



**Philadelphia Workforce  
Development Board**

**Workforce Innovation and  
Opportunity Act**

**DRAFT LOCAL PLAN**

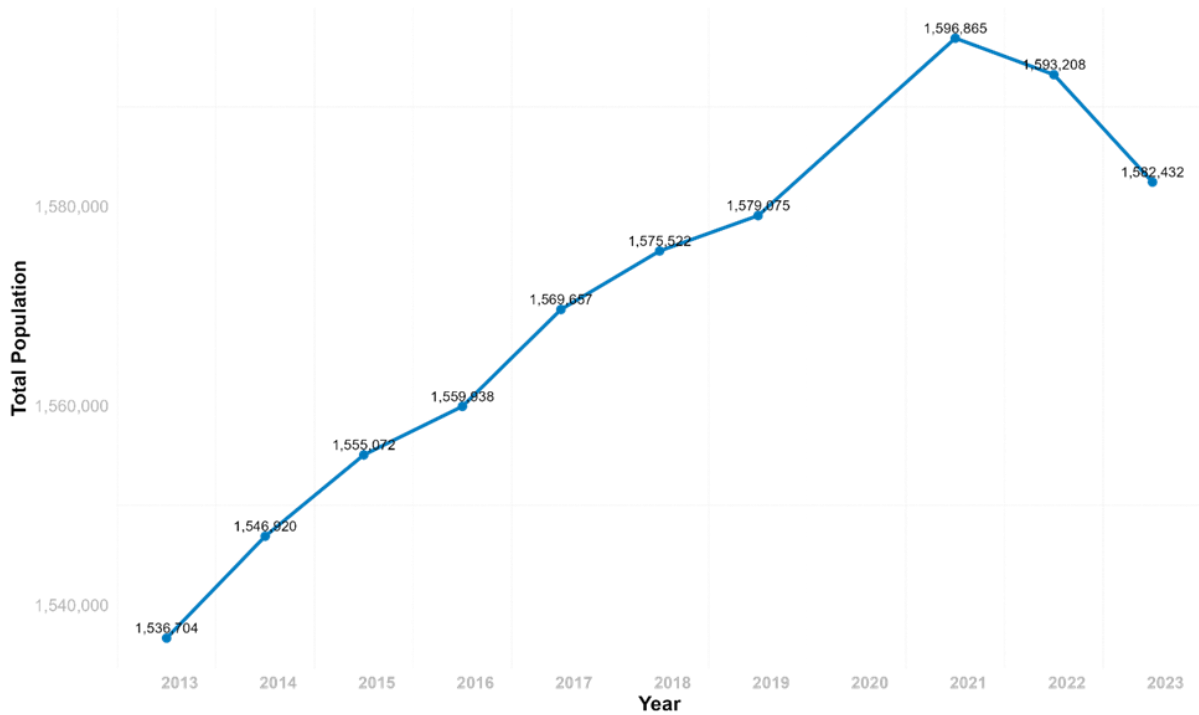
**DRAFT [EFFECTIVE July 1, 2025 - June 30, 2028]**

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

*1.1 Workforce analysis - Provide an analysis of the regional workforce, including the composition of the local area’s population and current labor force employment data.*

From 2010 to 2018, Philadelphia County’s population grew by about 45,700 residents (S01001, 2023 ACS 5-Year Estimate). However, like many other major counties, Philadelphia County’s population has declined in recent years. From 2021 to 2023, Philadelphia County’s total population declined each year, seeing a total decrease of approximately 14,400. As of 2023, the total population in the county stood at roughly 1,582,400. Figure 1 details yearly population totals from the American Community Survey (ACS). Of the current population in 2023, an estimated 861,800 were considered “prime working age” (aged 25 to 64), roughly 54% of the population.

**Figure 1: Total Population of Philadelphia (2013-2023, no 2020), ACS-5 2023**

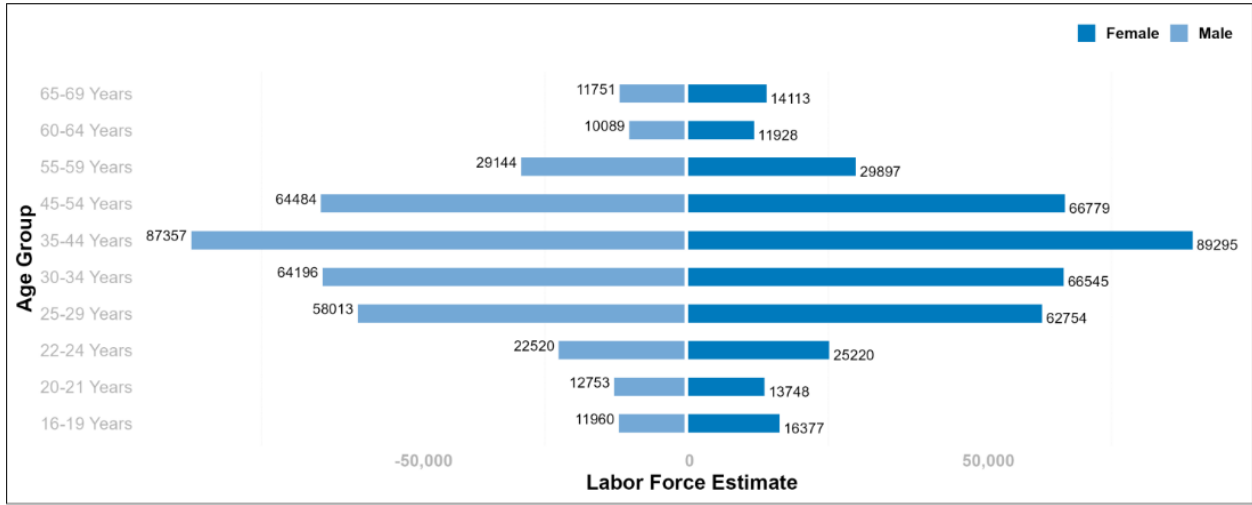


Relative to the state, Philadelphia County has a younger population, as the median age stood at 35.1 in Philadelphia compared to 40.9 Pennsylvania in 2023 (S0101). Over the last decade, the number of Philadelphians aged 35 to 44 in the labor force has increased by just over 5%, while the 25 to 34 cohort has decreased by almost 10%. An aging population has followed an increase in the number of Philadelphians aged 65 to 74 in the labor force, which grew by over 5%.

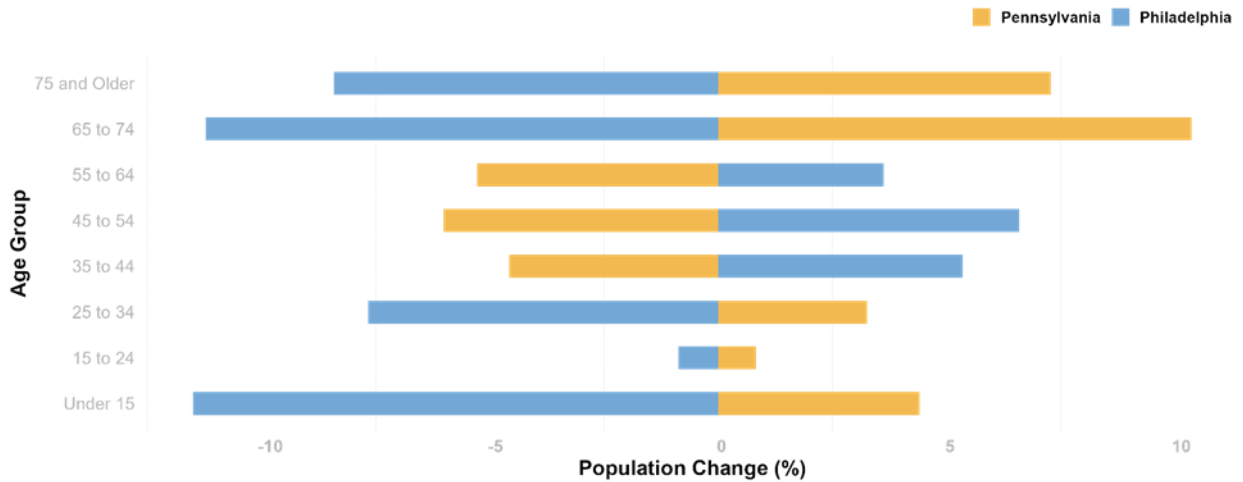
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The workforce system should balance both training and upskilling of the younger and growing middle aged workforce, but it is also important to consider Philadelphians over 55 who might become disconnected from employment in a rapidly evolving labor market.

**Figure 2: Labor Force Pyramid Age Distribution by Binary Sex, ACS-5 2023**

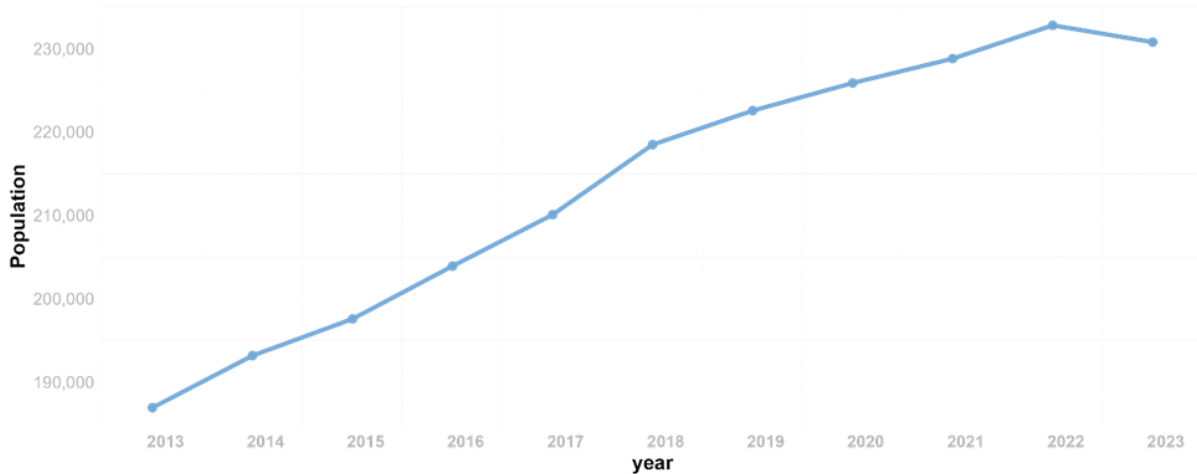


**Figure 3: Change in Population by Labor Force Age Cohort (2013-2023) by Binary Sex**



Over the last decade, Philadelphia County has seen an increase in its foreign-born population. In 2023, an estimated 15% of Philadelphia’s population was born outside of the United States, compared to 8% in Pennsylvania. From 2013 to 2023, Philadelphia’s population grew by about 45,700, with the total number of foreign-born Philadelphians increasing by 43,900 (+23.5%) and the number of native-born Philadelphians experiencing a net gain of just 1,800 (+0.1%) (B05012).

**Figure 4: Foreign-Born Population in Philadelphia (2013-2023)**

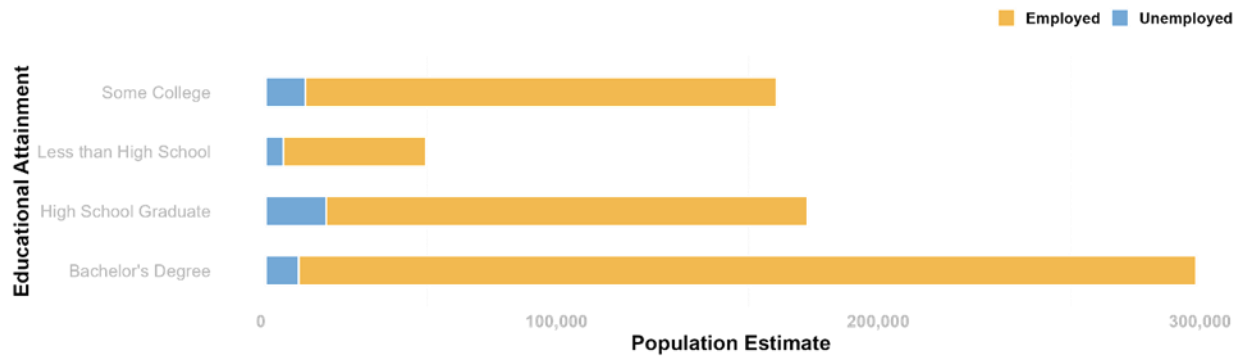


Philadelphia County has also seen an increase in those with at least a bachelor's degree over the last decade, with the share of Philadelphians over age 25 with at least Bachelor's increasing from 26% in 2013 to 37% in 2023 (B15001). The increase in educational attainment has been apparent in younger populations, as the number of Philadelphians aged 25 to 34 with at least a Bachelor's increased from 43,100 in 2013 to 68,500 in 2023 (+59%), resulting in 48% total of such Philadelphians having at least a Bachelor's in 2023 (S1501). Philadelphia's growth in educational attainment is reflected in larger regional trends, as the share of 25 to 34 years olds with at least a Bachelor's increased from 31% to 38% in Pennsylvania over the same span.

Additionally, educational attainment is a strong indicator of labor market outcomes. In 2023, the labor force participation rate of Philadelphians aged 25 to 64 with at least bachelor's degree stood at roughly 89%, compared to just 69% for those with just a high school diploma (S2301). In addition to lower participation rates, those without lower educational attainment experienced higher rates of unemployment (Table 1). Those with just a high school diploma experienced a 10.9% unemployment rate in Philadelphia County, compared to just 6.1% in Pennsylvania.

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**Figure 5: Educational Attainment in Philadelphia, ACS-5 2023**

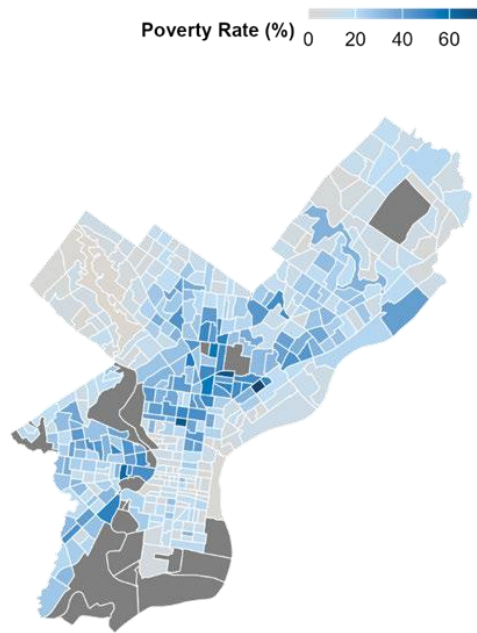


**Table 1: Labor Force Participation, Employment, and Unemployment by Educational Attainment in Philadelphia, ACS-5 2023**

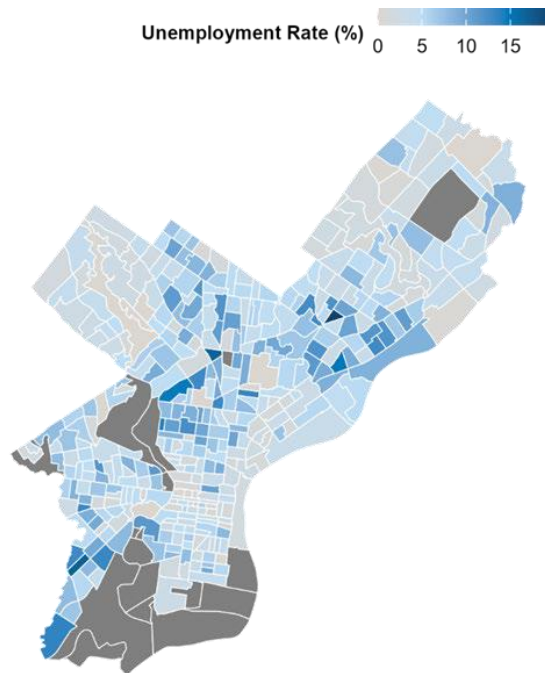
Educational Attainment	Population	Labor Force Participation (%)	Employment Ratio (%)	Unemployment Rate (%)
<b>Population 25 to 64 years</b>	861840	100	71.84	7.09
<b>Less than High School Diploma</b>	91391	54.44	48.51	10.89
<b>High School Diploma or Equivalent</b>	244189	68.96	61.26	11.17
<b>Some College or Associate Degree</b>	203149	78.21	72.06	7.86
<b>Bachelor's Degree or Higher</b>	323111	89.54	86.29	3.69

A large focus in workforce development is the working poor - those who participate in the labor force but are in poverty. In 2023, about 10% of those participating in the city’s labor force - 81,900 residents- lived in poverty. Of these, 58,600 (71%) were employed and 22,900 (28%) were unemployed (S2301). While this distribution points to the continued significance of the PA CareerLink® Philadelphia system’s need to support unemployed residents as they search for work, it also highlights the importance of job quality and family-sustaining wages. Simply helping Philadelphia residents find a job is not enough. Instead, real reductions in poverty require training programs, career pathways, and apprenticeships with possibilities for increased earning and advancement. Though poverty affects a significant portion of Philadelphia residents, it is spatially concentrated in the city’s northern and western neighborhoods. Other employment barriers, such as low educational attainment, follow similar patterns.

**Figure 6: Poverty Rate by Census Tract in Philadelphia, ACS-5 2023**



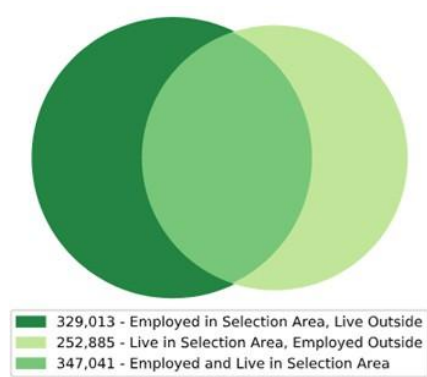
**Figure 7: Unemployment Rates by Census Tract in Philadelphia, ACS-5 2023**



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As Philadelphia’s population continues to change, regional commuting patterns will play a crucial role in the jobs that residents and non-residents take. As of 2021, roughly 57.8% of those who lived in Philadelphia County were also employed in the county. Philadelphia does have a strong inflow of commuters at the same time, as 48.7% of those working in Philadelphia County lived outside of the county (Figure 8). The growth of interconnected industries and employment brings up challenges to workers that rely on public transportation to move between regions, as access to transportation is one of several barriers to employment recognized by the board.

**Figure 8: Inflow/Outflow Job Counts in 2021, Census Data LEHD LODES**



In Philadelphia County	Count in 2021	Percentage %
Employed	676,054	100.0%
Employed but Living Outside	329,013	48.7%
Employed and Living in The Area	347,041	51.3%
Living in The Area	599,926	100.0%
Living in The Area but Employed Outside	252,885	42.2%
Living and Employed in The Area	347,041	57.8%

Related to access to transportation as a barrier to employment, the Workforce Innovation and Opportunity Act (WIOA) recognizes 13 barriers to employment, each of which has a significant presence in the city. Count estimates for individuals in each (non-exclusive) category are found below in Table 1. In addition, Table 2 gives information on the educational attainment of those with a WIOA recognized barrier.

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**Table 2: WIOA Registered Individuals with Barriers to Employment**

Barrier	% Enrolled PY23
Low-Income	86%
Ex-Offender	4%
Basic Skills Deficient	9%
Disability	4%
Homeless	1%
Single Parent	5%
Any Barrier	80%

In addition, the educational levels of those experiencing WIOA barriers varies by each barrier type. In PY 2023, 428 of the 848 customers with a WIOA - Dislocated Worker barrier had just a high school diploma or GED, with an additional 138 having some sort of post-secondary education without a completed degree or certificate. Of the 11,851 individuals in the labor exchange program, 6,933 had just a high school diploma or GED, with just 1,834 having some secondary education with no diploma or GED.

**Table 3: Educational Levels of WIOA Barriers in Program Year 2023**

Distinct Count of Participant ID	Labor Exchange	WIOA - Adult (18-Older)	WIOA - Dislocated Worker	WIOA - Out-of-School Youth (16-24)	Grand Total
Associate's Degree	403	100	48		403
Attained Other Post-Secondary or Certification	197	54	24	2	197
Attained Special Education Certificate of Attendance/Completion	95	25	9		95
Bachelor's Degree or Equivalent	581	171	77	2	581
Doctorate	56	8	2		56
Education beyond Bachelor's Degree, No Additional Degree	43	8	7		43
Elementary Education (Grades 1-8)	257	57	17	3	257
HS OR GED	6933	1548	428	188	6933
Master's degree or higher	355	77	17	5	355
No Formal Schooling	32	7	2		32
Post-Secondary Education, no degree or certificate	1065	293	138	8	1065
Secondary Education (Grades 9-12, No Diploma)	1834	276	79	92	1834
<b>Grand Total</b>	<b>11851</b>	<b>2624</b>	<b>848</b>	<b>300</b>	<b>11851</b>



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1.2 Economic analysis - Describe strategic planning elements including a regional analysis of economic conditions.

Philadelphia’s regional economy is known for its high concentration of economic activity in several industry clusters. The Pennsylvania Department of Labor, through the Center for Workforce Intelligence and Analytics, developed key industry clusters for different regions of the state. As defined by the CWIA, industry clusters “...consist of a group of industries that are closely linked by common product markets, labor pools, similar technologies, supplier chains, and/or other economic ties”. Thus, activity in certain industries can have a ripple effect on other clusters. Utilizing Lightcast data, Philadelphia County has strong employment in Health Care, Logistics and transportation, and Bio-Medical industry cluster activity (Table 4).

Industry clusters serve as a compass for embracing the strongest industries and occupations to the Philadelphia region. Clusters are also identified statewide, and development strategies are used to place career seekers on pathways in quality jobs in the following clusters: Advanced Manufacturing and Logistics, Business & Financial Services, Construction & Infrastructure, Early Childhood Education, Healthcare & Behavioral Health, Hospitality & Retail Trade, Information Technology (Technology Services). However, challenges still exist in ensuring career seekers are placed in the best career pathways. Future employment projections from the CWIA indicate that the fastest growing occupations will require a wide range of skills and credentials, varying from little to none, to specialized credentialing and training. The Board continues to work to move those in unskilled positions to more skilled positions to increase the stability of their employment and wages (See Table 4 below).

**Table 4: Statistics for Philadelphia County’s Industry Clusters, 2023**

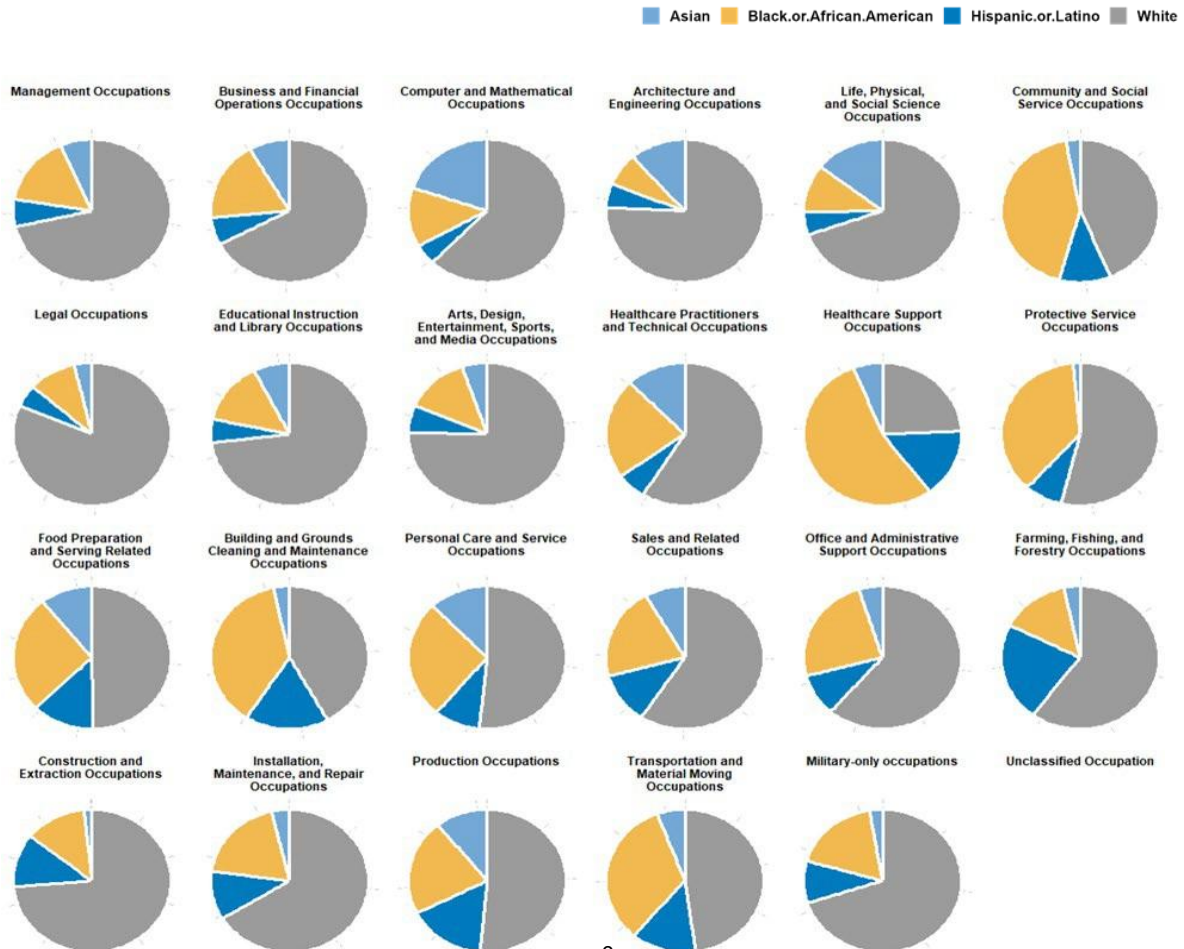
Cluster (or sub-cluster) Name	Employment (2023)	National LQ	Wages	% Growth, 2018-2023
Advanced Manufacturing (AM)	13,910	0.28	\$66,230	-7.6%
Agriculture & Food Production (AFP)	12,200	0.47	\$72,680	+4.5%
Bio-Medical (BM)	9,150	0.99	\$122,210	+24.1%
Building & Construction (BC)	21,500	0.43	\$86,380	+3.7%
Business Services (BSV)	86,170	0.96	\$127,310	+7.2%
Education (ED)	94,580	1.47	\$84,000	-0.6%
Energy (ENGY)	8,110	0.59	\$99,980	-13.9%
Health Care (HC)	186,640	1.74	\$70,680	+9.5%
Hospitality, Leisure & Entertainment (HLE)	76,160	0.91	\$44,050	-3.2%
Logistics & Transportation (LT)	30,750	0.99	\$75,110	-1.3%
Real Estate, Finance & Insurance (REFI)	37,220	0.95	\$142,750	-2.3%
Wood, Wood Products & Publishing (WWP)	5,020	0.58	\$86,671	-23.3%

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Known for investments into health care and life sciences, Philadelphia County’s has strong concentrations of Health Care (HC) and Bio-Medical (BM) industry clusters according to location quotients, a measure used to compare the employment of an industry compared to the national average. While the Bio-Medical industry cluster employed roughly 9,150 individuals as of 2023, it has added almost 2,000 jobs for a 24% growth rate since 2018. Investment efforts such as the Good Jobs Challenge presents an opportunity for higher wages and a STEM-based career path.

Focus on industry clusters and occupational employment can be a tool to address diversity challenges across industries and occupations in Philadelphia County. Utilizing 2-digit SOC codes, Figure 10 gives the diversity breakdowns of the largest occupation families in Philadelphia County. Healthcare Support Occupations are predominantly staffed by Black or African American residents, compared to other groups like Life, Physical and Social Science Occupations. Knowing the diversity breakdown of these occupation groups can better inform the Board on areas where diversity efforts can be enhanced and improved and provide a better sense what type of occupations lesser represented groups may be coming from when seeking a career change.

