

Philadelphia Workforce Investment Area
Workforce Investment Act (WIA) Title I Operational Plan

For the period:

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I Plan Development

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

- *A description of the involvement of the Local Elected Official (LEO), the Local Board and stakeholders in the development of the Plan;*
- *A description of the collaboration between the Local Board and representatives from economic development, education, the business community and other interested parties in the development;*
- *A description of the process used to make the Plan available to the public and the outcome resulting from review of public comments. Describe measures taken to include or address all comments received within the review period. [A copy of the published notice should be included as Appendix A. (For Internet publication, a screen print is acceptable.)] Any comments related to the Plan should be included as Appendix B.*

This plan documents the ways in which Title I of the *Workforce Investment Act* is carried out in the Philadelphia Workforce Investment Area. The efforts described herein reflect the ongoing work of the Philadelphia Workforce Investment Board, its various standing committees, the local Fiscal Agent, and the local CareerLink system.

The mayor appoints the PWIB, and charges the members to govern the daily activities of Philadelphia's workforce system. In addition to the ongoing relationship between the members and Mayor Street, the PWIB reports to the Administration through the Secretary of External Affairs and the PWIB CEO serves on the Mayor's Economic Development Cabinet, which is chaired by the Commerce Director/City Representative. Further, two senior members of the Street Administration serve on the PWIB and several other key officials serve on a range of PWIB committees. Through these connections, the goals and priorities of the Administration are both shaped by and reflected in the work of the PWIB.

The PWIB and its committees – and, hence, Philadelphia's workforce system – benefit from the active participation of representatives from the business community, organized labor, education, economic development, community based organizations and others. In addition to the engagement of the PWIB's mayoral appointees, the board engages other key community stakeholders in the full range of its activities. Early on in the board's evolution, this engagement occurred only through deliberate planning; however, as its initiatives and efforts have become more known and institutionalized, this engagement also occurs through the usual course of business in the city.

This activity is included in the PWIB's regular planning process and resultant strategy, all of which is reflected in this document. However, specific to the drafting of this document, the PWIB worked with its operational partners (specifically the Philadelphia Workforce Development Corporation, the local CareerLink Consortium, and the Philadelphia Youth Network) and convened a small group of board leaders representing each of its standing committees to act as advisors. The public comment period will include the following: public notices in Philadelphia's major newspapers and electronic notification to a variety of system stakeholder groups. The Plan was made available via the PWIB website for 30 days. Following this time period, comments made by the public were compiled, analyzed, and where applicable, incorporated into the final document. The final Plan, as well as comments received during the 30 day public comment period were made available via the PWIB website following the September 7, 2006 submission to the Commonwealth.

II VISION AND PRIORITIES

A. Vision

Describe how the Local Workforce Investment Board will:

- *Utilize available resources to support local workforce and economic development;*
- *Maximize and leverage resources to develop a high-demand, skilled workforce to support the needs of business and industry in the local area;*
- *Engage business, industry, education, economic development, and community organizations to participate with the public workforce system to identify workforce challenges and develop strategies and solutions to address those challenges.*

Philadelphia's workforce system is driven by the PWIB's mission of building our competitive workforce advantage. This long-standing goal, seeded when Governor Rendell, as Mayor Rendell, appointed the PWIB and reaffirmed when he addressed the PWIB as Governor-Elect in 2002, aligns directly with *Job Ready Pennsylvania*, which is all about driving resources toward initiatives to make Pennsylvania more competitive in a national and global economy. Our shared vision is a thriving employer community supported by a dynamic, highly skilled and accessible workforce.

In order to maximize available public investments to support this vision for local workforce and economic development, the PWIB has conducted resource mapping and specifically identified "alignment of resources" as a key priority. The PWIB has identified about \$250 million in annual resources serving about 80,000 individuals in the city. This evaluation was last conducted for PY2003, and provided valuable information the Commonwealth used to conduct its own mapping effort. At present, the PWIB is mapping public resources for PY2005 and will issue an updated report in September 2006. In addition, the PWIB monitors and approves local spending in alignment with the economic development goals defined by the City. In a practical way, this plays out through customized business services, customized training, and general job training expenditures touched on below and more fully described elsewhere in this plan.

In a broader sense, the PWIB operates in two arenas – increasing the viability of the local labor supply and meeting the specific needs of key industry sectors. The first, working on general labor supply issues, emerged out of a growing recognition that, in the aggregate, Philadelphia residents lacked the requisite foundation skills to engage in the training necessary for them to compete in the region's increasingly knowledge-driven economy. Compelling statistics include the fact that 25 percent of youth 16-24 are disengaged from work and school, more than two-thirds of adults in the city have low literacy levels, and that Philadelphia ranks 92nd out of the 100 largest cities in the number of adults with a post-secondary degree. Further, the PWIB's research has uncovered compelling data that shows the level of educational attainment directly correlates to employment status – and Philadelphia ranks 96th out of a 100 in labor force participation rates. Juxtaposed on the demand for a highly skilled, highly educated, and highly productive workforce these dynamics clearly demonstrate the city's competitive challenge in the 21st Century, and the needs to move aggressively to a "grow our own" strategy. The group of activities designed to directly address these issues are:

- WorkReady Philadelphia, a group of projects ranging from a private sector employment campaign to a foundation-funded multi-year effort to reengage out-of-school youth.
- Excel Philadelphia, an emerging body of work designed to engage employers in increasing the literacy levels of Philadelphia's working-age adults.
- Graduate! Philadelphia, a broad-based initiative to help 80,000 adults complete their post-secondary degrees; this represents the number of Philadelphians between the ages of 25 and 45 who have started, but never completed, their degrees.

While these initiatives suggest a more general approach, in fact they are steeped in the PWIB's other area of focus: strategic industry sectors. Engaging youth in the workforce, helping adults build skills for a new economy, and articulating post-secondary educational pathways to help adults navigate higher

education all have the greatest impact if they are intertwined with the needs of the economy. For example, the PWIB is the home of the Life Science Career Alliance (LSCA), a regional industry-specific workforce development entity founded by the five WIBs in southeastern Pennsylvania in partnership with the Delaware Valley Healthcare Council and now supported in large part by industry contributions. Work done through the LSCA, supported by a state grant received by the PWIB, recommended a model for preparing youth for careers in healthcare; that model was subsequently funded through an RFP using WIA funds under the WorkReady Philadelphia umbrella. The PWIB is directly and actively involved in a range of other industry partnerships – though none to the extent of the LSCA – and uses economic data to inform and drive its decisions and engage multiple partners.

It is important to note that Philadelphia's workforce system involves many key players in addition to the PWIB. The system's business services division is housed at and managed by the Philadelphia Workforce Development Corporation. That division provided services and information for 1,562 businesses in 2005, with a focus on providing services in growth industries and to employers who were specifically bringing jobs to the region. As noted above, the Philadelphia Youth Council, supported by the Philadelphia Youth Network, is striving to align youth funding to support sector needs as well. In addition to the sector-specific CareerLink Center at Suburban Station focusing on healthcare, over the last three years there has been increasing industry-specific work done at the service delivery level. For example, the PWIB, the CareerLink Consortium, and a group of industry leaders collaborated in a strategy to help CareerLink customers engage in hospitality jobs – either as a career pathway or to meet an immediate need to work while pursuing further education. Community College of Philadelphia is another critical strategic partner, and the PWIB worked with them (along with the Montgomery County WIB and the Montgomery County Community College) to develop a Financial Services Institute, which was piloted in 2005. Students were recruited and assessed for the program at local CareerLink Centers. Also, the greater Philadelphia region has received numerous industry partnership grants and the PWIB has played an appropriate role in all of these. These are a few examples of how Philadelphia's workforce system is working – and will continue to work – to meet the needs of Philadelphia's diverse industry base.

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

B. Priorities and Goals

Identify key workforce investment priorities for the local workforce system. Describe how each supports the local workforce development vision. Include strategies to:

- *align with the Strategic State Workforce Investment Plan (SSWIP);*
- *the Governor's Job Ready Pennsylvania priorities;*
- *issues identified through analysis of the local economy and labor market,*
and;
- *the creation and sustainability of small, new, and emerging industries.*

As part of the PWIB's work to complete the LWIB self-assessment in 2005, a self-analysis also was conducted. This analysis, submitted along with the self-assessment in January 2006, identified eight priority areas for the PWIB. These areas are data, high priority industries and occupations, CareerLink, business services, resource development & alignment, regional alignment, advocacy, and cross-cutting labor supply initiatives. They are described below.

Data

<p>PWIB Approach: Data drives the work of the PWIB and, hence, the public workforce system. It is used to locate gaps in services and to identify areas where the PWIB has the opportunity to make the greatest impact using available resources and where the greatest priorities are for leveraging and raising additional resources. The PWIB believes that projects need to have concrete measurable outcomes, and it collects and analyzes data to this end.</p>
<p>Alignment ~ SSWIP: The SSWIP delineates the need to implement rigorous accountability standards by measuring program performances and outcomes, and monitoring trends in key economic, workforce and education indicators, which is in alignment with this priority. It also directs LWIBs to use the most current available data to effectively guide policy and investments.</p>
<p>Alignment ~ Job Ready PA: The Governor's Job Ready initiative is driven by local labor market analysis. See <i>High Priority Industries and Occupations, below</i></p>
<p>Small/New/Emerging Industry Support: The data captures information about industry trends, which the PWIB in turn used to help education/training providers and CareerLink customize their offerings to meet local needs. Also see responses below for how the use of data is incorporated into strategies to meet needs for these types of businesses.</p>
<p>Note on Analysis: Each of the priorities listed below is driven by information obtained through the analysis of the local economy and labor market. Therefore, individual statements on the use of analysis are not repeated in the follow sections.</p>
<p>Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:</p> <ul style="list-style-type: none">▪ Increase validation of data through industry partnerships (<i>being rolled out through Job Ready grants</i>)▪ Engaging employer focus groups for key targeted clusters▪ Publishing career ladder information for additional high priority industries, to be used across the public workforce system and by multiple partners▪ Strategic marketing of data to the employer community

High Priority Industries and Occupations

<p>PWIB Approach: The PWIB has strategically focused on industry clusters, sub-clusters, and occupations (1) that represent career opportunities (both short-term access and long-term career ladders) for Philadelphia residents and (2) where there is an opportunity for partnership through an established industry association/group or we have board members who are willing to convene the sector. Growth projections, wages, career ladder opportunities, local and regional economic development priorities, and available jobs all play a significant role in where emphasis is placed. Work with industry occurs at two levels: the strategic level, managed by the PWIB, is focused on building partnerships and long-term plans related to the sector; the tactical level, carried out in various ways through the operational partners, is focused on meeting an immediate need and working directly in a programmatic capacity with employers.</p>
<p>Alignment ~ SSWIP: The SSWIP specifically highlights the goal of “strengthening Pennsylvania’s industries and creating industry-led training strategies” and at the recommendation of the Workforce Development Task Force identifies “Targeting High-Priority Occupations” as one of three initiatives to increase opportunities for Pennsylvania residents. Clearly, these efforts are complemented by the PWIB’s strategic focus on career opportunities in high priority occupations and industries. In addition, in the vision statement of the SSWIP, one goal that is specifically outlined is that workers can acquire careers that pay family sustaining wages, which is one of the drivers of the PWIB’s approach in this area.</p>
<p>Alignment ~ Job Ready PA: Through Job Ready PA, over \$20 million in new funding has been invested in creating and strengthening industry partnerships and an emphasis has been placed on organizing industry partnerships in targeted industries and identifying high priority occupations that match up with regional demand. The PWIB is a major supporter of this approach, and has collaborated with a range of local and regional partners to bring a proportional share of these grants to the region. Our participation has ranged from co-applicant to advisory, as appropriate. To further support Job Ready, we have geared up to provide the data and analysis necessary to support the grant applications and the ongoing work.</p>

Small/New/Emerging Industry Support: To the extent that small, new and emerging companies fall into the high priority classification (e.g. high growth relative to the economy and living wage/articulated growth opportunities that lead to a living wage), they receive priority for services offered through the public workforce system. In these cases, in addition to core workforce services, there is a strong likelihood that work is underway to align educational curricula to meet industry need, and that additional funds are available to either individuals or companies to support training.

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Publishing and distributing career ladder information for additional high priority industries
- Expanding sector-specific models to more industries
- Marketing CareerLink services by sector
- Develop a public information campaign about growth industries and occupations – and the training needed
- Promotion of best practices for worker upgrading

PA CareerLink

PWIB Approach: As the public face of the adult workforce system, the PWIB views the local CareerLink system as central to fulfilling strategic plans related to addressing the regions human capital needs. As such, all industry projects have a CareerLink component, activities that support the PWIB's strategic priorities are communicated with the CareerLink Operator, and strategies for project implementation are developed collaboratively between the Consortium and the PWIB CareerLink Committee.

Alignment ~ SSWIP: The SSWIP specifically notes that, "CareerLink service delivery is a critical component for effective and efficient services to Pennsylvania customers." The local focus on working at every level to create and deliver a world-class set of services through CareerLink is critical to the success of the public workforce system.

Alignment ~ Job Ready PA: See above

Small/New/Emerging Industry Support: Because CareerLink Centers are located in neighborhoods across the City, those individual centers have become recruitment sources for smaller, neighborhood-based businesses and serve the important purposes of connecting employers to a localized labor pool. Also see "Business Services" below.

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Enhance services to 18-21 year olds
- Better inform elected officials about CareerLink services
- Initiate citywide cross training on the full range of business services
- Explore strategies to integrate CareerLink and EARN Center services at the local level with the goal of increasing the reach of workforce services with level or reduced infrastructure costs

Business Services

PWIB Approach: Business services are transactional in nature, and as such are appropriately provided through CareerLink and by the Philadelphia Workforce Development Corporation's Business Services Unit. The PWIB provides information to guide services and conducts oversight. The PWIB also directs money to training in key sectors and helps to develop resources to support direct business outreach.

Alignment ~ SSWIP: The plan emphasizes the need for a public workforce system to be responsive to the needs of business and industry, and highlights the importance of business services as a strategy to facilitate the alignment of CareerLink services to meet those needs. In fact, the Commonwealth, as part of its overall plan, has provided support to the local system to integrate business services in CareerLinks.

Alignment ~ Job Ready PA: To optimize the potential of Job Ready PA, local areas must have a strong capacity to deliver business services to employers, as well as translate their business needs in ways that are actionable through CareerLink and the broader public workforce system.

Small/New/Emerging Industry Support: Without understating the importance of business services to the region's largest employers, small and emerging companies that partner with the public workforce system do benefit more from business services because they do not typically have all the resources they need to independently assess, develop, and execute their hiring, training and upgrading needs. Therefore, business services are targeted to small, emerging, and new businesses. Additionally, the PWDC Business Services Unit interfaces directly with the city team that recruits new business to the city to insure connection to the public workforce system and employers new to the city.

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Initiate citywide cross training on the full range of business services offered through CareerLink and a wide range of other offices
- Strategically market data and successful programs to the employer community
- Develop and foster additional partnerships with organizations and businesses with similar priorities for resource sharing and programmatic strengths
- *These local efforts are designed to be complementary to efforts currently underway in partnership with the Commonwealth through CareerLink.*

Resource Development and Alignment

PWIB Approach: The PWIB believes leveraging of resources and diversification of funding support is critical to an effective workforce system. (After all, the issues exist whether or not a funding stream is available to address them.) Therefore, the PWIB and its partners work to secure additional funds and to maximize current resources by increasing efficiency, minimizing duplicative efforts, eliminating investments in projects without demonstrated effectiveness, and targeting new investments to high-impact projects. *In addition to a core purpose of CareerLink to eliminate duplication, an exceptional example of where this priority has been realized is in the work of the Philadelphia Youth Network, where a single administrative infrastructure was created to support youth enrollment, participant tracking, employer recruitment, and other shared needs. Another example is the Life Science Career Alliance, where the region's five WIBs have combined their resources with those of industry to establish, in essence, a WIB specializing in a key industry sector.*

Alignment ~ SSWIP: A core theme of the plan is to align resources and eliminate duplication; it also directly encourages LWIBs to take a strategic and collaborative approach, and to cooperate and communicate with other workforce development agencies.

Alignment ~ Job Ready PA: See above

Small/New/Emerging Industry Support: Developing new resources and aligning existing resources expands the ability to provide services to a wider range of customers.

