
- ❖ Understand the difference between range and dryer receptacles
- ❖ Understand a hard-wired smoke detector.
- ❖ Understand door-bell system.
- ❖ Install required Ground Fault Circuit Interrupter (GFCI) Receptacle.
- ❖ Understand required Arc-Fault Circuit Interrupter (AFCI) installations.

Installing Raceway Systems (40 hours):

- ❖ Install Electrical Metallic Tubing (EMT).
- ❖ Install Poly-Vinyl Chloride conduit (PVC).
- ❖ Identify surface metal and non-metal raceways (Wiremold).
- ❖ Identify flexible raceway.
- ❖ Bend a stub 90°.
- ❖ Bend an offset.
- ❖ Bend a back to back.
- ❖ Bend a 3-point saddle.
- ❖ Install conductors in a raceway system.
- ❖ Cut, ream and deburr raceway systems.

NEC Requirements and Cable Installations (25 hours):

- ❖ Select an appropriate cable type for a residential application
- ❖ List several NEC requirements for the installation of the common cable types used in residential wiring.
- ❖ Demonstrate an understanding of the proper techniques for preparing, starting, and supporting a cable run in a residential wiring application.
- ❖ Demonstrate an understanding of the proper installation techniques for securing the cable for termination in the box.
- ❖ Install a branch circuit using a cable wiring method.
- ❖ Select an appropriate switch type for a specific residential switching situation.
- ❖ Select a switch with the proper rating for a specific switching application
- ❖ List several National Electrical Code (NEC) requirements that apply to switches and switching circuits.
- ❖ Demonstrate an understanding of the proper installation techniques for single-pole, three-way, and four-way switches.

- ❖ Demonstrate an understanding of the proper installation techniques for switched duplex receptacles, combination switches, and double-pole switches.

Industry Hands-on Involvement (20 hours):

- ❖ Firsthand employer involvement
- ❖ Learn the opportunity throughout supply chain
- ❖ Ongoing soft interviews

The electrical industry has hundreds of job openings. This course prepares you to enter this exciting and rewarding field. The industry is looking for the following qualities.

- Hard working team player
- General knowledge of electrical work
- Awareness and adherence to job safety measures (OSHA 10 required)
- Proficient with hand tools
- Promotes an overall positive image of self and company
- Problem solving skills, able to think analytically
- Dedication to quality service and customer satisfaction
- Reliable and punctual
- Customer-oriented and can work well in teams
- Candidate must have a valid driver's license & pass a drug test

Completing this course and demonstrating the qualities above prepares you for steady work, paid holidays, medical benefits, overtime and competitive starting wages.

Typical career path:

- Initial salary range \$15-\$22/hour
- Additional on the job training allows for quick advancement
- Opportunities include
 - Apprenticeship Training
 - Master Electrician Training
 - Owning your own business with experience

Experienced technician careers can take many different paths. Many experienced electricians become inspectors, business owners and teachers. One thing is certain, electricians are at the higher end of the trades when it comes to income and potential growth.

OSHA 10
Ladder Safety Training
Blueprint Reading
Conduit Bending

Arc Flash Hazards and Protection Training
National Electrical Code Book Training
Raceway Installation
Single, 3-way and 4-way switch installation

From: [Nicole Pumphrey](#)
To: [Jamece Joyner](#)
Subject: Re: WIOA Local Plan Comments
Date: Tuesday, March 30, 2021 1:59:29 PM
Attachments: [image832782.png](#)
[image109438.png](#)
[image587423.png](#)
[image000247.png](#)
[image893972.png](#)
[image666518.png](#)
[image845497.png](#)

Thank you, Jamece. I hope you are doing well!

Nicole Pumphrey | Deputy Director
The Welcoming Center
nicole@welcomingcenter.org | 215.825.7763
211 N 13th St, 4th Floor, Philadelphia, PA 19107

From: Jamece Joyner <jjoyner@philaworks.org>
Sent: Tuesday, March 30, 2021 1:46:28 PM
To: Nicole Pumphrey <nicole@welcomingcenter.org>
Subject: RE: WIOA Local Plan Comments

Hi Nicole, thank you for your comments. We will be in contact with you at a later date to discuss your comments in more detail and determine how to best move forward where we can.

Best-Jamece

Jamece Joyner
Strategic Initiatives Manager
www.philaworks.org



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215-717-2017 215-567-7171



 Please help Philadelphia Works in our mission to connect employers to workforce talent and career seekers to jobs by contributing to this year's United Way Campaign. You can assist our efforts by contributing to the Philadelphia Works Donor Number 12541.

From: Nicole Pumphrey <nicole@welcomingcenter.org>

Sent: Friday, March 26, 2021 12:09 PM

To: Info <info@philaworks.org>

Cc: Peter Gonzales <peter@welcomingcenter.org>; Mariam Nek <mariam@welcomingcenter.org>

Subject: WIOA Local Plan Comments

Hello PWI Colleagues,

Attached please find The Welcoming Center's comments on the WIOA Multi-Year Local Plan PY2021-2024.

If you have any questions or these comments require further information or clarification, please let us know. We appreciate the work that has gone into this plan and the opportunity to share our perspective.

Best,

Nikki

--

Nicole Pumphrey | Deputy Director

The Welcoming Center

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The Welcoming Center
Comments on the WIOA Multi-Year Local Plan PY2021-2024

March 25, 2021

The Welcoming Center appreciates Philadelphia Works, Inc.'s recognition of immigrants and English language learners as a significant and growing portion of the labor force in Philadelphia. Representing nearly 1 in 5 working age adults in the region, immigrants infuse our region's workforce with valuable experience, talent, and skills.