**Figure 10: Demographics By Occupations in Philadelphia (2 Digits SOC)**

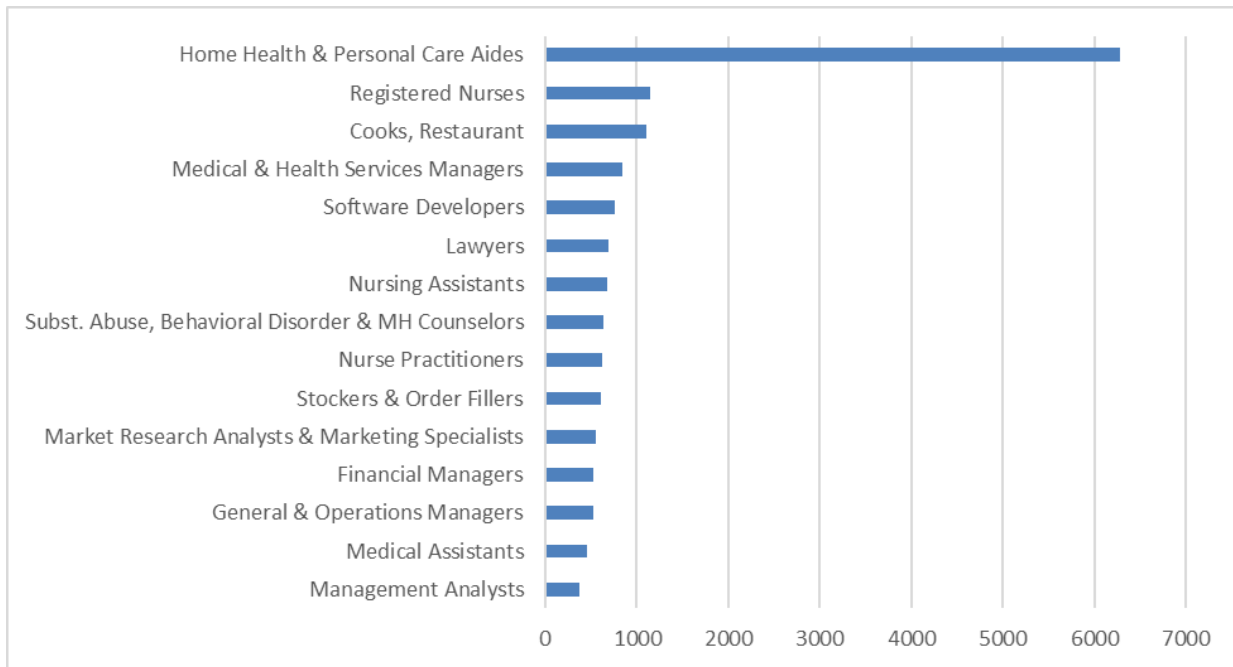


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The Board continues to embrace the City’s focus on strong clusters and industry groupings. Targeted industry groups align closely with groupings of state clusters. The economic development strategy to increase labor force participation and to move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

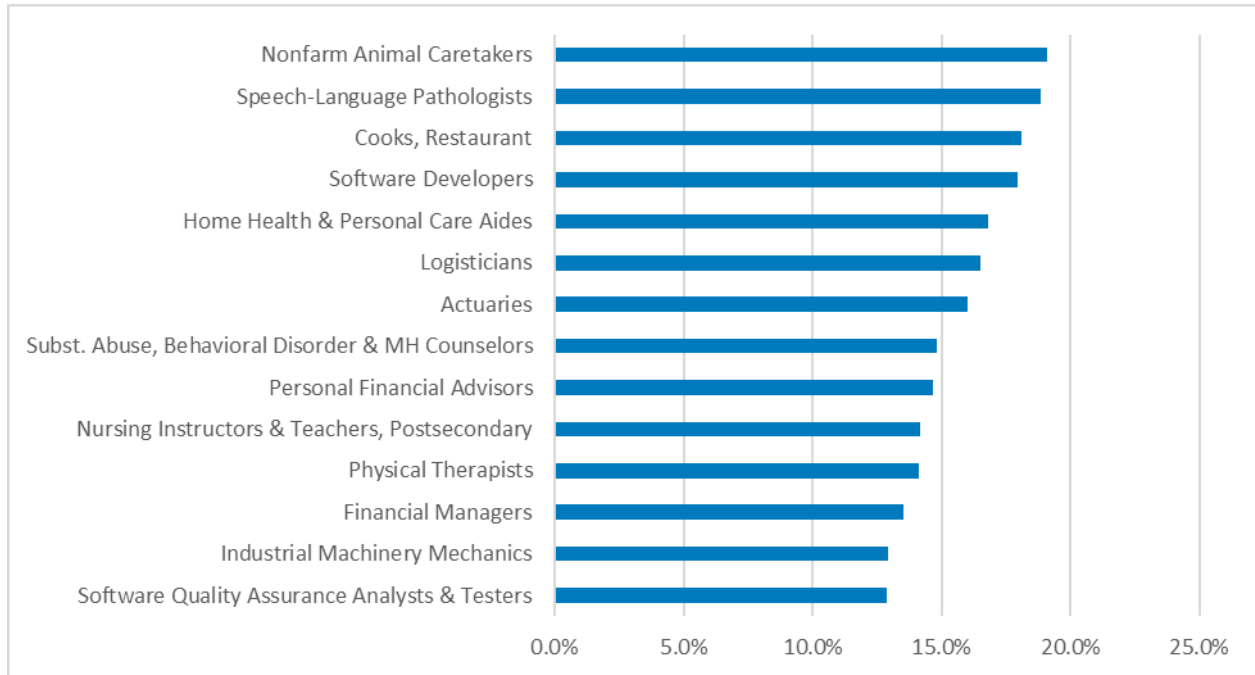
Challenges remain in placing residents in work along a career pathway. Occupational projections from the CWIA indicate that the occupations with the largest volume of increased positions vary from requiring expert skills training to minimal skills training. The Board continues to work to move those in unskilled positions to more skilled positions to increase the stability of their employment and wages. Figures 11 and 12 below highlight the growth rate as a percent change and total net employment change of the fastest growing occupations according to CWIA projection. Home Health and Personal Care Aides is by far projected to grow by the most between 2022 and 2032 according to CWIA projections, adding over 6,000 jobs.

**Figure 11: Top 10 Occupations by Employment Growth (Annual Average) in Philadelphia County 2022-2032, CWIA Projections**



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**Figure 12: Fastest Growing Occupations by Percent Change in Philadelphia County 2022-2032, CWIA Projections (SOC With At Least 500 Employed)**



**Table 5: Fastest Growing Occupations in Philadelphia Due to Growth in CWIA 2030-2032 Long-Term Projections (SOC With At Least 500 Employed)**

SOC	Title	Educ. Level	Empl. (2022)	Proj. (2032)	% Change	Change
31-1120	Home Health & Personal Care Aides	ST OJT	37,320	43,600	16.8%	6,280
29-1141	Registered Nurses	BD	28,150	29,290	4.0%	1,140
35-2014	Cooks, Restaurant	MT OJT	6,080	7,180	18.1%	1,100
11-9111	Medical & Health Services Managers	BD+	3,250	4,090	25.8%	840
15-1252	Software Developers	BD	4,230	4,990	18.0%	760
23-1011	Lawyers	DOCT	9,540	10,230	7.2%	690
31-1131	Nursing Assistants	PS	11,600	12,280	5.9%	680
21-1018	Substance Abuse, Behavioral, & Mental Health Counselors	BD	4,250	4,880	14.8%	630
29-1171	Nurse Practitioners	MD	1,420	2,040	43.7%	620
53-7065	Stockers & Order Fillers	ST OJT	7,670	8,280	8.0%	610
13-1161	Market Research Analysts & Marketing Specialists	BD	4,600	5,150	12.0%	550
11-3031	Financial Managers	BD+	3,920	4,450	13.5%	530
11-1021	General & Operations Managers	BD+	14,120	14,640	3.7%	520
31-9092	Medical Assistants	PS	3,820	4,280	12.0%	460
13-1111	Management Analysts	BD+	4,710	5,080	7.9%	370

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In addition, the Board continues to monitor timely job postings data to evaluate current demand for occupations in Philadelphia County. For PY2023, the most posted occupations ranged from those with little to no formal education requirements (Retail Salespersons) to higher paying, credentialed occupations (Registered Nurses).

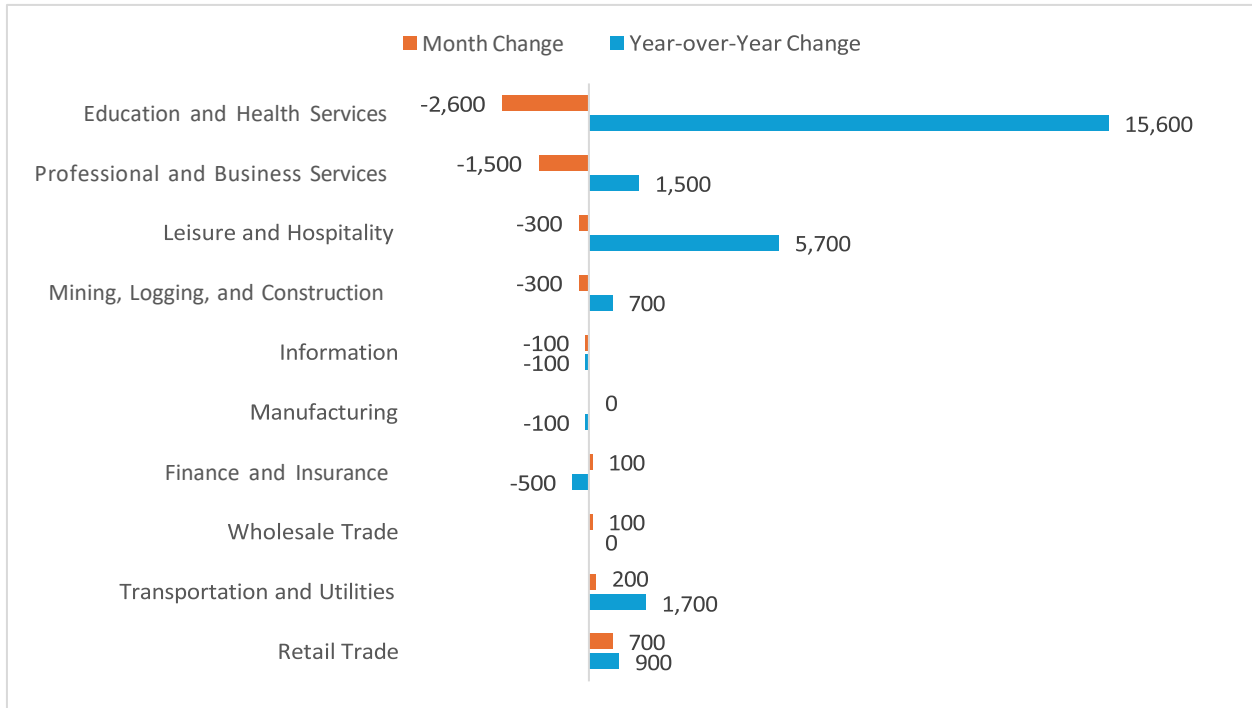
**Table 6: Top Occupations by Job Postings in Philadelphia, Program Year 2023**

<b>Occupation (SOC)</b>	<b>Unique Postings</b>
Registered Nurses	2161
Software Developers	877
Postsecondary Teachers	826
Computer Occupations, All Other	750
Medical and Health Services Managers	681
Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products	672
Retail Salespersons	597
General and Operations Managers	589
Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	569
Project Management Specialists	497
Sales Managers	482

Outside of defined industry clusters, larger NAICS-defined industrial sectors have experienced different growth rates across the region. Year-over-year, the Education and Health Services and Leisure and Hospitality sectors saw the greatest job gains in October 2024, adding roughly 9,400 and 3,400 jobs respectively. In contrast, Retail Trade saw the largest decline, losing a net 1,500 jobs year over year. Knowing that the industrial employment trends of Philadelphia’s largest industries, as well as those smaller industries that staff common PA CareerLink® customer’s occupations, help best inform the Board on macro trends that may influence demand for staffing in specific occupations.

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**Figure 13: Employment Change by Major Industry Sector in Philadelphia, December 2024**

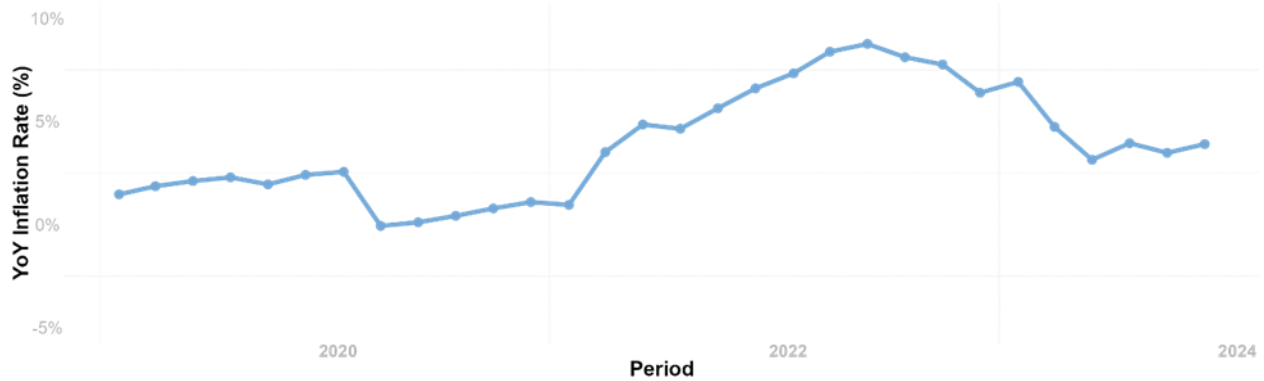


Finally, the Board has monitored the state of inflation and wage growth in Philadelphia County closely, as both economic elements impact career-seekers in the region. Year-over-year change in inflation as measured by the Consumer Price Index (CPI) has cooled since the end of 2023 (Figure 14). In Philadelphia County, inflation peaked at almost 10% year-over-year in the summer of 2022.

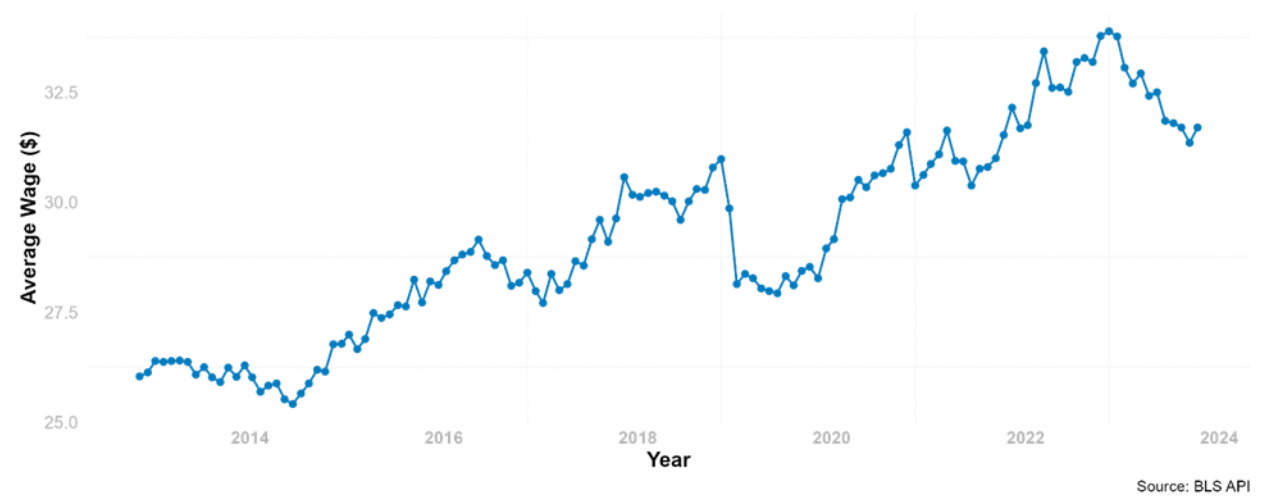
At the same time, average wages have also cooled through the start of 2024 (Figure 15), in what could be considered a good sign in terms of the slowing pace of inflation. While slower wage growth may be a good sign in the long run, in the short term it impacts an individual’s purchasing power and makes a living wage a top priority for career seekers in the region.

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**Figure 14: Year over Year Change of Inflation**



**Figure 15: Wage Trend for Private Employment in Philadelphia (2013-2023)**



**Key Local and Regional Sector Initiatives:**

**Apprenticeship:** ApprenticeshipPHL, a regional collaborative to grow and expand Registered Apprenticeships, has seen strong interest and growth in a few key sectors. Alongside partners in EducatePHL, the School District of Philadelphia, has been working to develop and register a Teacher Apprenticeship program for K-12. Through PhilaWorks’ Apprenticeship Building America Grant, partners are also seeing increased interest from high school students in Early Childhood Education pre-apprenticeship programs.

PhilaWorks has provided technical assistance to employers and sponsors who are interested in developing and expanding tech related apprenticeship and pre-apprenticeship programs including Web Developer, App Developer, Computer Programmer, Cybersecurity, and IT Generalist.

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The Healthcare sector continues to see strong growth in apprenticeship programs. PhilaWorks has supported apprenticeship programs reach registration with the Apprenticeship and Training Office for Licensed Marriage & Family Therapist and has provided technical assistance with sponsors and employers interested in Community Health Worker programs.

Additionally, the Finishing Trades Institute continues to see success in their Women in Nontraditional Careers Tradeswomen Readiness pre-apprenticeship program which provides a robust pathway for women to enter into a career in the building trades.

### **Healthcare and Infrastructure**

The Good Jobs Challenge in Southeastern PA, funded by the Economic Development Administration, U.S. Department of Commerce is focused on identified high-priority sectors: Healthcare & Life Sciences, and Infrastructure to create sectoral partnerships that increase employment and training opportunities in the region. The Skills Initiative (Healthcare & Life Sciences) and Philadelphia Area Labor Management Committee (Infrastructure) are two of the three backbone organizations growing sectoral partnerships, creating human-centered program design, and leveraging existing funding. These efforts advance business and employer engagement solutions, employment outcomes, talent pipeline diversity, and community impact.

### **Manufacturing and Hospitality**

PhilaWorks leads two Industry Partnerships, The Southeastern Pennsylvania Manufacturing Alliance (SEPMA) and Hospitality + Entertainment. The IPs are professional alliances inclusive of regional manufacturing and hospitality & entertainment industry leaders. The Industry Partnerships are designed to work collaboratively in the region with local training providers, businesses, and stakeholders to **1)** expand sector awareness, **2)** identify industry-wide challenges, **3)** implement solutions to sectoral-specific challenges, **4)** build community within the region, **5)** serve as a technical assistance and resource hub for the alliance, **6)** support business growth, increased opportunity, and talent pipeline connections.

### **Information Technology**

PhilaWorks was recently awarded an Industry Partnership (IP) grant to formalize an IP for the information technology sector in Philadelphia. In collaboration with the City of Philadelphia's Commerce Department and the Greater Philadelphia Chamber of Commerce, we plan to launch PHL Tech ) to assess, grow, and match diverse local tech talent to opportunity by **1)** prioritizing tech as an essential skill area across growth industries in the city, **2)** establishing clear pathways for entry-level positions with trusted training partners, and **3)** assessing employer needs to inform effective training within the tech industry, specifically in the in-demand occupations within the Computer and Information Technology sector.



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### 1.3 Skill Gap analysis - How are skills gaps defined in the local area? Provide a description of the skills that are required to meet the needs of employers in region and local area?

The Board is committed to bridging the gap between employer’s in-demand skills and the skills of career seekers in the region. While some skills align closer with specific certificates or credentialing programs, other skills exist more as “soft skills” that can transfer across occupations. The Board utilizes the most up to date job postings data to analyze which skills and credentials are most in-demand in the region, as well as provides data-driven analysis of proposed industry recognized credentials. In addition, through relationships with local employers, the Board provides strong insights into what skills and credentials are most needed in the workforce.

The Board maintains close ties with employers through sector-strategies in Advanced Manufacturing, Direct Care Healthcare, Business/Financial Services, the Hospitality Leisure and Entertainment Next Gen Partnership, Regional Information Technology (IT), Energy Partnerships, Transportation and Logistics, and Apprenticeship programming. These relationships, locally and regionally, help inform the Board’s understanding of skills needed for successful entry and advancement into industry career pathways. Through meetings with individual and groups of employers, analysis of job postings, and reviews of assessment tools used by employers, the Board can keep an up-to-date inventory of in-demand skills per industry.

These relationships also allow PhilaWorks to better identify gaps in workforce skills, such as soft skills, as well as skills specific to the occupations that hold the most opportunity for employment of PA CareerLink® Philadelphia’s customers. Regular feedback on the percentage of referred candidates that meet the criteria for staff-recruited positions provides information for continuous improvement in referrals and recruitment.

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

- Advanced Manufacturing
- Behavioral Health

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

These programs are a valuable work-based learning model that can provide workers with academic and workplace skills that lead to postsecondary educational advancement and life-long careers. In conjunction with a Registered Apprenticeship, pre-apprenticeship programs prepare workers to enter Registered Apprenticeship programs by providing career exposure and immersion activities, workplace and academic skills, and beginning certifications relevant and necessary for a customer to succeed as a full-time employee and apprentice.

For youth, these opportunities provide a next step along an earn-and-learn career pathway, particularly for youth graduating from Career and Technical Education (CTE) programs. The Board is exploring adding additional funds to further develop these programs. For example, the Board funds stipends during pre-apprenticeship training to increase participation and reduce drop out.

PhilaWorks works closely with a number of partners to support young people through pre-apprenticeship programs. Philadelphia Academies, a subrecipient to PhilaWorks' Apprenticeship Building America (ABA) grant, works closely with several high schools in Philadelphia to provide pre-apprenticeship programs to juniors and seniors. These programs include Early Childhood Education, Construction Trades, Restaurant Management, and Cybersecurity.

Community College of Philadelphia, another subrecipient in the ABA grant, has strong partnerships with the School District of Philadelphia and the Urban Technology Project (UTP) in developing their Career Readiness in IT Pre-Apprenticeship Program.

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

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**Basic Workplace Skills**

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

**Basic Workplace Knowledge**

- Applied Health and Safety Concepts
- Understand Process and Product or Service
- Demonstrates Quality Consciousness
- Understands Finances
- Works with Organizational Structure and Culture

**Basic Employability Skills**

- Makes Decisions
- Solves Problems
- Works in Teams
- Demonstrates Self-Management Strategies
- Demonstrates Effective Interpersonal Relations

**Lifelong Learning Skills**

- Knows how to learn
- Applied skills in new contexts
- Manages change

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

**Advanced Manufacturing**

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

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- Machine Repair

### **Healthcare Direct Services / Behavioral Health**

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

### **Building Trades**

- Carpentry
- Electrical
- Plumbing
- Welding
- Operation Engineering
- Painting

### **Biotechnology**

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

### **Early Childhood Education**

- Lesson Planning
- Clean Laboratory Procedures
- Computer Analytics
- Specimen Collection and Disposal

### **Early Childhood Education**

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

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**Business/Finance/IT**

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

**Retail**

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

The Board is continually gathering information on the certifications needed to inform its training investments. For example, Phlebotomists providing in-home care, who often must travel from home to home, must possess a valid driver’s license. This is also the case for employment in the building trades, as work locations change regularly. Project management certifications are in-demand across Business and Financial Services, IT, and Advanced Manufacturing. The top posted certificates according to Lightcast data in PY 2023 are listed in Table 7 below.

**Table 7: Top Certificates by Job Postings in Philadelphia, Program Year 2023**

Qualification	Job Postings
Valid Driver's License	17529
Registered Nurse (RN)	16930
Basic Life Support (BLS) Certification	8680
Cardiopulmonary Resuscitation (CPR) Certification	4491
Board Certified/Board Eligible	4013
Basic Cardiac Life Support	3663
Advanced Cardiovascular Life Support (ACLS) Certification	2750
Licensed Practical Nurse (LPN)	2594
Master Of Business Administration (MBA)	2524
Nurse Practitioner (APRN-CNP)	2071

**Table 8: Top Skills by Job Postings in Philadelphia, Program Year 2023**

Skills	Job Postings
Communication	17529
Registered Nurse (RN)	16930
Basic Life Support (BLS) Certification	8680

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Cardiopulmonary Resuscitation (CPR) Certification	4491
Board Certified/Board Eligible	4013
Basic Cardiac Life Support	3663
Advanced Cardiovascular Life Support (ACLS) Certification	2750
Licensed Practical Nurse (LPN)	2594
Master Of Business Administration (MBA)	2524
Nurse Practitioner (APRN-CNP)	2071

**1.4 Workforce Development Activities analysis - Provide an analysis of local area workforce development activities, including education and training.**

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

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

- Capacity to seek flexible funding that supports innovative strategies, enabling the testing of innovative practices and special attention to gaps in the system
- Long standing history of successfully organizing and implementing occupational and sector-based strategies, which serve the needs of employers, and creates opportunities for career seekers with entry level skills
- Implementation of evidence-based, customer-centric goal setting and case management service delivery model
- Sustainable infrastructure that supports robust research capabilities ensuring operational work is driven by data and best practices
- Continued evolution of an integrated services model, which offers streamlined service delivery, greater efficiency, and consistency, supported by an increasingly diverse set of state and local funding
- Growing expertise in pre-apprenticeship models and the ability to make these models a more prominent fixture in investment strategies. Philadelphia Works Inc. offers technical assistance in apprenticeship program design. Through our work with

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stakeholders, we support the use of pre-apprenticeship and youth apprenticeships as tools to address barriers to entry into apprenticeship programs

- Supporting community-based partners in providing increased access to workforce services outside of the PA CareerLink® Philadelphia centers

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

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

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

As part of our commitment to expanding opportunities to those with barriers to employment, Philadelphia Works has established an Apprenticeship Team that is focused on equity and access. They leverage program models such as youth apprenticeship and pre- apprenticeship programs to address barriers to entry into apprenticeship. Additionally, they offer technical assistance in program design and implementation to ensure program models are recruiting and retaining more diverse populations and those experiencing barriers to employment. The Apprenticeship Strategic Plan Guide to map and support the apprenticeship ecosystem in the implement strategies that connect individuals, employers, and other partners in the apprenticeship ecosystems to connect to opportunities with the shared space. Access to computer hardware and internet connection continue to be a challenge in Philadelphia . The

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Board consistently works with the city to support efforts to expand access and to ensure workforce resources are available in public computing centers outside of the PA CareerLink® Centers.

The local COVID-19 economic crisis began in Philadelphia in mid-March 2020. Between that month and January 30, 2021, more than 30% of the city’s labor force experienced job loss or a reduction in employment hours. Since the initial stay-at-home orders were announced more than three years ago, Philadelphia’s economy has experienced job recovery despite new economic challenges caused by inflation. The city hit historically low unemployment rates by the end of 2022, with its labor force within 6,000 individuals of pre-COVID levels. Yet, it also continues to lag comparably sized cities in total employment. In addition, while unemployment has stabilized at low levels, the labor force has yet to recover to its pre-COVID capacity.

While virtually no industry evaded the pandemic’s economic shockwaves, three years later, 8 out of 11 industries in Philadelphia are now at employment levels that surpass those of February 2020. Leisure and Hospitality, Transportation and Utilities, and Retail Trade are the only industries in Philadelphia that remain below pre-COVID employment levels, yet each has achieved at least 90% of February 2020 employment totals. While industries had to navigate decreased economic activity and resulting supply chain woes during the COVID-19 crisis, in the years since the start of the pandemic inflation has surfaced as the primary concern for industry leaders.

**Figure 16: Employment Size by Major Industry Sector in Philadelphia, December 2024**

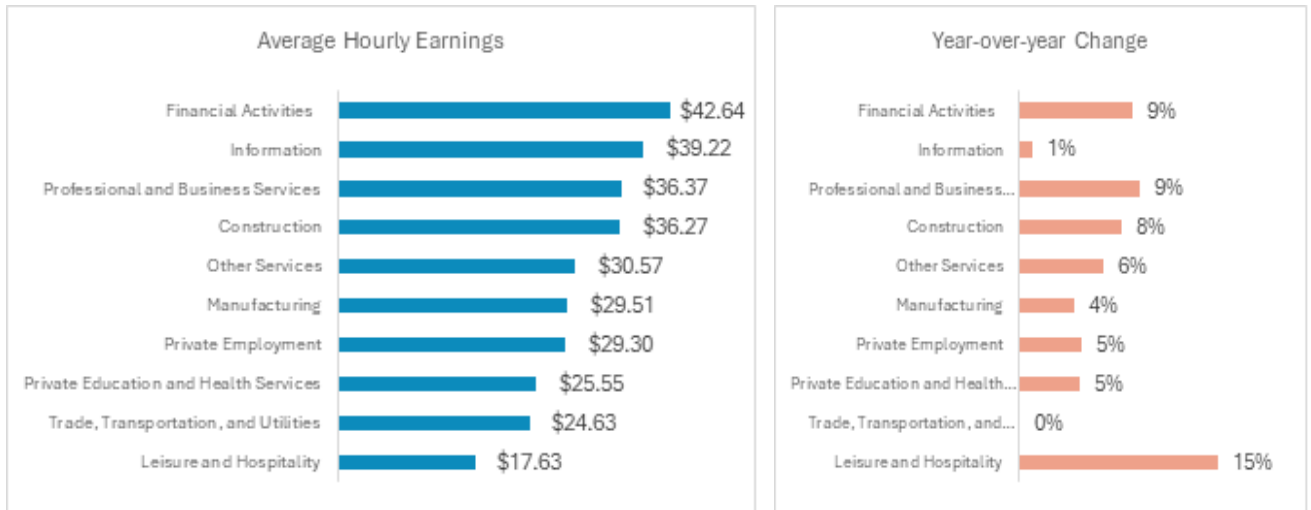


Source: BLS SAE Database



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**Figure 17: Average Hourly Earnings by Major Industry Sector in Philadelphia, December 2024**



Source: BLS SAE Database

Figure 17 displays how payrolls have changed month-over-month and year-over-year for major industry sectors in Philadelphia as of early 2024. Persistent inflation concerns and rising interest rates since the summer of 2022 have impacted consumers and firms alike, as all but one industry sector saw payroll declines in February 2023. However, all but one industry sector also achieved year-over-year payroll growth, showing that inflation concerns are occurring in tandem with long-term COVID-19 recovery.

**Table 9: Job Postings by Occupational Families, December 2021 - December 2024**

Occupation Family	Dec '21 Postings	Dec '24 Postings	Change	% Change
Food Preparation and Serving Related	1028	487	-541	-53%
Computer and Mathematical	2388	1164	-1224	-51%
Office and Administrative Support	1993	990	-1003	-50%
Business and Financial Operations	2114	1088	-1026	-49%
Arts, Entertainment, Sports & Media	506	276	-230	-45%
Healthcare Support	595	378	-217	-36%
Construction and Extraction	186	120	-66	-35%
Sales and Related	1382	903	-479	-35%
Building Cleaning & Maintenance	260	175	-85	-33%
Personal Care and Service	232	158	-74	-32%
Transportation and Material Movin	600	418	-182	-30%
Protective Service	316	230	-86	-27%
Production Occupations	346	253	-93	-27%
Life, Physical, and Social Sciences	321	237	-84	-26%

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<b>Management Occupations</b>	2531	1972	-559	-22%
<b>Legal Occupations</b>	248	208	-40	-16%
<b>Community and Social Service</b>	553	485	-68	-12%
<b>Healthcare Practitioners and Technical</b>	2435	2269	-166	-7%
<b>Installation, Maintenance, and Repair</b>	466	442	-24	-5%
<b>Architecture and Engineering</b>	347	359	12	3%
<b>Educational Instruction &amp; Library</b>	575	665	90	16%

*Source: Lightcast*

Table 9 compares job postings by major occupational family in December 2021 and December 2024. The largest decline by percentage change over this three-year span happened in Food Preparation occupations (-53%), Computer and Mathematical Occupations (-51%) and Office and Administrative Support occupations (-50%). While none of these three families are the largest occupational family in Philadelphia County, they each saw over 1,000 postings in December 2021. While postings have declined across the board, specific occupations such as these families saw large upticks in 2021 that have since cooled with employer demand.