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Pursue opportunities to establish an external fundraising arm for all key workforce projects
- *As noted in "CareerLink" above:* Explore strategies to integrate CareerLink and EARN Center services at the local level with the goal of increasing the reach of workforce services with level or reduced infrastructure costs

Regional Alignment

PWIB Approach: The PWIB recognizes that city borders are meaningless to employers when it comes to finding workers, and to workers seeking employment. Therefore to the greatest extent possible workforce services should be coordinated across the region. In 2002, the PWIB joined with the workforce investment boards in Bucks, Chester, Delaware, and Montgomery Counties to organize the Southeastern Pennsylvania Regional WIB Collaborative. The focus of this group is to advance the alignment of workforce industry needs across county borders.

Alignment ~ SSWIP: The State's plan specifically directs LWIBs to "align regional resources through outreach and collaboration with regional workforce, education, and economic development organizations, programs, and initiatives." The Collaborative is designed to achieve this end. Additionally, the signature initiative of the Collaborative is the Life Science Career Alliance, which is a regional entity (described above).

Alignment ~ Job Ready PA: One of the original incumbent worker training grants awarded was a regional one through the LSCA (awarded to the PWIB) to upgrade incumbent workers in emerging biotech companies in the region. The original group of employers has increased from 4 to 13.

Small/New/Emerging Industry Support: See above.

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Continue its participation in the regional collaborative
- Pursue opportunities for regional projects as they emerge
- Continue its substantial support of and participation with the LSCA

Advocacy

PWIB Approach: Through its advocacy efforts, the PWIB aims to optimize the public system's ability to connect youth to the labor market and to increase career access and advancement opportunities for unemployed and underemployed adults in Philadelphia. In its annual advocacy plan (2005/2006), the PWIB has identified the following goals: (1) level federal appropriations in FY2006; (2) reauthorization that maintains strong local control and flexibility; and (3) advance specific recommendations for alignment of resources to the Commonwealth.

Alignment ~ SSWIP: N/A – this is a local responsibility not explicitly outlined in the plan.

Alignment ~ Job Ready PA: N/A – this is a local responsibility not explicitly outlined in the plan. However, through its advocacy work, the PWIB has aggressively supported the Governor's Job Ready agenda with the state legislature as well as promoted Pennsylvania's efforts at the federal level.

Small/New/Emerging Industry Support: N/A

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Update the Advocacy Plan for 2007
- Continue to build and maintain relationships with legislators at all levels of government
- Work with candidates for Philadelphia Mayor (election in 2007) to help insure workforce development continues as a local priority

Cross-Cutting Labor Supply Initiatives

PWIB Approach: The PWIB understands that in order to build a competitive workforce advantage in Philadelphia, the city must have a strong labor supply; in fact, the quality of the local labor supply is the issue that is common to nearly every industry sector and occupational cluster. To address this need, the board has launched several innovative signature initiatives aimed at improving overall labor force participation and skills, with an emphasis on youth engagement in the workforce, workforce literacy, and post-secondary attainment.

Alignment ~ SSWIP: The vision for the SSWIP specifically describes a workforce system that includes education and training programs that bridge skill gaps and meet employer's needs for a skilled workforce. It acknowledges that an increasing number of industries require that their workers "have the ability to problem solve and the flexibility and adaptability to learn new skills." In addition, it delineates the clear correlation between earnings and education and recognizes the need to prioritize efforts to increase opportunities for Pennsylvania's residents.

Alignment ~ Job Ready PA: Prioritizing cross-cutting education and training issues, aligns with the Governor's *Job Ready Pennsylvania* priorities, which include: "ensuring that workers have the skills they need to compete in the global economy; increasing options for students to receive post-secondary education; and, boosting the skills of high school graduates."

Analysis: Local workforce data strongly supports the PWIB's cross-cutting labor initiatives. Research has found that (1) 1 in 4 youth 16-24 are disconnected from work *and* school (2) 67 percent of Philadelphia's adults have low literacy levels - too low in most cases to adequately compete for jobs in key industry sectors or to advance in those sectors and (3) Philadelphia ranks 92nd out of the 100 largest cities in post-secondary completion at 18% (compared with a national *average* of 23%) while 70% of new jobs require that certification. All of these challenges must be addressed in order to achieve Philadelphia's vision of a city with a competitive workforce advantage and the Governor's vision of a "job ready" Pennsylvania.

Small/New/Emerging Industry Support: Given the increasing emphasis on jobs that demand post-secondary certification, most businesses – be they large or small, new or old, emerging or entrenched – need access to an educated and experienced labor supply in order to grow and flourish.

Plans for Moving Forward: In order to continue to enhance our efforts in this area, the PWIB plans to do the following:

- Follow through on the strategic plans established for each of its signature initiatives.
- Continue to work with and through industry to overlay sector needs onto these more general efforts.

III GOVERNANCE STRUCTURE

A. Organization

1. *Describe the role of the Local Elected Official (LEO) in the governance and implementation of WIA in the local area. In local areas consisting of more than one unit of government, indicate the decision making process between the local elected officials.*

In 1999 the PWIB was established by then-Mayor Rendell, acting on his authority as the chief elected official of the City of Philadelphia. The PWIB is a volunteer public policy board that works in partnership with and on behalf of the Mayor to govern Philadelphia's public workforce system. Under the Mayor's charge which is reflected in the LEO/Philadelphia Workforce Investment Area Agreement, the PWIB serves as the City's arm for workforce development policy, and works to translate the Mayor's priorities into workforce investment policy. Each member of the PWIB is appointed by the Mayor.

2. *Identify the WIA Title I Operator. Describe the process for selection and the relationship of the Title I Operator to the Board.*

WIA Title I core and intensive services are delivered by the Philadelphia Workforce Development Corporation (PWDC), which is also a member of the CareerLink Consortium, the organization that operates the local CareerLink system. As required by the Commonwealth, the PWIB selected the operator at its first meeting in September 1999 and has remained the Title 1 provider since that time. The CareerLink Committee—one of the PWIB's standing Committees—meets regularly with the Title 1 provider and receives updates on activities intrinsic to this service including the adult and dislocated worker training services which are outsourced (for additional information on the selection of providers, please refer to the section on training). Youth service providers are selected through a competitive process directly overseen by the PWIB Youth Council; the process is managed by the Philadelphia Youth Network, which was selected as the Youth operator through a competitive process led by the PWIB in collaboration with the Administration.

3. *Identify the entity responsible for the disbursement of grant funds, as determined by the Chief Elected Official (CEO). Provide all contact information for this entity.*

The Mayor has designated the Philadelphia Workforce Development Corporation (PWDC) as the WIA Title I Fiscal agent. Through a competitive bid process, the Philadelphia Youth Network (PYN) was selected as the contracting agency for WIA Title I funding to support youth workforce development activities. PWDC is accountable to the PWIB, on the City's behalf, for administering WIA Title I resources in a way that advances the City's strategic vision. PYN is accountable to the PWIB's Youth Council.

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

B. Local Workforce Investment Board

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

The Mayor relies on the PWIB to advance and address workforce issues, and as such the PWIB serves on the City's Economic Development Cabinet and the Mayor's Gaming Task Force, takes part in the city's weekly legislative meetings, represents the City of Philadelphia on the US Conference of Mayors Workforce Development Council, and is otherwise positioned to provide leadership in the workforce arena.

The PWIB also recognizes that its efforts to address workforce issues must be data driven. Therefore, the board uses data to locate gaps in services and to identify areas where the PWIB has the opportunity to make the greatest impact using available resources and where the greatest priorities are for leveraging and raising additional resources. Currently, the PWIB engages in industry cluster analysis, funding stream analysis, technical studies (career ladders, etc.), and issue-related studies.

The PWIB also understands that in order to build a competitive workforce advantage in Philadelphia, the city must have a strong labor supply; in fact, the quality of the local labor supply is the issue that is common to nearly every industry sector and occupational cluster. To address this need, the board has launched several innovative signature initiatives aimed at improving overall labor force participation and skills, with an emphasis on youth engagement in the workforce, workforce literacy, and post-secondary attainment.

Additionally, the PWIB believes leveraging of resources and diversification of funding support is critical to an effective workforce system. Therefore, the PWIB works to secure additional funds and to maximize current resources by increasing efficiency, minimizing duplicative efforts, eliminating investments in projects without demonstrated effectiveness, and targeting new investments to high-impact projects. As described above, to maximize the use of available resources, the PWIB has conducted resource mapping since its inception. Through this work, the PWIB has identified about \$250 million in annual resources serving about 80,000 individuals in the city. The board has also actively sought to leverage additional resources by building sustainable partnerships with a diversity of local agencies including industry groups, educational institutions, and other local WIBs. Furthermore, the PWIB and its partners have employed several fundraising strategies, depending on the source and the project. These include raising matching funds, soliciting private donations or sponsorships, encouraging corporate memberships and collective investments, applying for traditional grants, requesting in-kind contributions or fee-for-service/cost sharing and seeking industry contributions.

Additional Youth Workforce Functions:

From the earliest stages of WIA implementation, the PWIB and its Youth Council took a broad view of their responsibilities for youth services, setting out not only to fund and oversee a set of individual programs but also to build a comprehensive citywide system for youth workforce development. To this end, in 2002 the Board launched WorkReady Philadelphia, a coordinated approach to youth workforce

development that incorporates investments from WIA, TANF, local foundations, City agencies, the School District and private sector employers. In all, WorkReady programs and services offer opportunities for more than 7,000 youth each year.

Using the WorkReady Philadelphia infrastructure, the PWIB Youth Council and its committees identify goals, develop work plans and recommend funding for programs beyond those funded by WIA including others funded by TANF, local foundations, and several city-agencies. All of these programs are held to a set of standards developed in partnership with City which applies them to the youth serving organizations it funds as well. Outcomes for TANF-funded programs are consistent with WIA requirements, and also include project-based instruction that enables participating youth to earn high school credit for the projects they develop. Foundation and private sector-funded efforts focus more heavily on workplace success skills, including portfolio development. DHS-funded programs support center-based activities for out-of-school youth and young offenders, with outcomes that relate to basic skills attainment, work readiness and occupational skills, and community reintegration.

The coordinated approach to youth workforce development has enabled the Board to leverage an expanding pool of non-WIA funds, including annual support from TANF youth development (\$3M of the City's allocation); \$1.3M from the William Penn Foundation and other area philanthropies; \$40M from the School District of Philadelphia, \$2M from the City's Department of Human Services; \$1M from the Youth Transition Funders Group (Wm Penn, Gates, Carnegie and Mott Foundations) and approximately \$500,000 from private sector contributions.

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

To improve the operational collaboration of workforce investment activities and programs, the PWIB and PWDC, the WIA Title I Fiscal agent, developed a Memorandum of Understanding delineating each organization's roles and responsibilities. To identify and eliminate barriers to youth workforce investments and programs, the Board launched WorkReady Philadelphia, a coordinated approach to youth workforce development that incorporates investments from WIA, TANF, local foundations, City agencies, the School District, and private sector employers.

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

3. *Describe how the Board ensures that meetings and information regarding Board activities are accessible to the public (including persons with disabilities.)*

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

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

Locally, the PWIB maintains three standing committees that oversee and guide the delivery and performance of local workforce programs and are responsible for communicating and sharing information within the local system. The PA CareerLink Committee works directly with the One-Stop system Operator in fulfilling its responsibility to govern and monitor the performance of the local PA CareerLink system on behalf of the PWIB. The Public Investments Committee monitors the impact of WIA and other workforce programs, guides – on behalf of the PWIB – the WIA adult and dislocated worker investment strategy, and oversees the PWIB's state of the workforce activities. The Youth Council guides the investment and impact of workforce resources for youth, and works in the broader youth development context to integrate workforce development practices into a range of youth-related systems, including public schools, the juvenile justice system, and the social service system.

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

Sharing with other local boards is achieved through a number of vehicles. The PA WIB Association provides a mechanism for information-sharing statewide. The Southeastern PA WIB Association does the same regionally; it further provides a platform for regional project development and support. The PWIB is a member of the National Association of Workforce Boards and collaborates with the National Center for Education and the Economy, and uses their information to stay abreast of national trends. As the Mayor's representative on the United States Conference of Mayors Workforce Development Council, of which the PWIB CEO is currently president, the PWIB is connected to a local coalition that collectively (as well as individually) works with the Congress and the Bush Administration on national workforce policy issues.

5. *Describe the relationship of the Youth Council to the LWIB and to the WIA Title I Operator.*

The Youth Council has been appointed as a standing committee of the PWIB as mandated by the Workforce Investment Act, guidance from the Commonwealth, and the WIB Bylaws. As such, it interacts and coordinates activities in accordance with the WIB Bylaws and the Workforce Investment Act Agreement between the Mayor of Philadelphia and the WIB.

Several key members of the PWIB serve on the Youth Council and the Chair of the Youth Council serves on the PWIB. Furthermore, representatives from key community organizations sit on the Youth Council and are able to bring a community perspective to deliberations. In this way, information flows both from the PWIB and the Youth Council to the community, and from the community back to the Council and the WIB.

The Philadelphia Youth Network (PYN) has been designated by the PWIB to staff the PWIB Youth Council and was selected through a competitive process to administer the WIA Title I youth contracts. Those contracts are awarded through a competitive process under the auspices of the PWIB Youth Council, which – as required by federal law – makes recommendations to the PWIB for final contract approval. PWDC manages the PYN contract and conducts periodic fiscal monitoring.

6. *Describe the process used to identify and select local Board members.*

With regard to business representatives, the PWIB staff maintains an analysis of board membership compared to major industry sectors that is used as a tool when board recruitment is discussed. The analysis includes the percentage of employment in the city, the percentage in the region, and the percentage of private sector members by industry. To fill gaps, The PWIB works closely with the Mayor's Office, the Greater Philadelphia Chamber of Commerce, other business groups, and industry associations to identify and recruit private sector members that are representative of key industry clusters.

Other board members are identified in a variety of ways. For example, organized labor representatives are identified through a nomination process organized by the Philadelphia Council AFL-CIO. Economic

development representatives are identified in collaboration with the City of Philadelphia Commerce Department. Our literacy representative is selected by the Mayor from among a list generated by the local literacy coalition in partnership with the Commonwealth. Other public representatives are identified based on their job responsibilities. As there is no overarching local organization that represents the many educational institutions and organizations, representatives from the education community typically become members through their involvement in a PWIB initiative or project. Community representatives are identified in a similar manner. In addition to the deliberate activities described above, potential members also come to the attention of the PWIB through recommendations of current board members or through participation in one of the PWIB's many projects.

In all cases, potential members are discussed by the PWIB Executive Committee. At their direction, candidates are presented to the Mayor with the PWIB's recommendation. All appointments are at the Mayor's discretion.

It should be noted that the PWIB offers a wide range of participation opportunities for interested parties, irrespective of whether they are nominated or appointed by the Mayor.

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

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

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

- a) Serves in a position of authority with or is compensated by. This includes serving as an employee, consultant, member of the board of directors, or member of an advisory committee. It also includes being an owner or significant debtor of the organization.
- b) Has any past, present, or known future relationship with the organization that could cause a reasonable person to conclude that the Board member could not be unbiased in making decisions.

Board members also may not vote in matters where immediate family members meet any of the criteria outlined above. Immediate family is defined as parent, spouse, child, brother, sister, or like relative-in-law.

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

IV ECONOMIC AND LABOR MARKET ANALYSIS

Provide a detailed analysis of the local economy, the labor pool, and labor market. This analysis must include the following:

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

Philadelphia's job performance has lagged behind the nation and the state. The rate of job growth has remained relatively flat over the past 21 years. Over the last five years Philadelphia lost 40,000 jobs. The city's economy is heavily based upon the health and education sectors. Just over one in four Philadelphia jobs are found in these two sectors. Government plays a large role in Philadelphia as well. Government jobs comprise 15 percent of all employment (see chart below for further breakdown).