We must also underscore that the number of immigrants living in poverty has also been growing at a faster rate than among U.S. born residents and sits at 24%, just slightly below the city's overall rate of 26%. Immigrants in Philadelphia are both more and less educated than U.S. born residents, with about 1 in 3 holding a college or advanced degree and similarly 1 in 3 having less than a high-school diploma. These factors pose obstacles for a large segment of the workforce in a city where economic advancement increasingly depends on U.S. work experience, higher education and post-secondary credentials, as well as proficiency in speaking and writing English.

An equitable economic recovery requires intentional, targeted investment strategies to ensure that immigrants and English language learners are connected to meaningful opportunities for economic and social advancement.

Page 4, Table 1 and Page 5, Table 2 – Disaggregation of Data

While we acknowledge that data for this report was intentionally limited for time and summary, The Welcoming Center calls for more data disaggregation (and the sharing of that data publicly) on the foreign-born population and English language ability.

Section 4.12, Page 98 – Digital Literacy

Gaps in digital access and digital literacy have been made abundantly clear as a result of the COVID-19 pandemic. The Welcoming Center would like to highlight and support a recommendation made by the National Skills Coalition in their December 2020 "Boosting Digital Literacy in the Workplace":

"Invest in high-quality professional development and technical assistance to aid workforce and education providers in designing demand-driven digital skill-building programs. Policymakers should go beyond service delivery funding to invest in the infrastructure needed for providers to collaborate with employers in developing occupational digital literacy that is embedded in overall technical or industry-specific training, rather than seen as a stand-alone activity."

Developing the local infrastructure to support a growing need for digital access and literacy will require both public investment in training programs, as well as collaboration and coordination from PWI alongside broader private investments, in the capacity building of organizations who can deliver these services.

Section 4.13, Page 100 - "Serving the immigrant community" -

An inclusive economic recovery will require adaptable models that allow people to build in-demand skills, even as those skills continue to evolve in a transforming labor market.

The Welcoming Center acknowledges and supports that “*international credential transitions, interpretation services, and access to English as a Second Language programs*” are essential, but also insufficient to truly support workforce access and advancement.

The Welcoming Center proposes investment in creating meaningful on-ramps to those programs and services that offer true economic and social mobility – pre-apprenticeship, apprenticeship, and other earn and learn models. (**Page 13**)

Additionally, investment in English learning approaches that incorporate Integrated Education and Training or other models that help learners attain industry-recognized credentials and are directly responsive to local labor market needs.

Employment and access to education are essential for the linguistic, economic and civic integration of immigrants in our region. However, many adult learners require a combination of basic education, ESL, and training services to advance and move into family-sustaining employment.

A system that requires an individual to access these services sequentially, not simultaneously, is demoralizing, ineffective, and perpetuates institutional inequality. The opportunity costs of education for individuals with family and work responsibilities can be offset by offering education that truly leads to educational and economic mobility. The current landscape of vocational training programs and employer-driven training opportunities are inaccessible to many immigrants and ELLs because these programs require (and assume) a level of classroom navigation, language, US cultural understanding, and digital literacy skills that those seeking these opportunities may not yet possess. By building concrete on-ramps into these programs, adult immigrants and ELLs can leverage the experience and assets they bring, while gaining the skills they need to enter and persist along a career pathway.

Section 1.2 Page 12—Building concrete on-ramps into vocational training and pre-apprenticeship programs for immigrants and English language learners will help them persist along a pathway, but the design of pre-apprenticeship programs can also play a major role in this as well. Having pre-apprenticeship programs that contextualize English language development and workplace skills development would ensure success for immigrants and English language learners and potentially shorten their overall training time in their career pathway. Existing programming should strive to become more culturally sensitive, mindful of the needs of English learners, and intentional about diversity and inclusion.

In summary – focus on incentivizing and building in “accessibility” over referral.

Section 2.2 Page 33; Section 4.14—While The Welcoming Center commends and supports the Board’s focus on strategies that are employer-driven and meet employer need, the Board can leverage their relationship with employers and help them develop more inclusive and equitable talent lifecycle practices. The Welcoming Center would like to promote a deeper cross-collaboration and communication between employers and service providers that not only meets employer need but also informs employers of the competencies and soft skills that immigrants and English Language Learners already possess from foreign education and work experience. This would allow jobseekers to access higher-wage, career positions with minimal participation in vocational training programs and prevent unnecessary re-education.

With employers that work in multi-lingual, multi-cultural communities and/or employ immigrants and ELL's, there's a need to collaborate to develop occupational training with integrated English language and US workplace competency skill development.

Section 2.2 Page 33—Bullet number four from the top lists priority populations. “Immigrants and individuals with low English language proficiency” should be included in the list as well. Immigrants with limited English proficiency are often lumped under the category “basic skills deficient” but English language ability and basic skills ability are not mutually exclusive.

The Welcoming Center supports the Board’s strategies to align local resources to achieve goals enumerated in Section 2.1, including customer-centered model of service delivery and post-placement career coaching and supportive services.

There are several places in the report where adult education and literacy/numeracy is referenced without mention of English language acquisition. **Page 16, 19, and 21** mention “Low literacy/numeracy” to include English language learners, but “literacy/numeracy” is not synonymous with adult basic education, English language development, and cultural competency. The recommendation is to explicitly state “English language proficiency” and “cultural barriers” separately, not under the umbrella of “literacy”.

Section 2.1 Page 32--“English language ability” is listed in the third bullet. Recommend replacing the word “ability” with “proficiency” as English language ability and English language proficiency are not the same.

Throughout the plan, the Board mentions priorities to make One-stop services and resources more easily accessible online. We recommend including some information on how the Board plans to seek private investment and/or develop partnerships with organizations that can provide free or low-cost technology tools (laptops, webcams, etc.) to support job-seeking activities.



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