Building on Philadelphia Work’s previous analysis and recommendation of “Recovery Occupations,” the board has shifted its focus to “Future Impact Occupations” as training and investment strategies move from post-COVID recovery now almost 5 years since the onset of the pandemic. While Recovery Occupations focused on identifying accessible occupations that performed well in terms of employment levels despite the pandemic, Future Impact Occupations borrow the same accessibility criteria to consider more timely employment data, focusing on occupations with either stable recent employment or projected near-term growth. Instead of focusing on occupations to drive pandemic recovery, Future Impact Occupations aim to identify occupations that are accessible to dislocated workers and career seekers and offer stable employment or a potential future career pathway.

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

- U.S. Census Bureau QCEW employment data (Lightcast)
- Initial state unemployment compensation claims data (The Central Workforce Development System)
- PA CWIA Unemployment Claims Dashboard (CWIA, L&I)
- Philadelphia WARN Act layoff notices (PA L&I)
- Philadelphia job postings (Lightcast)

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- Qualitative employer feedback from Philadelphia Works’s ongoing dialogues with regional employers on in-demand skills and credentials for the development of Career Pathways frameworks.
- Qualitative employer feedback from Philadelphia Works’s ongoing dialogues with regional employers on the state of their industries as they navigate economic recovery.

Philadelphia Works then developed a proposed set of criteria for identifying Future Impact Occupations for strategic prioritization through investment. These criteria take a more aggressive approach to signaling job quality, focusing initially on occupations that pay at least \$20.00 an hour, compared to \$15.00 an hour for Recovery Occupations. These criteria include:

- Provided a median wage in the prior year of \$20.00 or more an hour in Philadelphia. (Lightcast).
- Have remained stable in employment or declined by less than 10% from 2021 to 2024 OR are projected to remain stable or grow from 2024 to 2027 (Lightcast)
- Middle-skill occupations that offer the possibility of career advancement, potential entry point to longer-term career pathway for other quality jobs.
- Require an associate’s degree or less.
- Currently a WIOA high Priority Occupation (HPO) or worthy of a petition.

The resulting occupations who match the criteria are listed in Table 9 below:

**Table 10: Potential Future Impact Occupations For 2021 - 2024**

Description	Wage	2024 Jobs	Change Since '21	Projected Change by '27
<b>Nursing Assistants</b>	\$20.12	10,070	60 (+0.6%)	170 (+1.7%)
<b>Maintenance and Repair Workers, General</b>	\$24.83	6,960	100 (+1.4%)	140 (+2%)
<b>First-Line Supervisors of Food Prep, Serving Workers</b>	\$21.72	5,090	390 (+8.3%)	240 (+4.8%)
<b>Medical Secretaries and Administrative Assistants</b>	\$21.69	4,830	-20 (-0.4%)	150 (+3.2%)
<b>Social and Human Service Assistants</b>	\$21.57	4,460	580 (+14.9%)	170 (+3.8%)
<b>Licensed Practical and Licensed Vocational Nurses</b>	\$30.76	4,080	-370 (-8.3%)	140 +(3.4%)
<b>Sales Representatives of Services</b>	\$35.46	3,870	60 (+1.5%)	290 (+7.5%)
<b>Medical Assistants</b>	\$22.24	3,530	340 (+10.7%)	250 (+7%)
<b>Computer User Support Specialists</b>	\$28.70	3,250	-110 (-3.4%)	60 (+1.8%)
<b>First-Line Supervisors of Mechanics, Installers, and Repairers</b>	\$37.67	2,210	290 (+14.9%)	60 (+2.9%)
<b>Self-Enrichment Teachers</b>	\$24.49	1,970	600 (+43.7%)	80 (+4%)
<b>Construction Laborers</b>	\$25.00	1,870	140 (+7.8%)	60 (+3.1%)

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<b>Telecommunications Line Installers and Repairers</b>	\$55.29	610	210 (+51.7%)	150 (+25.3%)
<b>Telecommunications Equipment Installers and Repairers, Except Line Installers</b>	\$36.68	580	-110 (-15.7%)	180 (+31.3%)

Source: Lightcast

Philadelphia Works analyzed local industry presence at the 4-digit NAICS code level to identify a set of recommended industries in which to focus occupational investment. These industries met the following criteria:

- Experienced growth in the Philadelphia market from 2014 to 2024.
- Projected growth over the next decade (via Lightcast).
- At least 1 of the 5 largest occupations that staff the industry requires an associate’s degree or less
- Special consideration is given to emerging and existing industries with an outsized regional presence, including a location quotient of one or higher in the prior year, or significant 5417 investment and opportunity for expansion based on partnerships across the City and Commonwealth.

**Table 11: NAICS 6241 Individual and Family Services**

2024 Jobs: 54,100 | Change Since 2014: +129% | Projected 2034 Jobs: 70,690 (+31%)

Occupation	Share of Industry	Med. Wage	Education
<b>Home Health and Personal Care Aides</b>	65%	\$14.20	GED
<b>Social and Human Service Assistants</b>	4%	\$21.57	GED
<b>Child, Family and School Social Workers</b>	3%	\$27.90	BA
<b>Substance &amp; Mental Health Counselors</b>	2%	\$26.73	BA
<b>Nursing Assistants</b>	2%	\$20.12	CERT

**Table 12: NAICS 5171 Wired and Wireless Telecommunications (except Satellite)**

2024 Jobs: 7,490 | Change Since 2014: +72% | Projected 2034 Jobs: 11,380 (+52%)

Occupation	Share of Industry	Med. Wage	Education
<b>Sales Representatives</b>	12%	\$35.43	GED
<b>Customer Service Representatives</b>	10%	\$23.24	GED
<b>Telecommunications Line Installers</b>	7%	\$55.24	GED
<b>Telecommunications Equipment Installers</b>	7%	\$36.61	CERT
<b>Computer Network Architects</b>	3%	\$61.52	BA

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**Table 13: NAICS 5416 Management, Scientific and Technical Consulting Services**  
2024 Jobs: 10,985 | Change Since 2014: +57% | Projected 2034 jobs 11,810 (+8%)

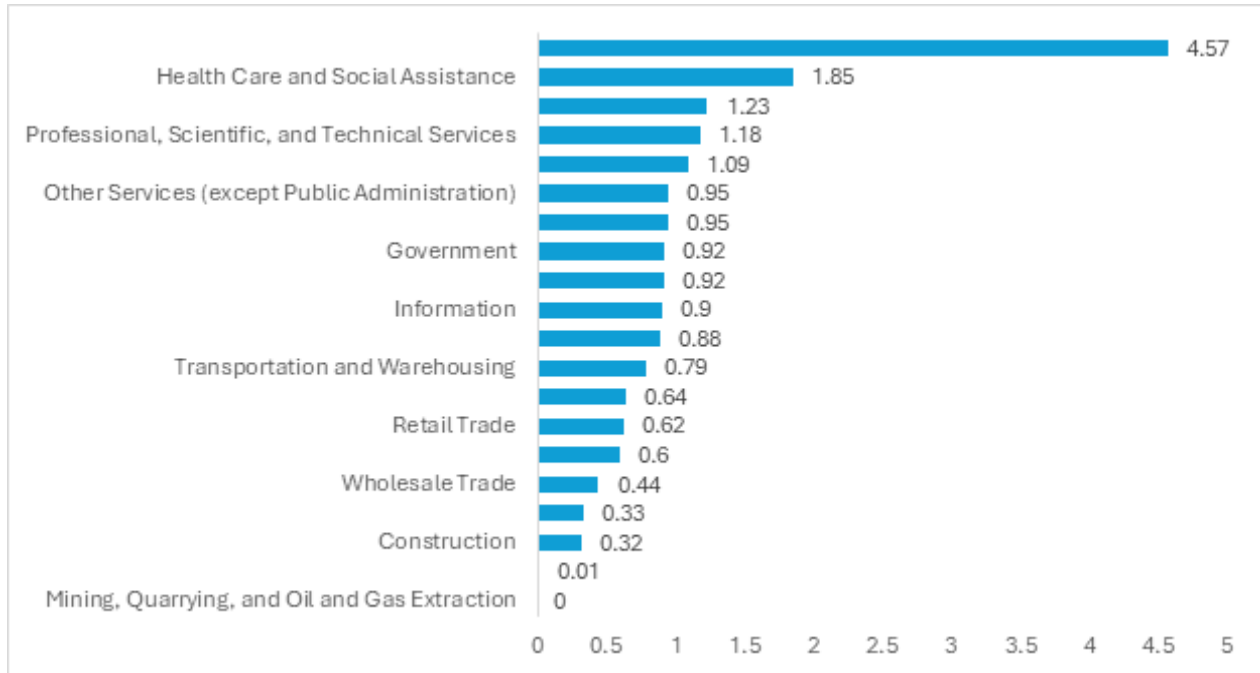
Occupation	Share of Industry	Med. Wage	Education
General and Operations Managers	8%	\$55.15	BA
Management Analysts	7%	\$47.75	BA
Market Research Analysts	5%	\$33.82	BA
Sales Representatives	4%	\$35.43	GED
Project Management Specialists	4%	\$47.32	BA

Table 12 and Figure 18 cite location quotient and growth data over the pre-COVID to recovery period. Five years removed from initial pandemic lockdowns, Philadelphia Works continues to monitor the state of Philadelphia’s economy post-crisis using pre-pandemic data, and first-hand accounts of on-the-ground activity shared directly by regional employers in a “real-world” context.

**Table 14: Four Digit NAICS With Highest Location Quotients and Positive Growth (2014-2024)**

NAICS	Description	2024 Jobs	'24 Location Quotient	Growth
7112	Spectator Sports	3,501	4.61	76%
6241	Individual and Family Services	54,097	3.63	129%
7132	Gambling Industries	1,880	3.39	50%
6222	Psychiatric and Substance Abuse Hospitals	1,804	2.96	11%
6111	Elementary and Secondary Schools	15,959	2.78	14%
5171	Wired and Wireless Telecommunications (except Satellite)	7,489	2.72	72%
4883	Support Activities for Water Transportation	1,230	2.71	19%
6242	Community Food, Housing, Emergency and Other Relief Services	2,714	2.49	23%
6219	Other Ambulatory Health Care Services	3,820	2.28	17%
5612	Facilities Support Services	1,762	2.18	127%
6117	Educational Support Services	2,060	2.10	26%
6216	Home Health Care Services	16,448	2.09	237%
8133	Social Advocacy Organizations	2,492	2.02	31%
4243	Apparel, Piece Goods, and Notions Merchant Wholesalers	1,365	2.01	12%
5616	Investigation and Security Services	9,243	1.93	28%

**Figure 18: Industry Location Quotients for Philadelphia County, 2024**



**Coordination with Economic Development Agencies**

PhilaWorks is a lead participant in the Southeastern Pennsylvania Economic Collaborative—an initiative that will address regional competitiveness, quality job creation, and inclusive economic mobility.

This initiative is being supported by Pew Charitable Trusts and facilitated by the Brookings Institution, and it emphasizes collaboration with economic development agencies across Southeastern Pennsylvania. Key strategies include:

- **Data Sharing and Analysis:** The board plans to leverage data from regional economic development agencies to inform the market assessment and identify local priorities. Additionally, the board will share data and insights with agencies to enhance their own planning and program development.
- **Joint Program Development:** The board will collaborate with local workforce and economic development agencies on the development and implementation of joint programs and initiatives, such as workforce training programs, business attraction campaigns, and infrastructure development projects.
- **Resource Sharing:** The board will explore opportunities for resource sharing with these agencies, such as leveraging existing networks, staff expertise, and funding sources.
- **Coordinated Advocacy:** The board will advocate for policies and funding that support regional economic growth and address shared challenges.

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By working closely with economic development agencies, this initiative aims to maximize the impact of regional efforts and achieve better outcomes for all residents of Southeastern Pennsylvania.

### *1.5 What are the local area challenges in aligning existing labor force skills and education, and training activities with the needs of regional employers?*

The Philadelphia area faces several challenges in aligning its workforce with the needs of regional employers. The Board continues to consider the following challenges in aligning existing labor force skills and educational and training activities with the needs of regional employers:

One significant hurdle is the skills mismatch. Many employers, particularly in growing sectors like technology, healthcare, and life sciences, demand highly skilled workers with expertise in areas like data analysis, cybersecurity, and advanced manufacturing. However, the current workforce may not possess these necessary skills and credentials. This gap leads to difficulties for employers in finding qualified candidates and can leave workers struggling to find suitable employment.

In addition to a skills mismatch, there continues to be a lack of Adult Basic Education to meet the entry requirements for training and educational programs leading to in-demand middle-skilled open positions. According to the National Center for Education Statistics, nearly one-third of Philadelphia adults have basic or below basic literacy proficiency, while close to 50% have basic or below basic numeracy proficiency.<sup>1</sup> Both figures are lower than state and national averages. These low rates limit access to training and education required to advance along career pathways<sup>2</sup> and fill employer vacancies.

Compounding these challenges is a need to improve upon the coordination of and communication among key stakeholders. Education and training providers, workforce development organizations, city agencies and employers may operate in silos, leading to misaligned training programs that don't adequately prepare individuals for available jobs or continued challenges filling open positions. Furthermore, sharing data on labor market needs, skills gaps, and training program outcomes is often challenging, hindering the ability to move a strategy forward in a comprehensive manner.

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<sup>1</sup> National Center for Education Statistics. Program for the International Assessment of Adult Competencies (PIAAC). State and County Indicators of Adult Literacy and Numeracy, 2012

<sup>2</sup> Harrington, Paul, Neeta Fogg & Alison Dickson. The Literacy Proficiencies of the Working-age Residents of Philadelphia City (September 2007) located at <http://www.philaworks.org>

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The rapid pace of technological change is another challenge to consider. The job market is constantly evolving, with new technologies creating new roles and rendering older skills obsolete. This necessitates a workforce that is adaptable and capable of continuous learning, a challenge for both individuals and the education system.

The Board will focus on these key strategies to address these challenges in the workforce system:

### **Streamline Employer Engagement Processes**

Philadelphia Works is leading an effort with other workforce and economic development partners to develop and implement a well-coordinated framework for helping employers leverage the resources available to attract, prepare, hire, retain, and advance local talent. This model brings together the major business-serving systems and organizations within the city to enable a streamlined hub that will: a) assess employer need, capacity and openness to attract new talent attraction and development strategies, b) connect employers to the right combination of resources, programs and partnership opportunities, and c) facilitate ongoing coordination and data collection. Philadelphia Works and its partners are in the early stages of implementing this system and will continue to provide updates on promising practices that emerge.

### **Integrate literacy and adult education seamlessly into employment training programs**

This emphasis ensures that essential foundational skills are developed alongside industry-specific knowledge and skills, ultimately leading to the attainment of industry-recognized credentials or licenses required for successful career advancement. This will include coordination with Title II and other local adult education organizations.

### **Enhance career pathways by prioritizing wage growth and skill development**

This approach will leverage pre-apprenticeship programs as steppingstones towards registered apprenticeships, providing a clear and structured path for individuals to advance their careers within their chosen field. The board's focus on Future Impact Occupations, as described in section (1.4) will also assist with mapping out these pathways to align to local priorities.

### **Strengthen employer engagement through targeted industry/sector-based approaches**

This approach will focus on both formal and inform industry partnership groups--identifying emerging skills and technologies, validating the relevance of entry-level credentials and skills, and exploring available resources to support the hiring of individuals facing barriers to employment.



**Expand services for residents facing substantial barriers to employment through a population-based approach**

This approach emphasizes learning from the experiences of these individuals to guide future resource investments and ensure that support services are effectively tailored to their unique needs. To prepare individuals with barriers to employment, the Board identified in all the strategies above the need for the development of work skills (soft skills) and increased literacy and numeracy. Promoting entry into training programs or apprenticeships without improving these skills, sets customers up to fail and is a serious impediment to access.

The Board recognizes Incumbent Worker Training (IWT) as a crucial tool for employers. IWT empowers businesses to enhance the skills of their existing workforce, mitigating the risk of layoffs due to skill obsolescence. This broader strategy extends beyond immediate training needs. By referring qualified candidates to fill vacancies created by the promotion or reallocation of IWT-trained employees, the Board aims to foster continuous workforce development within participating companies. This model demonstrated success in Philadelphia through the support provided to several schools within the city and healthcare employers like Penn Medicine.

Philadelphia Works has been actively engaged in the development of a Southeastern Pennsylvania Economic development strategy along with cross-sector leaders who have come together to build a plan advancing quality job creation and access, driven by more focused cooperation, and effective leveraging of regional assets and expertise.

The Board has discussed these strategies in a variety of meetings and convenings throughout the end of 2024, beginning of 2025. This has included meetings such as The Brookings' SEPA Regional Economic Collaboration, Pew's Roadmap to Quality Jobs Initiative, PhilaWork's employer engagement strategy meetings, and the Board's Employer Engagement and Workforce Strategy subcommittee meetings. These meetings have included relevant stakeholders such as the City's Commerce Department, the Chamber of Commerce of Greater Philadelphia, Visit Philly, Philadelphia Industrial Development Corporation (PIDC), and other workforce and economic organizations.

With support from the Pew Charitable Trusts and facilitation from the Brookings Institution, this effort will: a) deliver a market assessment combining data and qualitative analysis to offer a candid view of the region's economic opportunities and challenges, and to inform a coordinated, strategic plan for growth, b) engage cross-sector stakeholders to prioritize "now" and "next" opportunity industries and design specific growth strategies and tactics for each,

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involving employers, economic development practitioners, workforce development leads, universities and community colleges, and other civic actors in the process, c) create activation workplans aligned to growth strategies with clear goals, timelines, and ownership responsibilities, d) publish plans in a shared, public-facing regional growth strategy that aligns economic and workforce development, e) establish an operating structure for diverse regional partners to drive strategy execution and ensure accountability. Brookings plans to publish reports related to the labor market work later in the year and these references will be included in future iterations of this plan.

## **2. STRATEGIC PLANNING: Vision and Goals**

*2.1 Local Board's Strategic Vision and Alignment with the Governor's Strategic Vision - What are the local board's strategic vision and goals for preparing its workforce and its strategy for achieving the vision and goals? How will the local board's vision and goals align with, support, and contribute to the governor's vision and goals for the state's workforce development system, as well as any of the goals and strategies articulated in the regional plan?*

Under the leadership of President & CEO H. Patrick Clancy, Philadelphia Works, Inc. is committed to innovative approaches that address the critical need to enhance the skills and knowledge of Philadelphians to meet the evolving demands of today's workforce. As the city's leading workforce development agency, Philadelphia Works leverages decades of expertise to support the city's efforts to increase the number of residents prepared for and able to succeed in fulfilling careers.

Recognizing the interconnectedness of individual success and community prosperity, Philadelphia Works aims to foster a robust ecosystem that supports the economic mobility of all Philadelphians. This includes strategic investments in education, apprenticeship and training, and employment opportunities that empower individuals of all ages across the city.

The Board recognizes the critical need to align workforce development efforts with the broader economic development goals of the region. Aligning with Governor Josh Shapiro's vision for Pennsylvania's workforce and Mayor Chelle L. Parker's bold vision for a safer, cleaner, greener Philadelphia with economic opportunities for all, the Board is committed to creating a thriving workforce that meets the needs of the 21st-century economy.

To achieve this, the Board will prioritize the development of a skilled workforce in key sectors identified by the Office of the Governor, including agriculture, energy, life sciences, manufacturing, and robotics. These sectors are vital to Pennsylvania's economic growth and offer high-quality, family-sustaining jobs. The Board will

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strengthen its partnerships with key stakeholders, including the City of Philadelphia's Commerce Department and Office of the Chief Administrative Officer and the Chamber of Commerce of Greater Philadelphia, to foster innovation and create new opportunities for Philadelphians. By collaborating closely with these partners, the Board will ensure that all residents, regardless of their background, have access to meaningful career pathways.

In an ever-evolving economic landscape, it is crucial for regions to adapt and thrive. By emphasizing local empowerment and investing in workforce development, Philadelphia can build a resilient and adaptable workforce that is well-prepared for the future.

The Board has aligned its strategic vision and goals to support the governor and mayor's visions, while working directly to meet the state and regional workforce goals, as outlined below.

### **Apprenticeship and Career & Technical Education**

Pennsylvania Broad Goal: Expand opportunities for individuals to enter Registered Apprenticeship and Registered Pre-Apprenticeship programs, assist employers in building Registered Pre-Apprenticeship and Registered Apprenticeship programs, and increase the coordination with Career & Technical Education in these efforts.

#### Philadelphia Works Goals:

- Create consistent messaging that connects Career Pathways, Pre-Apprenticeships, and Registered Apprenticeships to local education, training, and employers, reaching career seekers across the city. This will include focus on key industries such as agriculture, energy, life sciences, manufacturing, and robotics.
- The Board plans to implement the use of the Federal Reserve of Philadelphia's Occupational Mobility Explorer (Occupational Mobility Explorer) to support adult, dislocated, and youth customers in exploring career pathways and learning specific transferrable skills to advance into higher paying occupations.
- Increase and enhance workforce programming that helps individuals gain in-demand skills, credentials, or degrees, while also assisting employers seeking work-based learning solutions to meet labor force needs.
- Work more closely with Career and Technical Education (CTE) entities to align with local workforce demands and connect students directly to employers with support through Governor Shapiro's continued increase in investment in this area.
- Continue to utilize WIOA funding for apprenticeships in registered apprenticeship programs; specifically for OJT and IWT funding opportunities. Philadelphia Works, Inc. will continue to develop a work process for utilizing ITA funding for apprentices in apprenticeships and pre-apprenticeships. WIOA eligible apprentices will also be eligible for Supportive Services while in the program.

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### **Sector Strategies and Employer Engagement**

Pennsylvania Broad Goal: Engage employers and industry clusters through innovative strategies to improve the connection and responsiveness of workforce programs and services to labor market demand, including recruiting, training, and retaining talent.

#### Philadelphia Works Goals:

- Focus on supporting regional sector strategies and employer engagement through Philadelphia-based, along with regional Industry Partnership activity in key areas such as agriculture, energy, life sciences, manufacturing, and robotics.
- Board staff plans to participate in the PA Industry Partnership Community Practice to align with state goals and ensure successful implantation of IP activities.
- Create and implement a streamlined “single front door” for employers to access and engage with available resources to meet their talent demands
- Work with regional stakeholders to enact regional workforce activity through joint events (job fairs, career awareness events, etc.), project and partnership promotion and strategic alignment of key employer services when appropriate
- The Board also plans to continue to utilize the Business Services Best Practices Guide, released by BPWO, to support employer engagement practices.

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### **Youth**

Pennsylvania Broad Goal: Increase opportunities for all youth to experience work-based learning through summer employment, pre-apprenticeship, Registered Apprenticeship, internships, job shadowing, mentoring, and other experiences in the workplace, including developing employability skills.

#### Philadelphia Works Goals:

- Utilize the Career Connected Learning Philadelphia (C2L-PHL) system to outreach to youth and young adults (16-24) who are off-track regarding education or employment and provide opportunities for support to reach their goals.
- Establish and expand pathways to apprenticeship opportunities for youth and young adults through the work of Apprenticeship PHL and C2L-PHL.
- Promote and support projects that develop a talent pipeline in high priority occupations through Labor Market Information, Career Fairs, or industry-focused competitions and in support of the key industries like: agriculture, energy, life sciences, manufacturing and robotics..
- Work, along with other regional partners, with the ATO ahead of the next planning cycle to establish best practices and future action items to make pre-apprenticeship and apprenticeship a regional solution to meet the needs of employers and the region's youth.
- Support youth workforce providers with improving quality of services and aligning with the state goals through professional development sessions and resources via new contracted capacity building entity

### **Continuous Improvement of the PA CareerLink® System**

Pennsylvania Broad Goal: Identify and enact system changes and improvements that enhance the collaboration and partnership between agencies and partners in the workforce development system.

#### Philadelphia Works Goals:

- Establish and implement a comprehensive process for regularly reviewing local service strategies, data sets, curricula, and resources to maximize their impact, including continuous evaluation of provider best practices and ongoing training for staff and contractors to ensure quality service delivery.
- Complete and implement WIOA Modernize project, which includes the goals of developing a Workforce Alignment Initiative Report and Implementation Plan that will

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guide the direction and implementation of programmatic component funded via the Workforce Opportunity and Innovation Act (WIOA)

- Work collaboratively with regional stakeholders to identify and pursue relevant funding opportunities that can allow for more flexible local and regional resources to develop and enhance workforce solutions in alignment with the Governor’s vision.
- Continue to work collaboratively with BWPO staff to ensure alignment with state priorities and enhance effectiveness of mandated partners.
- Continue to increase public and employer awareness of available programs and services by sharing resources and promoting the benefits of workforce development initiatives.

### **Barrier Remediation**

Pennsylvania Broad Goal: Develop strategies to ensure the workforce development system is equipped to support individuals with barriers to employment in finding and maintaining self- and family-sustaining employment.

Philadelphia Works Goals:

- Utilize data from the digital intake and informal surveying of PA CareerLink® customer to ensure planning for supportive services investments aligns with needs of the community.
- Collaborate with local stakeholders to capitalize on the current momentum in Philadelphia, developing innovative solutions to address key barriers such as housing, transportation, and childcare.
- Work with local and regional partners to develop systems to provide support to customers with barriers
- Board staff plans to continue to sit on the State Workforce Board’s Barrier Remediation committee to provide feedback on trends in Philadelphia and support best practice sharing across the commonwealth

### **Addressing Workforce Shortages in Critical Industries**

Pennsylvania Broad Goal: Prioritizing investment in industries that are critical to the economic prosperity of the Commonwealth.

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### Philadelphia Works Goals:

- Continue the proven best practice of jointly reviewing local High Priority Occupations (HPO) lists across the region to make sure that critical occupations in key industry sectors are identified and supported without regard to local boundaries
- Shift from Recovery Occupations Strategy to Future Impact Occupations Strategy to align investments and focus on local industries with high needs this will lead to smart decisions around funding quality workforce programming
- The Board will support the local sector's strategies in the area of healthcare, manufacturing, education and construction

Recognizing the critical role of data in driving informed decision-making and enhancing workforce development outcomes, the board and local stakeholders are embarking on a strategic initiative to implement a comprehensive Shared Workforce Data Framework across the workforce ecosystem. This framework will serve as the cornerstone for cross-sector collaboration, enabling us to leverage data for improved program design, resource allocation, and ultimately, participant success. CWIA will be a key resource in this initiative through their labor market data reporting and in relation to the data sharing agreement that will assist us with measuring outcomes and impact across the city.

Our implementation plan is designed to be a phased collaborative effort, beginning with a focused effort to build strong buy-in from key stakeholders across the Philadelphia workforce ecosystem. This will involve conducting targeted outreach, facilitating workshops, and establishing a clear communication strategy to ensure all partners understand the value and benefits of data sharing.

Simultaneously, we will prioritize the development of robust data analysis structures. This includes defining clear data governance policies, selecting appropriate data management tools, and establishing standardized methodologies for data collection, storage, and analysis. We will ensure that our data infrastructure is both secure and scalable, capable of supporting the evolving needs of our workforce programs.

To ensure the effective utilization of the framework, we will implement a mechanism for delivering regular, responsive capacity building. This will involve providing ongoing training and technical assistance to staff and partners, equipping them with the knowledge and skills necessary to collect, analyze, and interpret data. Capacity building will be tailored to address the specific needs of different stakeholders, ensuring that everyone has the tools they need to contribute to the success of the framework.

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By prioritizing stakeholder engagement, establishing sound data analysis structures, and investing in capacity building, we are confident that we can create a shared data environment that drives innovation and improves workforce outcomes for our community.

In line with these activities, the Board plans build a skilled and thriving workforce through strategic investments in services, serving both employers and career seekers, accessible through a system that is integrated, innovative, effective, and delivering value to all.

Philadelphia's workforce system plans to continue to engage more than 2,000 employers, 40,000 unique career seekers, and supports over 8,000 youth on an annual basis.