Top Industries in Philadelphia

Code	Description	Jobs
9L0000	Local Government	67136
611A00	Colleges, universities, and junior colleges	55866
622000	Hospitals	54122
4A0000	Retail trade	52007
722000	Food services and drinking places	41970
9F0000	Federal Government	26310
541100	Legal services	22066
420000	Wholesale trade	20690
623000	Nursing and residential care facilities	19205
621A00	Offices of physicians, dentists, and other health practioners	18545

Philadelphia's Economic Base Industries	Calendar Year 2006	Percentage of total local economic Base	Average Yearly Earnings	Number of Companies
Agriculture, forestry, fishing and hunting	109	0%	\$20,634	< 10
Mining	78	0%	\$55,893	< 10
Utilities	2,185	0%	\$29,000	< 10
Construction	15,907	2%	\$57,210	466
Manufacturing	28,747	4%	\$62,746	1,079
Wholesale trade	19,680	3%	\$65,260	1,328
Retail trade	51,252	7%	\$29,818	4,293
Transportation and warehousing	31,313	4%	\$47,507	411
Information	13,846	2%	\$92,238	402
Finance and insurance	34,961	5%	\$90,409	1,456
Real estate and rental and leasing	15,859	2%	\$27,203	1,026
Professional and technical services	56,468	8%	\$91,790	2,997
Management of companies and enterprises	11,503	2%	\$113,080	95
Administrative and waste services	29,121	4%	\$37,396	1,034
Educational services	78,433	11%	\$44,955	497
Health care and social assistance	136,266	18%	\$50,171	4,224
Arts, entertainment, and recreation	14,940	2%	\$35,960	349
Accommodation and food services	50,027	7%	\$23,891	3,243
Other services, except public administration	40,760	6%	\$31,272	4,395
Government	108,954	15%	\$67,689	376
Total	740,409	N/A	\$55,390	27,698

B. Industries and occupations expected to grow or decline in the short term and over the next decade.

- **Industries projected to experience growth**

In the short-term, Philadelphia will experience growth across eight industries with projected job growth of 15 percent of 54,553 jobs. The lion share of industry growth is projected to occur in the educational services and health care sectors. About 70 percent of new job growth will come from these two industry sectors. This trend is projected to continue over the next decade.

Industry	2004	2011	Change	%Change
Educational services	72,248	92,482	20,234	28%
Health care and social assistance	132,162	150,323	18,161	14%
Accommodation and food services	47,439	53,892	6,453	14%
Management of companies and enterprises	9,194	12,693	3,499	38%
Arts, entertainment, and recreation	13,964	16,242	2,278	16%
Other services, except public administration	40,108	41,966	1,858	5%
Transportation and warehousing	30,878	32,646	1,769	6%
Real estate and rental and leasing	15,590	15,890	301	2%

- **Industries projected to experience job losses**

Over the short-term Philadelphia is projected to lose 28,000 jobs, a decline of 8 percent. About 45 percent of the loss in jobs is projected to take place in the finance and insurance and manufacturing sectors.

Industry	2004	2011	Change	%Change
Finance and insurance	37,201	29,914	-7,287	-20%
Manufacturing	30,717	25,070	-5,647	-18%
Retail trade	53,372	49,474	-3,898	-7%
Wholesale trade	19,937	17,100	-2,837	-14%
Administrative and waste services	33,595	30,776	-2,820	-8%
Government	109,563	107,356	-2,208	-2%
Information	14,837	12,749	-2,088	-14%
Professional and technical services	57,120	55,776	-1,344	-2%
Construction	15,948	15,370	-578	-4%

- **Occupations projected to experience growth 2004-2011**

Jobs with projected growth in Philadelphia are heavily concentrated in the health and education sectors. Most do not provide family sustaining wages. Only 3 of the 10 projected highest growth occupations pay family sustaining wages and all three require a college degree.

Please note the salaries of some occupations fall below the recently approved Commonwealth of Pennsylvania increased minimum wage of \$6.25 and \$7.15, effective January 1, 2007 and July 1, 2007, respectively. It is expected future information will reflect the increased minimum wage.

Occupation	Change in Jobs	% Change	Earnings
Registered nurses	2,861	13%	\$22.03
Postsecondary teachers	2,095	32%	\$18.23
Waiters and waitresses	1,479	17%	\$6.17
Janitors and cleaners, except maids and housekeeping cleaners	1,317	10%	\$7.26
Child care workers	1,300	22%	\$4.67
Home health aides	1,199	45%	\$7.99
Personal and home care aides	983	19%	\$6.61
Teacher assistants	982	18%	\$6.67
Accountants and auditors	927	13%	\$18.45
Combined food preparation and serving workers, including fast food	858	8%	\$6.02
Social and human service assistants	845	30%	\$8.32
Medical assistants	806	23%	\$10.42
Nursing aides, orderlies, and attendants	801	10%	\$9.74
Elementary school teachers, except special education	683	9%	\$20.80
Maintenance and repair workers, general	678	9%	\$10.50
Preschool teachers, except special education	652	32%	\$6.67
Executive secretaries and administrative assistants	590	7%	\$12.43
Food preparation workers	499	12%	\$6.56
First-line supervisors/managers of food preparation and serving workers	491	16%	\$9.06
Child, family, and school social workers	486	21%	\$11.09

- **Occupations projected to experience job losses 2004-2011**

In the last five years alone Philadelphia has lost over 12,000 manufacturing jobs, yet jobs within the finance sector such as tellers and insurance sales agents, are expected to experience significant losses as well.

Occupation	Change in Jobs	Percent Change	Earnings
Retail salespersons	-1,577	-10%	\$6.47
Cashiers, except gaming	-1,088	-6%	\$6.16
Stock clerks and order fillers	-1,067	-16%	\$7.25
Tellers	-943	-40%	\$9.06
Couriers and messengers	-678	-49%	\$7.30
Sewing machine operators	-649	-54%	\$7.05
Mail clerks and mail machine operators, except postal service	-616	-29%	\$8.97
File clerks	-539	-21%	\$6.94
Securities, commodities, and financial services sales agents	-496	-23%	\$28.00
Telemarketers	-482	-17%	\$8.88

Occupation	Change in Jobs	Percent Change	Earnings
Claims adjusters, examiners, and investigators	-365	-13%	\$14.26
Secretaries, except legal, medical, and executive	-355	-3%	\$9.76
Travel agents	-348	-43%	\$9.72
First-line supervisors/managers of non-retail sales workers	-348	-19%	\$19.71
Order clerks	-341	-23%	\$9.53
Insurance claims and policy processing clerks	-321	-13%	\$12.13
Photographers	-303	-22%	\$11.93
First-line supervisors/managers of retail sales workers	-303	-5%	\$10.81
Insurance sales agents	-302	-13%	\$16.34
Packaging and filling machine operators and tenders	-288	-17%	\$9.41

C. Local industries and occupations that have a demand for skilled workers and have available jobs, both today and projected over the next decade

Changes in the mix of jobs and mix of tasks significantly affect the demand for education, resulting in an increase in the share of college labor market jobs and a decline in blue-collar occupations. Employment is polarizing into high-wage and low-wage jobs at the cost of middle-wage work. Changes in the mix of jobs and mix of tasks significantly affect the demand for education, resulting in an increase in the share of college labor market jobs and a decline in blue-collar occupations. Occupation projections reveal that between 2004 and 2011, the number of jobs in Philadelphia for plumbers, survey technicians, machine setters, electricians, prepress workers and other similar occupations will shrink slightly.

Industry	2006	2015	Change	% Change	Earnings	# of Companies
Transportation and warehousing	31,313	33,328	2,450	6%	\$47,507	452
Educational services	78,433	98,000	25,752	25%	\$44,955	526
Health care and social assistance	136,266	155,197	23,035	14%	\$50,171	4,224
Arts, entertainment, and recreation	14,940	16,716	2,752	12%	\$35,960	349
Accommodation and food services	50,027	55,203	7,765	10%	\$23,891	3,243
Total	310,979	358,444	61,754	15%	\$43,787	8,794

Occupation	2004	2015	New Jobs	% New		Earnings
				Replacement Jobs	and Replacement Jobs	
Bill and account collectors	3,287	3,736	448	681	34%	\$10.65
Bus drivers, school	2,290	2,471	181	548	32%	\$6.68
Bus drivers, transit and intercity	1,423	1,553	130	341	33%	\$9.77
Cashiers, except gaming	17,821	16,116	-1,705	9,538	44%	\$6.16
Chief executives	3,431	3,722	291	712	29%	\$22.16
Child care workers	5,895	7,712	1,817	1,766	61%	\$4.67
Combined food preparation and serving workers, including fast food	10,294	11,269	975	4,908	57%	\$6.02
Computer and information systems managers	1,368	1,575	207	273	35%	\$27.04
Computer systems analysts	2,147	2,513	366	267	29%	\$24.26
Counter attendants, cafeteria, food concession, and coffee shop	3,367	3,689	322	2,417	81%	\$6.25
Crossing guards	3,294	3,037	-257	1,166	28%	\$7.62
Education administrators, elementary and secondary school	1,998	2,100	102	546	32%	\$32.74
Educational, vocational, and school counselors	1,994	2,353	359	501	43%	\$12.39
Employment, recruitment, and placement specialists	1,037	1,203	166	175	33%	\$14.50
Executive secretaries and administrative assistants	7,963	8,570	607	1,678	29%	\$12.43
First-line supervisors/managers of housekeeping and janitorial workers	1,235	1,426	191	321	41%	\$9.93
First-line supervisors/managers of mechanics, installers, and repairers	1,741	1,806	65	480	31%	\$16.53
First-line supervisors/managers of transportation and material-moving machine and vehicle operators	1,098	1,154	56	284	31%	\$13.85
Food servers, non-restaurant	1,200	1,215	15	442	38%	\$6.32
Hairdressers, hairstylists, and cosmetologists	2,293	2,716	422	486	40%	\$7.12
Healthcare support workers, all other	1,784	2,163	379	363	42%	\$9.39
Home health aides	2,669	4,395	1,726	385	79%	\$7.99
Human resources assistants, except payroll and timekeeping	933	1,060	127	221	37%	\$12.47
Human resources, training, and labor relations specialists, all other	2,016	2,456	440	378	41%	\$6.45
Janitors and cleaners, except maids and housekeeping cleaners	12,883	14,574	1,691	2,689	34%	\$7.26
Kindergarten teachers, except special education	912	1,104	192	119	34%	\$10.67
Laborers and freight, stock, and material movers, hand	8,537	8,027	-510	3,069	30%	\$8.15
Landscaping and grounds keeping workers	2,048	2,242	194	490	33%	\$9.09
Licensed practical and licensed vocational nurses	3,719	3,907	188	892	29%	\$16.22
Maintenance and repair workers, general	7,934	8,802	868	1,676	32%	\$10.50
Medical and clinical laboratory technologists	1,856	2,023	167	550	39%	\$16.51
Medical and health services managers	2,552	2,849	298	547	33%	\$22.36

Occupation	2004	2015	New Jobs	Replacement Jobs	% New and Replacement Jobs	Earnings
Medical and public health social workers	2,398	2,846	448	451		\$12.88
Medical assistants	3,549	4,667	1,118	722	52%	\$10.42
Middle school teachers, except special and vocational education	5,653	6,006	352	1,372	31%	\$21.22
Office and administrative support workers, all other	1,405	1,438	33	365	28%	\$9.10
Police and sheriff's patrol officers	7,425	7,689	264	2,113	32%	\$19.92
Postsecondary teachers	6,545	9,396	2,850	1,626	68%	\$18.23
Preschool teachers, except special education	2,014	2,932	917	263	59%	\$6.67
Production, planning, and expediting clerks	1,429	1,469	40	381	29%	\$13.33
Property, real estate, and community association managers	2,298	2,545	247	472	31%	\$10.17
Purchasing agents, except wholesale, retail, and farm products	2,088	2,358	270	572	40%	\$15.80
Receptionists and information clerks	6,007	6,469	463	1,623	35%	\$8.78
Recreation workers	1,571	1,712	140	397	34%	\$6.53
Sales and related workers, all other	1,604	1,827	223	336	35%	\$9.75
Secondary school teachers, except special and vocational education	8,254	8,765	511	2,555	37%	\$20.78
Social and human service assistants	2,778	3,972	1,194	538	62%	\$8.32
Special education teachers, middle school	2,118	2,248	129	555	32%	\$21.12
Special education teachers, secondary school	3,924	4,162	237	1,029	32%	\$21.87
Tax examiners, collectors, and revenue agents	1,719	1,776	57	434	29%	\$13.84
Teacher assistants	5,477	6,782	1,305	1,164	45%	\$6.67
Vocational education teachers, secondary school	3,340	3,239	-101	1,034	28%	\$21.42

D. Occupations most critical to the local economic base.

In the past, Philadelphia's economy was dominated by manufacturing, providing half of the city's jobs. But as manufacturing decreases, now accounting for just 5 percent of the city's employment, education and health have emerged as principal drivers of the local economy. Occupational projection data show that nurses and postsecondary teachers will constitute the highest demand occupations, with close to 5,000 new jobs by 2011. In addition, it is anticipated that the demand for childcare workers, teacher assistants, and home health aides will grow by 4,400.

E. Skill needs for the available, critical and projected jobs.

Occupation	Knowledge O*Net	Skills O*Net
Registered nurses	1,180	1,924
Postsecondary teachers	624-1,096 *	1,395-1,986 *
Waiters and waitresses	904	1,293
Janitors and cleaners, except maids and housekeeping cleaners	474	581
Child care workers	755	1,493
Home health aides	739	1,192
	Knowledge	Skills

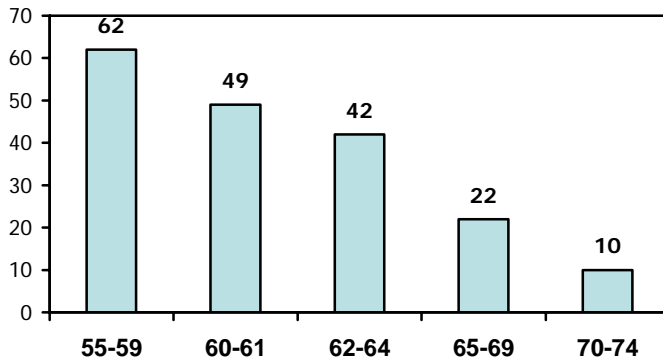
Occupation	O*Net	O*Net
Personal and home care aides	419	1,654
Teacher assistants	650	1,157
Accountants	954	1,721
Auditors	834	1,667
Combined food preparation and serving workers, including fast food	948	1,219
Social and human service assistants	1,332	1,594
Medical assistants	873	1,761
Nursing aides, orderlies, and attendants	941	1,680
Elementary school teachers, except special education	1,328	1,544
Maintenance and repair workers, general	1,053	1,827
Preschool teachers, except special education	786	1,251
Executive secretaries and administrative assistants	827	1,320
Food preparation workers	737	1,417
First-line supervisors/managers of food preparation and serving workers	921	1,706
Child, family, and school social workers	1,038	1,345

** Range of knowledge and skills of all the different types of postsecondary teachers (Mathematics, Psychology, English and Literature, Art, Drama and Music....)*

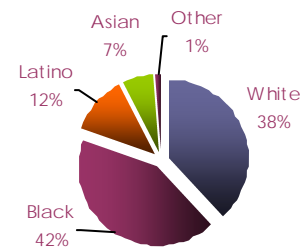
F. Current and projected demographics of the available labor pool, including the incumbent workforce

Aging baby-boomers will begin retiring in large numbers by 2011. The effects on the city's economy and on certain occupations and industries will be significant. One natural response to the aging population will be a healthier group that will most likely increase their participation in the labor force. In addition, rising pressures on retirement incomes and a growing scarcity of experienced labor could generate more participation in the labor force. National projections show by 2012, the greatest increase in the labor force will be among the 55-to-64 and 65-to-74 age groups. Over the next six years Philadelphia's population between the ages of 55-and 74 will grow 18 percent. However, at the same time, younger workers will be needed to fill the vacated jobs, many of which require relatively higher skills. Sectors that are experiencing skill shortages due to an aging workforce include utilities, healthcare and government. It is projected that one-half of the utilities workforce will be eligible for retirement by the end of the decade. By 2011, the number of 35-44 year-olds in Philadelphia, who are typically expected to move into senior management positions, will only increase by 1,500 persons, a growth rate of less than 1 percent. In contrast, the number of Philadelphian workers between the ages 45-54 will grow by 8 percent. The racial and ethnic groups that are the least educated are the fastest growing. The By 2011, 7 in 10 workers under age 30 will be from a minority group. By 2011, two of three Philadelphians ages 15 to 34 will be from a minority group. The number of Latinos in this age bracket will increase by 14%.

Labor Force Participation of Older Workers Philadelphia 2005



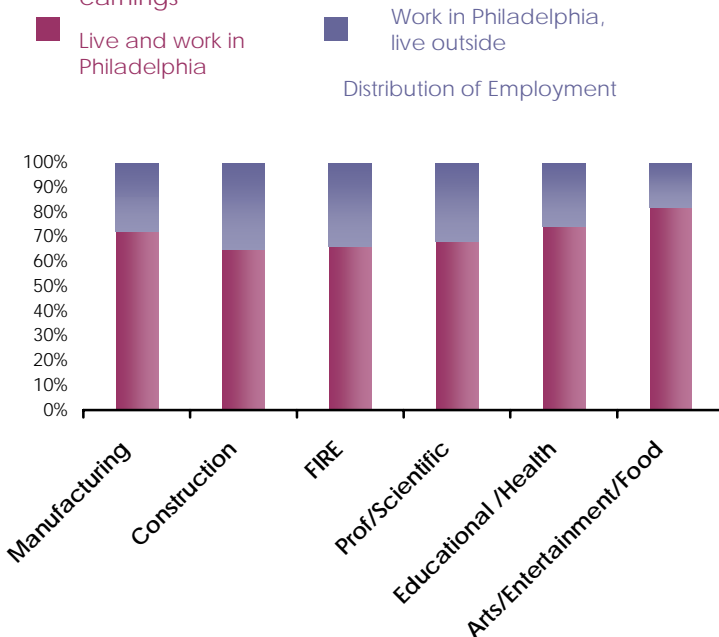
Projected distribution of Philadelphia's prime working-age population by race/ethnicity, 2011



With lower educational levels limiting access to higher paying jobs, minorities will face significant economic challenges in Philadelphia's labor market. The increasing importance of a higher education is met with diminishing opportunities to get one, particularly for Blacks and Latinos. Many of these youth are struggling to complete high-school. Further, it is estimated that only 14 percent of minority youth will complete four years of college, compared to 49 percent of white youth.