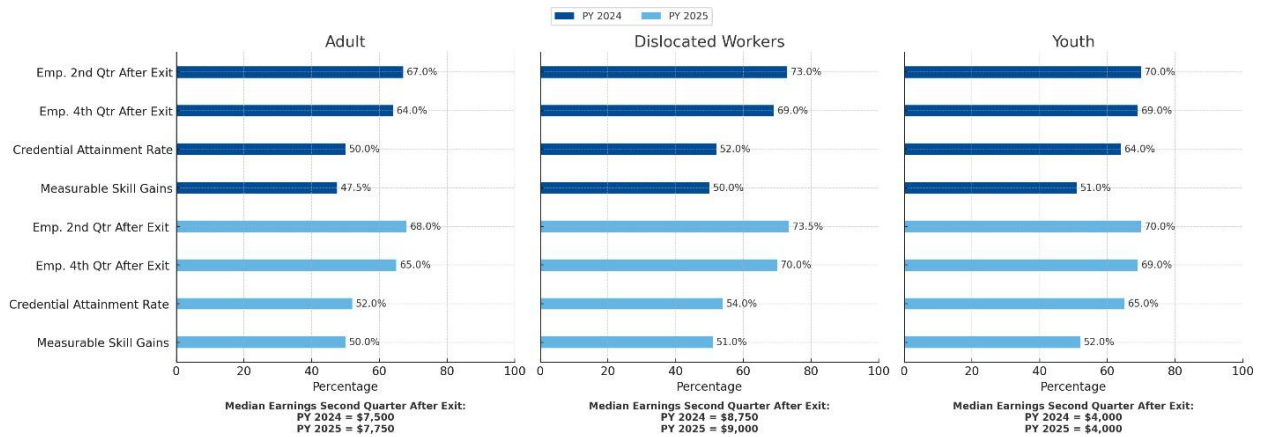
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2.2 *Negotiated levels of performance - What are the local levels of performance that have been negotiated with the governor and chief elected officials? How will the local board's goals relate to the achievement of these measures?*

Figure 19 highlights the local board's alignment with the WIOA negotiated performance measures for PY 2024 and PY 2025. These measures, established in collaboration with the governor and chief elected officials, set benchmarks for employment outcomes, earnings, credential attainment, and skill gains across Adult, Dislocated Worker, and Youth populations.

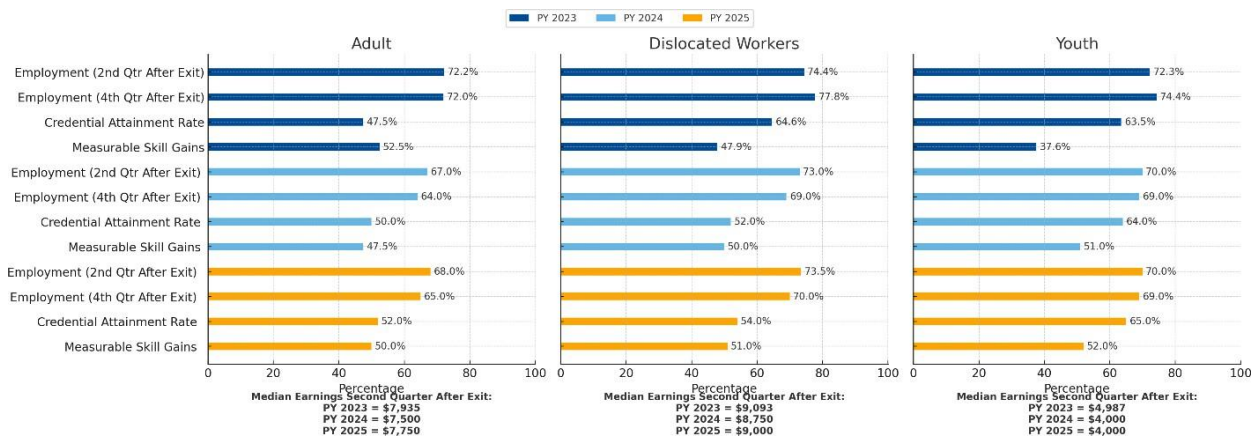
The Board's goals are strategically designed to assist in achieving these negotiated performance levels by prioritizing targeted interventions, robust workforce development programs, and continuous stakeholder engagement. Performance measures act as a critical tool to monitor and evaluate local area performance, driving improvements in service delivery and program effectiveness.

**Figure 19: Local Board Goals and Progress Toward Achieving WIOA Performance Measures (PY 2024-2025)**



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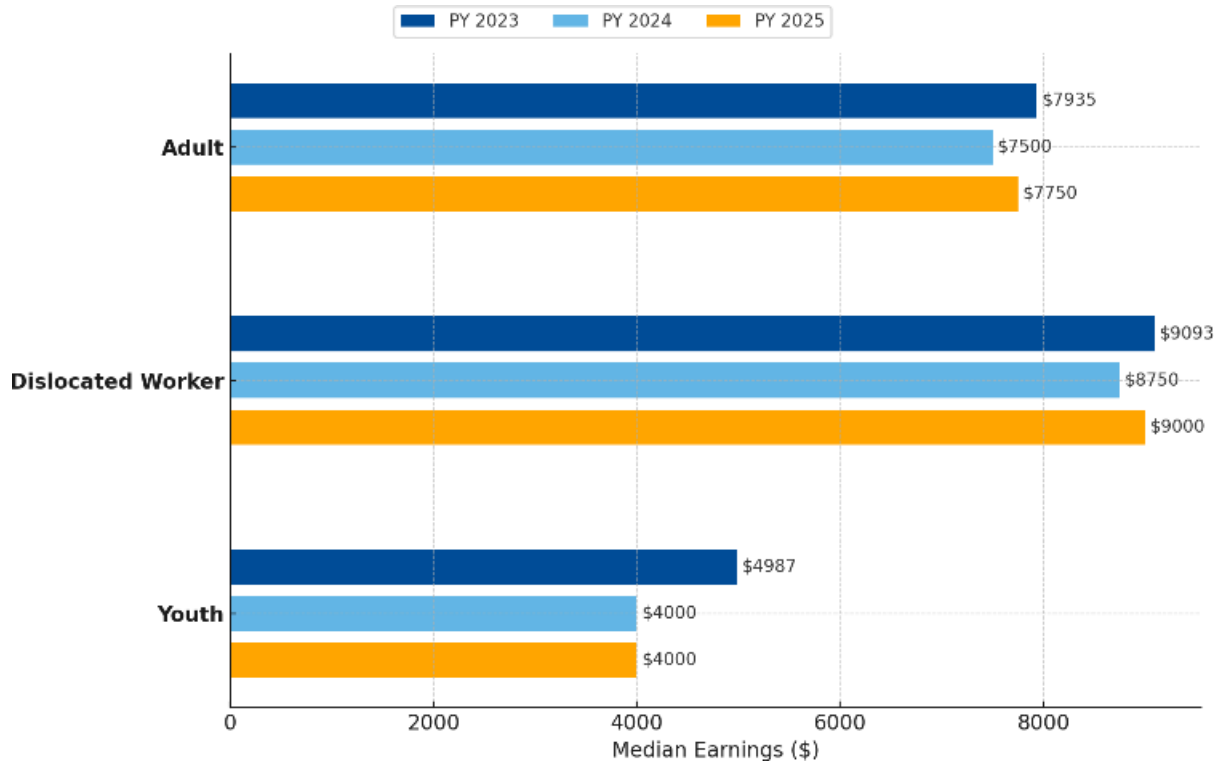
**Figure 20: Local Board Goals and Progress Toward Achieving WIOA Performance Measures (PY 2023-2025)**



The PY 2025 goals indicate slight growth over PY 2024, signaling an aim to gradually recover or improve performance while maintaining realistic expectations. The trend indicates systemic challenges such as low literacy rates, high poverty levels, and the end of specific funding streams (like Career DWG for Dislocated Workers). These contextual factors explain why negotiated goals for PY 2024 and PY 2025 are more conservative than PY 2023 results. In addition, metrics with a larger gap between negotiated and achieved goals should be focused on, such as the measurable skill gain of youth. In these cases, negotiated goals for 2024 present a higher bar compared to what was achieved in 2023, showing an area of emphasis for the upcoming program year.

Median earnings across program years reveal a tempered yet ambitious approach to workforce performance. Actual results from 2023 set strong benchmarks: Adults earned \$7,935, Dislocated Workers \$9,093, and Youth \$4,987. However, negotiated goals for 2024 reflect cautious adjustments, with targets at \$7,500 for adults, \$8,750 for Dislocated Workers, and \$4,000 for Youth. By 2025, slight growth is anticipated for adults (\$7,750) and Dislocated Workers (\$9,000), while Youth earnings remain static at \$4,000, underscoring systemic barriers.

**Figure 21: Median Earnings (Second Quarter After Exit) Across Program Years (PY 2023-2025)**



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

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

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

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

**Role of Local Workforce Board as Governing Body.** Philadelphia Works Inc. serves as the Local Workforce Development Board. It provides strategic direction and management of Philadelphia’s public workforce system as it implements WIOA. In this role, it is responsible for the disbursement of federal, state and discretionary workforce development and Employment

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and Training funds. Philadelphia Works Inc. oversees the city’s integrated service delivery model in which both WIOA and TANF workforce programs operate through the PA CareerLink® Philadelphia system.

As the chief elected official, the Mayor appoints members nominated by Chambers of Commerce and other organizational groups as required under WIOA. The Board bylaws outline term requirements. As mandated by WIOA, most of the directors represent executives from key private industry sectors that drive economic performance, in addition to senior appointed government officials and leaders in Philadelphia’s non-profit community.

**Committee Structure: key aspects of the board’s work is advanced through the following committee structure:**

Committee	Description
Executive	Consists of Board officers and committee chairs. Provides overall direction to the Board, evaluates CEO, and if necessary, can act on behalf of the full Board. Additionally, this committee provides fiscal oversight of the public workforce system, including recommending financial policies, goals, and budgets that support the mission, values, and strategic objectives of the organization. The committee also reviews the organization’s financial performance against its goals.

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<p>Employer Engagement &amp; Workforce Strategies</p>	<p>Focuses on aligning the direction of investments with economic development priorities, provide strategic direction to employer engagement activities, maintain high level oversight of workforce system performance and work with the Research and Policy committee to identify gaps in knowledge critical to workforce development.</p>
<p>Youth Standing</p>	<p>Ensures that Philadelphia’s youth become productive citizens who are ready to participate meaningfully in our region’s workforce milieu by providing leadership and advocacy in support of the Mayor’s education and employment goals for youth and young adults.</p>

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

Task	Description
<p>Support and staff board committees</p>	<p>Staff from each business unit provides each board committee with information and all necessary resources</p>
<p>Develop service delivery strategy with stakeholders for board approval</p>	<p>Staff implements the service delivery model approved by the board</p>

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<p>Manage contracts of Title I providers in a manner consistent with board prescribed policy</p>	<p>The staff manage contracted providers to ensure performance measures are met and services are delivered in a manner consistent with board policy as well as applicable rules and regulations governing our varied funding streams.</p>
<p>Provide LMI data to stakeholders and partners</p>	<p>Staff provide labor market information so that the board and other stakeholders, including the City, employers and required partners of the system, can make informed decisions.</p>
<p>Implement and manage RFPs process to disburse WIOA funds to competitively procured providers</p>	<p>Public funds are required to be invested through a competitive procurement process. The board staff write and release requests for proposals (RFPs) and oversee a prescribed procurement process, on behalf on the board, to ensure the proper disbursement of public funds.</p>

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

**Office of the Mayor:**

Administrative staff work closely with the Office of the Mayor to ensure coordination of city-wide workforce strategies.

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**School District:**

Administrative staff collaborate with the School District of Philadelphia to design CTE programs that ensure CTE graduates are being trained in skills that are needed in the workplace.

**Department of Commerce:**

Administrative staff work with Philadelphia's Department of Commerce to coordinate retention and expansion efforts with employers.

**Community College of Philadelphia:**

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

The PA CareerLink® Operator organization is Thomas P. Miller & Associates, Inc. The One-Stop Operator's programmatic responsibilities include:

- Ensuring that the role of all required partners in the PA CareerLink® Philadelphia centers has been defined, identified and integrated into the service delivery system.
- Monitoring operational procedures and protocols to promote effective and seamless partner referral, for the benefit of the customer, while ensuring that individual partner program performance and outcomes are not negatively impacted.
- Implementing and monitoring the negotiated One-Stop partner MOU.
- Developing an understanding and use the system of record CWDS and Philadelphia Works Inc. data systems (i.e. Salesforce).

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

The administrative responsibilities of the Operator will include:

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

Procurement Process. Philadelphia Works Inc. has developed an internal Procurement Policy, which is consistent with the general requirements of the WIOA, the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200) (hereinafter the “Office of Management and Budget (OMB) Uniform Guidance”), the OMB Circular, and the policies established by the Commonwealth of Pennsylvania, USDOL, including but not limited to the Commonwealth’s Department of Labor & Industry (L&I) Financial Management Policy.

This process was used to procure the One-Stop Operator, and in the case of a change in vendor, Philadelphia Works Inc. will implement its competitive proposal process is as follows:

- Using an RFP outline format, the requesting department drafts content.
- An open and inclusive advertising campaign is conducted.
- An optional bidder’s conference may be held to answer questions.
- The proposal is held open for a period of at least 30 days.



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- A review panel is convened which may include a representative from the Contracts and/or Operations Department; members of the Board and/or its subcommittees; and other representatives, as appropriate.
- The panel scores the proposals, through a technical evaluation, using pre-established criteria, and makes a recommendation.

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

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

***3.2 Programs included in local workforce delivery system - What programs are included in the local workforce delivery system and how will the local board work with the entities carrying out all workforce programs to support service alignment?***

**PA CareerLink® Philadelphia Centers**

PA CareerLink® Philadelphia -  
North Address: 4361 N. 5<sup>th</sup>  
Street  
Philadelphia, PA 19140  
Managed by: Nueva  
Esperanza Phone: 215-967-  
9711  
Hours of Operation: 8:00 a.m. – 4:30 p.m.

PA CareerLink® Philadelphia -  
Northwest Address: 5847  
Germantown Avenue  
Philadelphia, PA 19144  
Managed by: Impact Services,  
Inc. Phone: 215-987-6503  
Hours of Operation: 8:00 a.m. – 4:30 p.m.

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<p>PA CareerLink® Philadelphia - Suburban Station          Address: 1617 JFK Boulevard, 2<sup>nd</sup> Floor          Philadelphia, PA 19103          Managed by: JEVS Human Services          Phone: 215-557-2592          Hours of Operation: 8:00 a.m. – 4:30 p.m.</p>	<p>PA CareerLink® Philadelphia - West Address: 3901 Market Street          Managed by: Eckerd Youth          Alternatives Phone: 215-473-3630          Hours of Operation: 8:00 a.m. – 4:30 p.m.</p>
<p>PA CareerLink® Philadelphia – System Wide Services (shares space with Suburban Station)          Address: 1617 JFK Boulevard, 2<sup>nd</sup> Floor          Philadelphia, PA 19103          Managed by: EDSI          Phone: (215) 557-2592          Hours of Operations: 8:00 a.m. – 4:30 p.m.</p>	

**WIOA Title I Providers**

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

- Basic career Services including, but not limited to, determination of eligibility to receive WIOA and dislocated worker services who enter the center seeking basic, individualized and/or follow up services; Outreach and intake; Initial assessment of skills levels; and labor exchange services
- Individualized career services, including, but not limited to, based on customers’ needs: comprehensive and specialized assessment of skills levels; development of an individual employment plan; group of individual counseling; career planning; short term pre-vocational services; internships and work experiences; workforce preparation activities; and financial literacy services

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

WIOA Title I providers are competitively procured for five-year contract cycles. Procurements are published on the Philadelphia Works procurement webpage, announced in a local newspaper, and are shared with all organizational contacts. Philadelphia Works recruits and trains reviewers that have experience or expertise relevant to the services being procured. Applicants may be invited to an interview. Scoresheets and comments are collected, reviewed, and recommended awardees are presented to Philadelphia Works Board of Directors. Additional questions or requests for information from the Board of Directors are available prior to making a final decision.

Congreso de Latinos Unidos, District 1199c Training & Upgrading Fund, JEVS Human Services, Temple University, Urban Affairs Coalition, EDSI, Connection Training Services, Communities in Schools, Eckerd Youth Alternatives, Nationalities Services Center, and YouthBuild Philadelphia Charter School will provide services under the *Youth Workforce Investment Activities* Partner Program pursuant to WIOA, Title I, Section 126. Current WIOA providers are under contract until January 2025. Philadelphia Works plan to procure for providers to operate WIOA Youth contracts starting February 2025. Philadelphia's youth workforce development system is designed to provide aligned pathways to careers for three distinct populations of youth to ensure that those youths in most need of support have access to workforce preparation activities. Services to youth who face significant barriers and services to Opportunity Youth are among the priorities outlined by the Department of Labor.

Driven by the local needs and the strategic priorities of the YSC, Philadelphia's youth workforce development system will enhance our strategic efforts by creating distinct pathways that serve eligible youth ages 16-24 who are:

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

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

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

The following providers have been procured by Philadelphia Works, Inc. to offer youth and young adult programming funded by WIOA Title I.

<u>Lenfest Center for Community Workforce Partnerships (LCCW) / Temple University – Of The Commonwealth System of Higher Education 1301 Cecil B. Moore Avenue, Ritter Hall Annex, 4th Floor, Philadelphia, PA 19122 215-204-7491</u>
<u>Nationalities Service Center of Philadelphia 1216 Arch Street, 4th Floor, Philadelphia, PA 19107 215-609-1528</u>
<u>Philadelphia Youth Network, Inc. 400 Market Street, Suite 200, Philadelphia, PA 19106 267-502-3704</u>
<u>Community Integrated Services 441 n. 5th Street, Suite #101, Philadelphia, PA, 19123 312-953-1226</u>
<u>Big Picture Philadelphia 2300 W Master St, Philadelphia, PA 19121 267-507-9690</u>
<u>Congreso de Latinos Unidos, Inc. 216 W. Somerset Street, Philadelphia, PA 19133 215-718-4260</u>
<u>Drexel University Center for Nonviolence and Social Justice 219 N. Broad Street, 8th floor, Philadelphia, PA 19107 267-441-5778</u>
<u>Children's Hospital of Philadelphia 3401 Civic Center Blvd 215-279-1310</u>
<u>Xiente 174 Diamond St, Philadelphia, PA 19122 215-460-0613</u>
<u>YOACAP/Urban Affairs Coalition 1211 Chestnut St, 2nd Fl, Philadelphia PA 19107</u>

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215-778-4455

Launch of Philadelphia, Inc. / CISP

5407 Grays Ave., Philadelphia, PA 19143

267-386-4624

**WIOA Title II Providers**

Beyond Literacy, Temple University, District 1199C Training & Upgrading Fund have committed to assigning rotating staff one-half day per week to each of the four PA CareerLink® sites as a resource for participants seeking literacy and English language services. In addition, Title II Partners will ensure that each PA CareerLink® receives the following services:

- Assist in addressing numeracy and literacy deficiencies identified as a result of administering the CASAS (the basic and academic skills test) assessment at each comprehensive PA CareerLink® site
- Support Rapid Response by referral of PA CareerLink® participants by PA CareerLink® staff through the City of Philadelphia Mayor’s Office of Education’s Next Level Learning system to Title II services through academic assessment and referral
- Participate in PA CareerLink® orientation via video or in-person, when possible, to describe Title II services and connect participants to Title II programs
- Support referral of PA CareerLink® participants by PA CareerLink® staff through AES Next Level Learning system to Title II services
- Conduct PA CareerLink® staff development to build their capacity to refer PA CareerLink® participants through the AES Next Level Learning system and interpret CASAS scores

**WIOA Title III Providers**

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

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

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

### **WIOA Title IV**

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

As a core partner, OVR provides Vocational Rehabilitation services for people with disabilities. OVR staff are co-located in each of the four centers. Eligible OVR customers receive multiple services that may include but not be limited to diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR

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on-boarding supports for a qualified new hire can include reasonable accommodation consultation, initial probationary period wage reimbursement (On-the Job Training-OJT), and referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Our statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

### **Partner Programs**

Philadelphia Works has outlined a strategy that streamlines access to core WIOA programming with the ease of supportive resources to address as many barriers to employment and training as possible. As outlined in the local plan strategies, the priority is to support in-demand training, connecting workers with good jobs that provide family-sustaining wages and promoting economic mobility and U.S. global competitiveness.

As it stands, labor force participation is still below pre-pandemic rates. Philadelphia Works supports models, such as career and technical education, registered apprenticeships, work-based learning, and sectoral training partnerships, are all areas that we have internally and externally leaned into as proven methods of preparing students and workers for the labor market.

Operating the public workforce system needs the support and flexibility of resources to assist career seekers with training completion, credential attainment and employment placements. Philadelphia Works strives to support alignment with partner programs by sharing resources and best practices across partner agencies, fostering opportunities for system integration and coordination across partner agencies.

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

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

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### **Community Legal Services (CLS)**

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

### **Women in Nontraditional Careers (WINC)**

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

### **The Chamber of Commerce for Greater Philadelphia**

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

### **One-Stop Operator Collaboration**

The board, along with the One-Stop Operator, works collaboratively with the entities that are carrying out workforce programs to support service alignment strategies in the state plan, regional plan, and local plan. Philadelphia Works, Inc. has robust partnerships and referral processes with mandated and non-mandated providers to ensure seamless integration into the PA CareerLink® Philadelphia workforce system. Partner referral processes are drafted to provide and promote individualized services to career seekers and support strategic alignment with the state, regional and local plan.

The One-Stop Operator in Philadelphia manages and coordinates partner services and collaboration, and ensures partners are adhering to formal Memorandum of Understanding (MOU) agreements and other partnership and referral agreements. The One-Stop Operator is also responsible for monitoring partner service delivery efforts and customer service standards to ensure continued alignment with the state, regional and local plan.



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Additional responsibilities of the One-Stop Operator include:

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

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

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

<b>Program Partner</b>	<b>Partner Organization</b>	<b>Authorization/Category</b>	<b>Contribution</b>
<b>Adult Employment and Training Activities</b>	Educational Data Systems, Inc. (EDSI)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Dislocated Worker Employment and Training Activities</b>	Educational Data Systems, Inc. (EDSI)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Adult Employment and Training</b>	JEVS Human Services (JEVS)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget

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<b>Activities</b>			
<b>Dislocated Worker Employment and Training Activities</b>	JEVS Human Services (JEVS)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Adult Employment and Training Activities</b>	Eckerd Youth Alternatives (Eckerd)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Dislocated Worker Employment and Training Activities</b>	Eckerd Youth Alternatives (Eckerd)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Adult Employment and Training Activities</b>	Impact Services (Impact)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Dislocated Worker Employment and Training Activities</b>	Impact Services (Impact)	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Adult Employment and Training Activities</b>	Eastern North Philadelphia Workforce Development Corp.	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Dislocated Worker Employment and Training Activities</b>	Eastern North Philadelphia Workforce Development Corp.	WIOA Title I, Subtitle B, Chapter 3	Operating Budget
<b>Vocational Rehabilitation State Grant Programs</b>	PA Department of Labor and Industry, Office of Vocational Rehabilitation Services (OVR)	Title I of the Rehabilitation act of 1973 (29 U.S.C. 720 et. seq.), as amended by WIOA Title IV	Operating Budget
<b>Wagner-Peyser Act</b>	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Wagner-Peyser Act (29 U.S.C. 49 et. seq.), as amended by WIOA Title III	Operating Budget

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<b>Trade Adjustment Assistance</b>	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Title II of the Trade Act of 1974 (19 U.S.C. 2271 et. seq.)	Operating Budget
<b>Jobs for Veterans State Grant</b>	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	38 U.S.C. Chapter 41	Operating Budget
<b>State Unemployment Insurance (UI) Program</b>	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	Social Security Act 9 of 1935 (Title III, IX, and XII) and Federal Unemployment Tax Act (FUTA) of 1939	Operating Budget
<b>Foreign Labor Certification (FLC)</b>	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	20 C.F.R Chapter Part 656	Operating Budget
<b>Rapid Response</b>	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)	WIOA Title I	Operating Budget
<b>Adult Education and Literacy Activities (AEFLA)</b>	Temple University Center for Social Policy and Community Development	WIOA Title II Adult Education and Family Literacy Act program	\$1200.00 per year + in kind donation of \$4961.00
<b>Adult Education and Literacy Activities (AEFLA)</b>	Beyond Literacy	WIOA Title II Adult Education and Family Literacy Act program	\$1200.00 per year + in kind donation of \$4961.00
<b>Adult Education and Literacy Activities (AEFLA)</b>	1199c Training and Upgrading Fund	WIOA Title II Adult Education and Family Literacy Act program	\$1200.00 per year + in kind donation of \$4961.00

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<b>Post secondary Career and Technical Education</b>	Peirce College	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155-224)	\$250.00 Perkins funds per program year  +Non-Cash Contribution information sharing
<b>Post secondary Career and Technical Education</b>	Community College of Philadelphia	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155-224)	\$215.00 for representation at various locations
<b>Post secondary Career and Technical Education</b>	Harcum College	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155-224)	Non-Cash Distribution
<b>Youth Workforce Investment Activities</b>	Foundations, Inc.	WIOA Title I, Subtitle B, Chapter 2	Non-Cash Distribution
<b>Philadelphia Job Corps Center</b>	Philadelphia Job Corps Life Science Institute	WIOA Title I, Subtitle C	Non-Cash Distribution @ \$880.00 information sessions
<b>JEVS 55+</b>	JEVS Human Services	Pennsylvania Department of Aging (Lottery Funds Administered though PCA	\$9684.00
<b>Migrant and Seasonal Farmworkers Programs</b>	Pathstone Corporation, Inc	WIOA Title I, Sec. 167	Non-Cash Contribution

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<b>Employment and Training Activities carried out by the Department of Housing and Urban Development</b>	Philadelphia Housing Authority	Employment and Training activities carried out under Department of Housing and Urban Development	Non-Cash Contribution @ \$25.00 per hour (4 hours - \$100.00)
<b>Technical assistant to local and regional agencies relating to planning, implementation, funding opportunities, grant applications and project management</b>	Department of Community and Economic Development (DCED)	Partner	\$49391.04 contribution to RSAB
<b>Utilities and Financial Counseling Services</b>	BenePhilly	Additional Program Partner	\$19000.00 1 FTE
<b>Employment and training activities carried out under the Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et seq.)</b>	Mayor's Office of Community Empowerment and Opportunity	Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et. seq.)	Non-Cash Contribution
<b>Reintegration of Offenders Programs</b>	Connection Training Services	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169	\$500.00 + training @\$4,800.00. + Non-Cash Contribution

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<b>Youth Build Program</b>	Youth Build	WIOA, Title I, Section 171	Non-Cash Contribution  \$760.00 – 2 information sessions
<b>Youth Build Program</b>	Connection Training Services	WIOA, Title I, Section 171	\$500.00 + Training @ \$4800.00 + Non-Cash Contribution
<b>Temporary Assistance to Needy Families</b>	DHS	(43 U.S.C. 601 et. seq.)	\$18000.00 contribution to RSAB
<b>Senior Community Service Employment Program (SCSEP)</b>	ANPPM Project Ayuda	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	Non-Cash Contribution @ \$220.00 x 4 information sessions
<b>Senior Community Service Employment Program (SCSEP)</b>	PCA/MCOA	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	Non-Cash Contribution information session
<b>Senior Community Service Employment Program (SCSEP)</b>	National Asian Pacific Center for Aging	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	Non-Cash contribution @ \$220.00 x 4 information sessions
<b>Senior Community Service Employment Program (SCSEP)</b>	The WorksPlace Maturity Works	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	Non-Cash contribution @ \$220.00 x 4 information sessions
<b>Post Secondary Career &amp; Technical Education</b>	Orleans Technical College	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155-224)	Non-Cash Contribution
<b>Reintegration of Offenders Programs</b>	Philadelphia OIC Reentry. Youth and Adult	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169	Non-Cash Contribution

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<b>Reintegration of Offenders Programs</b>	Public Health Management OHM/STRIVE	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169	Non-Cash Contribution
<b>Adult Education and Literacy activities</b>	Mayor’s Office of Education	Adult Education Partner	Non-Cash Contribution Technical Support
<b>Youth Title I WIOA</b>	YouthBuild Philly	WIOA Title I, Subtitle B, Chapter 2	Non-Cash Contribution
<b>Native American Programs</b>	Council of Three Rivers American Indian Center, Inc.	WIOA Title I, Sec. 166 (29 U.S.C. 3221)	Non-Cash Contribution

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

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

Partners with Physical Presence	North	Northwest	Suburban Station	West
<b>WIOA Title I Adult</b>	X	X	X	X
<b>WIOA Title I Dislocated Worker</b>	X	X	X	X
<b><u>Wagner Peyser</u></b>	X	X	X	X
<b><u>WIOA Title II Adult Education and Literacy</u></b>	X	X	X	X
<b><u>OVR</u></b>	X	X	X	X
<b><u>Trade Assistance</u></b>	X	X	X	X
<b><u>Unemployment Compensation</u></b>	X	X	X	X
<b><u>Foreign Labor</u></b>	X	X	X	X
<b><u>Veterans</u></b>	X	X	X	X

*3.3 Adult and Dislocated Worker training activities - Provide a description and assessment of the type and availability of adult and dislocated worker employment and training activities in the local area.*

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

- Fund training that is in alignment with an employer(s) talent need, in a target industry sector, with growth opportunities
- Fund training that places a career seeker on a career pathway that provides increasing wages with further skills, training, and education
- Fund training that results in an industry-recognized credential and/or college credit
- Fund training programs that align with high priority occupations that lead to competitive salaries



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The Board utilizes labor market information, along with relationships with local employers to determine employer needs. This includes occupational forecasts from the Center for Workforce Information & Analysis (CWIA), staffing patterns for targeted sectors from Economic Modeling Specialists International (EMSI), identification of the most in demand credentials from Lightcast. Additionally, data staff analyzes full job postings to determine the need and validity of specific trainings and credentials, while Business Services staff confirms this information with local businesses.

Trainings are then offered through the following training avenues: Individual Training Accounts, contracted training programs, on-the job-training opportunities, incumbent worker training, and customized job training. Additionally, the Board is committed to the continuation of funding for trainings through Registered Apprenticeship programs by providing funding for either the OJT portion or the RTI/classroom training.

Funding considerations are all made with the locally determined training caps in mind. These caps can be found in Philadelphia's WIOA-Individual Training Account and WIOA On-the-Job Training Policies.