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

Philadelphians are least likely to have access to employment in some of the industries offering higher earnings



From 1995 to 2000, Philadelphia experienced an inflow of 135,266 persons and an outflow of 229,424 persons, a net loss of about 94,000 people. Philadelphia's labor supply will continue to be constrained due to slow population growth. It is projected that between 2006 and 2015, the growth rate among prime-age working adults (ages 25-54) will be only 2 percent. Immigrants will continue to play a major role in staving off declines in Philadelphia's labor pool. The PWIB will work with key stakeholders to develop strategies to address the shortage of adult education and ESL classes to empower immigrants to more effectively connect to the local and regional labor market.

Increasing competition at the bottom of the labor market is pushing many Philadelphians to find low-level jobs outside of the city. Access to higher wage jobs for those who live in Philadelphia are limited. Many of the high-skill jobs are located outside of the city. Philadelphia holds about 35 percent of metropolitan area jobs and continues to lose its share of the area's employment. The location of jobs coupled with the city's sluggish economy may help explain the high rate of Philadelphians who commute out to the suburbs. A

slightly higher number of Philadelphians' reverse commute (154,000) than suburbanites who commute into the city (147,000). Philadelphians, remain underrepresented in high-wage occupations, regardless of whether they work in the city or in the suburbs, Philadelphians are much more likely to be employed in service occupations and clerical positions. In 2000, reverse commuters were more likely to work in manufacturing, retail trade and finance industries. About 13 percent of reverse commuters worked in retail trade, a share that was double that of suburban commuters and 1.3 times the share who both lived and worked in the city. Reverse commuters were also much less likely to work in higher-level occupations than their suburban counterparts. About 6 in 10 suburban commuters held positions in management, business, financial or professional fields. This rate was double that of reverse commuters and 70 percent more than Philadelphians who both worked and lived in the city.

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

Philadelphia has experienced slow job growth, but there exists a mismatch between skills demand and skill supply. This challenge will continue into the next decade. Philadelphians without a high school diploma are less likely to move up the job ladder than they were a generation ago. Jobs that provide a pathway to upward mobility for Philadelphians with little formal education are fading. The strong effects of education on employment and earnings reflect a labor market that puts a higher premium on education than in the past.

The large concentration of high school dropouts underlies some of the city's poor labor market outcomes. Nearly one in four working age Philadelphians (194,000) have not completed high school or obtained a GED certificate. Less than 40 percent of high school dropouts in Philadelphia were working in 2000, compared to 76 percent of persons with an Associate's degree and 84 percent of those with Bachelor's degrees. Employment prospects extend beyond individual characteristics. Holding race, age and marital status constant, the employment prospects for Philadelphians who left high school by the 11th grade are almost 20 percentage points lower than those who completed high school.

The PWIB recognizes the implications of low educational attainment levels which permeate the local labor force. To that end, the PWIB established two signature initiatives Excel Philadelphia and Graduate! Philadelphia, which are detailed in the Plan to address literacy challenges and post-secondary educational attainment, respectively. As addressed in the Plan, community colleges, particularly the Community College of Philadelphia (CCP), are key in the effort to address the education gap, and as such are engaged in all aspects of the PWIB's work related to this issue.

Further, the PWIB has a strong collaboration with WEDnetPA, a Commonwealth of PA-funded program to address basic and information technology skill gaps of incumbent workers, serves as a specific example of CCP's work with to build the capacity of the local labor force and local and regional employers. The PWIB will continue to lead and support local endeavors to address this critical workforce challenge. Finally, With regard to strengthening the role of apprenticeships in the plan, the PWIB acknowledges the value of this model to enhance the skills of the labor force. As such, the strategy for connecting youth to employment uses this approach, and through partnerships with organized labor, the intent is to utilize a similar approach for adult job seekers.

V PLANNING AND EVALUATION

A. Describe the PA CareerLink system in the local area. Provide strategic information about the availability and coordination of PA CareerLink services, including:

- 1. Number and type of site (PA CareerLink centers and access points) and site locations.*
- 2. Factors used to assess the effectiveness of such configuration. Include factors for determining a location's business hours and the types of services offered.*

There are currently seven (7) PA CareerLink centers strategically placed throughout the city as well as 25 Community Outreach Centers (formally named Access Points) to optimize outreach into the community and deepen the connection to the PA CareerLink system.

PA CareerLink Administrators oversee the daily operations of a center and report to the Director of Operations who in turn reports to the PA CareerLink Consortium, the One-Stop Operator. The Director of Operations routinely provides updates to the Operator regarding the system's performance outcomes. Monthly meetings are held to share best practices and to promote uniformity.

Community Outreach Centers are linked to a comprehensive PA CareerLink office in its surrounding area. In an effort to facilitate information sharing and extend services to the community, liaisons have been established at each PA CareerLink office to serve as a point of contact for these satellite offices. Additionally, materials and training are provided by the designated PA CareerLink center.

PA CareerLink center hours of operation are 8:00am-5:00pm. To increase service availability beyond traditional hours, centers extended services into the evening; however data generated from the swipe card system showed little or no traffic during these hours. On occasion, PA CareerLink centers will host evening hours to provide specific programming such as Campaign for Working Families-an initiative designed to connect low income residents access a variety of tax credits and other public benefits.

PA CareerLink Philadelphia centers

North PA CareerLink

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

Calle Americana PA CareerLink

216 W. Somerset Street
Philadelphia, PA 19133
267-765-2260
TDD/TTY: 215-634-4470

Northwest PA CareerLink

235 West Chelton Avenue
Philadelphia, PA 19144
215-560-5187
TDD/TTY: 215-560-5157

Nueva Esperanza PA CareerLink

4261 N. 5th Street
Philadelphia, PA 19140
215-324-0746
TDD/TTY: 215-967-9722

Northeast PA CareerLink

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

Suburban Station PA CareerLink

1617 JFK Boulevard, 2nd Floor
Philadelphia, PA 19103
215-557-2592
TDD/TTY: 267-514-8076

South PA CareerLink

930 Washington Avenue
Philadelphia, PA 19147
215-952-1137
TDD/TTY: 215-952-1160

Community Outreach Centers

1. AFL-CIO, 22 S.22nd Street, 2nd Floor. 19103,
2. Girard Avenue E3 Center, 1215 Germantown Ave. 19122
3. Kensington Townhouses NNC, 2607 N. Howard Street, 19133
4. Montgomery Townhouses NNC, 1836 N. 20th Street, 19121
5. Wister Townhouses NNC, 292 East Ashmead Street, 19144
6. BEACON at George Washington H.S., 10175 Bustleton Ave. 19116
7. Community Learning Center, 2801 Frankford Avenue, 19134
8. New World Association, 2212 Glendale Ave. 19152
9. Haddington Townhouses NNC, 5437 Wyalusing Avenue, 19131
10. Taylor Tabernacle, Turning the Tide, 427 S. 61st. St. 19143
11. Philadelphia School for the Deaf, W. School House Ln. 19144
12. Parkside Avenue E3 Center, 5070 Parkside Ave. 19131
13. Church of the Redeemer, 2421 Dickinson St. 19145
14. Dixon House/Diversified Community Center, 1920 S. 20th Street,
15. B-Mor Technologies, Kimberly Highsmith, 3133 N. 22nd St., 19132

16. The Achieving Reunification Center, Nikita Jackson, 714 Market St., 19106
17. Impact Services Corporation, Ray Jones, 1952 E. Allegheny Ave, 19134
18. Concerned Parents, Mini Moore Johnson, 5407 Woodland Ave, 19143
19. Faith Assembly of God, Richard Smith, 1926 Margaret Street, 19124
20. Richard Allen- Hildebrand Center, 2021 West Diamond, 19121
21. People for People, Inc., Donovan West, 800 N. Broad Street, Suite 700, 19130
22. United Communities of SE Philadelphia, Houston Community Center, 2029 S. 8th Street, 19148.
23. Diamond In The Rough Developmental Center, 5609 Wyalusing Ave. 19131
24. Project HOME: Honickman Learning Center, 1936 Judson Street, 19121.
25. Olney Korean Community Center, 6055 N. 5th St. 19120

To assess the effectiveness of the configuration, a third party evaluation conducted in 2004 as well as data collected from the swipe card system suggested the existing PA CareerLink Philadelphia centers are meeting the service demand of their assigned zip codes. Analysis shows that increased activities are needed in Center City and West/Southwest Philadelphia regions as well as Kensington/Frankford section of the city. As a result, Community Outreach Centers will be established to connect these communities to the larger system as full service centers in these areas do not exist. Data will be collected from each of these sites on a monthly basis to determine its operational effectiveness and impact. Strategic research will be conducted to determine where additional areas of the city which are not sufficiently represented and to identify potential agencies to join the network of Community Outreach Centers.

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

The PWIB has increased its internal capacity to conduct labor market research and analysis, and as a result, will more fully utilize data to guide all planning and decision-making. Internal resources and tools have been secured which will be integrated with information available from the Center for Workforce Information and Analysis (CWIA) and the Regional Analysis Data Tool (RDAT), as deemed appropriate. Efforts will be made to refine information used to align investments in occupations and industries important to the local and regional economy, including occupations on the statewide and local High Priority Occupations Lists. Further, labor market information will also govern outreach to industry groups and individual employers who will in turn confirm labor market information and guide related activities to impact workforce developments needs. For example, information regarding demand industry/occupations will guide outreach efforts to employers and guide policy for skills training investments.

C. Describe how LWIA ensures that the strategic direction and performance goals are communicated for PA CareerLink planning and alignment.

One of the PWIB's standing committees is the PA CareerLink Committee, which is charged to govern, set related policy, and provide oversight of the local PA CareerLink system and the One-Stop system Operator, the PA CareerLink Consortium. The Committee also works to align policy and system performance with the overall strategic direction and performance goals set by the full board. Efforts to align strategic direction and performance goals are routinely addressed in collaboration with the Consortium. The Committee meets monthly, at each local center on a rotating basis, and monitors overall activity of the local system and requires the Consortium to provide quarterly performance reports for the local CareerLink System.

The PWIB contracted with a third-party organization to assess the local PA CareerLink system in 2004. The Committee has been working with the Consortium to implement recommendations for enhancement in key areas highlighted in the final report, which include: 1) data collection, analysis, and reporting, 2) stronger integration of employer and business services, 3) uniformity of services, and 4) cross-training of center staff. This effort will guide on-going work to set strategic direction for the system and periodic assessment of current performance metrics to determine their appropriateness, but more importantly, to establish performance measures that are more aligned with local and state workforce policy and priorities.

The Committee meets with the Operator on a quarterly basis and works collaboratively to address a wide array of issues that impact the local One-Stop system. The Operator, in their periodic meetings with PA

CareerLink center leadership, translates priorities developed during Committee/Consortium meetings into center-specific and system-wide performance and priorities. The Committee monitors overall performance of the Consortium in fulfilling its role as Operator, and evaluates the Consortium based upon its ability to manage the operation of centers consistent with PWIB priorities and expectations, and meet performance benchmarks. The Committee provides technical assistance as deemed necessary.

D. Describe innovative strategies for improving services to business customers.

The PWIB recognizes the value of quality services to business customers, and as such has made the enhancement of PA CareerLink services to businesses one of its Strategic Priorities. As a result, the PWIB PA CareerLink Committee has been working with the Consortium to identify strategies to more effectively serve businesses. This effort is being guided by the outcome of the 2004 comprehensive evaluation of the local PA CareerLink system. A work group of Committee and Consortium members was formed to develop and implement enhancements in this component of service delivery and key strategies include: 1) More effective targeted outreach and marketing to employers from key industry to provide workforce services and to build partnerships and 2) Enhanced connection between workforce and economic development. In addition, private-sector members of the Committee formed a work group to educate PA CareerLink center staff about specific skills sets, competencies, and workplace culture related to entry-level jobs to guide information and counseling staff provide job seekers served in CareerLink. Related to this effort, members of the PWIB (predominately private-sector) have agreed to serve on a Human Resource Advisory Council to also guide efforts to strengthen services to business.

To further advance efforts to market to business, the Business Services department, housed at PWDC has begun efforts to revise its employer marketing materials to more comprehensively reflect the full array of services. Plans are underway to develop additional marketing material, to include a one-pager of services, a revised brochure, a DVD highlighting services that can be distributed, and a PowerPoint presentation to further guide employer engagement.

E. Describe any regional workforce development partnerships. Describe the purpose of these partnerships, the roles, goals and objectives along with the activities (such as regional planning, information sharing and/or coordination activities) that will help improve performance.

The PWIB has used a range of strategies to identify regional resources to support its agenda. A guiding philosophy of the PWIB's is that workforce development exists at the nexus of a range of systems – including, but not limited to, economic development, education, and social services. That concept will continue to guide the way in which the PWIB endeavors to build sustainable partnerships.

The PWIB is part of the Southeastern Pennsylvania WIB Collaborative, which – along with the four other WIBs in the region – works together to identify shared opportunities to advance the competitiveness of the region. One of the most notable collaborations of this partnership has been the creation of the Life Science Career Alliance (LSCA), an industry cluster initiative supported by the 5-WIBS and industry partnership groups with the goal of mobilizing regional resources to support adult career pathways in this sector. The LSCA has been involved in regional planning efforts, information sharing, and the coordination of activities across the 5-WIB region (for example, the LSCA organized activities across the region around health career week). The LSCA also works with industry partners from healthcare, biotech, education, and industry associations to identify areas where public investments can have the maximum impact and be of most value to the industry. Currently, the Southeastern Pa. Regional WIB Collaborative is in discussions with the Collegiate Consortium for Workforce and Economic Development and the Greater Philadelphia Hotel Association to establish a consistent hospitality curriculum across the region, in part to prepare for the coming of the gaming industry.

The PWIB partnered with the Montgomery County WIB and the Community Colleges in Philadelphia and Montgomery County to develop a Career Pathways program for the Financial Services sector based on industry input. In 2005, Citizens Bank contributed the resources for the first class of entry-level workers, recruited through PA CareerLink and conducted simultaneously at the two institutions.

The PWIB partnered with Collegiate Consortium and local WIBs in Chester, Delaware, and Montgomery counties to apply for a strategic industry partnership grant through Governor Rendell's Job Ready Pennsylvania plan. In 2005, the Governor awarded a grant for \$42,000 to create strategic relationships by convening an advisory committee in the industrial distribution/logistics industry. As a result, a number of industry partnership and incumbent worker grant were awarded by the Commonwealth's Workforce System to Philadelphia and the surrounding Southeastern PA region (Berks, Bucks, Chester, Delaware and Montgomery Counties), as listed below.