### **Assessment Criteria**

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

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

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

In cases where ITA courses are not available or do not meet the quality standards listed above, contracted training providers may be utilized through a Board program called Vocational Skills Training (VST). In these cases, a procurement is released and will follow the procurement steps outlined below:

- Using an RFP outline format, the requesting department drafts content
- An open and inclusive advertising campaign is conducted

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

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

An OJT is vetted via:

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

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

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### **Co-Enrollment**

Within the context of WIOA, co-enrollment is meant to enhance a customer's experience, improve outcomes, enhance program efficiency, and streamline participant experience. In 2017, the board underwent a major redesign of EARN services to achieve these same goals. The redesigned focused on integrating the WIOA and EARN systems and focusing service delivery through a human-centered approach. As a result, the board intentionally began funding the same services available through WIOA with TANF dollars, as well, in order to efficiently serve customers with the highest level of quality.

Due to the integrated workforce system in Philadelphia, co-enrollment in EARN and WIOA is not necessary to access services, as most services are available to both EARN and WIOA customers. At the time of intake, a customer participates in assessment activities and works with staff to determine their path of service.

The Board has increased training options for career-seekers allowing EARN and WIOA customers to participate in ITA and vocational skills trainings. EARN customers are eligible for the same funding opportunities as WIOA customers and can be enrolled in ITAs and cohort-based trainings through braided funding. The Board allocates WIOA Adult, WIOA DLW, and TANF funds to ITA and VST training programs to ensure access and equity across training programs without burdensome processes for customers and administrative duties for staff. Training Providers who provide training programs via ITAs must be EARN approved by DHS. The Board is able to assist Training Providers who are interested in becoming EARN approved and work closely with DHS to ensure these programs meet the requirements

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to be EARN approved. Co-enrollment across programs is a local priority to expand access to services that are not available through EARN. The board continues to work to develop strategies for expanding co-enrollment, especially for Registered Apprenticeship funding is ongoing. The Board plans to continue to work with DHS to troubleshoot this during the plan period.

Center staff are trained to assist career seekers in accessing all available programs within the PA CareerLink® Philadelphia centers. Center staff are knowledgeable in which programs are available for EARN customers and can assist with enrolling these customers into programs that best fit their career goals.

For young adults, the goal of co-enrollment into the Youth and Adult WIOA systems is to provide a wider variety of services for those who would benefit. The Youth Navigator serves as an entry point to the adult system for youth customers. The provider must ensure the fulfillment of the Youth Navigator roles and ensure required training, resources, and access are granted to carry out the roles and responsibilities by Philadelphia Works' instruction.

Determining the Quantity and Quality of Training. The Board is aware of the trade-off involved between investing training funds for fewer career seekers to prepare them for employment versus funding limited trainings for a greater number of career seekers. To equitably address this issue, the Board has set a cap on the amount of funds a single career seeker is allotted for training within a set time period. State policies, which dictate the percentage of funds to be spent on training, also guide the process of determining the quantity of available training.

Every year, the Board approves a local Strategic Investment Plan that allocates the distribution of funds between the workforce services provided at the centers, funding for business engagement, and funding for training. Priority allocations are given to ensure centers are fully staffed and that appropriate funding is available to provide training opportunities for career-seekers across the county.

When evaluating the quality of training, outcomes should demonstrate that trainees have successfully completed the training program, achieved Measurable Skill Gains, received an industry-recognized credential, and have been connected to employment with a family-sustaining wage. The Board has invested in funding for Registered Apprenticeships to increase the number of "earn and learn" opportunities for career-seekers. Apprenticeship models paired with a pre-apprenticeship pathway are accessible to those with multiple barriers to employment and is a strong pathway for high school students. Pre-apprenticeship is a pathway towards graduation for high school students under PA's Act 158. The Board continues to explore pathway training models that result in strong outcomes for employers and career seekers.

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Priority of Service. PA CareerLink® Philadelphia Center use the intake assessment and orientation process to identify possible WIOA participants and assess their priority status. The policy for Philadelphia residents to receive Individualized Career Services and Training Services is determined in the following order, regardless of funding levels:

- Veterans and eligible spouses who are recipients of public assistance, and/or low-income including those who are underemployed, or basic skills deficient
- Recipients of public assistance and/or other low-income individuals, including those who are underemployed, or individuals who are basic skills deficient
- Veterans and eligible spouses who are not recipients of public assistance, nor low-income, including underemployed or those who are not basic skills deficient
- Long-term unemployed individuals
- All other persons not listed above – those who do not qualify as veterans, eligible spouses, recipients of public assistance, low-income individuals, basic skills deficient individuals, or long-term unemployed individuals

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

In Pennsylvania, a local area is permitted to identify one new priority of service category, if it is consistent with the intent of L&I's priority to serve individuals with barriers to employment. Based on documented barriers to employment, the Board determined that the long-term unemployed would be the most effective additional population to include because a considerable number of customers face this barrier, and this population group also includes populations of individuals with barriers to employment.

To effectively target outreach for individuals who may be eligible for priority services, and the agencies supporting them, a local board should:

- identify key demographics and locations of priority populations
- partner with community organizations serving those groups
- utilize diverse communication channels tailored to the target audience
- leverage data analysis to track outreach effectiveness and refine strategies

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These actions will ensure information about priority services is readily accessible through community outreach events, agency collaborations, and clear messaging on public facing outreach materials.

An Individual Employment Plan (IEP) developed by a local area board for priority services is a strategy created to identify specific employment goals for individuals considered high priority within a community, outlining the necessary support services and steps to help them achieve those goals. High priority often focuses on populations like veterans, low-income individuals, English language learners, and/or people with disabilities, with the local board determining which services will be prioritized based on local needs and available funding.

Individual Employment Plans are developed by Workforce Advisors working with customers to define goals, outline tasks, determine resources, and create timelines, with progress tracked through milestones and key performance indicators (KPIs). IEPs are continuously reviewed by staff and customers jointly and updated when necessary—this happens at least quarterly but is, dependent upon changes to the customer’s circumstances.

There are Priority of Service posters located in each center in the county as well as priority of service information for veterans posted and visible in each center. English language learner individuals are referred to Title II providers for ESL services and assessments.

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

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*3.4 Youth workforce investment activities - Provide a description and assessment of the type and availability of youth workforce investment activities in the local area.*

### **Youth Standing Committee**

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

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As a system, Philadelphia collects, uses and analyzes program, participant and customer data to support stronger youth programming. Philadelphia also shares information about lessons learned across providers to continuously improve the experience of all youth and young adults across the workforce development system. The Youth Standing Committee reviews and determines the direction for youth program design, including the development of models/services provided by the youth provider partners. This oversight ensures youth and young adults, especially priority populations, have access to the WIOA Youth fourteen program elements directly and/or through referral as needed.

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

### **Recruitment of Out-of-School Youth**

At the direction of the Committee and Philadelphia Works Inc. Board the WIOA Youth system allocates the WIOA Youth investment of at least 90% to out-of-school youth programming in distinct models of activities described below.

Over the course 2018 - 2020, the Board transitioned this investment to one hundred percent services to out-of-school youth based on local needs. This transition provides more opportunities for out-of-school and older youth and also increases work experience opportunities via pre-apprenticeships.

### **Work Experience Opportunities**

The local workforce system invests in C2L-PHL summer and school year employment programs, managed by the JEVS Human Services, as the fiscal and contracting intermediary and Foundations, Inc, as the C2L-PHL Capacity Building Provider. C2L-PHL program actively recruits young adults who are in foster care, juvenile justice, and/or live in underserved communities. The programs offer educationally enriched work experience opportunities to in-school and out-of-school youth ages 12-24. Participants complete short-term (approximately six-eight weeks) paid work experiences that foster the acquisition of 21<sup>st</sup>-century skills through work-based learning.



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Investments in WIOA Youth contracts support the core components of C2L-PHL by supporting programs that allow for youth participants to complete work-based learning opportunities in their industries of interest. The Board prioritizes programs that focus on industries and occupations included in our annual Recovery Occupations analysis which identifies high growth, lucrative occupations based on a series of characteristics.

### **Developing Career Pathways**

Philadelphia Works, Inc. continues to build and implement skill ladders/career pathways in targeted industries. At present, career pathways have been created, i.e., mapped across identified Recovery Occupations that spans multiple industries which include Education & Social Assistance, Information Technology, Manufacturing & Construction, Healthcare & Life Sciences, Transportation & Logistics, and Business & Professional Services.

These occupations were drawn from our analysis of labor market and employment data; job posting data; and local employer feedback on the skills and credentials that workers need to become competitive candidates. All Recovery Occupations have experienced a minimal negative impact to employment during the pandemic or have projected growth through 2027 and pay \$15.00 or more an hour. Critically, most are middle-skill jobs or low-skill entry points into career paths with opportunity for advancement. These pathways are posted on the Philadelphia Works, Inc. website and accessible to customers of the PA CareerLink® Philadelphia centers and the public at large. These tools are actively being used to encourage career seekers to develop realistic, meaningful goals and plan the steps needed to reach them.

The Board plans to promote programs that utilize apprenticeship or pre-apprenticeship programs through hands-on training, resource materials, talking points, and regular communication about programs that are actively recruiting. The Board will also partner closely with employers and PA CareerLink® to promote active programs to deliver more intensive, extended training to further enhance their skills, build capacity, and provide more in-depth data on specific career pathways. When the Board is made aware of apprenticeship programs, we will attempt to contact the program sponsor or employer to develop a partnership that includes a referral process, streamlined communication on eligibility and recruitment dates, as well as adding their program to our training calendar for more awareness to jobseekers.

### **Program and Recruitment Priorities**

Youth workforce development in Philadelphia is aligned with the Career Connected Learning continuum in collaboration with the City of Philadelphia and School District of Philadelphia. Career Connected Learning Philadelphia, or C2L-PHL, is rooted in the idea that the best way for

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youth to build the skills essential for a successful career is through direct, hands-on experience connected to rigorous classroom learning and reflection. C2L-PHL aligns with three pathway models of activities described below:

- Career Awareness: Youth are given access and experiences to explore different career paths and fields
- Career Preparation: Youth are equipped with the tools and skills they need to explore, set, and achieve career goals
- Career Launch: Youth know how to identify and utilize their strengths and passions to inform career decisions.

WIOA Youth funding directly supports the C2L-PHL Career Launch model of activities provide services to WIOA priority populations including, but not limited to older youth, youth with disabilities, reentry youth, and youth connected to or aging out of foster care. The Board allocates at least 90% of the Philadelphia WIOA Youth investment to serve out-of-school youth. As of 2020, the Board has completed our two-year transition of divesting in the At-risk Youth Enrolled in High School model. This service strategy for WIOA Youth funds aligns with the local needs of out-of-school and older youth and provides more opportunities for advanced training, connections to postsecondary education, and links to employment opportunities with family-sustaining wages.

All youth services via these models of activities are delivered through competitively procured youth service providers. Consistent with statutory requirements, contracted providers are required to develop a preparation strategy focused on college-ready and career pathway instruction that includes 21st Century skills and making the 14 Program Elements available in alignment with a participant's needs and Individual Service Strategy. Providers develop activities and materials that are aligned with competency profiles as determined by regional labor market information and reflect the rigor of advanced training and educational environments. Training includes access to paid and unpaid work experiences and related employment workshops and activities that provide additional opportunities for youth to practice and master 21st Century skills including but not limited to financial literacy, digital literacy, critical thinking, and teamwork. Youth providers offer the majority of the 14 Program Elements directly while also leveraging partnerships with external agencies. Program partners such as local banks/credit unions, employers, and community organizations are often utilized to provide opportunities for financial literacy education, entrepreneurial skills training, leadership development, mentoring, and supportive services.

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Co-enrollment. The Board supports program policies and procedures that connect youth and young adults with co-enrollment opportunities based on the youth individual service strategy (ISS) and goals. Through emphasis on the ISS plan to outline benchmarks, goals, achievements, and outcomes youth and young adults along with assistance from program staff can maximize the leverage resources. These opportunities include programs such as WIOA Adult, Adult Basic Education, Job Corps, and EARN.

### **TANF Youth Development Funds**

In addition to WIOA funding streams, Philadelphia also leverages other resources to support additional programming to increase the number of opportunities for youth and young adults from 14 to 24 years of age at entry into the program from low-income families. Currently, Philadelphia Works Inc. invests TANF Youth Development (TANF YD) funds into the following programs and interventions:

- Career Awareness: Youth are given access and experiences to explore different career paths and fields
- Career Preparation: Youth are equipped with the tools and skills they need to explore, set, and achieve career goals

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

The Board supports year-round, and summer programs as described above for TANF Youth eligible youth and young adults through a network of over 60 programs. Each year approximately 1,500 youth between the ages of 12-24 are served by C2L-PHL TANF-funded programs that aligns with the C2L-PHL Career Awareness and Career Preparation track. Additionally, nearly 10,000 youth participate in summer, spring and fall youth employment programs via C2L- PHL Summer managed by the C2L-PHL Fiscal and Contracting Intermediary, JEVS Human Services.

Providers procured to offer C2L-PHL TANF-funded programs are primarily responsible for recruiting their participants working alongside PhilaWorks Communications, PA CareerLink® Youth Navigators, and partners for outreach. C2L-PHL providers, procured by JEVS Human Services, recruit candidates and work alongside the School District of Philadelphia and the City of Philadelphia to promote and recruit candidates.

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Referrals of adult participants from the local County Assistance Officer (CAO) are made to their respective PA CareerLink® location. During orientation, referrals are shared information on youth programs and enrollment cycles.

In alignment with the Commonwealth’s TANF Youth Development Program Manual, youth providers are strongly encouraged to incorporate and offer services in accordance with the 14 WIOA Youth Program Elements:

- Tutoring, study skills training, and instruction leading to secondary school completion, including dropout prevention strategies
- Alternative secondary school offerings or dropout recovery services
- Paid and unpaid work experiences with an academic and occupational education component
- Occupational skills training, with a focus on recognized postsecondary credentials and in- demand occupations
- Leadership development activities, e.g., community service, peer-centered activities.
- Supportive services
- Adult mentoring
- Follow-up services for at least 12 months after program completion
- Comprehensive guidance and counseling, including drug and alcohol abuse counseling
- Integrated education and training for a specific occupation or cluster
- Financial literacy education
- Entrepreneurial skills training
- Services that provide labor market information about in-demand industry sectors and occupations
- Postsecondary preparation and transition activities

The table below outlines TANF Youth providers, provider details, target number TANF Youth to be served, and associated program elements as of December 31, 2024. These programs are subject to change based on results from future procurements or shifts in funding availability or priorities from state and federal agencies:

Local Provider Organization	Location	Provider Phone	Goal # Youth	Program Elements Provided	Activity Time
<b>Big Picture Philadelphia</b>	2300 West Master St., Philadelphia, PA 19121	267-687-1172	50	1-14	Year-round
<b>Children’s Hospital of</b>	3401 Civic Center Blvd., Ste. A281, Philadelphia, PA	215-590-	22	1, 3, 5, 6, 9, 11	Year-round

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<b>Philadelphia</b>	19104	1000			
<b>Community Integrated Services</b>	441 N 5 <sup>th</sup> Street, Suite 101, Philadelphia, PA 19123	215-238-7411	215	1, 3, 5, 6, 8, 9, 11	Year-round & summer
<b>Dimplez 4 Dayz In.</b>	3509 Haverford Ave., Philadelphia, PA 19104	267-325-5138	50	1, 3, 5, 6, 7, 9, 11, 13, 14	Year-round
<b>Federation of Neighborhood Centers</b>	1901 S. 9 <sup>th</sup> Street, Bok Room 212, Philadelphia, PA 19148	215-982-2115	45	3, 4, 5, 6, 7, 9, 11, 13, 14	Year-round & summer
<b>JEVS Human Services</b>	112 N. Broad St., 12 <sup>th</sup> Floor, Philadelphia, PA 19102	267-238-3100	8,000	3, 5, 6, 9, 11, 13, 14	Year-round & summer
<b>Liguori Academy</b>	1952 E. Allegheny Ave., Philadelphia, PA 19134	267-571-1952	45	1, 2, 3, 5, 6, 9, 11, 13, 14	Year-round
<b>Mural Arts Philadelphia</b>	1727-29 Mount Vernon Avenue, Philadelphia, PA 19130	215-685-0750	20	3, 4, 5, 6, 7, 9, 10, 11, 13, 14	Year-round & summer
<b>NOMO Community Development Co.</b>	5510 Woodland Ave., Philadelphia, PA 19143	267-787-5879	100	1, 3, 5, 6, 7, 9, 11, 13, 14	Year-round
<b>PowerCorpPHL</b>	990 Spring Garden Street, Suite 601, Philadelphia, PA 19123	215-221-6900		1, 3, 4, 5, 6, 9, 11, 13, 14	Year-round & summer
<b>Valley Youth House</b>	1415 N. Broad St., Ste. 100, Philadelphia, PA 19122	215-574-9194	77	1, 3, 5, 6, 9, 11, 13, 14	Year-round
<b>Youth Employment &amp; Advancement Hangout (YEAH) Philly</b>	5257 Walton Ave., Philadelphia, PA 19143	267-892-3538	50	3, 4, 5, 6, 7, 9, 10, 11, 13, 14	Year-round

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

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

Youth Navigators are a critical component to the recruitment, referral, and enrollment efforts of the youth workforce programs in Philadelphia. The Board convenes WIOA Youth providers, TANF Youth providers, and Youth Navigators regularly to ensure collaboration and offer opportunities for introductions and rapport building. These groups also actively participate in One-Stop partner meetings which broadens the possibilities for youth and young adults. The network of providers in Philadelphia ensures a variety of services are available to meet the needs of youth and young adults. While there continues to be no formal agreement in place with local County Assistance Offices (CAO), just as in the past, Philadelphia continues to find ways to coordinate with the CAO to identify youth in TANF households. The primary partnership for the local CAO in Philadelphia is the PA CareerLink® centers. The Youth Navigators at each center support the recruitment and referral of TANF youth by ensuring youth are connected to the program that will best meet their needs and interests. Participants in the EARN program are provided with regular information about TANF youth development programming and are offered the opportunity to connect young people in their lives directly with these programs and/or via a Youth Navigator. Additionally, over the last year, Philadelphia Works has included youth programming as a standing item on the agenda at each local management committee meeting. Representatives from board and/or program staff are present to discuss programs and initiatives and describe application and enrollment processes.

The major investment that the Board makes in TANF Youth is the opportunity for paid work experience. All year-round participants are offered a connection to work experience in alignment with their goals and upon completion of college and career readiness training. Eligible participants are assigned to program-approved, subsidized internships, job shadowing, and career exposure opportunities. These opportunities for career exploration and skill development prepare participants to enter and retain part-time and full-time subsidized work experiences in the local area. Participants are paid between \$11-\$15 per hour in alignment with the Governor's priorities. Wages are determined based on the young person's experience, qualifications, and skills. All TANF summer youth participants have access to the full

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complement of programs and services offered. All models incorporate professional development and the development of 21<sup>st</sup>-century skills/soft skills. Participants typically receive \$11.00 per hour during their short-term experience.

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

Incentives are awarded to participants in response to achieving a specific outcome or identified benchmarks. Benchmarks for incentive payments must be connected to measurable achievements (e.g. – credential attainment, basic skills improvement/measurable skill gain, job placement, post-secondary education). All awarded incentives are tied directly to the participants agreed upon goals identified in the Individual Service Strategy (ISS). Providers must have written policies, and a Philadelphia Works approved Incentive Plan in place to ensure incentive payments are tied to the participants' specific program goals. Values for incentive payments are proportional to relative difficulty and effort required to make the achievement (e.g. obtaining a placement would be valued higher than achievement of a measurable skills gain).

Provider Incentive Plans must include:

- All obtainable benchmarks and corresponding incentive amounts
- The method and justification (how does this incentive contribute to participant success) for awarding each incentive
- Conditions for earning/forfeiting incentives
- Documentation that will be collected to confirm outcome/benchmark completion
- Internal provider controls including the staff person responsible for approving and method for distributing incentives

Philadelphia Works Inc., JEVS Human Services, PA CareerLink® Philadelphia, and local youth providers are responsible for business engagement. Local collaboration ensures the public workforce system can meet the needs of businesses. Businesses can be connected to any year-round or summer program. The lead contact for building, maintaining, and these relationships often is dependent on the businesses sector, need, and capacity for programming. JEVS Human Services, as the youth programs intermediary, is responsible for ensuring an aligned message,

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consistent support, and shared tools for engagement. For example, the majority of youth providers use similar language about opportunities for businesses, use a worksite toolkit for onboarding providers, and have a similar worksite agreement.

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

As the writing of this plan, the following LWDB staff, in collaboration with partners in the PA DHS, Bureau of Employment Programs, is responsible for TANF Youth Development implementation, tracking, reporting, and monitoring of activities: Jacquelyne (Jacquie) Spencer, [jspencer@philaworks.org](mailto:jspencer@philaworks.org). Jacquie has support from the Chief Operating Officer, the Philadelphia Works Inc Data team, Director of Workforce Operations, and Youth System team in order to ensure timeliness of all requirements. The Board establishes a quality assurance plan annually to outline all aspects of monitoring providers. Monitoring areas include participant file reviews, an annual review of adherence to policies and procedures, and database monitoring.



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This is completed through a combination of desk reviews, site visits, database reporting, and the completion of the annual compliance tool.

### **TANF Youth Eligibility Requirements**

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

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

TANF YDP funds are primarily used to support C2L-PHL Year-Round programming. The majority of enrollments are between the ages of 14-18 and are In-School Youth. To meet in-school (ISY) eligibility criteria, an individual must:

- Be attending school, including secondary or postsecondary school.
- Be not younger than age 12 and not older than age 21 (unless an individual with a disability who is attending school under state law) 3 at the time of enrollment.
- Be a low-income individual; and
- Meet one or more of the following eligibility barriers:
  - Basic skills deficient
  - An English language learner
  - An offender
  - A homeless individual or a runaway
  - An individual in foster care or has aged out of the foster care system or who has attained 16 years of age and left foster care for kinship guardianship or adoption a child eligible for assistance under section 477 of the Social Security Act, or in an out-of-home placement
  - An individual who is pregnant or parenting
  - An individual with a disability

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To validate the eligibility criteria, approved documentation for verification appears below in Table 15.

**Table 15: Approved Eligibility Verification Source Documentation**

<b>Approved Eligibility Verification Source Documentation</b>	
<b>ELIGIBILITY CRITERIA</b>	<b>ACCEPTABLE VERIFICATION</b>
<b>Social Security Number</b> <b>(Full SSN must be listed)</b>	Employment Records Letter from Social Service Agency Social Security Benefit Documents Social Security Card/Notice of SSN Assignment W-2 Form DD-214 (if SSN is listed) Permanent Change of Station (PCS) Orders (if SSN is listed) Drivers' License (if Social Security Number is listed) Pay Stubs (if full SSN is listed) U. C. Records (if Name and SSN is shown)

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	Telephone Verification
<b>Citizenship or Eligible to Work</b>	<p>Alien Registration Card Indicating Right to Work (i.e., Permanent Resident Card aka Form I-551) Baptismal Certificate (if Place of Birth is shown)</p> <p>Birth Certificate</p> <p>Naturalization Certification</p> <p>Public Assistance Records/SNAP Record</p> <p>US Passport or Foreign Passport Stamped 'Eligible to Work' (Form I-551 Stamp or with Form I-94 or Form I-94A) Hospital Record of Birth (if Place of Birth is shown)</p> <p>Native American Tribal Document DD-214</p> <p>PCS Orders</p> <p>Telephone Verification</p>
<b>Age/Birth Date (Full date of birth must be listed)</b>	<p>Baptismal Certificate (If Date of Birth is shown) Birth Certificate</p> <p>Driver's License</p> <p>Federal, State or Local Identification card</p> <p>Hospital Record of Birth (If Full Name is shown) Passport</p> <p>Public Assistance/Social Service Records</p> <p>DD-214 (if Date of Birth is shown) PCS Orders (if Date of Birth is shown) School Records/Identification Card</p> <p>Work Permit</p> <p>Cross match with Department of Vital Statistics Tribal records</p> <p>Telephone Verification</p>
<b>Philadelphia Residency</b>	<p>Driver's License</p> <p>Federal, State or Local Government Identification Card</p> <p>School Records , Business Mail, Work Permit</p>
<b>School Status</b>	<p>Transcripts Attendance Records School Documentation</p> <p>Diploma</p> <p>GED Certificate</p> <p>Self-Certification Form Applicable Records from Education Institution</p> <p>Dropout Letter (from School)</p>
<b>Selective Service Registration</b>	<p>Internet Verification/Registration (<a href="http://www.sss.gov">www.sss.gov</a>)</p> <p>Selective Service Telephone Verification (847) 688-6888</p> <p>Selective Service Advisory Opinion Letter</p>

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

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

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

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

- Has a poor work history
- Fired from 1 or more jobs or has a history of sporadic employment (i.e.: held 3 or more jobs within the last 12 months and is no longer employed)
- Has received a low score on a pre-employment skills assessment
- Rejection letter from employer stating participant does not meet the required skills needed for employment
- Has incarcerated parent(s)
- Is actively seeking employment but remains unemployed or underemployed. This can include participants:
  - With no employment history
  - Have limited part-time employment (those working on an as needed or seasonal basis)
  - Have employment, but are seeking better hours, wages, and/ or employer

Currently at-risk of dropping out of school, not limited to referrals from:

- A school staff person, probation officer, or another person who can provide documentation demonstrating chronic poor attendance and/or discipline problems during the last current and/or last school year, or has educational underachievement (i.e.: low grade point average)
- Currently credit deficient (i.e., one or more grade levels behind peer group) and/or currently enrolled in math/reading extra supports
- Currently attend a High School where the Economically Disadvantaged rate is 50% or greater of the students in attendance at the school

Documentation support for verification of the “requires additional assistance barrier” is reflected above in Table 15.

### **WIOA Title IV Pre-employment Transition Services**

The Office of Vocational Rehabilitation (OVR) collaborates with Philadelphia Works Inc. to provide in-school youth with disabilities the opportunity to participate in pre-employment transition services and other services to gain skills and knowledge for the workforce. OVR provides both OVR eligible and potentially eligible in-school youth with disabilities services to enter competitive integrated employment. These meaningful opportunities allow in-school

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youth with disabilities to assess their own strengths and skills, while exploring vocational possibilities and removing barriers from employment. Work-based learning is an important experience for in-school youth with disabilities to engage in so that they may be afforded opportunities to discover career paths. Other services that may be provided to in-school youth with disabilities include:

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

### **YouthBuild, Job Corps, and AmeriCorps Support**

The Philadelphia workforce system partners closely with YouthBuild and Job Corps and ensures youth are aware of AmeriCorps opportunities. Both YouthBuild and Job Corps partner with the PA CareerLink® Philadelphia centers to leverage resources to support youth and young adults as they complete education, training, and enter employment. Referrals are made from the PA CareerLink® Philadelphia centers to YouthBuild and/or Job Corps as needed according to a youth's needs and goals. Philadelphia Works Inc. partners with the local Job Corps Center, Philadelphia Life Science Institute, as well as other campuses in our region. These staff provide career and transition services to youth and young adults who are returning to the Philadelphia area from Job Corps programming. In support of Job Corps, information sessions regarding their programming are held at all PA CareerLink® Philadelphia centers. Upon nearing completion of youth programming with either program, a connection is created back to the PA CareerLink® Philadelphia centers to offer continued job search support, individual training accounts, on-the-job training, and other leveraged services. Some youth providers leverage AmeriCorps opportunities as part of their programming, while others connect youth and young adults at program exit as a viable next step for career development. AmeriCorps offers quality experiences for youth to gain work experience, build their resume, and give back to the community.

The Board does not have access to data for all youth enrolled in Job Corps, YouthBuild, and AmeriCorps programming since these entities track outside of CWDS. The Board does fund YouthBuild Charter School via WIOA Youth funds. YouthBuild Charter School serves all



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opportunity youth and has the capacity to enroll up to 215 youth each academic year. Of the total student body, 110 young people are supported by the Board's investment.

### *3.5 Coordination between Title I and Title II - How will the local board coordinate WIOA title I workforce investment activities with adult education literacy activities under WIOA Title II?*

The WIOA Title II adult education providers were involved in the development of the local plan. The board held a planning session with these providers where they provided a summary of their current services, how they collaborate with the WIOA Title I providers, and plans were developed for future provision of services.

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

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

The Board works closely with the City of Philadelphia Mayor's Office of Education and Philadelphia School District who regularly communicate with the Pennsylvania Department of Education on priorities and areas of improvement.

The Board also works closely with the City of Philadelphia's Office of Children and Families to facilitate an increasingly integrated, community-oriented approach to coordinating workforce investment activities for youth and young adults served by Title I and TANF funded resources.

The City of Philadelphia Mayor's Office of Education oversees a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to Title II and other adult education services, through their Next Level Learning initiative. Title I providers are able to

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make streamlined literacy referrals through the existing adult education system, which includes centralized intake, assessment, and placement of adult learners into appropriate educational programs. Additionally, the board partnered with the City to streamline referrals to Title II and other literacy services through the preexisting PA CareerLink® Philadelphia toll-free number, allowing residents to become conveniently connected to adult education and workforce through one call. Title II providers are also able to facilitate referrals to Title I by completing an online form on the PA CareerLink® Philadelphia website that connects prospective Title I customers directly to a universal staff person at the most convenient PA CareerLink® Center. Title II providers also utilize this online process to connect their program completers to Title I vocational training opportunities.

These referral processes facilitate integration of Title I and Title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. Title II providers have been specifically focused on preparing learners for success in a vocational training program leading to a specialized career.