Industry Partnerships

1. The Delaware County Healthcare Employers Consortium- PathWays PA
Applicant: PathWays PA
Funded: \$50,000
Counties: Philadelphia, Delaware, Chester

2. The Southeastern Pennsylvania Regional Workforce Investment Board Collaborative and the Delaware Valley Healthcare Council
Applicant: Chester County Workforce Investment Board
Funded: \$30,000
Counties: Philadelphia, Delaware, Chester

3. Industrial Distribution (logistics) Industry Partnership
Applicant: Collegiate Consortium for Workforce and Economic Development
Funded: \$42,000
Counties: Philadelphia, Delaware, Bucks, Montgomery and Chester

4. Building the Bridge Pre-Apprentice Model "Urban Youth to High Skill Jobs"
Applicant: United Community Services for Working Families
Funded: \$49,000
Counties: Berks

5. Proposal to Expand an Industry Partnership in Behavioral Health
Applicant: 1199C
Funded: \$50,000
Counties: Philadelphia

6. The Southeastern Pennsylvania Construction Industry Training Partnership
Applicant: Montgomery County Industrial Development Corporation
Funded: \$105,795
Counties: Bucks, Montgomery

7. Business & Financial Services Partnership
Applicant: Community Economic Development Resource Center
Funded: \$100,000
Counties: Philadelphia, Delaware, Chester

8. Life Science Industry Partnership Strengthening & Growing
Applicant: Life Science Career Alliance
Funded: \$150,000
Counties: Philadelphia, Delaware, Bucks, Montgomery and Chester

9. Information and communication Services industry Partnership
Applicant: Innovation Philadelphia
Awarded: \$150,000
Counties: Philadelphia

10. I-Lead Health Care Industry Partnership
Applicant: I-LEAD
Awarded: \$80,000
Counties: Berks

11. KASSP Health Care Industry Partnership
Applicant: Korean American Senior Services of Pennsylvania (KASSP)
Awarded: \$15,000

12. Bucks County Health Improvement Partnership
Applicant: Bucks County Workforce Investment Board
Grant Award: \$114,195
Counties: Bucks

Incumbent Worker Grants

1. *Biotechnology Human Capital Investment Project*
Applicant: Life Science Career Alliance
Grant Award: \$ 400,000
Matching Funds: \$ 66,000
Total: \$ 466,000
Counties: Philadelphia, Bucks, Chester, Delaware and Montgomery

2. *The Manufacturing Sector Incumbent Worker Training Program*
Applicant: Chester Co. WIB
Grant Award: \$ 400,000
Matching Funds: \$1,168,271
Total: \$ 1,568,271
Counties: Delaware and Chester

3. *Pennsylvania Partnership for Direct Care Workers*
Applicant: 1199C
Grant Award \$150,000
Matching Funds: \$290,000
Total: \$440,000
Counties: Philadelphia

4. *Crozer-Keystone Health System*
Applicant: Life Science Career Alliance
Grant Award: \$394,872
Matching Funds: \$814,623
Total: \$1,209,496
Counties: Delaware

5. *West Philadelphia Skills Development Center*
Applicant: Life Science Career Alliance
Grant Award: \$203,496
Matching Funds: \$321,886
Total: \$525,382
Counties: Philadelphia

6. I-LEAD
Applicant: I-Lead
Grant Award: \$93,450
Matching Funds: \$94,941
Total: \$188,391
Counties: Berks, Lehigh, Delaware and Chester

7. Korean American Senior Services of Pennsylvania (KASSP)
Applicant: KASSP
Grant Award: \$296,400
Matching Funds: \$296,400
Total: \$592,800
Counties: Montgomery and Philadelphia

8. CAN Specialty Training for Incumbent Workers: A Partnership Model for Long-Term Care
Applicant: Path Ways PA
Grant Award: \$56,280
Matching Funds: \$77,281
Total: \$133,561
Counties: Delaware

In addition, the PWIB has continued its partnership with the Montgomery County WIB and the Chester County WIB to support a Retail Skills Center at the King of Prussia Mall, which is designed to coordinate customer service training activities. The PWIB also works closely with other regional groups, including the Collegiate Consortium for Workforce & Economic Development, the Campaign for Working Families, the Delaware Valley Industrial Resource Center, the Pennsylvania Economy League, and others. The PWIB CEO also is a member of the Franklin Caucus, a regional civic group formed in 2005.

Regarding improved performance of the workforce development system, each of the partnerships previously described have a purpose, objective, and activities that are developed unique to advancing the work of a specific collaboration. However, these partnerships are built to address regional workforce needs, and when efforts to implement related activities are realized, job placement and retention are improved, and performance measures are positively impacted. This principle is the foundation at which all regional activities are developed.

SERVICE DELIVERY

A. Delivery System

1. *Provide a description of the service delivery network.*

The PA CareerLink Consortium has made great strides in establishing a comprehensive service delivery network comprised of mandated and optional partners. It is through these partnerships that the needs of customers are met through the three tiers of service are offered as intended by the PA CareerLink System: core, intensive and training services. The needs of customers are also met through labor market research and services to employers, as they help to identify the demand and specifically determine what skills individuals need to meet their goals.

At present, the PA CareerLink Operator is working to strengthen service deliveries with a number of key partner organizations that provide a variety of services to the One-Stop system's customer base. For example, in concert with the Department of Public Welfare – a Consortium partner –the Operator is working to establish strategies within the PA CareerLink system to further address the special circumstances of TANF recipients vis-à-vis TANF time limits, special allowances and continued eligibility for other public subsidies. Also, to better connect the elimination of basic skill barriers to employment with the PA CareerLink infrastructure, literacy services are available at the centers and through a network of affiliate literacy providers in Philadelphia. The Mayor's Commission on Literacy – as well as staff from

the Center for Literacy and Temple University Center-based services – assist with the connection between individuals and the appropriate literacy program. Lastly, Child Care Information Services an onsite supportive service partner provides information and links customers to low-cost and subsidized childcare.

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

- Adherence to ADA requirements.
- Continuous improvement to ensure universal access to services for individuals with special needs. Such efforts will include input from customers and agencies with expertise in accessibility and otherwise addressing the needs of the disabled.
- The development of an Accessibility Advisory Board to advise and address issues related to ADA compliance, training issues, and in assisting disabled job seekers find employment. The Office of Vocational Rehabilitation is a Consortium partner and is active in all aspects of ADA compliance issues. HireAbility—a local agency that specializes in workforce development services to job seekers with a disability—has recently partnered with the PA CareerLink Philadelphia system to provide workshops and job search assistance to people with disabilities.
- Implementation of the TTY line for the Deaf community and procurement of Braille-printed materials for individuals with impaired sight.
- Established partnerships with the Title V Older Worker Programs which are on site at the PA CareerLink Centers. In addition, a collaborative relationship with the Mayor’s Commission for Services to the Aging, and the local Area Agency on Aging exists to insure the needs of mature workers are met.
- Increased the system’s capacity to serve Philadelphia’s culturally diverse non-English speaking community through the implementation of the Language Line which is available in all centers. Additionally, PA CareerLink materials have been translated into Spanish and are available at all PA CareerLink centers. The PA CareerLink Center in Northeast Philadelphia has partnered with New World Association to help provide services to the Russian speaking community, and efforts are currently evolving to enhance the availability of services to the city’s Asian communities. Further, the PWIB will pursue other appropriate strategies to more effectively mitigate the challenges related to limited English language skills.

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

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

PA CareerLink provides an objective assessment, which identifies customers’ individual strengths and barriers to employment or career advancement. At the front end of the one-stop system are “core services,” defined as those services that will be available to all job seekers through the one-stop system. If it is clear that customers need additional services to reach their employment goals, then they receive “intensive services.” If training is needed to secure a job placement or to ensure job retention/growth, the customer may be eligible for training, consistent with the priority of training service policy developed by the PWIB. All PA CareerLink partners deliver appropriate services based on their eligibility provisions. Cross agency staff work together to ensure customers receive all core, intensive and training services, many of which are outlined in the following table.

Selected Services Available to Job Seekers or Workers Seeking to Upgrade their Skills		
Core Services	Intensive Services	Training
<ul style="list-style-type: none"> • Outreach, intake, orientation. • Initial assessment. • Job search assistance/job opening information. • Performance and cost information on providers. • Information on UI filing. • Assistance in establishing eligibility for training under all workforce investment funding streams. 	<ul style="list-style-type: none"> • Comprehensive assessment of skill levels. • Counseling/Career planning. • Case management. • Individual Employment Plans. • Job Club. • Short-term pre-vocational services. • Literacy services. 	<ul style="list-style-type: none"> • Occupational skills training. • Customized Training. • On-the-job Training. • Other job and job-related training.

PA CareerLink staff have been cross-trained to enhance customer satisfaction. Staff are able to provide comprehensive services to both employers and job seekers with limited referrals to partner agencies.

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

Philadelphia provides a wide variety of employment and training possibilities which includes literacy and post secondary training, in addition to the robust educational opportunities made available through the local colleges and universities. Support activities include personal development and guidance, health, childcare, and other services to enable participants to reach their employment goals and educational goals. To assess the flow of public workforce investment funds that support these programs and the outcomes they generate, the PWIB embarked on a resource-mapping project which revealed \$250 million of public funds enter the city to support these programs. The PWIB is presently conducting current research to confirm more recent workforce investment information, a key component of this effort includes confirming required outcomes of each major funding stream, and determining populations served, services provided, neighbors hoods served, etc., all to guide work to determine and recommend common outcomes across all funding streams.

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

The PWIB selected a consortium of organizations to serve as its One-Stop Operator. The CareerLink Consortium, which consists of the Philadelphia Workforce Development Corporation (PWDC), PA Department of Public Welfare (DPW), PA Department of Labor and Industry Bureau of Workforce Development Partnership (BWDP), PA Department of Labor and Industry Office of Vocational Rehabilitation (OVR), and the Greater Philadelphia Chamber of Commerce. The Consortium is charged to fulfill the role of Operator, as per the Workforce Investment Act, state workforce and PWIB policy. Central to that role includes the coordination of PA CareerLink partner services. To achieve this end, the One-Stop Operator has established relationships with the mandated partners delineated in Section 121 of the WIA with comprehensive mechanisms for linkage to services provided by these partners. The PWIB, through the CareerLink Committee, works collaboratively with the Consortium to ensure all services of the local PA CareerLink system is delivered seamlessly, and with quality customer service.

B. Adults and Dislocated Workers

1. Describe any plans for transferring up to 100% of the funds between the Adult and Dislocated Worker programs. If planned, include the circumstances applicable to a transfer request, the measures to assure no loss of service to the original program population, and the expected impact on program performance.

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

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

2. Core Services

- a. Describe how the Board ensures adults and dislocated workers have universal access to the minimum required core services.*

The PA CareerLink Consortium in its role as Operator has established an extensive menu of services available to adults and dislocated workers. As mentioned previously, the PA CareerLink Committee oversees the Operator who regularly reports on One-Stop center services as well as provides information on customer demographics. Adults and dislocated workers have the opportunity to access continuing education and customized job training programs. Also, specialized training programs supported by state funding have been implemented for ex-offenders, homeless individuals, and bilingual customers. Adults and dislocated workers who have moved through the continuum of core and intensive services and have not secured self-sustaining employment have the opportunity to choose a job training program from the Commonwealth's Eligible Provider List, which includes over 400 local training programs. This extensive list of training programs enables customers to select the most appropriate program that aligns with their career development goals.

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

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

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

- b. Describe how partner resources are integrated to deliver core services.*

The needs of employer and job seeker partners are assessed by PA CareerLink staff and based on need and regardless of program or funding stream and partner staff share the responsibility of providing services which fall under this category. Additionally, teams are formed in the center with the specific purpose to deliver types of service which span across funding streams. Such teams include the Business and Employer Services which deliver provide basic services such as job postings to more advanced services which include job skills analysis, customized recruitment, and outplacement assistance.

3. Intensive Services

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

As previously noted, the PA CareerLink Operator has made great strides in establishing a comprehensive service delivery network comprised of mandated and optional partners. It is through these partnerships that the intensive services to adults and dislocated workers are met.

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

In March 2000, the PWIB adopted and has since maintained the *Self-Sufficiency Standard in Pennsylvania* as its local definition of self-sufficiency. This standard, developed by Pathways PA (formerly the Women's Association for Women's Alternatives,) takes into account the real cost of living in Philadelphia based on family size and individual needs and goals. The concept of economic self sufficiency, as embodied in the standard, is a strategic principle of the PWIB and will therefore have a broad impact on the PWIB's work as this and other policies that shape Philadelphia's multi-faceted workforce investment system are applied. The PWIB will continue to work with Pathways PA and use information provided on the agency's website at www.pathwayspa.com to assess and monitor the extent to which the use of the self-sufficiency tools and other measures support customers on the path to achieve self-sufficiency. Policy updates will be made as appropriate following the results of the monitoring, changes with the standard or any other activity which impacts the effective use and application of the standard.

4. Training Services – Adult and Dislocated Worker

Please Note: If implementing the Waiver of the statutory exclusion and regulatory prohibition of using Individual Training Accounts (ITAs) for out- of-school youth, training services for out-of-school youth should be addressed in this section.

- a. *Describe measures to leverage resources to provide increased access to training opportunities. Include innovative strategies used to fill skills gaps.*

Workforce Investment dollars are routinely leveraged as additional funds (such as those provided under the Rapid Response program) are secured to provide training and other services to impacted workers. Occasionally, mergers and/or closings create opportunities to request additional funds for placement of employees who might otherwise lose employment. Also, private funds secured through partnerships with employers are also used to leverage the customary WIA allocation to enhance the skill level of job seekers either through cash or in kind contributions.

- b. *Describe local Individual Training Account policy including ITAs for Youth, as applicable. Include procedures to ensure that exceptions to the use of ITAs, if any, are justified.*

ITAs are almost exclusively used to provide skills training to adults and dislocated workers, very rarely youth. Philadelphia is not currently implementing the Waiver of statutory exclusion and regulatory prohibition of using Individual Training Accounts for out of school youth. Training service for out-of-school youth are provided through a competitive bidding process for out-of-school youth providers. The criteria used to guide jobseekers connections to ITAs include the following:

- o Spotty work history due to limited skills.
- o Currently earning a wage that is not “self-sufficient” based on the Workforce Investment Board’s (WIB) Self-Sufficiency Policy. Furthermore, if there is a shortage of funds, priority will be given to:
 - Customers receiving TANF or other supplemental public support.
 - Customers who fall below the Lower Living Standard Income Level (a federal standard that is equal to 70 percent of the poverty guideline).
 - Customers who earn less than 75 percent of the income necessary to reach self-sufficiency as defined by the Philadelphia WIB.
 - Customers who earn between 76 and 99 percent of the income necessary to reach self-sufficiency as defined by the Philadelphia WIB.
- o Need to change career due to a lack of jobs in existing career field (Labor Market Reports from the State).
- o Customer has researched all other funding options (Workforce Investment Act funds are funds of last resort).
- o Customer is selecting training in growth industries (based on industry designations by the Philadelphia WIB and analysis by the State).
- o Customer is unemployed and needs to upgrade skills in order to remain at the same income level.
- o Customer is committed to completing the training program and look for a training related position (customer will sign a memorandum of understanding).

c. Describe how the Eligible Training Program / Provider System is used to provide improvement of education and training opportunities in response to the needs of business and industry.

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

- i. Include the policies and procedures to determine eligibility of local level training providers, the use of performance information to determine continued eligibility, update or revise system information, and the agency responsible for these activities.*

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

- Past performances in achieving planned program goals: A satisfactory record of past performances in meeting requirements of job training, basic skills training, or related activities.
- Likelihood of meeting performance goals: The I service provider must demonstrate, through a satisfactory record of past performance as well as through a demonstration of adequate financial resources or the ability to obtain adequate financial resources that it is willing and able to meet the performance goals set in the contract.
- Ability to meet program design specifications at a reasonable cost: Service providers must demonstrate the ability to meet program design specifications at a reasonable cost while maintaining or exceeding performance goals.
- Quality of training: Organizations must show, through past performance and through program proposals, that they will provide quality training, which will meet or exceed performance goals.
- Connection to support services: An outline for how it has and will link participants to support services, such as transportation, childcare, etc.
- Established fiscal controls: A satisfactory record of integrity, business ethic, and fiscal accountability of State and/or Federal funds in previous programs is required of potential service providers. The service provider cannot have a significant outstanding audit deficiencies, disallowed costs, or significant uncorrected administrative deficiencies.
- Ability to provide services that can lead to achievement of competency standards for participants with identified deficiencies: The service provider must demonstrate the attainment of performance standards in the operation of previous programs.

The PWDC and the PYN meet on a quarterly basis to analyze areas of potential overlap between the youth and adult clients. Particular attention is paid to those youth 18-21 to determine through which system, youth or adult they would be better served. In general, youth who are seeking high school diplomas or other educational credentials along with skills training and job search assistance are better served through the youth providers. Older youth/young adults who are seeking employment as their primary service need is better serve through the adult system. Youth ITA's are not currently a strategy that is being utilized in Philadelphia.

- d. Describe the approach to On-the-Job Training and Customized Training including identifying opportunities, marketing, networking, and leveraging resources.*

Customized Training and On the Job Training dollars are primarily used to support training and subsequent job placement into Philadelphia's targeted industry clusters. With regard to customized trainings, funds are only used to support trainings where businesses guarantee employment at the conclusion of training. Guided by the LWIA's targeted industry cluster list coupled with a grass roots approach, Business Services representatives are charged to outreach and market this service, and ensure viable employment opportunities exist which includes a fair starting wage, benefits, and opportunities for career advancement. To leverage resources, employers are required to contribute 50% of the value of the training which may include additional training on the job, uniforms, use of company vehicles, and other in-kind contributions. On-The-Job Training (OJT) opportunities are identified in the same fashion and resources are leveraged as the employer pays a portion of the employee's salary during the training period.

e. *Describe current and/or planned use of WIA Title I funds for apprenticeship training.*

Apprenticeship training for adults is administered by the Philadelphia Housing Authority and supported with WIA funding. Because of fluctuations in funding and limited demand, the availability of this training varies from year to year. Over the next year, the PWIB in collaboration with its WIA operational partner will continue to explore opportunities to fund apprenticeship-training programs.