### **Each Title II Provider coordinates specific services at the assigned PA CareerLink® Center:**

#### **Temple University WELL Program**

The Temple University WELL Program provides in-person Title II services at the Northwest and Suburban Station PA CareerLink® Centers. At the Northwest PA CareerLink® Center, Temple WELL provides two on-site classes for beginner and advanced ESL participants on Tuesday and Thursday afternoons and CASAS testing once per week on Thursday mornings. Temple WELL also provides services at the Suburban Station PA CareerLink® Center. They provide CASAS testing on Tuesday mornings and ABE Fast-Track GED classes for participants on Tuesday afternoons. Northwest and Suburban Station participants can also enroll in virtual classes. Temple's virtual ESL and ABE classes are available in the morning, evening, and on Saturdays. Most PA CareerLink® participants select virtual classes because they are employed and cannot attend the in-person classes. In addition, Temple University's Community Health Worker (CHW) Training Program is an Integrated Educational Training (IET) program approved by the PA Department of Education. CHW candidates become WIOA-registered participants. The training is held at the PA CareerLink® Center at Suburban Station.

#### **District 1199C**

District 1199C Training & Upgrading Fund recruits for their PA CareerLink® classes at the North center through a collaborative process with the Workforce Advisors. The Workforce Advisors enter client contact information into a shared Excel spreadsheet, categorizing them as WIOA clients, EARN clients, or Universal. Clients are then scheduled for orientation and paperwork

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session, followed by an assessment. Based on the assessment, clients are enrolled into classes. If the class schedule doesn't align with their availability, they are offered alternative classes at 1 South Broad Location, remote options, or refer them through Cityspan.

### **Beyond Literacy (BeLit)**

BeLit's assigned Center is PA CareerLink® West, where Adult Basic Education (ABE) classes are provided four days per week. This partnership is designed to meet the needs of adult learners accessing services at PA CareerLink® West, and includes, as needed, referral to ESL services at BeLit West Campus or other partners in Next Level Learning Network.

Key aspects of BeLit's work at PA CareerLink® West are:

- **Flexibility:** BeLit's Hyflex model combines in-person and online learning to offer flexibility and accessibility for adult learners
- **Focus:** BeLit classes are leveled and manage-enrolled, allowing instruction to be tailored to help adults improve their basic education skills to achieve personal, academic, and professional goals
- **Direct Customer Support:** BeLit's assessment analyst reviews pretest data to identify customers' educational needs, meets directly with PA CareerLink® customers and Literacy Liaison to provide tailored academic recommendations, and makes direct referrals to adult education classes as needed
- **Collaboration with Partners:** BeLit's work is part of a larger coalition of organizations, including District 1199C Training and Upgrading Fund and Temple WELL, collaborating to provide comprehensive support services across PA CareerLink® locations

This initiative reflects BeLit's commitment to addressing barriers to education and employment, ensuring that adult learners at PA CareerLink® West have access to the tools and resources they need to succeed.

Specific Title II providers primarily offered academic adult basic education instruction for customers remotely and in person. In person English as a Second Language (ESL) classes are currently offered. In person basic skills assessments are also offered at one of the PA CareerLink® Philadelphia centers with the remaining centers having a plan in place to offer the service. Title I providers facilitate the connection between the customer and Title II provider. Title I providers coordinate with customers to complete a Comprehensive Adult Student Assessment System or CASAS to evaluate literacy and numeracy proficiency, and the Title II providers help the learner to translate the assessment results, develop an education plan, and assess eligibility for Title II Services. Customers who may need core math or literacy competency

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Instructions are co-enrolled and are referred to classes offered at the Title II provider through the Next Level Learning System.

Additionally, the board is in the nascent stage of a partnership with one of the Title II providers, *Beyond Literacy*, to assess the adult education services and systems in the PA CareerLink® Philadelphia system to ensure the most effective processes for customers and to drive enhancements and process improvements, where necessary.

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

### **Coordination of Roles and Responsibilities**

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

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

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

- An increased number of customers who initially and continuously engage in center services.

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- Tangible customer benefit and outcomes for each center visit and service
- More customer connections to partner program services when needed, wanted and available
- A focus on career development, alignment, and skill enhancement with personalized workforce advice and recommendations
- A service concentration with few barriers to entry and streamlined procedures to maximize customers' satisfaction
- Easy access to a comprehensive series of services that are responsive to the needs of the individual
- An increased set of options for how services are accessed including a virtual presence to reach customers outside of the center, and on a smartphone

Through a Statewide Activities grant, the board has recently engaged with a consultant to facilitate an assessment of the current service delivery model and assist with updating and redesigning the approach to align with current themes we see in the city and trends across the country. The board plans to work with service delivery partners to develop and implement changes to the system and will provide updates on this process in future plan modifications.

### **Improving Program Partner Integration**

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

The Senior Manager of Adult Systems facilitates a monthly Site Administrator meeting, hosted by the One Stop Operator, to update local leaders with new policies and procedures authorized by the state or LWDB. The One Stop Operator captures notes, assesses deliverables, and uses the opportunity to assess gaps in service that may need support from partner programs.

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### **Referral Mechanism**

Following assessment and a determination of service needs, the Workforce Advisor completes referrals through both prescribed processes, such as the CWDS referral systems, in-person introductions, or emails to establish appointment times.

Workforce Advisors document these referrals through case notes in PA CareerLink®. The Operator has formalized and standardized referrals processes between partners and across all four centers and the Matrix Guide implementation complete with all partner information and referral processes.

### **Orientation and Customer Flow**

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

Each Universal Services Team at the PA CareerLink® has access to a Calendly scheduling tool that syncs with their work calendar and allows for a prospective customer to schedule a time to meet with a member of the team. Customers completing the short Calendly survey select a date and time that works for them and identify the type of service needs. Calendly tools is also used by Reentry Connectors and Youth Navigators for their respective customer base.

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

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

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### Staff Development

When the PA CareerLink® Philadelphia centers were initially integrated, extensive cross-program training was conducted regarding all available services within the system. Since that time, the Board has provided trainings when requested by Site Administrators. In addition, each center has a professional development budget to provide skills enhancement to their staff as they see fit, and informal training is done on an as needed basis. The Board has identified baseline trainings for all PA CareerLink® Philadelphia center staff to complete as part of their onboarding.

Operators are to record and report on the completion of identified trainings. The Board has established a formal professional development process for the workforce system, which includes regular assessment of training needs of the staff, followed by training implementation based upon these needs. Staff are surveyed to determine their levels of learning and satisfaction based on the trainings.

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

### 3.7 Core program facilitation - How will the local board work with the entities carrying out core programs to:

- *Expand access to employment, training, education, supportive services, and co-enrollment for eligible individuals, particularly individuals with barriers to employment.*
- *Facilitate the development of Career Pathways in core programs (specify on-ramps from adult education).*
- *Improve access to activities leading to a recognized postsecondary credential (industry-recognized certifications or portable, and stackable certifications).*

Philadelphia Works, Inc.'s integrated service delivery model is specifically designed to expand access to employment, training, education, and supportive services for eligible individuals, particularly those with barriers to employment. Philadelphia Works, Inc. ensures the alignment and delivery of core programming.

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

- Work closely together to ensure that all PA CareerLink® Philadelphia centers are high-performing workplaces with well trained staff that will ensure quality of service. PA

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CareerLink® Philadelphia center leadership is responsible for ensuring all staff complete the trainings listed on the Workforce Staff Training Checklist with the goal of ensuring staff have a baseline understanding of their role and content specific function of operating a high-quality center

- Crosstrain staff, as appropriate, provide consistent services that highlight development opportunities and quality improvement. Effective January 1, 2025, Philadelphia Works is implementing a PA CareerLink® Staff on-boarding process including a Workforce Staff Training Process and an Onboarding Checklist
- PA CareerLink® Center leadership is responsible for ensuring that all staff complete the training listed on the Workforce Staff Training Checklist. The goal is to ensure that staff have a baseline understanding of their role and content specific function of operating a high-quality PA CareerLink® center
- Accommodate the virtual needs and build the online capacity of the system. This includes ensuring customers can register for services and participate remotely and securely
- Collaborate and reasonably assist each other in the development of necessary service delivery protocols
- Ensure the provisions contained within the MOU are subject to all applicable federal and state laws, regulations, and guidelines imposed on either or all parties relating to privacy rights of customers, maintenance of records, and other confidential information relating to customers

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

- Effective communication, information sharing, and collaboration with the One-stop Operator
- Joint planning, policy development, and system design processes at the direction of the Board
- Commitment to the joint mission, vision, goals, strategies, and performance measures.
- The design and use of common intake, assessment, referral, and case management processes
- The use of common and/or linked data management systems and data sharing methods, as appropriate
- Leveraging resources, including all relevant entities and local non-profit organizations that service public welfare



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- Participation in a continuous improvement processes designed to boost outcomes and increase customer satisfaction
- Participation in regularly scheduled partner meetings to exchange information in support of the above and encourage program and staff integration

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

- Developing an efficient and effective referral process between the partner organizations, including the PA CareerLink® referral system
- Training partner staff across the system as deemed necessary
- Creating a resource guide which details eligibility, hours of operations, agency address, agency contact information and services provided
- Utilizing the OSO Matric Guide as a resource guide that includes all partner information and referral processes
- Co-locating partner staff at the centers either full-time or part-time

### **Eligibility Verification and Self-Certification**

PA CareerLink® Philadelphia center and provider Title I staff are responsible for determining the eligibility of youth and adults who receive basic or individualized career services and for collecting information to support this determination. This information may be collected through methods that include electronic data transfer, personal interview, or an individual's application. Documents required for establishing eligibility are placed in the customer files and uploaded to the Commonwealth Workforce Development State System (CWDS). To maintain access and increase the Board's virtual capacity, eligibility verification can also, and fully, be conducted remotely in a secure, encrypted fashion.

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

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

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is the production of required documents. However, services are not denied if an individual does not produce the appropriate document at the time of intake.

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

For Youth participants (both OSY and ISY), to support eligibility verification, staff may access the Department of Human Services' Client Information System (CIS), to verify birthdate, residency, social security number and lay off status. Staff are also instructed to complete an eligibility verification checklist and include in the participants CWDS records and archival records.

### **Co-enrollment Process**

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

Furthermore, the Board has developed and implemented a strong referral process linking Title I Adult and Youth program enrollments. This framework includes the addition of a Youth Navigator in each Center whose role is to assess young people who come into the center and make appropriate connections and referrals to programs within the workforce system. The goal for co-enrollment of young adults into the Youth and Adult WIOA systems is to provide a wider variety of services for those who would benefit.

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### **WIOA Title II Services**

The Mayor of Philadelphia's Office of Education oversees a coordinated process for referring career seekers from PA CareerLink® Philadelphia centers to Title II and other adult education services, through their Next Level Learning initiative. Title I providers are able to make streamlined literacy referrals through the existing adult education system, CitySpan, which includes centralized intake, assessment, and placement of adult learners into appropriate educational programs. Additionally, the board partnered with the City to streamline referrals to Title II and other literacy services through the preexisting PA CareerLink® Philadelphia toll-free number, allowing residents to become conveniently connected to adult education and workforce through one call. Title II providers are also able to facilitate referrals to Title I by completing an online form on the PA CareerLink® Philadelphia website that connects prospective Title I customers directly to a universal staff person at the most convenient PA

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CareerLink® Center. Title II providers also utilize this online process to connect their program completers to Title I vocational training opportunities. The Board is currently working with the City to integrate digital literacy services into the call options of the toll-free line. Digital literacy supports and classes are available via Title II programs and with providers contracted with the City.

These referral processes facilitate integration of Title I and Title II programs and services with a special focus on access to career pathways for residents who have literacy and language barriers to employment. Title II providers have been specifically focused on preparing learners for success in a vocational training program leading to a specialized career.

Title II in person services are offered at the PA CareerLink® centers. In person English as a Second Language (ESL) classes are currently offered. In person and virtual basic skills assessments are also offered at each of the PA CareerLink® Philadelphia centers. Title I providers facilitate the connection between the customer and Title II provider. Title I providers coordinate with customers to complete a Comprehensive Adult Student Assessment System or CASAS to evaluate literacy and numeracy proficiency, and the Title II providers help the learner to translate the assessment results, develop an education plan, and assess eligibility for Title II Services. Customers who may need core math or literacy competency instruction are co-enrolled and are referred to classes offered at the Title II provider through the Next Level Learning System.

Additionally, the board partnered with one of the Title II providers—Beyond Literacy-- utilizing their mobile unit to bring PA CareerLink® services to a local state parole office. Each month representatives from Beyond Literacy, PA CareerLink® and the City of Philadelphia Office of Reentry Partnerships, facilitate workshops and host one on one sessions with returning citizens looking for employment, training or adult basic education services.

### **WIOA Title IV Services**

Office of Vocational Rehabilitation (OVR) representatives are available to meet with customers at each of the four PA CareerLink® Philadelphia centers to discuss available services to individuals with disabilities. OVR services are discussed during the one-on-one welcome interviews and during the Welcome to PA CareerLink® orientation. During the interview, customers discuss their service needs, engage in an assessment and when necessary, are referred directly to the OVR staff person for evaluation and services provision. Additionally, OVR staff are available to provide training to center staff, as needed, to build capacity, present services for career seekers with disabilities, and to act as a liaison between the center staff and other available local resources. Currently, the Board is exploring ways to braid Title I and OVR

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funds since eligibility under WIOA Title IV program services may only be determined by a qualified OVR Vocational Rehabilitation Counselor. OVR staff training, supervision and direction is the sole responsibility of the local OVR District Administrator.

Eligibility to receive services under WIOA Title IV may only be determined by a qualified OVR Vocational Rehabilitation Counselor. Vocational rehabilitation counselors determine eligibility for and work with customers to develop an Individual Plan for Employment, providing services necessary to meet their specific vocational goal. As a core partner, OVR provides Vocational Rehabilitation services for people with disabilities. Eligible OVR customers receive multiple services that may include but not be limited to, diagnostic, vocational counseling and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities. These individualized services are designed to prepare OVR customers to become qualified trained members of the workforce. OVR recognizes the value of customer access to various services and resources and encourages co-enrollment across programs as appropriate.

### **Developing Career Pathways**

As described in section 2.1, the Board has shifted its focus from "Recovery Occupations" to "Future Impact Occupations" to guide workforce investments and promote effective career pathways. These high-demand occupations are carefully selected based on rigorous data analysis, including labor market trends, job posting data, and employer feedback on the skills and credentials required for success.

Future Impact Occupations exhibit several key characteristics:

- **Strong Job Growth:** They demonstrate sustained growth with minimal employment decline during the pandemic and projected growth through 2027
- **High-Wage Potential:** These occupations offer competitive wages of \$20.00 per hour or more, ensuring a stable and livable income for workers.
- **Career Advancement Opportunities:** Most are classified as middle-skill jobs or offer low-skill entry points into career paths with significant potential for advancement.

To effectively build and document these career pathways, the Board employs a multi-pronged approach:

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### **Data-Driven Decision Making**

Thorough labor market analysis is conducted to identify in-demand occupations, wage growth potential, and industry trends. This data is then utilized to inform the development of effective career pathways that align with regional economic needs.

### **Strong Employer Engagement**

The Board actively engages with employers through various mechanisms, including:

- **Industry Roundtables:** Regular meetings with employers to understand their current and future hiring needs, identify in-demand skills, and gather input on curriculum development
- **Employer Advisory Boards:** Establishing advisory boards with representatives from key industries to provide valuable guidance and support for career pathway development
- **Work-Based Learning Opportunities:** Facilitating internships, apprenticeships, and other work-based learning experiences to provide learners with real-world skills and connect them with potential employers

### **PA CareerLink® Staff Training**

PA CareerLink® staff receive intensive career coach training that emphasizes the utilization of career pathways as a crucial tool for service planning and job search. This empowers staff to effectively guide job seekers in developing realistic and meaningful career goals and plans.

### **Resource Development**

The Board actively develops and disseminates resources to inform the public about Future Impact Occupations and related education and training programs. These resources may include informational materials, social media campaigns, and employer information sessions at PA CareerLink® centers.

### **Sectoral Partnerships**

The Board leverages funding from initiatives like the Good Jobs Challenge to support career pathway development in high-priority sectors, such as Healthcare & Life Sciences, Energy, and Infrastructure. These partnerships, exemplified by the Keystone LifeSci Collaborative, engage regional stakeholders, including industry leaders, backbone organizations, and workforce board members, to advance career pathway innovation and improve outcomes for underserved communities.

By implementing these strategies, the Board aims to create a robust system that supports career pathways, connects individuals with in-demand jobs, and drives economic growth in the

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region. This revised version maintains the key information while improving the flow and readability by incorporating the bullet points into a more cohesive and professional narrative.

### **Improved Access to Recognized Credentials**

Philadelphia Works, Inc. has placed an emphasis on education and training opportunities. ITAs and cohort-based vocational training are available for those interested in pursuing trainings that lead to industry recognized credentials. Workforce Advisors have prioritized training opportunities when conducting career coaching sessions with career seekers, which has resulted in an increase in individuals who have completed trainings and received industry recognized credentials. Increased completion and credential attainment will continue to be a focus for all training programs going forward. Philadelphia Works, Inc. has engaged with a wider range of training opportunities which has expanded the offerings available to those enrolled in both the EARN and WIOA programs, with a continued focus to intentionally match trainings to current employment needs in Philadelphia. Most training and educational offerings have integrated literacy instruction that is contextualized to specific career pathways in high employment industry sectors. Additionally, several trainings have integrated soft skills, digital literacy, and professional development skills into the course work. The Board anticipates that these skills will continue to be integrated into more programs. The Board continues to only fund training programs that lead to industry recognized credentials and are validated as leading to a job with a wage of at least \$15/hour.

The Board plans to provide ongoing support for PA CareerLink® staff to support jobseekers interested in apprenticeship or pre-apprenticeship programs through hands-on training, resource materials, talking points, and regular communication about programs that are actively recruiting. The Board will also partner closely with employers and PA CareerLink® to promote active programs including at partner resource fairs and social media outreach to ensure jobseekers are aware of programs. ApprenticeshipPHL has also created and maintained an apprenticeship directory on the APhL website for job seekers to search for registered programs in the area that are accepting new apprentices. Employers and sponsors are able to include their programs on the directory and the Board works to ensure information is up to date and accurate. When the Board is made aware of apprenticeship programs that are actively recruiting, we will attempt to contact the program sponsor or employer to develop a partnership that includes a referral process, streamlined communication on eligibility and recruitment dates, as well as adding their program to our online directory for more awareness to job seekers. Finally, the Board has successfully outlined funding policies for On-the-Job Training (OJT), Incumbent Worker Training (IWT), and Individual Training Accounts (ITA) that support Registered Apprenticeship and Pre-Apprenticeship programs. The Board plans to

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provide support for PA CareerLink® staff to connect employers to open funding opportunities for apprenticeships and pre-apprenticeships.

Through Philadelphia Works, Inc., ApprenticeshipPHL has strong partnerships with higher education institutions including CCP, Drexel, Peirce, Temple, and Thomas Jefferson University, as well as training providers such as JEVS, JobWorks, and Congreso, all of which work to promote industry recognized credentials through Registered Apprenticeship or Pre-Apprenticeship Programs. APHL continues to partner with these organizations to create pathways that lead to an industry recognized credential upon the completion of an apprenticeship program. APHL plans to continue these partnerships as well as foster new partnerships across the region to register new apprenticeship programs and expand existing ones with a focus on credentials that provide postsecondary credentials for apprentices.

The Board continues to support a referral process for Prior Learning Assessments (PLA) - evaluations and assessments of an individual's learning to date for college credit, certification, or advanced standing toward further education or training - to the Community College of Philadelphia to assess their potential to receive college credits for experiential learning or previous classroom trainings. Additionally, the Board will work closely with Graduate! Philadelphia in the next two years with a shared goal to assist those with some college experience to complete their degree program. In addition, KEYS helps students who are referred from the County Assistance Office, complete their associates degree. Students are connected to support services and receive free tutoring, advisement, career and personal counseling.

### *3.8 ITA Accounts - How will training services be provided using ITAs, fund programs of study, or through the use of contracts for training services that fund work-based trainings*

The Board is committed to investing in funding for vocational trainings informed by employer needs and feedback and driven by current industry demand. Annually, the Board identifies a set of high priority occupations and industries, drawing from Labor Market Data Analysis and employer feedback from across the region. Collectively, this data guides training investments and opportunities for high growth careers for Philadelphians. High priority occupations are those that met the following criteria:

- A median hourly wage of \$15 or more
- Strong job numbers in latest jobs report
- High growth since the last recession, both locally and nationally



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- A reliable career pathway in which each step in the pathway also meets the above criteria

### **Local ITA investments and ITA Caps**

Philadelphia Works Inc. has continued to focus on expanding the use of ITAs for a more diverse set of training opportunities including higher education courses and opportunities in IT and healthcare that prepare career seekers for the future of work.

ITAs are primarily utilized for expanding access to high quality training programs for WIOA eligible participants. The current ITA cap of \$6,000 is noted in the local WIOA ITA Policy. This cap was calculated based on the number of customers served in the prior year and the average cost of their trainings. The ITA cap is evaluated on an annual basis. To expand access to individuals needing training that exceeds the local cap, the local ITA policy was revised to include details on how to receive an exception to the cap if needed. In limited circumstances, based on factors including career seeker barriers, availability of funding, and other applicable factors, a customer may submit a request to the CEO of Philadelphia Works Inc. to waive the funding cap and/or the two-year funding limit to provide additional support.

### **On-the-Job Training Contracts**

Philadelphia Works has continued to utilize OJT contracts to assist with connecting individuals to employment and career pathways by addressing identifiable skills gaps with the appropriate training(s) needed to acquire the knowledge or skills essential to the full and adequate performance of the job. Philadelphia Works has prioritized occupations based on the criteria outlined above and has continued to focus on supporting OJT contracts for occupations that meet these criteria.

All OJT requests are subject to review by Philadelphia Works, Inc. and requests for OJT funding must be made by the employer in accordance with the policies and procedures identified. This includes, but is not limited to, trainee experience, appropriate hourly wages, trainee needs, work experience, and any other relevant factors. The cap on OJT funds is currently \$8,000 and is identified in the local WIOA On-the-Job Training policy.

### **Contracted Training**

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

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The decision to utilize contracts for work-based training, including Customized Job Training, On-the-Job Training, and Incumbent Worker Training, is driven by a commitment to ensure supportive onboarding for training providers and/or employers as well as a commitment in employee upskilling by an employer or group of employers through agreed-upon outcomes outlined in a contracted Scope of Work. Contract considerations include:

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

### **Customer Choice in Selection**

The Board strives to ensure informed customer choice in the selection of training programs. Workforce Advisors at each PA CareerLink® center engage customers in the training/program selection process by providing them assistance in decision making, as well as the tools needed to research programs on their own utilizing the training provider performance outcomes in CWDS and the support of Education and Training Coordinators at each PA CareerLink® center. To that end, the Board works closely with local ETPL providers to ensure they understand the data outcomes requirements associated for each training program. In addition to the CWDS data, the Board has developed and continues to support PA CareerLink® staff including a centralized SharePoint with resources, monthly meetings, training provider onboarding meetings, and Recruitment and Referrals Meetings with providers and Education and Training Coordinators. The intention is to help staff provide customers with easily understandable information on program specifications, including delivery method, program schedule, funding availability, and career support, alongside CWDS-informed performance outcomes. Performance outcomes include rates of student completion, certification, and training-related employment. This information, in addition to counseling about labor market patterns for specific career pathways,

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will allow the customer to make a truly informed decision when selecting a training program and provider.

### **Registered Apprenticeships and ITAs**

The Board will continue to work collaboratively with Registered Apprenticeship Programs (RAPs) to incorporate the registered apprenticeship structure into ITAs. The Board has been successfully utilizing WIOA funding for RAPs through OJT and IWT contracts. By incorporating a similar process for ITAs, employers and apprenticeship sponsors will have more options for supporting apprentices in work-based learning settings. The Board will work with RAP sponsors and employers to ensure that these training programs are employer-driven and continue to provide careers in high-demand occupations. Similarly, the Board is working on creating a pipeline successful ITA completer to connect them to open apprenticeship opportunities with apprenticeship and employer partners. Additionally, the Board will connect new employers looking to develop apprenticeship programs with training providers who are already accessing ITAs as possible providers for the RTI portion of a program. The Board will continue to ensure that contracted employers and/or apprenticeship sponsors incorporate reliable models for career pathways into their programs and work to expand on these models to best serve the local residents.

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

The Board fosters strong partnerships with secondary and post-secondary education institutions to develop effective career pathways. Post-secondary institutions serve as vital providers of occupational skills training, equipping job seekers with the necessary credentials for workforce success. To ensure training investments align with industry needs, the Board annually reviews a set of recommended occupations based on the following criteria:

- **High-wage occupations:** Those offering wages of at least \$20 per hour.
- **Stable and growing sectors:** Occupations with minimal employment decline (less than 10%) from 2021-2024 and projected growth from 2024-2027.
- **Middle-skill occupations:** Roles that offer opportunities for career advancement and typically require an associate's degree or less.
- **Alignment with high-priority occupations:** Occupations identified as crucial to the regional economy.

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Following the annual publication of these recommended occupations, postsecondary institutions are encouraged to apply to become approved training providers, offering industry-recognized credentials in these high-demand fields. These collaborative efforts with postsecondary institutions are fundamental to the success of a robust public workforce system.

This data-driven approach leverages labor market information to guide postsecondary training programs, ensuring they meet the evolving needs of employers. By sharing data on in-demand credentials and skills, the Board actively prevents duplication of services and ensures that training programs are aligned with the realities of the modern workforce.

The Board also prioritizes strong coordination with secondary education providers, particularly the Philadelphia School District's CTE program. This collaboration aims to:

- **Develop a skilled pipeline:** Prepare young adults with in-demand skills and certifications in high-growth sectors like Manufacturing and Culinary Arts.
- **Enhance career readiness:** Integrate Accenture's Skills to Succeed content into CTE curricula, providing students with valuable career readiness skills and access to occupational training opportunities through the PHL Career Portal.
- **Align with educational standards:** Support CTE program integration with Perkins V and Future Ready PA index requirements.

By fostering these strong partnerships, the Board ensures that the region's education and training systems effectively prepare individuals for success in the 21st-century workforce.

The KEYS program collaborates with PA CareerLink® to support students facing financial barriers in completing their college education. Eligible students receiving cash assistance or food stamps through the County Assistance Office can access KEYS while enrolled in eligible college programs.

KEYS offers a comprehensive range of support services, including:

- **Academic assistance:** Free tutoring and academic advising
- **Career guidance:** Career counseling to help students define their career goals
- **Personal support:** Assistance with navigating college life and overcoming personal challenges

Students who do not qualify for KEYS or require additional support can access resources through Single Stop, a comprehensive program that provides assistance with legal aid, health insurance, food, financial education, and more.

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The ELECT Program partners with PA CareerLink® to support pregnant and parenting young adults (ages 16-21) who are pursuing high school or college education. This statewide initiative, a collaboration between the Pennsylvania Departments of Education and Human Services, aims to help these students achieve their educational and employment goals.

Through coordinated referrals, job placement services, on-the-job training, and access to wraparound support services, the ELECT Program and PA CareerLink® work together to provide a comprehensive pathway to success. This partnership ensures students have access to a broad range of career development resources while avoiding duplication of services.

The Strengthening Career and Technical Education for the 21st Century Act (Perkins V) provides a crucial opportunity to enhance CTE in Philadelphia. Our secondary and post-secondary CTE partners actively evaluate their programs against the PA In-Demand Occupations (IDOL) and local High Priority Occupations (HPOs), with data support from the Board. This data-driven approach ensures that CTE programs align with regional employer needs and fosters a strong talent pipeline.

Furthermore, the Board plays a key role in the Comprehensive Local Needs Assessment process, contributing to the identification of CTE programs eligible for Perkins V funding. By serving on the Stakeholders Committee, the Board actively participates in discussions that inform and evaluate the local needs assessment, identifying opportunities to build robust educational and career advancement pathways.

To improve accessibility to postsecondary education, the Board facilitates strong partnerships with education and training providers. These partnerships enable:

- **Referral to approved programs:** Career seekers can be seamlessly referred to approved training programs offered by postsecondary institutions
- **Enhanced program visibility:** Approved training providers can advertise their programs and conduct outreach activities at PA CareerLink® Philadelphia centers
- **Increased access to online training:** PA CareerLink® centers provide access to online training programs, utilizing their computer resource centers to support student learning

The Board also emphasizes the importance of linking college credit to various training pathways, including:

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### **Apprenticeships**

Facilitating the acquisition of college credits through both Trade and Registered Apprenticeship programs, including dual credit courses. ApprenticeshipPHL will actively collaborate with pre-apprenticeship and apprenticeship sponsors, Registered Training Institutions (RTIs), and employers to expand these opportunities.

### **Prior Learning Assessments (PLAs)**

Utilizing PLAs to award college credit for prior learning, helping individuals with barriers to employment progress towards a postsecondary degree.

To further support career advancement, the Board has partnered with Graduate! Philadelphia to encourage and support adults with some college credit to return to college and complete their degrees.

Quarterly meetings are conducted with the Title II providers to ensure that there is no duplication of services with the PA CareerLink® centers and to support strategic alignment that improves service integration. The Board is committed to addressing barriers to education and employment, by ensuring that adult learners at all PA CareerLink® have access to the tools and resources they need to succeed.

Finally, the Board collaborates with secondary, postsecondary, and Title II providers to ensure career seekers have access to the necessary support services. This includes referring individuals in need of basic skills development to appropriate programs and leveraging Title II providers to offer training readiness support at all four PA CareerLink® Philadelphia centers. The Board coordinates with the Title II providers to provide in-person Title II services at all four PA CareerLink® Centers.