C. Service to Specific Populations

The narrative for this section may be combined to describe similar service strategies applied to all populations. Separately describe any strategies unique to a specific population sector. Describe overarching strategies to ensure availability of services and training to meet the needs of the following:

- *Dislocated workers,*
- *Displaced homemakers,*
- *Low-income individuals such as:*
 - *Migrant workers;*
 - *Seasonal farm workers;*
 - *Women;*
 - *Minorities;*
 - *Individuals training for non-traditional employment;*

Service menus for the general population of job seekers are printed on marketing materials and distributed throughout the One-Stops and their community centers. The materials detail about the services available at the PA CareerLink site, including workshops, job fairs, and other employment-related activities.

Interested individuals will visit their neighborhood PA CareerLink or call-in on the PA CareerLink Hotline and schedule an appointment. Enrollment is the first step to receiving services within the PA CareerLink network. Expanding upon the marketing materials, job seekers are made aware of all services available at their community PA CareerLink and are given the option of accessing intensive services.

Once the job seeker is enrolled within the system, assessments are scheduled and administered to determine applicable and current skills and to gauge interests. Assessment results are discussed with a counselor, who will match the job seeker with available job orders designed in the PA CareerLink system. Other options are presented, such as assistance with using optional third-party tools, such as Monster.com and CareerBuilder.com.

If there are no matches or the individual is met with little success, then job development is an option, whereupon the counselor would contact local businesses and attempt to negotiate a position for the job seeker.

Training is an option, if the individual is eligible. A referral to an assessment counselor would be necessary. Industry clusters and job positions in high priority occupations are presented to the individual and if they are interested, the job seeker will enroll in an Individual Training Account (ITA) or Customized Job Training (CJT).

Strategies to serve special populations are intrinsic to the approach used to ensure universal access by all of Philadelphia's one stop system customers; however there are some subsets within the general population of job seekers where targeted efforts to connect these individuals to the system are needed. To implement these strategies, centers have dedicated staff to serve the system's special populations, such as migrant workers and seasonal farm workers where specialized services are delivered by a liaison who is assigned at each PA CareerLink site. Also, special recruitment and outreach activities are additional approaches used to ensure the populations with specialized needs are informed of the services available throughout the PA CareerLink system. For example, to serve women, partnerships have been developed with the Community College of Philadelphia's New Choices/New Options Program which

promotes careers in non-traditional employment. To serve minorities, two centers have been established that have a primary focus of serving the Latino community, and efforts are underway to establish a community outreach center in the Chinatown section of the city to engage the Asian community. These efforts are supported by the One-Stop center partners, particularly the Office of Vocational Rehabilitation, Department of Welfare, Trade, and Veterans.

- *Veterans;*
- *Public assistance recipients, and individuals with multiple barriers to employment, including:*
 - *Older individuals;*
 - *Persons with limited English proficiency;*
 - *Persons with disabilities, and;*
 - *Ex-offenders.*

Veterans receive the core services afforded to all job seekers. Although all veterans with a disability of 10% or more are encouraged to apply for vocational rehabilitation, those with a disability that exceeds 30% of their capabilities are nearly guaranteed vocational rehabilitation from their regional office. Veterans also receive preference with WIA training. Most veterans are handled with a case management approach and a one-on-one basis, if requested. Referrals and training assistance from Impact Services and the Multi-Service Center are available as well.

Job seekers receiving Public Assistance primarily receive core services. However, to the extent intensive services or skills training is necessary, individuals are connected to the local TANF-funded employment and training system, which includes the Employment, Advancement and Retention Network (EARN) centers, located strategically located throughout Philadelphia.

To serve older individuals, the one stop system has a long established relationship with the local Senior Community Service Employment programs where customers are linked to these specialized services. Additionally, Career Solutions for 55+ the full service older adult employment—administered by the Jewish Employment and Vocational Service (JEVS) and funded by the Philadelphia Corporation for Aging (PCA)—is co-located at PA CareerLink North. Individuals with limited English proficiency can be serviced via the Language Line, and access to documents translated into a variety of languages are available. Additionally, customers can also access the ESL program, or receive services through a bilingual counselor at select locations. To serve persons with disabilities, partner staff representing the Office of Vocational Rehabilitation (OVR) and HireAbility are co-located at PA CareerLink centers to link job seekers needing specialized services. With regard to ex-offenders, workshops have been customized to address the unique needs of this customer group and select PA CareerLink member staff have been extensively trained to serve as a resource that enhances efforts to address other issues and barriers.

Describe the strategies/approach to provide services such as those listed below to special populations.

- *Re-employment Services*
- *Unemployment Compensation Work Test,*
- *Integration of Rapid Response,*
- *Dislocated Worker,*
- *Trade Act Program Services, and;*
- *Service availability for individuals with disabilities, including significant barriers encountered and the means to address them.*

As previously stated, dislocated workers are able to access the full range of services which includes all three tiers of service, core, intensive and training. Individuals seeking Trade Act Program Services receive dual-enrollment, in both WIA and the BWDP. They enroll in the same process as well, receiving the same assessment programs, job search assistance, training, and follow-up services provided to all. Disabled individuals with significant barriers are referred to OVR and HireAbility for increased assistance and services. Related to the Unemployment Compensation Work Test, individuals receiving unemployment benefits must be able and available for employment; refusal to accept suitable work or participate in re-employment services may impact their UC eligibility. To facilitate participation, UC

claimants are notified by telephone calls and by way of mailed letters to participate in to facilitate participation, UC claimants are notified by telephone calls and by way of mailed letters to participate in PA CareerLink's profiling system and other re-employment services. When an employer has a downsizing and a Rapid Response is needed, staff from multiple agencies assist in the planning of the event and are present during the sessions. In coordination with the Rapid Response unit, represented at these sessions is PWDC, BWDP, United Way, UC, and Community College of Philadelphia. After the sessions occur, additional assistance is provided at the PA CareerLink centers for all job seekers who require more services.

D. Priority of Service

1. Discuss the LWIB's policies and procedures for priority of service for PA CareerLink Operators.

Should funding under WIA Title I (Adult and Dislocated Worker funds) be insufficient to meet the demand for service, service priority will be determined according to the WIB's priority of service policy adopted December 9, 1999. First, all residents of Philadelphia will be given priority since the allocation for WIA Title I is calculated based on the City's population and poverty levels. Should a further delineation of priority be necessary, customers receiving Temporary Assistance for Needy Families (TANF) and other supplemental public supports (such as food stamps) will be given priority, along with anyone not making a self-sufficient wage or who is not on a career path that will reasonably lead to self-sufficiency in the local economy. If shortage of funds necessitates a further delineation of priority of service, the follow priority guidelines – in the order they are listed – will be in effect in addition to the residency requirement described above.

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

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

2. Describe local strategies regarding Jobs for Veterans Priority Compliance.

Veterans are provided with a wealth of services at PA CareerLink centers in Philadelphia, and are provided priority of service in accordance with the Jobs for Veterans Act (PL. 107-288) USC 38, section 4215 and the Training and Employment Guidance Letter (TEGL) 5-03. Veterans are given the three-tiered service options (core, intensive, and training) and are given priority in all employment and training programs for which they qualify and across all partners services coordinated throughout the one stop system.

3. Describe criteria to determine whether funds allocated for employment and training activities are limited and the process by which the PA CareerLink Operator will apply priority.

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

E. Rapid Response (RR)

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

PWDC, as the fiscal agent serves as the LWIA representative on the State's Regional Rapid Response Team and updates the PWIB to ensure these funds as well as all other WIA investments are aligned with the boards strategic priorities. When area employers are facing significant downsizing or closing, the RR team schedules a "meet and discuss" session to determine what services can be afforded those affected. As a result of these initial sessions, subsequent rapid response meetings are held with the actual workforce being affected detailing all services and opportunities available. In some instances, e.g., where manufacturing plants have closed, a transition team may be formed to provide on-site services (workshops, resume writing, job search, etc.). If the affected workers are in need of additional training to reattach to the labor force, Rapid Response funds are requested from the Commonwealth to train, retrain or upgrade the skills of these targeted individuals.

F. Youth

- 1. Describe the strategy to ensure eligible youth have the opportunity to develop and achieve career goals through education and workforce training. Include discussion regarding youth most in need, such as: out-of-school youth, homeless youth, youth in and aging out of foster care, youth offenders, children of incarcerated parents, migrant and seasonal farm worker youth, and other at-risk youth.*

The Philadelphia Workforce Investment Board and its Youth Council are committed to ensuring that all youth have opportunities to gain academic and workplace skills that prepare them for active and productive citizenship. To this end, in 2003 the WIB and Youth Council launched WorkReady Philadelphia, a comprehensive effort to build a citywide system of youth workforce preparation. WorkReady is designed to coordinate all major youth workforce programs, making them both more efficient and effective, and also to create new opportunities for young people to prepare for postsecondary and career success.

As a result of these efforts, WorkReady Philadelphia now incorporates the following elements:

- *Year-Round YouthWorks*, supported through WIA youth dollars;
- *Summer YouthWorks*, supported through TANF youth development funding;
- *Summer Career Exploration Program*, supported by the William Penn Foundation and other local and regional philanthropies;
- *Employer-Paid Internships*, supported by employer partners;
- *School District Summer Initiatives*, supported by the School District of Philadelphia and targeted at young people who need to attend summer school in order to be promoted;
- *Community-based E3 Centers (Education, Employment and Empowerment)*, supported by the Philadelphia Department of Human Services, and with WIA OSY funds that provide academic, occupational and life skills training for out-of-school youth and young people returning from delinquent placement facilities; and
- *The Youth Transitions Collaborative*, a citywide work group formed from the Youth Council's Committee on Out-of-School Youth, to oversee funding support from national funders and the William Penn Foundation to enhance citywide capacity for struggling students and out-of-school youth.

In PY2005, more than 10,000 youth were served through more than \$15 million in investments from government, the school district, foundations and private employers.

With specific regard to youth most in need, also in 2003 the Youth Council established an Out-of-School Youth Committee to provide a specific focus on our most vulnerable young people, and also decided to raise the floor for OSY programs from the statutory minimum of 30% to 50%. Based in large part on these decisions, in November 2004 Philadelphia was one of only five cities nationally selected to receive funding from the Youth Transition Funders Group, that includes the Gates, Carnegie and Mott Foundations, to assess current capacity and enhance opportunities to serve youth who are out-of-school, aging-out of foster care and involved in the juvenile justice system. This enabled the City to undertake a Strategic Assessment planning phase to gauge current needs and develop strategies to expand programs and services.

In Philadelphia, approximately forty-five percent (45%) of youth do not graduate from high school. In any given year, approximately 8,000 youth drop out of school and an additional 5,000 youth are not attending school enough to graduate. Furthermore, youth who are involved in the juvenile justice system, foster care, pregnant and parenting teens are four times more likely to drop out of school than youth who do not have those characteristics. As a result, Philadelphia focuses a great deal of attention on youth in these categories. In addition, all providers are equipped with significant social service referrals and knowledge of the field to support all youth including those who are homeless and youth of incarcerated parents. While there is not a significant population of migrant and seasonal farm worker youth in Philadelphia, certainly any youth in need of services could be served through WIA or our partner services.

More detail concerning services to youth most in need is included below.

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

From its inception in November 1999, the PWIB Youth Council committed itself to broad-based system-building for youth in the City of Philadelphia. Today, the Council's work is nationally recognized and is regularly profiled in a variety of publications and at national meetings of organizations such as the U.S. Conference of Mayors, the National League of Cities, the National Association of Workforce Boards, the National Youth Employment Coalition and the American Youth Policy Forum.

The work of the Council is characterized by collaborative efforts among the City's major education and social services systems (e.g. the school district, Department of Human Services and Family Court), major employer partners (e.g. Citizens Bank, Lincoln Financial Group, Philadelphia Coca-Cola and Independence Blue Cross), higher education institutions (e.g. Community College of Philadelphia, University of Pennsylvania and Drexel), leading foundations (e.g. William Penn Foundation) and a wide variety of high-quality youth-serving organizations. As noted above, WorkReady Philadelphia embodies the Council's vision of a comprehensive and coordinated approach. Through the Council's efforts, the City is able to expand and leverage funds from government, the School District of Philadelphia, foundations and employers that is serving approximately 10,000 youth each year, far more than would be possible using only available WIA youth funds.

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

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

- In 2004, the Youth Transitions Collaborative was formed from the Council's Out-of-School Youth Committee to oversee funding from national and regional foundations (see #1, above), represents all major stakeholders with interest and expertise in out-of-school and other disconnected youth. In 2005, the Collaborative undertook important steps to improve programming for youth most in need, including:

- Developing new data sources and performing analyses that document the educational status of out-of-school youth in terms of literacy levels and high school credits accumulated, as well as involvement in other social services agencies;
 - Creating an advocacy agenda that identifies policy and funding barriers for address;
 - Increasing slots available in high-quality alternative educational options for struggling students and dropouts; and
 - Enhancing the involvement of parents, youth and communities in building support for these young people.
- In 2005, the Department of Human Services and the Philadelphia Youth Network, which staffs the Youth Council and administers WIA and TANF youth development funds, worked together to build a transitional program for youth returning from delinquent placement facilities, housed within the City's three community-based E3 Centers. Based on early evidence of success, DHS has decided to expand to two additional centers which will open in the Fall of 2006
 - In 2004, the Department of Human Services, in cooperation with PYN and other youth-serving agencies in the City, is managing the Achieving Independence Center, a one-stop center for youth aging out of foster care, designed to provide information on and strategies for gaining employment and additional education, as well as skill-building and access to services associated with independent and self-sufficient living.
 - In 2004, the School District of Philadelphia, with support from the Philadelphia Youth Network, the Youth Council, and other stakeholders, established transitional high schools designed to accelerate credit acquisition for over-age, under-credentialed students and out-of-school youth that will enable them to overcome credit deficits and move successfully towards graduation.

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

4. Describe the strategy to coordinate with Job Corps and other youth programs.

From the outset, senior officials from Philadelphia Job Corps have been valuable members of the Philadelphia Youth Council and its subcommittees. As a result, the Council and its members benefit from Job Corps' expertise and extensive history in providing education and training services to economically disadvantaged young people. Job Corps recruiters are also stationed at PA CareerLink centers and a referral mechanism by which youth are connected to these individuals is currently underdevelopment. With regard to coordinating other youth programs, as noted in response to #1 above, WorkReady Philadelphia is an extremely effective citywide vehicle for coordinating major youth workforce programming throughout the City.

5. Describe policies to ensure compliance with applicable safety and child labor laws.

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

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

The Youth Council initiated its first competitive procurement process for WIA youth programs and services in Winter of 2000, with the Philadelphia Youth Network serving as both as staff to the Council and youth funds administrator on behalf of the PWIB.

For the 2005 WIA year-round RFP, the Council built on five years of experience in funding and overseeing youth programming by focusing its efforts on key policy priorities for in-school and out-of-school youth, and for populations of young people that are particularly in need of services, including youth involved in the foster care and juvenile justice systems. Through this approach, the Council sought to emphasize effective collaborations designed to yield positive outcomes for young people and to increase the access and potential resources available from other systems. Based on this RFP, a total of 29 contracts with high-quality youth-serving organizations were executed for the operation of WIA-funded year-round programs. Of these, 17 contracts proposed services to in-school youth and 12 for out-of-school youth.

In-school youth program models were of two types:

- Experiential College and Career Exposure; and
- Sectoral models focusing on health care, consistent with the highly successful program at St. Christopher's Hospital for Children.

Out-of-school youth programming included:

- Job Readiness Training (JRT) that is intensive, topic-based and literacy-rich, and promotes basic work readiness, work ethic, self-esteem, literacy and numeracy gains.
- A model similar to bullet one, but including a specific connection to employment.
- A program that supports School District of Philadelphia alternative education programs by ensuring availability of quality educational and wrap-around services to out-of-school youth;
- A program that supports youth who are pursuing a GED, or have obtained one, in successfully transitioning to college;
- Job development for out-of-school youth to support various programs funded through the PWIB; and
- High-quality occupational skills training in connection with the adult workforce system.