Some Title II providers offer on-site classes for beginner and advanced ESL participants twice weekly, CASAS testing once per week as well as ABE Fast-Track GED classes. Participants can also enroll in virtual classes in addition to evening and weekend classes, which is very beneficial for participants who are employed.

Most Title II providers provide direct customer support by analyzing pretest data to identify customers' educational needs, they meet directly with PA CareerLink® customers and Literacy Liaisons to provide tailored academic recommendations and makes direct referrals to adult education classes as needed.

#### **4. OPERATIONAL PLANNING: Local Area Workforce Delivery System**

*4.1 Business and Employer Engagement - What strategies will be implemented in the local area to improve business and employer engagement that:*

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

Philadelphia Works Inc.'s staff focuses on supporting employers with workforce needs in in demand sectors such as Transportation, Healthcare, Manufacturing, Energy, and IT. Most employers in these industries (and throughout the Southeast Pennsylvania region) are small businesses. As a result, the Board has formed strategic partnerships with Small Business Development Centers, (housed at the University of Pennsylvania, Temple University, and Widener University), the SE PA Partnership for Regional Economic Performance (SEPA PREP) region, various Industrial Resource Centers (IRCs), local Chambers of Commerce, and a variety of

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business associations. These partnerships are vital to engaging small businesses and our ability to provide solutions to their workforce challenges.

Policies governing strategic implementation are detailed below in Table 16.

**Table 16: Workforce Strategies**

Workforce Strategies	Strategic Implementation
<b>OJT</b> <b>IWT</b> <b>Transitional Jobs</b>	<ul style="list-style-type: none"> <li>• Target smaller employers</li> <li>• Employ use of High Priority Occupations to determine viable opportunities</li> <li>• Prioritize the utilization of OJT funds to support Registered Apprenticeships that align with career pathways and family sustaining wages.</li> <li>• Requires a career path attached to opportunity that leads to job paying at least \$15-20 an hour</li> <li>• Address an identifiable skills gap to acquire the knowledge or skills essential to the full and adequate performance of the job;</li> <li>• Offer an opportunity to enter and move up in the workforce (career pathways);</li> <li>• Engage in a length of training time that corresponds to the identified skills gap, the content of the training, and prior work experience of the participant;</li> <li>• Provide partial reimbursement of the wage rate to the employer for the costs of providing the training.</li> </ul>
<b>Industry and sector strategies</b>	<ul style="list-style-type: none"> <li>• Implement Industry Partnerships in multiple sectors</li> <li>• Encourage Next Gen Business-led partnerships.</li> </ul>
<b>Career Lattices and pathways initiatives (including how they are connected to adult education)</b>	<p>Partner with the Workforce Development Steering Committee to develop career pathways in the following sectors:</p> <ul style="list-style-type: none"> <li>• Advanced manufacturing</li> <li>• Early Childhood education</li> <li>• Healthcare/Behavioral Health</li> <li>• Information Technology</li> <li>• Retail/Hospitality</li> <li>• Construction Trades</li> <li>• Business Finance</li> </ul> <p>CCP college, Office of Adult Education and Title II adult education and literacy providers will support in the development of comprehensive education and training curriculum necessary to support occupations within each sector.</p>
<b>Apprenticeship Models</b>	<ul style="list-style-type: none"> <li>• Emphasize the “earn and learn” model</li> </ul>



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	<ul style="list-style-type: none"> <li>• Publicize benefits of WIOA training funds provided to those on the Eligible Training Providers list.</li> <li>• Promote the return on investment for employers to implement apprenticeships and offer supports including OJT and customized training programs.</li> <li>• Develop industry specific strategies for expanding registered apprenticeships in positions that align with priority occupations and career pathways. Program design will incorporate pre-apprenticeships as a tool to address barriers to entry and recruitment challenges.</li> <li>• Offer technical assistance to active apprenticeship sponsors in program implementation and the development of registered pre-apprenticeship feeder programs to address recruitment challenges.</li> <li>• The Board will ensure identified local staff meet with the local ATO representative at least annually to review current Registered Apprenticeships in the local area.</li> </ul>
<p><b>Utilization of Effective Business Intermediaries</b></p>	<p>Collaborate with organizations such as:</p> <ul style="list-style-type: none"> <li>• PIDC</li> <li>• The city’s Department of Commerce</li> <li>• Local chambers</li> <li>• Industry Trade Associations</li> <li>• DVIRC</li> </ul> <p>Expand business and non-profit employer relationships through SHRM</p>
<p><b>Rapid Response Services</b></p>	<p>Employers facing challenges that result in reduced employment numbers or closing of a facility can be supported for either lay-off reduction strategies (retention strategies) or comprehensive PA CareerLink® support to workers losing their jobs. In the case of employee retention, Philadelphia Works Inc. collaborates with partners to address financial needs of the firm as well as training services to up-skill and stabilize employment of incumbent workers. Partners include:</p>
<p><b>Other business services and strategies designed to meet the needs of regional employers</b></p>	<p>Hold city -wide hiring events for specific industry employers in the Southeastern PA region</p>

**Philadelphia Works Inc. leverages a multi-faceted approach to foster strong employer engagement.**

**Business Engagement Team (BET)**

The BET plays a crucial role in expanding existing employer relationships and cultivating new ones. Through the Executive Pulse CRM system, the BET tracks interactions with employers and shares valuable data with all workforce system entities, enabling a deeper understanding of employer needs and the most effective engagement strategies.

**Community Outreach**

The BET collaborates closely with the Community Outreach Team to disseminate employment and apprenticeship opportunities to elected officials, faith-based organizations, and community groups, raising awareness of available resources for both employers and job seekers.

**Business Service Representatives (BSR)**

The System-wide Services Provider, through its BSRs, provides direct, transactional support to businesses. This includes coordinating hiring events, supporting employers with effective training tools, and utilizing wage subsidies such as On-the-Job Training (OJT) and Incumbent Worker Training (IWT) services.

**Supporting Unemployed Individuals**

**Unemployment Compensation (UC) Support**

Unemployment Compensation (UC) representatives are currently deployed in all the PA CareerLink® comprehensive centers. Customers and/or claimants may call a designated number to schedule an appointment with an unemployment compensations agent either in person or on occasion virtually. In the event UC staff are not present, claimants can use the CRC to connect with the unemployment compensation filing system. A kiosk system is being deployed throughout the commonwealth to assist with ID.me connectivity issues some claimants have encountered. The kiosk will assist identification verification in order for the claimant to have full access to their unemployment compensation claim dashboard on the state website.

Philadelphia County actively supports UC claimants in compliance with Pennsylvania's UC law, which mandates claimants to "Register for Work and Conduct Work Search." Philadelphia County ensures that UC claimants meet these requirements by facilitating their enrollment in the PA CareerLink® system and providing access to resources and services that align with their employment goals. PA CareerLink® Philadelphia County staff assist claimants in creating or updating resumes, registering for workshops, and exploring job opportunities to fulfill their work search requirements effectively.

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For those UC Claimants looking to file an appeal, forms are provided and submitted via fax at no charge and with limited wait. Staff provide copies of the confirmation printout for all faxes sent on behalf of Claimants.

In addition to a variety of printable resources such as UC postings, signs, pamphlets, handbooks and forms for both claimants and employers.

**Reemployment Services and Eligibility Assessments (RESEA)**

RESEA-eligible customers receive specialized workshops outlining PA CareerLink® services and benefits specifically designed for WIOA-registered Dislocated Workers, recognizing their high need for support.

Through the Reemployment Services and Eligibility Assessment (RESEA) program, Philadelphia County identifies UC claimants most likely to exhaust UC benefits and may benefit from additional support. During RESEA sessions, staff assess claimants' compliance with UC requirements and flag any potential eligibility issues, such as insufficient job search activities or failure to participate in mandatory workshops. When eligibility concerns arise, Philadelphia County promptly refers these cases to the Pennsylvania UC office for adjudication.

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### **Collaboration with the Office of Vocational Rehabilitation (OVR)**

As a core partner, OVR participates in Employer Engagement and provides multiple services to the business community designed to assist businesses with onboarding pre-screened qualified employees with disabilities. OVR on-boarding supports for qualified new hire can include reasonable accommodation consultation, On The Job Training (OJT) wage reimbursement (OJT), referral on tax credits or deductions. OVR also works with businesses through connecting students involved in OVR's pre-employment transition services. Services under pre-employment transition services include programs like paid work experiences, job shadowing workplace tours. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards and helping a business to retain current employees following an accident, injury or disability. Statewide business services staff can identify resources to assist any organization on how to improve access compliance and steps to diversify their workforce to include citizens with a disability.

### **Regional Collaboration**

The Board actively participates in regional collaboration efforts, including Sectoral and Industry Partnerships and Workforce Governance initiatives. These efforts aim to strengthen employer engagement across the region and create a more robust and elevated employer engagement ecosystem.

Representatives from anchor institutions such as PhilaWorks, Rebuild Philadelphia, the Chamber of Commerce for Greater Philadelphia, the Department of Commerce, the Office of Transportation and Infrastructure Systems, and PECO meet regularly to leverage existing resources and programming, maximize funding opportunities and strengthen employer engagement strategies in the infrastructure sector. The convenings provide opportunities to develop shared goals that lead to stronger employer engagement practices and outcomes.

The Employer "Front Door" is a new talent hub model designed to strengthen employer engagement partnerships, hiring practices, and information sharing. The model ensures the region understands the employer landscape through direct employer feedback and survey results. The research facilitated examined various workforce areas in the country to gather promising practices that can be replicated in the Philadelphia region. Once piloted and implemented in 2025, the model will demonstrate the evidence-based impact of a regionally aligned employer and business engagement strategy by **1)** strengthened employer and partner engagement through a common employer intake assessment; **2)** improved employer access and knowledge of available workforce services; **3)** aligned employer engagement messaging through promotional materials, other resources, and ongoing cross-partner meetings; and **4)** increased partner collaboration through an agreed upon decision-tree process for regional partner

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organizations. The adoption of revised employer engagement practices and staff restructuring will continue to elevate regional employer engagement offerings, behaviors, and impact.

### **Sectoral and Industry Partnerships**

With regional Industry Partnerships in Healthcare, Hospitality, Advanced Manufacturing, and Life Sciences, the region has many strategic opportunities to maximize employer and business engagement. Industry partnerships are a collaborative effort, bringing together employers, workers, and training providers to identify skills and training gaps and create workforce solutions through programming and employment opportunities. The Keystone LifeSci Collaborative (KLSC) is one example of a Life Sciences industry partnership funded through the Good Jobs Challenge, helping to advance business engagement activity in the Southeastern PA region. Life Science industry leaders are engaged with a focus on five pillars: **1)** strengthen business-to-business connections, **2)** develop a coordinated strategy to build talent pipelines, **3)** raise awareness of Life Sciences careers, **4)** market the region as a Life Sciences hub, and **5)** influence policy. These industry partnerships amplify efforts to support regional employer engagement messaging and outcomes, while diversifying talent pipelines.

The Southeastern PA Multi-County Clean Energy Partnership (*Clean Energy Partnership*) is another example of a sectoral partnership and business engagement innovation in the region. Philadelphia Works, in collaboration with Bucks and Delaware County Workforce Development Boards (WDB), established the Clean Energy Partnership to assess employer needs and establish a talent pipeline for the recruitment, training, and retention of industry sector workers in the clean energy sector.

Regional Clean Energy employers, facing historic labor market shortages, are eager to fuel the workforce pipeline development to meet labor needs and strengthen their current pool of employees. *The Clean Energy Partnership* is responding to this urgency by mobilizing employers in partnership with an expanding coalition of stakeholders - including the regional workforce and economic development boards, training and service providers, organized labor, and community organizations. Together, these partners will work to ensure the region remains competitive in the Clean Energy sector and that there is a system to support hiring, training, and retention.

Philadelphia Works has partnered with Envoy and the National Reentry Workforce Collaborative (NRWC) to strengthen the local reentry workforce ecosystem in the Philadelphia region, funded by the JPMorgan Chase Foundation. The goal is to equip Community-Based Organizations (CBOs) and employers with fair chance hiring practice education, and policies that shape and meet local workforce talent needs. Employer engagement is embedded in the scope of work to

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provide assessment, education, and talent pipeline matching. After assessment, training, and technical assistance, employers are connected to community organizations to meet their talent needs.

### **Workforce Governance**

The Good Jobs Economy is another initiative supporting regional employer and business engagement practices and impact. The Good Jobs Economy, led by America Achieves, a national non-profit, is supported by 20 million dollars in philanthropic funding. Working with local regions, inclusive of Tech Hubs to integrate strategies for economic growth and economic mobility, a cohort of workforce leaders has been established. With cohort colleagues spanning three states, Pennsylvania, Delaware, and New Jersey, this initiative directly impacts business engagement in the Greater Philadelphia region. The primary outcomes of this effort include: **1)** strengthening the governance of diverse regional coalitions and the capacity of their lead organizations; **2)** supporting workforce and talent strategies, including the development of effective local workforce intermediaries and **3)** identifying sustainable funding to advance regional efforts. Implementing a regional workforce governance model strengthens business engagement strategies, peer-to-peer employer learning, and talent pipeline diversity, creating a regional coalition better positioned to apply for future Tech Hub and other grant funding opportunities in high-priority sectors.

The Good Jobs Challenge in Southeastern PA, focused on the three high-priority sectors: Healthcare & Life Sciences, Energy, and Infrastructure has implemented a successful workforce governance model comprised of workforce board leaders, backbone organizations, and regional stakeholders to ensure inclusive decision-making, regional engagement, and community impact. Business and employer engagement solutions are generated during the quarterly meetings that contribute to regional employer strategy, grant performance, and employment outcomes.

*4.2 Economic Development - How will the local board coordinate local area workforce investment activities with regional economic development activities that are specific to a local area? How will the local board promote entrepreneurial skills training and micro-enterprise services?*

The Board recognizes the crucial role of strong partnerships with regional economic development organizations in advancing workforce development goals. To this end, the Board maintains active collaborations with key partners, including the Philadelphia Industrial Development Corporation (PIDC), the Delaware Valley Industrial Resource Center (DVIRC), various Chambers of Commerce, and the City's Department of Commerce.

Through these partnerships, the Board engages in regular dialogue to:

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- **Share critical information:** Exchange information on high-growth occupations within the Greater Philadelphia region.
- **Explore business workforce needs:** Identify and address the evolving workforce needs of businesses in these high-growth sectors.

These collaborative efforts have yielded significant results, including successful leveraging of funds to implement effective training programs and connect individuals with valuable employment opportunities.

Building upon this success, the Board plans to further strengthen these partnerships over the next four years, fostering deeper collaboration and expanding the scope of joint initiatives. Additionally, the Board, along with the other boards within the region and key economic development stakeholders have engaged with Pew Charitable Trust and Brookings Metro to coordinate a regional economic development strategy. To do this, we have recognized that this necessitates a shared growth agenda that prioritizes industry opportunities, aligns activities and investments across jurisdictions, and fosters collaboration among key organizations.

Recognizing this imperative, cross-sector leaders in the region are united in their pursuit of a common course for advancing quality job creation and access. This collaborative effort aims to:

- **Conduct a comprehensive market assessment:** Analyze regional economic opportunities and challenges through a combination of data analysis and qualitative insights. This assessment will inform the development of a coordinated, strategic plan for growth.
- **Prioritize key industries:** Engage cross-sector stakeholders, including employers, economic development practitioners, workforce development leads, and academic institutions, to prioritize "now" and "next" opportunity industries.
- **Develop targeted growth strategies:** Design specific growth strategies and tactics for each prioritized industry, ensuring alignment across sectors and jurisdictions.
- **Create actionable plans:** Develop activation workplans with clear goals, timelines, and assigned responsibilities to drive the implementation of growth strategies.
- **Publish a shared regional growth strategy:**
  - Clearly articulate the shared vision for regional economic growth.
  - Align economic and workforce development strategies to ensure a coordinated approach.
  - Publish the plan publicly to foster transparency and encourage broader stakeholder engagement.

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- **Establish a robust governance structure:** Create an effective operating structure for diverse regional partners to drive strategy execution, ensure accountability, and facilitate ongoing collaboration.

The success of this initiative hinges on the active participation and long-term commitment of business and civic leaders. This includes not only involvement in the development of the regional growth strategy but also sustained engagement in its implementation.

The community action agency in Philadelphia is the City's Office of Community Empowerment and Opportunity. The board engages with this agency regularly to discuss strategic economic mobility and coordination of available resources. The Board director is on the advisory committee of the community action agency and the agency staff are active members of the board's Local Management Committee.

The Board continues to see small businesses as a priority for strategic partnerships. The Board is designating higher investment for wage subsidy efforts, such as OJT, and IWT, to encourage more small businesses to become engaged with the workforce system. Staff have reached out to Small Business Development Centers, local chambers with larger percentages of smaller businesses, and other business initiatives to engage smaller businesses. Additionally, the National Association of Workforce Boards (NAWB), has entered into a partnership with the Small Business administration (SBA) to strengthen and expand access to resources. The Board plans to work with NAWB to fully realize the potential of this partnership and open access for small businesses in the city.

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

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

The Board understands that self-employment represents an exciting and increasingly viable opportunity for Philadelphians. The Board offers an online, self-paced course on Entrepreneurship called *Creating your Business* in which students learn how to create a business plan, manage finances, market your business, manage risk, hire and maintain



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staff. These trainings are offered to customers in the PA CareerLink® system that have expressed interest in entrepreneurship, as well as being made available to the general public. PA CareerLink® staff are available to discuss the benefits and challenges to this career path with those who have barriers to employment.

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

### *4.3 Business and Employer Program Support - What services, activities, and program resources will be provided to businesses and employers in the local area?*

The PA CareerLink® Philadelphia system prioritizes strong employer engagement to effectively connect job seekers with employment opportunities.

#### **Business Services Team (BST)**

The BST, comprised of Business Services Representatives (BSRs) from the System-wide Services Provider (EDSI, Inc.), plays a pivotal role in driving employer engagement. BSRs are responsible for:

- Supporting staff-assisted job orders
- Onboarding new employers into the Philadelphia workforce system.
- Convening hiring events across the system and at individual PA CareerLink® centers.
- Promoting employer-sponsored training programs such as OJT, IWT, and CJT, emphasizing the benefits of wage subsidies.
- Managing Rapid Response activities in collaboration with the Commonwealth Coordinator during company layoffs.
- Prioritizing service delivery for veteran employers in coordination with State staff.
- Coordinating special employment efforts that impact career seekers across the system.

BSRs collaborate closely with center job developers and employment specialists from various programs, including Veterans Services, OVR (WIOA Title IV), Older Worker programs (WIOA Title V), and Philadelphia Works Inc.'s own employer outreach efforts. The BST include the Local Veterans Employment Representatives (LVERs) from the Joint Veterans State Grant (JVSG) program and Rapid Response staff.

#### **Apprenticeship Training**

To enhance apprenticeship program development, the Board is conducting training sessions for BST teams. This comprehensive training program covers key aspects of apprenticeship

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programs, including benefits, employer engagement strategies, registration processes, funding options, and recruitment strategies. The Board will ensure BST members are provided with the Registered Apprenticeship Desk Guide and the Apprenticeship Strategic Plan Guide for PA CareerLink® Staff. The Apprenticeship Team at PhilaWorks will lead these training sessions, ensuring that BST teams are equipped with the knowledge and tools to expand apprenticeship opportunities within the region. Best practices learned from these trainings will be shared with the broader ApprenticeshipPHL network.

### **System Coordination**

The Executive Pulse CRM system serves as a central platform for tracking outreach activities and facilitating communication among all employment stakeholders within the system. This shared platform enhances coordination and enables seamless information sharing among partners, including RESEA partners.

### **One-Stop Operator Role**

To further enhance coordination, the Board has appointed a One-Stop Operator. The Operator will coordinate the activities of all required partners, including those not directly part of the BST, ensuring seamless service delivery across the system. The Operator will also provide guidance on employment outreach efforts and coordinate with literacy and education partners on adult basic education and literacy initiatives.

### **Employer UC Education**

The Office of UC Service Centers Customer Services Section will conduct seminars for Philadelphia employers to educate them on their rights and responsibilities under UC law. PA CareerLink® staff will utilize these seminars to inform employers about available PA CareerLink® services and how to leverage them to enhance their competitiveness.

### **Layoff Aversion Strategies**

In the event of downsizing, the PA CareerLink® Philadelphia system will implement a range of layoff aversion strategies, including:

- Incumbent worker training to upgrade skills and facilitate internal job transitions.
- Promotion of the Shared Work program as an alternative to mass layoffs.
- Customized services for employees anticipating layoffs, such as resume writing workshops, interview skills training, and career coaching.
- On-site transition centers provide convenient access to support services.

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### **Employer Engagement Strategies**

The Business Engagement Team will focus on building strong relationships with employers in high-growth, high-demand industry clusters within Philadelphia. This includes leveraging partnerships with local Chambers of Commerce and Economic Development agencies to stay informed about industry trends and connect with key stakeholders.

### **OVR Services for Businesses**

OVR provides valuable services to businesses, including ADA compliance consultation, accessibility evaluations, and on-the-job training support for employees with disabilities.

Under WIOA Title IV, employer-based services are provided to support the hiring and retention of individuals with disabilities. These services include job accommodation assistance, disability awareness training, and support for creating inclusive workplaces. The Office of Vocational Rehabilitation (OVR) staff work closely with employers to ensure they have the resources needed to support employees with disabilities. OVR onboarding supports for a qualified new hire can include reasonable accommodation consultation, On-the-Job Training (OJT) wage reimbursement, and referral on tax credits or deductions. OVR also offers no-cost consultation on the Americans with Disability Act (ADA), accessibility standards, and helping a business retain current employees following an accident, injury, or disability.

By implementing these strategies and fostering strong partnerships within the workforce system, the PA CareerLink® Philadelphia system will continue to enhance employer engagement, connect job seekers with quality employment opportunities, and drive economic growth in the region.

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

The Board employs a multi-faceted approach to inform its workforce development goals and objectives, leveraging regional and local labor market data, the Commonwealth's High Priority Occupation (HPO) list, and valuable stakeholder input. This data-driven strategy guides the development of our strategic plan, funding priorities, and the creation of a robust Eligible Training Provider List (ETPL). The HPO list along with the previously described Future Impact Occupations work, in particular, serve as a cornerstone for our training investments, ensuring alignment with in-demand occupations. Furthermore, active participation in board committees and pilot projects allows our stakeholders to contribute directly to system improvements, helping us identify service gaps and develop innovative solutions.

Philadelphia Works maintains strong collaborative relationships with a network of workforce entities, educational institutions, and economic development partners. These partnerships are crucial for understanding the diverse needs of employers, workers, and career seekers. By working together, we develop creative solutions that address both current challenges and anticipate future workforce demands. Our connections with employers, cultivated through industry partnerships and close collaboration with various chambers of commerce, provide a vital platform for employers to articulate their present and projected workforce needs, often driven by industry shifts or company-specific requirements. Direct engagement with career seekers allows us to gain firsthand insights into their existing skill sets, which we then compare

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against the employer-identified skills gaps. This crucial skill-matching process directly informs and shapes our strategic investments in workforce services.

To ensure the effectiveness and quality of training programs, Philadelphia Works staff regularly analyze and disseminate performance outcomes of Eligible Training Providers (ETPs), alongside information about funding priorities and performance standards. We also provide ongoing technical assistance to these providers, supporting their efforts to enhance training quality and expand the range of opportunities available to career seekers. Critically, employers are regularly engaged in the curriculum vetting process, ensuring that training programs equip career seekers with the specific skills needed for success in their chosen occupations and industries.

Our commitment to continuous improvement is further exemplified by our rigorous procurement process. We prioritize and select training programs that culminate in industry-recognized credentials, signaling to employers that graduates possess the skills and qualifications they seek.

Philadelphia Works provides dedicated staff members who are assigned to each vendor for both programmatic and fiscal monitoring. These staff members conduct monthly meetings with contracted providers to review progress towards meeting the Commonwealth's negotiated performance measures and benchmarks, as well as locally established goals. Formal monitoring processes are consistently employed to assess all performance and success metrics. This data is then compiled into performance scorecards, which are made publicly available to empower customer choice and promote transparency within the system.

Philadelphia Works established the Manager of Customer Experience position at each PA CareerLink® center with the responsibility of coordinating the administering and receipt of customer satisfaction surveys across various touchpoints in service offerings. Customers have access to a QR code that links to a customer satisfaction survey with responses received by the Board and respective providers. On a quarterly basis, LWDB staff review the feedback, and findings are discussed with center leadership to highlight the positive remarks and assess possible system improvements for common pain points experienced by customers. A physical copy of the satisfaction surveys is available upon request. Tabulation and review of surveys are consistently used to assess workshop topics, process and procedure changes, and staff engagement to identify best practices.

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*4.5 Technology and Remote Access - Through the use of technology, how will the local board facilitate access to services provided through the one-stop service delivery system, including in remote areas?*

**Technology**

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

- Provide increased customer access
- Create on-line content from workshops for career seekers to use through PHL Career Portal and CWDS

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- Promote the use of the Skill Up programming
- Create on-line job clubs
- Provide on-line assessment and career exploration tools
- Provide software tools such as Resume Writer, and Career Coach
- Maintain video libraries that pertain to relevant occupations, education and literacy

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

To facilitate access more broadly, each PA CareerLink® Philadelphia center provides career seekers adequate access to both mandated and non-mandated partner services. The four PA CareerLink® Philadelphia centers provide individuals with dedicated access to Unemployment Compensation (UC) service center staff and information.

### **PA CareerLink® Case Management and Other Data Systems**

Quality assurance and customer-facing staff enter customer information into CWDS as the primary system of record for PA CareerLink®. Employer data is input by System-wide provider staff. All data entry is completed within three working days of the provided service. The quality assurance and data teams are responsible for reviewing the data entry to ensure compliance, accuracy, and timeliness.

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

### **Access to Title II Services/Activities**

Each PA CareerLink® Philadelphia center maintains a referral and assessment system with the Title II literacy providers to streamline the process of customers having access to adult basic education services in the community. Staff have the advantage of direct access, reliability, and

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in-center presence to introduce and refer customers to upskilling and provides direct support as the customer continues to receive services and engage in PA CareerLink® programming.

In addition, Education and Training Coordinators are tasked with overseeing the process and managing the relationship between the Title II providers, the Center, and customers. Data for Title II customers is tracked through the Next Level Learning city-wide referral and tracking system for adult education learners, which is managed by the City of Philadelphia Mayor's Office of Education. Philadelphia Works has also partnered with the Adult Education Services Department to establish an 833 line to assist customers with getting connected to adult basic education services. Designated Title I staff also have limited access to view the Next Level Learning system and utilize that data to update each customer's adult education activity in CWDS through relevant service codes. CASAS assessment scores are also stored through a portal managed by the Board, and Title II providers have access to this data.

As per Title II funding requirements, all participant data must be uploaded to the eData platform, managed by the PA Department of Education. EData is used to track participant demographic information, instructional hours completed, pre- and post-test scores, etc. TopsPRO is software, owned by CASAS, that collects and analyzes CASAS assessment results. Title IIs share TopsPRO details for participants with the Board and respective PA CareerLink® center responsible for supporting the customer. Intake specialists are tasked with ensuring accurate and complete information is entered into the respective information management system. Assessment results are required to be entered into eData within two weeks of the completed assessment.

### **Partner Agreements and Outreach**

The Community Engagement and Outreach Team (COET) are specifically deployed in the community to increase access to services and bridge access outside of the four PA CareerLink® Philadelphia centers. System-wide Services are provided to enhance relationships with community-based organizations, develop formal and effective community connection partner agreements, conduct outreach to EARN customers in partnership with the County Assistance Office, and contacts WIOA service customers seeking to reengage those who are at-risk of exiting without employment. Partnering with Beyond Literacy, an MOU Title II partner, COET will co-locate with Beyond Literacy staff on a mobile bus that parks monthly outside the State Parole Office. The bus will provide its own Wi-Fi signal for surrounding residents.



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For participants not enrolled in WIOA Title I or Title III services, but in need of adult basic education services, can contact our 833 toll-free line to speak to a PA CareerLink® Navigator. Each Navigator has been trained to use the CitySpan system, owned by the City of Philadelphia, that includes adult basic education, English as a Second Language, and Digital Literacy programs available in the City. If enrollment in a program requires an assessment, each Navigator can use CitySpan to identify testing sessions that are available and schedule callers for an available session.

### **Digital Literacy**

The Board is currently working with the City to integrate digital literacy services into the call options of the toll-free line. Digital literacy supports and classes are available via Title II programs and with providers contracted with the City. All PA CareerLink® centers have installed and been trained on the Northstar Digital Literacy program. This program offers free, self-guided online assessments and learning resources to help individuals build and demonstrate their basic computer and digital literacy skills, leading to certificates and badges. All customers can use the Computer Resource Center to complete any of the available modules and receive support/coaching throughout the process. Additionally, the board plans to add a workshop that provides an introduction to NorthStar for customers that may be interested.

### **Text Communication**

PA CareerLink® Philadelphia customer facing center staff all have access to NexLine texting platform that securely can be used to send texts to customers. Staff send reminders of upcoming appointments, announce job fairs, recruitment events and alert customers of unexpected closures or delays.

### **Promoting Career-Pathways**

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

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### **Language Support and Accommodations**

If a considerable number of customers speak a unique language, that center will make every effort to recruit and hire staff fluent in that specific language. This data is also used to substantiate and arrange English as a Second Language (ESL) classes through the System-wide Services Provider. Centers develop relationships with organizations that provide services to specific ethnic groups to coordinate additional resources for assistance.