Regardless of program type, in all cases funded providers must provide for initial intake, objective assessment, case management, individual service strategies and youth eligibility assessment.

Specifically:

- Individual providers manage initial intake for young people they serve.
- Assessment and service strategy development is clearly specified in the Philadelphia Youth Network's *Eligibility and Enrollment Guide*, which requires contractors to ensure that:
 - All participating youth are assessed academically, vocationally, and/or for life skills and social service needs;
 - Assessment results guide academic and vocational pathways;
 - All Goals align with WIA common measures;
 - Goal Achievement indicators and a plan for goal attainment are identified; and
 - Documentation is provided that goal has been achieved.
- Case management is provided by individual contractors, and is designed to help youth pursue and accomplish their goals identified in individual plans.
- Eligibility determination, based on income, age, and the specific requirements of the Workforce Investment Act, must be completed by contractors and submitted to the Philadelphia Youth Network. Specifically, the process requirements include the following steps:

- Contractor certifies enrollment application;
- Contractor forwards completed enrollment applications, including all supporting documentation to PYN project manager;
- Transmittal form is attached to enrollment applications to confirm receipt;
- Enrollment applications are quality reviewed within 48-72 hours of receipt;
- If application is incomplete, contractor will be notified by the project manager regarding what additional information is needed to complete the enrollment process; and
- If application is successfully entered, youth name will appear on roster with an active status.

All aspects of these processes are overseen and monitored by the Philadelphia Youth Network behalf of the PWIB Youth Council to ensure high-quality service delivery for participating youth.

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

- *Preparing youth for post-secondary education;*
- *Connecting academic and occupational learning;*
- *Preparing youth for unsubsidized employment opportunities;*
- *Connecting youth to the business community through intermediary entities.*

The Philadelphia PWIB Youth Council seeks to establish programming that prepares youth for college, work and life. Increasingly, graduates need the same level of readiness whether preparing for college or work. All programs under the umbrella of the Youth Council seek to prepare youth for both. The framework of youth programs includes the following:

- Working with all youth to achieve the competencies outlined in the Youth Workforce Development document (see attached). This document was developed with input from employers, providers and the Youth Council to guide the consistent and high-quality preparation of youth for college and career opportunities;
- All Youth Council funded programs consist of project-based learning strategies that integrate what youth learn in school with their future career interests. Many of these activities are credit-bearing;
- Through the WorkReady Philadelphia initiative (www.WorkReadyphila.com) businesses can sign up to host youth in a variety of activities from Shadowing Day events to unsubsidized employment. All of the major intermediaries in the City are involved through the Youth Council in support of WorkReadyPhiladelphia.

The design framework for youth programs recommended for support by the Youth Council and approved by the PWIB incorporates the four components listed above and reorganizes them into four related elements:

Workforce development	Youth Development
Basic skills acquisition	Customer satisfaction

Progress and skill development in each of these four areas for in-school and out-of-school youth programming are measured through specific indicators and assessments, as specified below. Through the application process, contractors must demonstrate how each corresponding indicator will be measured to document the level of effectiveness and impact on program services.

Each contractor submits specific outcome data, monthly reports and other documentation as prescribed. PYN provides contractors with technical assistance to ensure uniformity in tracking and evaluation of program and youth outcomes. Contractors provide quarterly reports to PYN to document progress.

WORKFORCE DEVELOPMENT		
Goal	Indicators:	Assessment Tools:
<i>Work-Readiness</i>	<ul style="list-style-type: none"> • Completing a job application effectively: • Interviewing effectively • Demonstrating punctuality • Working effectively under supervision • Understanding the transactional nature of the workplace • Understanding the connection between academic achievement and career and college success 	<ul style="list-style-type: none"> • Interview Assessment Tool • Year-Round Portfolio which should include, at a minimum: <ul style="list-style-type: none"> ○ Resume ○ Cover Letter ○ Mock Interview Transcript/ Review ○ Copy of job application ○ Interview dates w/ prospective employers ○ Career Map ○ College Essays ○ College Applications ○ Letters of Recommendations
<i>Employment Opportunities</i>	<ul style="list-style-type: none"> • Successfully completing internships and work-based learning opportunities • Successfully obtaining and retaining unsubsidized employment 	<ul style="list-style-type: none"> • Career Assessment (e.g. Career Scope) • Self-evaluation of work-related experiences • Employer evaluation of youth's employability skills

BASIC SKILLS ACQUISITION		
Goal	Indicators:	Assessment Tools:
<i>Educational Participation</i>	Satisfactory attendance in school	Pre and Post School Attendance
<i>Attainment of Credentials and Other Knowledge</i>	<ul style="list-style-type: none"> • Improved academic performance: <ul style="list-style-type: none"> ○ Grade Point Average (GPA) ○ Standardized Test (PSSA, PSAT, SAT) ○ Elective Credit Attainment ○ Grade Promotion 	<ul style="list-style-type: none"> • Pre and Post: <ul style="list-style-type: none"> ○ G.P.A. ○ Standardized Test Scores • Copies of Report Card • Literacy/Numeracy Gains
	Demonstration and application of knowledge of occupational training options, including the postsecondary academic and training needs associated with careers of interest	<ul style="list-style-type: none"> • Identification of career interest(s) • Educational requirements • Occupational skills required • An (ISS) or pathway that is reflective of career interests
	Attainment of a recognized credential based on work in the program, e.g. high school diploma, GED or industry-approved skills certificate	<ul style="list-style-type: none"> • High School Diploma (copy) • GED • Occupational Skills Certificate

YOUTH DEVELOPMENT		
Goal	Indicators:	Assessment Tools:
<i>Leadership Development and Personal Advocacy</i>	<ul style="list-style-type: none"> • Working effectively as a team member • Interpreting meaning of instruction and interaction • Communicating effectively with others • Presenting to an audience • Demonstrating leadership competencies • Receiving mentoring and peer support • Developing a sense of group membership • Fostering a sense of identity 	<ul style="list-style-type: none"> • Complete and accurate work sample sheets (Pre & Post) • Instructor's written evaluation of growth

CUSTOMER SATISFACTION		
Goal	Indicators:	Assessment Tools:
<i>Successful Service Delivery and Collaboration</i>	Surveys that gauge positive changes in attitudes and behaviors of youth, alternative education faculty, and employers based on the delivery of program elements	<ul style="list-style-type: none"> • Aggregated data from multiple stakeholders regarding program services • Implementation of recommendations

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

- *Tutoring, study skills training, instruction leading to secondary school completion, including dropout prevention;*
- *Alternative secondary school services;*
- *Summer employment opportunities linked to academic and occupational learning;*
- *Paid and unpaid work experiences;*
- *Occupational skill training;*
- *Leadership development opportunities;*
- *Comprehensive guidance and counseling;*
- *Adult mentoring;*
- *Supportive services; and*
- *Follow-up services.*

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

The contractor checklist, included immediately below, helps to identify the specific elements and tracks the amount of time provided to these components on a weekly basis. As part of the application and selection, process, contractors are asked to identify primary and secondary services provided as well as services provided through referrals. The approximate number of hours per week that youth are engaged in those activities is also monitored to ensure that the intensity of services is applicable to the needs of youth. The integration of quality standards and best practices occurs through trainings and site visits.

WIA ELEMENTS		
Academic Achievement		
	<i>Required Element</i>	<i>Number of Hours per week</i>
	▪ Tutoring	
	▪ Drop-Out Prevention	
	▪ Alternative Education Service	
Workforce Development		
	<i>Required Element</i>	
	▪ Summer Employment	
	▪ Paid/Unpaid Work Experience	
	▪ Occupational Skill Training	
Youth Development		
	<i>Required Element</i>	
	<input type="checkbox"/> Leadership Development including Community Service	
	<input type="checkbox"/> Supportive Services	
	<input type="checkbox"/> Adult Mentoring	
	<input type="checkbox"/> 12 Month Follow-Up	
	<input type="checkbox"/> Comprehensive Guidance & Counseling including Drug & Alcohol Abuse	

8. Describe services provided to non-WIA eligible youth under the 5% exception (WIA Section 129(c)(5)). Include the process and criteria used to determine "serious barriers to employment."

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

G. Business Services

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

The Business Service Team is organized by and functions under the leadership of the Director of Business who is staff of the Title I Operator for Adult and Dislocated worker service provider PWDC. Each PA CareerLink Philadelphia center has designated an individual who will serve as an Employer Services/Business Services Liaison in each center. In that capacity, the liaison will be responsible for outreach to employers for the expressed purpose of identifying job orders, but in addition, will be trained by the Business Services division to assess and address questions related to the services delivered under the Business Services model.

This Liaison meets monthly with the entire Business Services Team to share pertinent information on employers contacted during that month in their center. They also receive instruction and/or direct assistance from the Business Services division. The liaison will handle questions in the center regarding

Business Services, and will distribute the marketing materials as needed. The Employer/Business Service Liaison will be the person to contact key persons within the Business Services division when necessary.

The Employer Services Team is integrated with staff from PWDC and BWDP. These staff members create job orders, perform job order maintenance, and actively seek out to create new relationships with employers. Employer Services Team staffers are located at each PA CareerLink Philadelphia site.

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

Business Services Team members communicate with their PA CareerLink administrators to remain updated. They attend training sessions to insure up-to-date skill sets and obtain current information from Center for Workforce Information Analysis (CWIA) and instruction on how to utilize their resources.

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

The PWIB through a variety of partnerships has developed several human resource solutions for business customers. Related to the development of career ladders, the PWIB partnered with the Greater Philadelphia Restaurant and Purveyors Association to develop a recruitment mechanism for its members through the local PA CareerLink system. This project not only resulted in the development of collaterals that illustrated the career paths inherent in this sector, but included a customized curriculum based workshop designed to impact the high turn-over rates experienced within this industry. Additionally, PWIB through its partnership with the Montgomery County WIB and the Community Colleges in Philadelphia and Montgomery County developed a Career Pathways program for the Financial Services sector based on industry input with recruitment also conducted through the PA CareerLink system.

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

The investment of private dollars is a key strategy that maximizes the availability of flat and sometimes, decreased funding. Philadelphia employers are earnest in their efforts and have eagerly invested in Philadelphia's labor force, allowing their respective organizations to remain competitive. To that end, there are no plans to waive the required 50% matching employer payment of customized training. However, conditions may develop that warrant consideration of waiving the 50% employer match for in order to meet an employer's workforce needs through customized training, and a decision will be made based upon the circumstances of the situation.

- 5. Describe any plans the Local Area has to permit the use of up to 10% of Local Area formula funds to conduct Statewide Activities, such as Incumbent Worker Training.*

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

i. Faith-Based and Community Organizations

Describe service coordination with Faith-Based and Community Organizations.

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

Further, the PWIB works with the City of Philadelphia's Office of Faith-Based Initiatives, and has a relationship with the Mayor's Office of Community Services, as one of its directors serve on the PWIB's CareerLink Committee.

VI ADMINISTRATION

A. Program Administration

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

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

- Is the workforce system fundamentally about job attachment, or is it about skill enhancement?
- What should the balance be between the services offered in multiple locations across the city and service centralized at a few locations?
- How should the *CareerLink* system provide services to people in neighborhoods be balanced, particularly during a time of reduced state and federal funding which may limit physical locations?
- What type of investments in training make the most sense given limited resources? As a follow-up, what is the best way to balance customer choice against skill demand?
- What policies can be developed to maximize resources to provide non-training workforce services (counseling, assessment, labor exchange information, pre-screening, résumé development, etc.) to employers and individual customers?
- The *Workforce Investment Act* allows cost-sharing for employer and individual customers. Is this a strategy that should be pursued? If so, what policies should guide cost recovery activities?

Five policy positions were adopted by the PWIB in December 2003 – a policy on cost sharing was not developed. While these policies are central to those included in the Plan, it was thought they warranted highlighting, as outlined below.

- **Purpose of Philadelphia's Workforce System**

The purpose of Philadelphia's workforce system is to: promote the economic development strategies of the region; assess and attach people to jobs with needed services for long-term career growth leading to self-sufficiency; and respond to employer

needs. The success of the workforce system in meeting these purposes is predicated on the full participation of all investors in training, education and development of the labor force at all stages, as well as participation of the array of partners whose expertise is workforce development.

- **CareerLink Service Availability**

Philadelphia's one-stop service delivery system, CareerLink, can achieve significant benefits for employer and individual customers through centralization of some services, while ensuring accessibility (e.g., physical, cultural, geographic and linguistic), quality, and efficiency serve as the foundation in determining service availability. Components critical to the success of the one-stop system in realizing this goal include the development of credible and strategic points of connection to the system (centers and access points) and appropriately trained and culturally competent staff.

- **Infrastructure Investments in Philadelphia's One-Stop System**

It is necessary to limit establishment of any additional CareerLink Centers until a city-wide needs analysis for services is conducted and current sites are evaluated for quality, efficiency, capacity, access, and level of utilization. Further, a periodic evaluation of the CareerLink system is necessary to ensure quality of service, effectiveness and efficiency, while employing continuous improvement practices. The PWIB strongly encourages investment in continued development of non-mandated partner relationships to help leverage resources into the *CareerLink* infrastructure.

- **Training Investments**

Philadelphia's approach to investing its core funds in training should be employer-driven and emphasize outcomes and long-term benefits for individuals, with appropriate focus on economic development and meeting the needs of strategic industry clusters. Further, every effort should be made to maximize all other potential resources for skills training and non-training services to employers and individual customers.

- **Career Development Services**

Philadelphia's workforce system should maximize career development services (job readiness, prescreening, and job matching) with an initial focus on building strategic partnerships to expand the availability of such services. Key to the success of this effort is optimizing relationships with *CareerLink* mandated partners.

B. Fiscal Administration

1. *Describe the administration of WIA funds used by the LWIB. Include oversight responsibilities for WIA funds, PA CareerLink and other workforce development resources.*

The WIA Title I Fiscal Agent is the Philadelphia Workforce Development Corporation (PWDC). PWDC prepares and submits for approval an annual strategic plan for investments, based on priorities articulated by the PWIB. The plan is initially submitted to the PWIB Public Investments Committee,

which provides feedback and first line approval. The annual plan is then submitted to the full board for presentation and approval. The plan is monitored through monthly meetings between PWIB leadership staff and PWDC leadership staff to ascertain alignment, and monthly reports from the fiscal agent to the PWIB, which detail financial activities, services provided, and related monthly and year-to-date outcomes. In addition to PWDC, the PWIB has a competitively selected WIA YouthWorks Fiscal Administrator (the

Philadelphia Youth Network) accountable for administering the youth portion of the investment plan under the direct auspices of the PWIB Youth Council. Because WIA youth funding is distributed via a competitive process that occurs bi-annually, the process differs from that used for Adult and Dislocated Worker funds. With youth funds, approximately once every 18 months, the Youth Council conducts a comprehensive analysis of current programs and uses that analysis to develop a two-year strategy for year round youth programming. This strategy is recommended by the Youth Council to the PWIB, and when approved is used as the basis for the grant solicitation. This strategy is also incorporated into the contract between PWDC and PYN to move youth funds. As with PWDC, there are periodic meetings between leadership staff of the PWIB and PYN, as well as periodic status reports regarding youth funds, and related activities and outcomes. In addition, PWDC, as the WIA Title I fiscal agent conducts periodic fiscal monitoring of PYN to ensure appropriate activity and internal controls. Lastly, PWDC and PYN are more formally monitored by the PWIB, as per the PWIB Monitoring Policy described in later in the Plan (section VIII – Performance: A.1.)

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

In an effort to avoid duplication of administrative costs, the PWIB have put a number of measures in place. For example, the PWIB ensures monitoring is conducted at several levels and spread across a number of entities. This approach works to avoid duplication of this administrative function. The WIA Fiscal Agent, PWDC, and PYN, the contracted WIA Youth manager, conducts fiscal/procurement and programmatic monitoring of its respective subcontractors. The PWIB, in turn ensures PWDC and PYN's direct monitoring, and conducts its own fiscal/procurement and programmatic monitoring of PYN and PWDC.

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

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

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

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

The PWIB's full property management policy is as follows:

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

PURPOSE:

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

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

SCOPE:

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

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

GENERAL PROCUREMENT POLICY:

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

1. No employees, officers, or agents of the PWIB shall participate in the selection, award or administration of a contract in which PWIB funds are used where, to their knowledge, they or their immediate families or partners have a financial interest or with whom they are negotiating or has any arrangement concerning prospective employment.
2. The PWIB's officers, employees, or agents shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors or potential contractors. Disciplinary actions shall be applied to employees, officers, and/or agents who violate the rule.
3. All procurement transactions shall be conducted in a manner to provide to the maximum extent practical, open and free competition. In order to ensure objective contractor performance and eliminate unfair competitive advantage, contractors who develop or draft specifications and other requirements for PWIB solicitation instruments shall be excluded from competing for such procurements.
4. Awards shall be made to the vendor whose offer is responsive to the solicitation and is most advantageous to the PWIB, price and other factors considered.
5. Solicitations shall clearly set forth all requirements that the vendor must fulfill, in order for the offer to be evaluated. Any and all offers may be rejected when in the best interest of PWIB to do so.

ORGANIZATIONAL RESPONSIBILITY:

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

The responsibilities of the COO will include the following:

- Processing organization purchase requests
- Classification of purchases according to the criteria contained herein
- Identification and selection of vendors
- Negotiation and executive of purchase orders and contracts
- Monitoring the terms of purchase orders and contracts
- Maintenance of vendor inventories

- Ensuring that all procurements are documented
- Maintenance of all procurement files and records, and
- Other responsibilities as assigned by the CEO

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

VENDOR INVENTORY:

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

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

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

BIDDING/QUOTATION PROCESS:

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

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

1. A clear and accurate description of the technical requirements for the material, product or service to be procured. In competitive procurements, such a description shall not contain features, which unduly restrict competition.
2. Requirements which the bidder/offeror must fulfill and all other factors to be used in evaluating bids or proposals (see the next section entitled "Evaluation of Alternative Vendors" for required criteria).
3. A description, whenever practicable, of technical requirements in terms of functions to be performed or performance required, including the range of acceptable characteristics or minimum acceptable standards.
4. The specific features of "brand name or equal" descriptions that bidders are required to meet when such items are included in the solicitations.
5. Preference, to the extent practicable and economically feasible, for products and services that conserve natural resources and protect the environment and are energy efficient.
6. A description of the proper format, if any, in which proposals must be submitted, including the name of the PWIB contact person to whom proposals should be sent.
7. The date by which proposals are due.
8. Required delivery or performance dates/schedules.
9. Clear indications of the quantity(ies) requested and unit(s) of measure.

Receipt of Late Proposals:

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

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

Evaluation of Alternative Vendors:

Alternative vendors shall be evaluated on the following criteria:

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

Not all of the preceding criteria may apply in each purchasing scenario. However, in each situation requiring consideration of alternative vendors, the department responsible for the purchase shall establish the relative importance of each criterion prior to requesting proposals and shall evaluate each proposal on the basis of the criteria that have been determined.

After a vendor has been selected and approved by the department director, the final selection shall be approved by the appropriate body prior to entering into a contract.

Affirmative Consideration of Minority, Small Business and Women-Owned Businesses:

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

1. Ensure that small business, minority-owned firms, and women's business enterprises are used to the fullest extent practicable.
2. Make information on forthcoming opportunities available and arrange time frames for purchases and contracts to encourage and facilitate participation by small business, minority-owned firms and women's business enterprises.
3. Consider in the contract process whether firms competing for larger contracts tend to subcontract with small businesses, minority-owned firms and women's business enterprises.
4. Encourage contracting with consortiums of small businesses, minority owned firms and women's business enterprises when a contract is too large for one of these firms to handle individually.
5. Use the services and assistance, as appropriate, of such organizations as the Small Business.

Special Purchasing Conditions:

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

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

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

Equipment Rental:

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

Vendor Files and Required Documentation:

The Fiscal Management Department shall create a vendor folder for each new vendor from whom PWIB purchases goods or services.

Upon making the initial purchase from any vendor (except for those utilized through petty cash, credit card, or similar transactions), the Fiscal Management Department shall mail a blank Form W-9 to that vendor, along with a request for the vendor to complete and sign the W-9 or provide equivalent, substitute information and return it in the postage-paid envelope provided.

Completed, signed Form W-9 shall be filed in each vendor's folder. A review of new vendors is required to determine whether a vendor should be treated as an employee.

Ethical Conduct in Purchasing:

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

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

Conflicts of Interest Prohibited:

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

C. Procurement

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

To procure training services not covered through the ITA system, the PWDC (WIA fiscal agent) has developed and implemented the system outline below. The PWIB guides the implementation of the system.

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

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

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

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

WIA youth services are managed by the Philadelphia Youth Network (PYN), who staffs the PWIB's Youth Council. Comprehensive and rigorous processes and criteria have been developed to award contracts and identify effective or ineffective youth activities and providers of such activities. As part of a competitive RFP process, all proposals are reviewed by three reviewers (five if a tie) all external to PYN and consisting of Youth Council members and other content experts. A list of all scores is presented to and voted on by the Youth Council. The Youth Council list is presented to the full PWIB for approval. A subcommittee of the Youth Council evaluates applications and makes recommendations for funding to the PWIB. For providers who have previously held contracts with the PWIB Youth Council, a performance index also factors into the review and selection process. This performance index includes organizational and administrative measures as well as youth outcomes and the results of site visits. The performance index is 50% of the total score for providers. Utilizing the performance index as part of the review and selection process helps to guard against the continued funding of well written grants for poorly performing programs.

New programs are required to demonstrate fiscal and administrative capacity by responding to the following vendor qualifications and responsibilities. All awards are contingent upon fiscal and administrative qualification and successful contract negotiation. All applicants given selection notification are asked to provide the following documentation of qualifications. Failure to provide the following documentation could result in disqualification of proposed award:

- Legal entity (must submit documentation proving status as a legal entity)
- Written personnel policies (must submit table of contents of personnel policies)
- Written grievance procedure for participants (must submit copy of grievance procedures)
- Annual budget
- Proven fiscal capacity including capacity for fund accounting (copy of audit submitted with RFP must be within the last year and satisfactorily address all findings)
- Has (or is able to obtain) appropriate insurances (must submit certificate of insurances with contract)
- Internet connectivity appropriate for requirements in this contract
- Demonstrated ability to collect outcome data that measures performance
- Proof of child abuse clearances and criminal background checks for staff
- A completed Accessibility Checklist (signed by authorized agency representative)

Potential applicants must also respond to the following categories in the RFP itself:

- A. Organizational Capacity and Program Description (10 points)
- B. Collaborative Arrangements (25 points)
- C. Program Components (25 points)
- D. Outcomes (30 points)
- E. Budget (10 pts)

D. Appeals Process

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

The Youth Council regularly receives responses to its Requests for Proposals that consistently exceed available funding. Through careful review by panels of Youth Council members and others with expertise in youth programming, a set of recommended applications is identified for consideration by the PWIB. In the event that an applicant wants to appeal a decision, the applicant will take the following steps:

- Letter of appeal stating reasons for the appeal which must be received by the PWIB within fifteen days (15) of the date on the denial letter;
- The PWIB will then have two weeks to respond in writing to the organization making the appeal;
- If denied, the applicant has seven days from the date that the appeal is denied to further appeal to the Bureau of Workforce Development Programming. The BWDP will respond within two weeks from the date of the appeal. The decision of the BWDP is final.

E. Equal Opportunity and Affirmative Action

1. *Describe the system to assure compliance with all applicable federal and state laws and regulations including those regarding debarment, tax liabilities or delinquent obligations, the Federal Lobbying Act, Minority and Women Business, discrimination or harassment.*

To ensure compliance with such laws, the LWIA has developed policies and related procedures to govern compliance with the aforementioned federal and state regulations. These policies and statements are extended to all subcontractors and regulations outlining compliance with these regulations are included in all service contracts and agreements.

Provide contact information for the Equal Opportunity (EO) Officer and EO Liaison(s) in the Local Area.

EO Officer:
Ms. Janice Gleason
Senior Director of Equal Opportunity/ADA Compliance
Philadelphia Workforce Development Corporation
1617 JFK Blvd., 13th Floor
Philadelphia, PA. 19102
215-963-2126
jgleason@pwdc.org

Contact Information for EO Liaisons by center are as follows:

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

Tony Bucciarelli
PA CareerLink Philadelphia South
930 Washington Avenue
Philadelphia, PA 19147
215-952-1137
TDD/TTY: 215-952-1160

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

Alyssa Eagan
PA CareerLink Philadelphia
Suburban Station
1617 JFK Boulevard, 2nd Floor
Philadelphia, PA 19103
215-557-2592
TDD/TTY: 267-514-8076

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

Carmen Diaz
PA CareerLink Philadelphia
Nueva Esperanza
4261 N. 5th Street
Philadelphia, PA 19140
215-324-074
TDD/TTY: 215-967-97226

Angelica Vidro
PA CareerLink Philadelphia
Calle Americana
216 W. Somerset Street
Philadelphia, PA 19133
267-765-2260
TDD/TTY: 215-634-4470

2. Describe how the identity of the EO Officer and the appeal process are made available.

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

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

The local workforce investment area has established a Complaint Process which is in accordance to CFR Part 37. Section 37.76 of the WIA and includes the required elements of a recipient's discrimination complaint processing procedures. In the event an appeals process is necessary, the issue will be

attempted to be resolved at the level from which the complaint generates, and escalated to a higher official in the following order: Local PA CareerLink site office EEO liaison, Senior Director of EEO/ADA followed by the State EEO officer. As previously mentioned, a written Notice of Final Action, is provided to the complainant within 90 days of the date on which the complaint was filed. Information on appealing to the Commonwealth is included in the Notice of Final Action. .

VII PERFORMANCE

A. Performance Management

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

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

Introduction

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

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

Workforce Investment Act of 1998 (WIA)

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

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

- (1) Determine that expenditures have been made against the cost categories and within the cost limitations specified in the act and the regulations.
- (2) Determine whether or not there is compliance with other provisions of the Act and WIA regulations and other applicable laws and regulations.
- (3) Provide technical assistance as necessary and appropriate.

The Monitoring Policy will insure that the Philadelphia Workforce Investment Board (PWIB) is in compliance with the Workforce Investment Act of 1998.

GUIDING PRINCIPLE

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

METHODOLOGY

WIA Title I Investment Strategy

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

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

The management of WIA Title I youth funds are deferred to the Philadelphia Youth Network (PYN). PYN, through its contract, and guided by the PWIB Youth Council, is responsible for developing a strategy for earmarking WIA Title I youth funds in accordance with the priorities of the PWIB.

The PWIB will monitor the extent to which WIA Title I funds are invested according to the Board-approved strategies developed by the PWDC and PYN

For example, the PWIB will consider the outcome of the Commonwealth of Pennsylvania Bureau of Workforce Development Partnership's review of the Philadelphia Workforce Investment Area fiscal and procurement system, as well as the results of the CareerLink Quality Review when conducting annual monitoring activities.

WIB Administrative and Oversight Compliance

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

CareerLink Delivery System and Operator

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

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

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

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

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

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

TIMELINE FOR CAREERLINK MONITORING

ACTION	TIME
PWIB monitoring of comprehensive centers	September – May
PWIB monitoring of satellite centers	September – May
PWIB monitoring of CareerLink sites completed	May, 31
PWIB reports monitoring findings to Committee	Periodic with a final in August
PWIB reports monitoring findings to full board	Board meeting subsequent to reporting findings to the designated PWIB Committee
PWIB reports update on corrective action plans if applicable to full PWIB board	Board meeting subsequent to sharing findings with the full PWIB

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

Fiscal Agent

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

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

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

The PWIB staff will report the monitoring findings to the designated committee periodically with a final report in August of the following program year. Once the Committee approves the results, a full Board

report will be presented at a subsequent Board meeting. If the PWDC is working on a corrective action plan, progress will be reported to the Committee and the full Board (as deemed appropriate by the Committee) on an ongoing basis to make sure the necessary actions have taken place.

TIMELINE FOR FISCAL AGENT MONITORING

ACTION	TIME
PWIB monitoring of the PWDC	February - May
The PWIB sends results of monitoring to the PWDC	Prior to June 30
The PWDC submits corrective action plan if necessary	Within 30 days of receiving results from the PWIB
The PWIB checks with the PWDC to make sure corrective action has been implemented if applicable	Within 90 days of receiving the PWDC's corrective action plan
The PWIB reports monitoring finding to the Committee	Periodic with a final report in August
The PWIB reports monitoring findings to the full board	Board meeting subsequent to reporting findings to the designated PWIB Committee
The PWIB reports update on corrective action plans if applicable to the full board if applicable	Board meeting subsequent to sharing findings with the full PWIB

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

PWDC Monitoring Responsibilities

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

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

1. Risk assessments to identify high risk operators
2. Reviews of single audits
3. Reviews of quality of service to enhance program accountability
4. On-site visits to review records, documents and observe operations
5. Reviews of service providers' financial and progress reports

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

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

- a. Size of budget
- b. Prior monitoring and audit results
- c. Number of participants
- d. Major changes in personnel or practices since last review

- e. First time operator
- f. History of disallowed costs
- g. Structure for provision of services
- h. Number of complaints

In addition to the PWDC providing the PWIB with the process of establishing a risk assessment score, the WIB must receive a list of all WIA contracts held by the PWDC to identify high risk operators. The list must include:

1. The name of the contractor;
2. The contract amount;
3. The risk points based on the risk assessment; and
4. The at-risk status, or lack thereof, of the contractor.

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

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

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

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

The PWIB will report the monitoring findings to the designated PWIB oversight committee periodically with a final report in August. Once the Committee approves the results, a full board report will be presented at the subsequent board meeting. If a contractor is working on a corrective plan, progress will be reported to the PWIB Committee and the full board (as deemed necessary) on an ongoing basis to make sure the necessary actions take place.

TIMELINE FOR PROGRAMMATIC & FISCAL MONITORING

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

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

Required Areas for Review

All Sub recipients

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

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

Youth Services

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

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

- Ten program elements;
- Child Labor Laws compliance;
- Individual Employment Plans;
- Follow-up procedures;
- 30% Out-of-School Youth expenditures; and
- Performance standards

Adult Services

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

Individual Training Accounts (ITAs)

The following areas will be reviewed.

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

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

The following areas will be reviewed.

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

Customized Training

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

The following areas will be reviewed.

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

Other Contracts:

The other category includes those contracts not specified above.

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

2. Describe the system to capture and report performance data.

PA CareerLink utilizes four primary data sources: a *Swipe Card System*-records customer traffic in CareerLink comprehensive and mini centers; PA CareerLink *Operating System*-integrated state operating system that includes job orders and characteristics of job seekers (the system of record for performance); and finally, CAPS system provides case management data for WIA clients. Performance data on the PA CareerLink system, including customer and employer outcomes, are provided through quarterly reports and an annual report. These reports, which include the demographics of PA CareerLink customers is routinely reported and analyzed by the appropriate PWIB standing Committee; however, the PWIB does not set measures for the PA CareerLink system based on these demographics. Rather, the PWIB assesses the extent to which the public is engaged and access available services. Evidence of engagement includes established partnerships with organizations that represent special populations; the availability of the organizations' core services through PA CareerLink and formal mechanisms to link customers to needed services. The PWIB will continue to review the demographic profile of customers using the PA CareerLink, and work accordingly to mitigate known barriers that preclude populations from using the full compliment of services afforded by the One-Stop.

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

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

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

The local workforce investment area has developed a number of strategies to identify areas which are in need of improvement as well as implement strategies to address these deficiencies. As previously noted in Vision and Priorities section of this document, the PWIB as part of its work to complete the high performing WIB self assessment, conducted a self analysis where eight priority areas for the board were identified, including PA CareerLink. The plans for moving forward are delineated in this section. Also as previously mentioned the PWIB conducted a third party evaluation of the local one stop system where a number of enhancements were identified. The CareerLink Committee and the one-stop system Operator are addressing the recommendations outlined in the report. Lastly, the PWIB's one stop center compliance monitoring revealed a number of system wide and center specific areas for improvement. To address the finding outlined in the monitoring report, action plans are developed to detail the steps needed to bring the center into compliance with state and local workforce policy.

5. Describe LWIA policies or strategies to ensure effective implementation of Common Measures.

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

B. Negotiated Performance

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

The PWIB's vision for the Local Workforce Investment Area (LWIA), as described above, has at its core, the challenge of increasing the viability of the local labor supply. Given the impact the lack of foundation skills of many job seekers has on overall efforts, negotiated performance levels support the need to address related challenges, while simultaneously, creating a thriving employer community. Given this goal, negotiated performance for the LWIA in PY2006 will mirror PY2005 performance, which reflects local request to further negotiate performance proposed by the Commonwealth for Adult Entered Employment Rate, Dislocated Worker Entered Employment Rate and Retention Rate, and Youth Placement Rate. Support for further negotiation of performance is outlined below.

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

IX. Appendices

Appendix A-Published Notice

Appendix B-Plan Review Comments

Appendix C-Organizational Chart

Appendix D-WIB/PA CareerLink Partner MOU

Appendix E-Negotiated performance standards for the Adult, Dislocated Worker and Youth Programs