PA CareerLink® Philadelphia centers have increased system capacity to serve culturally diverse customers with limited English proficiency. If the customer is Spanish-speaking, the Universal Services Team Lead will identify a Spanish-speaking staff member to interpret. If the customer speaks a language other than Spanish, the telephone interpretation services of Propio is utilized, as well as language support services that centers can solicit at-will as language services are allotted in their operational budgets. For 1-on-1 coaching sessions or meetings, each center is equipped with Pockettalk handheld devices that can provide real-time interpretations. For workshops or group classes, the Board has provided centers with access to Cyracom that is better equipped to translate for a large group of individuals.

PA CareerLink® Philadelphia centers prides on its skilled and diverse staff that are often representative of the customers they serve. Therefore, whenever possible, customers presenting language barriers will be assigned to a Workforce Advisor or another staff member who speaks the customer's language to assist in translations. Staff also tracks data on customers' demonstrating language barriers. If a considerable number of customers speak a unique language, that center will make every effort to recruit and hire staff who are fluent in that specific language. This data is also used to substantiate and arrange English as a Second Language (ESL) classes through the System-wide Services Provider. Finally, the centers develop relationships with organizations that provide services to specific ethnic groups to coordinate additional resources for assistance.

### **Individuals with Disabilities and Reasonable Accommodations**

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

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PA CareerLink® Staff are trained to provide services to all, regardless of range of abilities, mobility, age, language, learning style, or comprehension or education level. All requests for accommodation are addressed and reasonable accommodations are made available to customers as necessary to ensure physical and programmatic accessibility to all customers within the PA CareerLink®. Such accommodations will include but are not limited to an interpreter provided in real time or, if not available, within a reasonable timeframe to any customer with a language barrier, assistive devices, such as screen-reading software programs (e.g., JAWS and DRAGON), and assistive listening devices.

The Board will solicit and utilize funding from the federal government, local government, and private sources, whenever possible, to leverage and support the local workforce system. Current grant funding includes The EDA's Good Jobs Challenge grant, ETA's Apprenticeship Building America grant, ETA's Building Pathways to Infrastructure Jobs grant, and we are a subgrantee of Labor and Industry for the PA NHE Opioid DWG Disaster grant. These funds allow the Board to expand our service delivery options to accommodate as many customers as possible.

Through individualized assessment and a human-centered design approach to service delivery, Philadelphia Works, Inc. has developed and coordinated referral processes to access services and programming with key stakeholders including Council of Three Rivers American Indian Center, Inc., Philadelphia Job Corps Life Science Center, JEVS 55+ and Senior Community Service Employment Program (SCSEP) organizations. In compliance with The Second Chance Act, reentry employment services and referral processes are structured to serve returning citizens through program partnerships with Connection Training Services, Philadelphia OIC and Public Health Management (PHMC). Reentry program services and processes are designed to help combat challenges faced by returning citizens.

Through the PA CareerLink® Philadelphia System-wide Services provider, both employers and career seekers experience uniform services at their relative convenience and point of access.

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

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### ***4.6 Transportation and Supportive Services - How will the local board coordinate WIOA Title I workforce investment activities with the provision of transportation and other appropriate supportive services in the local area?***

The One Stop Operator has formalized system-level partnerships, and each PA CareerLink® Philadelphia center has developed relationships with local providers, based on the needs and circumstances of their career seekers. These unique resources are shared electronically, via the staff SharePoint resource page, and/or during regular meetings of center leadership. The PA CareerLink® Philadelphia staff participate in local community events to enhance connections within their geographic areas. Resource providers are invited to the PA CareerLink® Philadelphia centers to provide presentations about their services.

Several years ago, the board worked to add Resource Coordinator positions throughout the PA CareerLink® system. Resource Coordinators are available to any customer in need of services that are not available at the center. Coordinating with partner centers, Coordinators identify and share resources, programs, support networks, etc. and share resources that are available in the city and work with customers to become connected to these services.

In addition, each center has a resource table within their Career Resource Center with literature from local service providers. Resources are also shared via the local PA CareerLink® Philadelphia social media pages. Workforce Advisors and other staff familiarize themselves with the available resources and are responsible for making referrals, via phone, email or in-person, as needed.

The PA CareerLink® Philadelphia staff assist participants with accessing services through prescribed referral processes, such as utilization of the CWDS referral system, phone calls, emails, and visits to the organizations providing services. The One-Stop Operator has created a partner services guide to formally outline all services and referral processes. This enables PA CareerLink® Philadelphia staff to maintain the resourcefulness needed to best support career seekers within the integrated system. The One Stop Operator has also developed a provider report card that assesses provider service offerings, responsiveness and ease of access for customers. On a quarterly basis, the One Stop Operator convenes resource providers to share successful outcomes, identify pain points in the service offering process, identify gaps in support and assist providers that are not meeting expectations based on their report card findings. At least annually, each Center hosts a career and resource fair, to continue to foster relationships with local service providers and to allow for a space for direct connections for customers with resources in their neighborhood.

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### **Supportive Services**

WIOA authorizes funds that are allocated to local areas to be used for provision of supportive services to adult and dislocated worker participants intended to enable an individual to participate in workforce-funded programs and activities to secure and retain employment. These services are provided based on need as determined by the Title I program providers' workforce advisor staff within the PA CareerLink® Philadelphia centers.

The supportive services that we have elected to provide were developed in consultation with one-stop partners and other community service providers with a commitment to revisit the availability of services on an annual basis. Philadelphia Works Inc.' policy, enacted by the board in March of 2016 and revised in June 2017, funds the following supportive services for adults and dislocated workers based on individual participant needs:

### **Transportation**

Transportation support will be provided to participants who are in full-time WIOA funded training or related vocational training or in support of their employment search. Once an individual has met all eligibility requirements, Title I staff will complete a WIOA supportive services request form for transportation. The policy allows for the purchase of a public transportation pass, administered by the Southeastern Pennsylvania Transportation Authority (SEPTA) for either the length of training or for assistance in traveling to job interviews. In limited circumstances in which sites or homes are not easily accessible to public transportation, staff may provide gift cards for gas.

### **Clothing**

Clothing support is limited to only those items which are required for work or training, including but not limited to uniforms, footwear, protective gear or tools up to \$200 per individual item. Written approvals are required for any request above the \$200 threshold. Original itemized receipts must be provided to show actual expense.

### **Professional Certifications, Examinations and Government Licenses**

Providers will support career seekers' fees associated with the cost of taking an examination in order to earn a certification, license needed for a specific occupation, or education such as high school diplomas or GED® tests.

In addition to funding the formal supportive services listed above, the board has developed partnerships to connect customers with a number of services, as described below.

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### **Public Libraries**

PA CareerLink® provides co-location services in more than 20 library locations offering orientation, workshops, 1-on-1 coaching, job search assistance, etc. Ongoing coordination with the Board and Free Library of Philadelphia has assisted with participant fast track through the WIOA registration process, referrals, coordinated outreach and promotion and support for additional library events.

### **Mental Health and Stabilization Services**

Customers experiencing a crisis can receive focused support as they continue to engage in their employment goals. Workforce Counselors provide immediate stabilization service support for customers experiencing a crisis and manage a small caseload of customers receiving mental health services. All Workforce Counselors are required to hold a master's degree in social work, be a Licensed Counselors, or have an equivalent education and/or professional experience. For customers in need of long-term care, staff can share resources, therapeutic options and work with Resource Coordinators to access support, including and benefits navigation.

### **Refugee and Immigration Services**

PA CareerLink® Centers work directly with Refugee Resettlement programs as a referral program for refugees. Orientation and onboarding materials have been translated in our most frequently spoken languages. This is assessed using surveys and call intake information from our 833 toll-free line. Each PA CareerLink® location is equipped with Pockettalk devices that assist with real-time translation and Cyacom for workshops and classes.

### **Vocational Rehabilitation Services**

As a core partner, the Office of Vocational Rehabilitation promotes OVR services for people with disabilities. OVR representatives co-locate at each PA CareerLink® location provide support for customers with disabilities, sharing information and resources with staff and customers, and discuss services available to eligible OVR customers.

### **Community Reentry Programs**

Each PA CareerLink® Philadelphia center has a reentry connector that is responsible for assisting justice impacted customers navigating the public workforce system and collateral consequences that pose a barrier to career seekers. A team of Workforce Connectors receive additional trauma informed training specific to working with formerly incarcerated customers.

PA CareerLink® Philadelphia Title I staff determine the individual's eligibility and offer information regarding the availability of supportive services. They also coordinate the services and understand referral processes and procedures when supportive services are

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available through other applicable agencies. All supportive services received, and referrals made to partner programs are documented and tracked by the Title I provider. All PA CareerLink® Philadelphia centers have a standardized protocol for reviewing documenting and distributing supportive services and record such distribution in case files consistent with policies. Philadelphia works' local standard operating procedure document (PWI-OPS-WFS-QA-0010) outlines the steps for processing and issuance of WIOA supportive services by PA CareerLink® Philadelphia centers to their customers that are participating in WIOA programs. All supportive service disbursement must be recorded in CWDS, including the referrals made, services received, amount provided, staff approval, and date of service.

### *4.7 Rapid Response - How will the local board coordinate workforce investment activities and ensure they are carried out in the local area with a statewide rapid response?*

The Board, in collaboration with the Commonwealth's Rapid Response Coordinator, has established a Rapid Response Team that is comprised of key workforce partners as appropriate for the needs of those dislocated including representatives from L&I and PA CareerLink® Philadelphia staff (specifically the business services and case management staff) and organized labor, when appropriate. The Board assembles these partners to ensure the system implements a strategic and comprehensive approach to addressing local area dislocations that are relevant and responsive. The Rapid Response Team operates using the Rapid Response Guidance provided by the PA L&I. Executing on an initial fact-finding mission, facilitating the planning meeting, announcing current Dislocated Worker initiatives, and coordination with PA CareerLink® staff are all built into the strategy and execution of Rapid Response services. This collaboration encourages the coordination of services and information-sharing, which allows the use of public resources, aimed at supporting workers, to generate better outcomes and economies of scale.

The Rapid Response Team can also provide services to the employers to help avert a layoff or minimize the number of workers who will be affected. For example, strategies can be identified to assist employers who are facing financial hardship because of production, marketing, and/or workforce issues, such as assistance in the purchasing of new equipment and technology, arranging a review or assessment of current systems and/or production process, aid with loans applications or upgrading workers' skills. Employers are also connected with resources to rekindle their business and Shared Work to offer employers payroll relief without mass layoffs and allow for impacted employees unemployment compensation.

The Rapid Response Team can also identify comparable employer partners with open positions to refer impacted workers. For example, local customer relationship management software can record employer engagement, open positions, and skill needs. This can be pulled and matched

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with the industries and occupations impacted by layoffs to alert the employers and provide differentiated support to impact workers.

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

The Rapid Response team coordinates information sessions for laid-off workers at convenient locations and plans to expand these locations to include libraries and other community sites. Workers are provided with information about PA CareerLink® services (virtual and in-person), local jobs openings, and training options. Additional supportive tools for affected workers include OJT, ITAs, paid work experience and appropriate supportive services. For large scale layoffs, PA CareerLink® staff lead in the coordination of events with support, approval and consultation from Philadelphia Works Inc.

The Board coordinates with PA CareerLink® staff to support all Rapid Response activities, those held at a PA CareerLink® location and those that are not. All expected outcomes will be identified and discussed during the initial planning meeting and recorded using a standard template that will be updated to record outcomes. This Rapid Response questionnaire will be used to report on the outcomes achieved and process improvements. CWDS will be used to record activity and outcomes, as appropriate.

### *4.8 Individuals with Barriers to Employment - What services, activities and program resources will be provided to participants, including those outlined at WIOA Sec. 3(24), Individuals with a Barrier to Employment, and WIOA Sec. 188, in the local area?*

Universal services provided at PA CareerLink® Philadelphia centers include:

- Determination of eligibility for WIOA Adult, Dislocated Worker, or Youth programs
- Customers can submit documents through various electronic methods such as PACL Secure and secure email
- Outreach, intake, and orientation regarding services available through the local workforce system



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

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

- Comprehensive and specialized assessments of the skills levels and service needs of Adults and Dislocated Workers; Section 134(c)(2) and (c)(3) list the required local employment and training activities. To satisfy some of these requirements, the use of assessments is necessary
- Development of an individual employment plan to identify the employment goals, appropriate achievement objectives, and appropriate combination of services for the customer to achieve his or her employment goals, including the list of, and information regarding eligible training providers
- Group counseling
- Individual counseling
- Career planning and goal setting
- Short-term pre-vocational services, including development of learning skills, communication skills, interviewing skills, punctuality, personal maintenance skills, and

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professional conduct services to prepare individuals for unsubsidized employment or training

- Internships and work experience that are linked to careers
- Workforce preparation activities and workshops
- Financial literacy services as described in WIOA §129(b)(2)(D)
- Out-of-area job search and relocation assistance
- English language acquisition and integrated education and training programs

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

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

All the services listed above are available to all PA CareerLink® customers including those that are WIOA Title IV eligible. Specifically, the Board, with the input of our regional OVR partner and in coordination with several service providers and secondary schools are exploring transitions for students with intellectual disabilities and autism aligned with specific HPOs into WIOA adult services and employment. Moreover, all the PA CareerLink® Philadelphia job developers are trained to use the customized employment strategy to ensure that every effort

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is made to provide appropriate assistance to WIOA Title IV eligible participants as well as other participants – particularly those with significant barriers to employment - who could benefit from universally beneficial strategies.

In addition, there has been innovation in providing services, resources, and employment opportunities to PA CareerLink® Philadelphia customers with disabilities and health challenges. During 2022, the Board partnered with Mathematica and Community Integrated Services (CIS) to launch Philly Workforce Inclusion Network Services (Philly WINs), an evidence-based intervention offering support to customers who face barriers to employment related to mental, physical, and emotional disabilities and/or health challenges. Enrolled customers receive a human-centered design approach to identify needs through assessment, case management, and individualized career counseling. The pilot phase was successful, prompting the study's expansion to all PA CareerLink® Philadelphia Centers in the fall of 2022. PhillyWINS concluded its recruitment in 2024 and transitioned into the research and analysis phase in 2025. Mathematica's insight into key learnings, process improvements and promising practices will allow the Board to strengthen service offerings and execution for individuals with disabilities and/or health challenges across all PA CareerLink® centers.

Digital Intake Information: The Board intends to use information from the Digital Intake to make more informed decisions concerning customer support and communal trends in respective areas of the city. The position of each PA CareerLink® offers services to different communities in Philadelphia. For example, as the number of new immigrant and refugee customers increased, information on languages spoken from the Digital Intake assisted our 833 toll-free lines with updating language options, and literature was translated to make it more accessible to customers seeking services or opportunities.

Monthly foot traffic totals are captured and recorded to monitor customer growth and trends that help assess the impact of new initiatives, outreach campaigns, and customer needs. The Board intends to share this information with the One Stop Operator to add resources used to identify barrier mitigation service needs for customers.

### **Outreach Process**

The board has utilized targeted and strategic outreach campaigns to provide information about accessing PA CareerLink® and youth services via social media, connection with community-based organizations, and direct contact via an emailed newsletter. Additionally, based on research of the trusted messenger model, the board also contracted with a provider, Impact Services, to provide person-to-person neighborhood outreach services to increase customer engagement in PA CareerLink® Philadelphia system. This pilot project contracted with Impact

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to provide person-to-person neighborhood outreach services to increase customer engagement in PA CareerLink® Philadelphia system. These services are focused on outreach to Philadelphia neighborhoods and communities experiencing chronic unemployment and underemployment. The provider will design and coordinate a community outreach campaign, empowering residents of high need neighborhoods to take advantage of PA CareerLink® center resources.

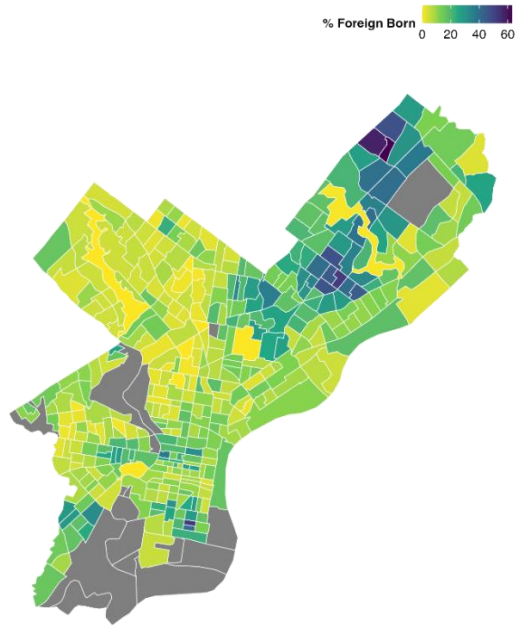
The Impact Community Ambassador team coordinated with local partners that included PA Department of Labor & Industry, PA CareerLink® Universal Services Team, and the Board to share feedback on canvassing efforts and identify new initiatives or service priorities to share with residents while canvassing.

To further support with regular community outreach and partner coordination, the One Stop Operator organizes a Quarterly Partner Resource Fair with local partners sharing resources and information of service offerings. The event is hosted at a PA CareerLink® location or partner site. Personnel from each PA CareerLink® support with outreach to employer partners who may be interested in participating.

### **Serving the immigrant community**

Recent analyses using Census ACS 2023 data reveal that Philadelphia County, with a total population of 1,582,432, now includes approximately 230,793 foreign-born residents—constituting 14.58% of the county’s population. Philadelphia’s foreign-born population clusters (Figure 22) in several key neighborhoods—most notably in the Northeast, upper North Philadelphia, and South Philadelphia—visible by those darker color shadings. The **gray areas** on the map typically represent places with no or very few residents (e.g., industrial zones, parks, or other non-residential tracts) or those for which data are not publicly available.

**Figure 22: Foreign-born Population Percentage at Census Tract Level**



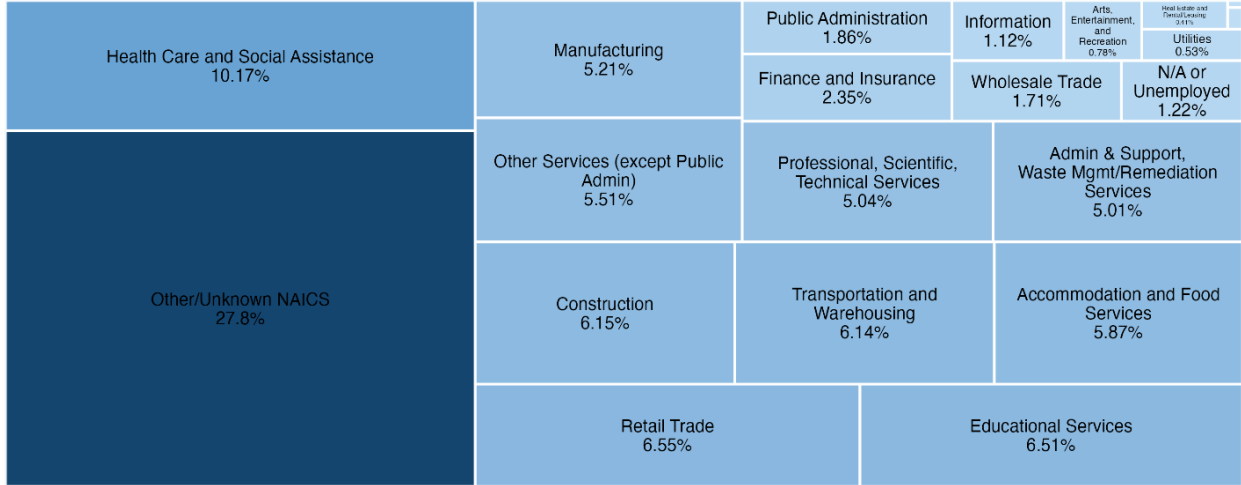
*Source: Census ACS PUMS Data*

Complementary insights from the 2023 ACS 1-year PUMS data further show that among the foreign-born population, the median age is 44 years. Alarmingly, the median wage stands at only \$10,000, with 21.33% of this group living below the poverty line and roughly 26.55% lacking a high school diploma.

The industry breakdown (Figure 22) reveals that, once the “Other/Unknown” category is excluded, the remaining segments of Philadelphia’s immigrant labor force are concentrated in defined sectors. Notably, Health Care and Social Assistance accounts for 10.2% of the weighted employment share, while Retail Trade and Educational Services each represent about 6.55% and 6.51%, respectively. Construction (6.15%) and Transportation and Warehousing (6.14%) also emerge as significant sectors. In addition, Accommodation and Food Services (5.87%), along with Manufacturing and Professional, Scientific, Technical Services (each contributing roughly 5% or less), further outline an employment landscape where immigrants tend to be concentrated in industries that often offer lower wages or less stability.

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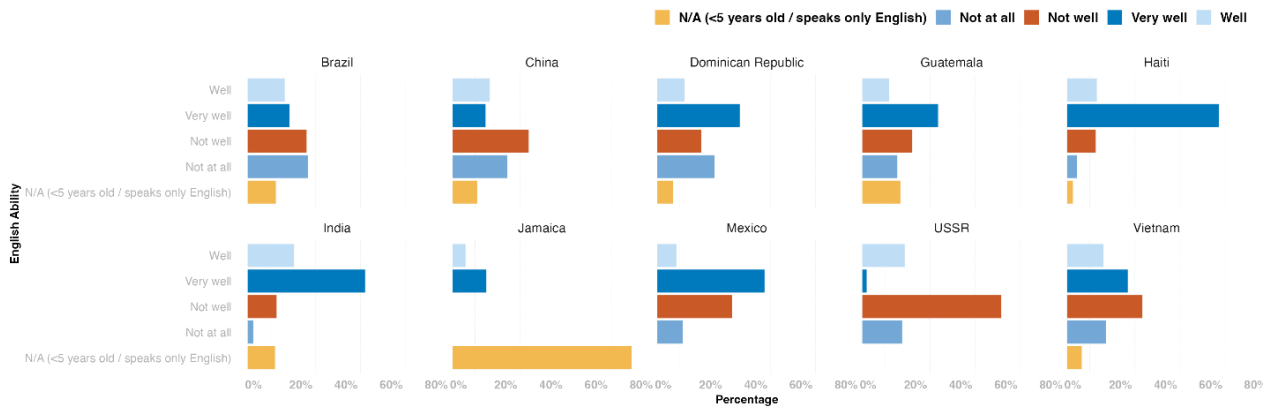
**Figure 23: Industry Sector Distribution Among Foreign-Born Individuals (Weighted %)**



Source: BLS & Census ACS PUMS Data

The potential of this talent pool is important to the economy of the city. Immigrants and refugees are eligible for workforce services through the PA CareerLink® Philadelphia system and may need referrals to other supports. English language barriers reduce opportunities for employment regardless of training or educational level for more than 70,000 of these foreign-born residents, according to Census ACS 2023 data.

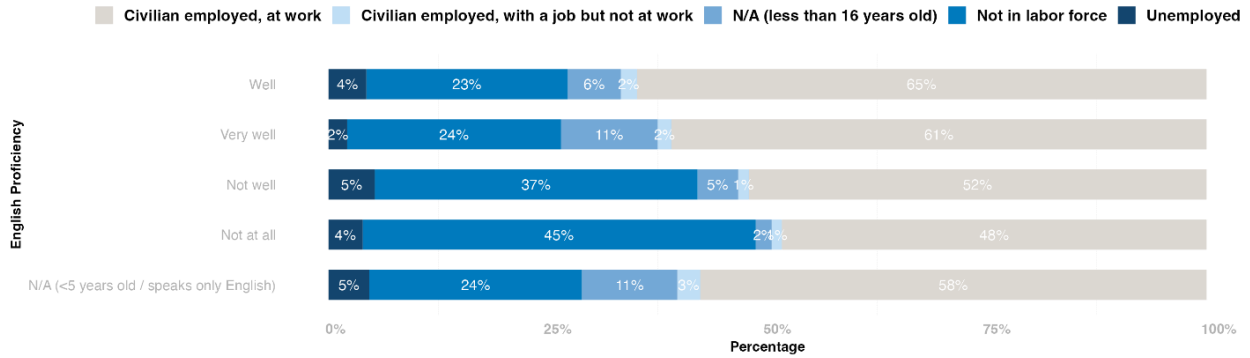
**Figure 24: English Proficiency of Individuals Among Top 10 Birthplaces**



Source: Census ACS PUMS Data

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**Figure 25: Employment Status by English Proficiency Among Foreign-Born Individuals**

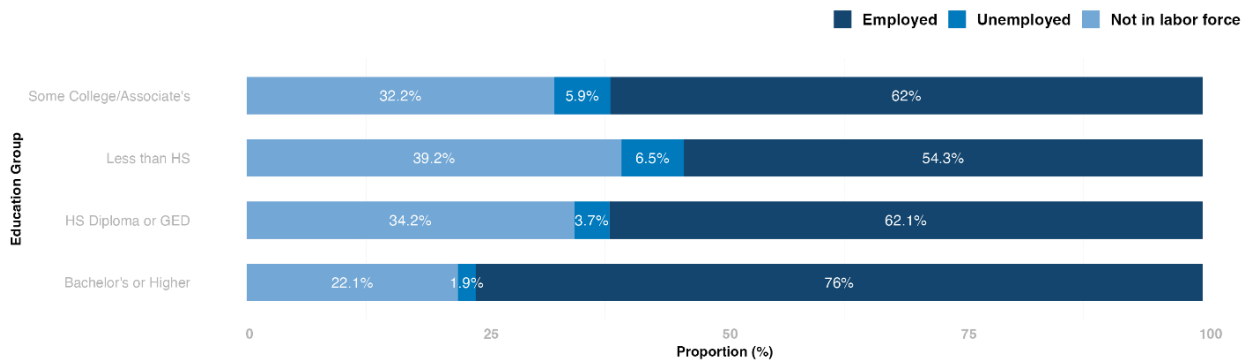


Source: Census ACS PUMS Data

Analysis of employment outcomes (Figure 25) shows that language ability plays a critical role. For example, among those who speak English “Not at all,” only 48.4% are employed at work while 44.8% are not in the labor force and 3.88% are unemployed. In contrast, those who speak English “Very well” are more likely to be employed—with 60.9% employed at work and only 2.12% unemployed. Even among the youngest group (those categorized as “N/A (<5 years old / speaks only English)”), 57.7% are employed at work. These findings clearly demonstrate that limited English proficiency is associated with less favorable employment outcomes, reinforcing the need for robust language support services.

Another unique barrier confronting immigrants who received training and education abroad is the difficulty in transferring industry-recognized credentials or degrees. To mitigate this challenge, the Board continues to support funding programs that connect customers with international credential transitions, provide interpretation services, and offer access to English as a Second Language programs.

**Figure 26: Employment Status Distribution by Education Group Among Foreign-Born Individuals**



2023 ACS data (Figure 26) show that among foreign born residents, those with a bachelor's

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degree or higher earn a median wage of about **\$61,000**, compared to **\$31,700** for those with an HS Diploma or GED, **\$30,000** for individuals with some college/associates, and **\$20,400** for those with less than a high school education. In addition, the labor force status breakdown for each education group (see Figure 26) reveals that while 76% of the highly educated are employed, lower education levels have higher unemployment and non-participation rates.

The Board continues to identify resources to assist English Language Learners with accessing employment, training and workshop related resources at the PA CareerLink® centers. Two tools that showed promise include Pocket Talk and CyraCom.

Pocket Talk is a cloud-based portable voice translator device that assists with translating conversations between customers and PA CareerLink® staff. The device works best during meetings such as one-on-one Orientations, IEP meetings, mock interviews, etc.

CyraCom provides professional video interpretation and translation support in hundreds of languages. This software supports workshops or group classroom settings where more than one language may be spoken by participants. This resource connects a facilitator directly to an interpretative assistant via a virtual meeting space. The interpreter can assist with translation in real time to maintain an instructional flow during the class or workshop.

### **Serving returning citizens**

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

### **WIOA Title IV services**

WIOA Title IV eligible OVR customers receive multiple services from qualified Vocational Rehabilitation Counselors that may include, but not limited to diagnostic, vocational counseling



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and guidance, vocational evaluation, restoration, training, job placement and pre-employment training services for eligible and potentially eligible high school students with disabilities.

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

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

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

All centers are ADA compliant, maintaining on-site wheelchair accessibility with low barriers to viable and frequent public transportation. To continue compliance to the Americans with Disabilities Act of 1990, each PA CareerLink® center maintains assistive technology and engages in training to meet the needs and increase accessibility for customers with disabilities.

Specifically, all centers have access to Deaf-Hearing Communication Centre (DHCC) interpretation services. The availability of a TTY communication device and American Sign Language interpreters will be provided upon request.

Each PA CareerLink® Philadelphia center is equipped with appropriate auxiliary aids to enable communications with individuals with hearing, vision, or speech impairment. This includes registered sign language interpreters/relay service, assistive listening devices, TTY

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telecommunications devices for deaf persons, braille materials and large print materials, and adjustable computers with JAWS software to assist those with visual impairment.

### **Equal Employment Opportunity and Civil Rights Protections**

Philadelphia Works Inc. has processes that comply with federal and state regulation and policies for handling complaints and Equal Employment Opportunity issues and civil rights protections. It has established a WIOA Equal Opportunity Officer that is responsible for grievance and complaint resolution. For more information, contact John Daly, Compliance Officer at [jdaly@philaworks.org](mailto:jdaly@philaworks.org).

### **Local Staff Training**

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

### **Partner Training**

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

The following training and discussion topics were delivered to the PA CareerLink® workforce system and Philadelphia Works Inc:

#### **2023**

- August: Non-Discrimination Plan for Equal Opportunity Compliance in WIOA Program
- September – Babel Notice
- October – Collateral Consequences of Justice Impacted Career Seekers and Occupational Licensing
- November – Best Practices working with Immigrants and Refugees
- December – Overview of Worker Rights

#### **2024**

- January: The Impact of Storytelling (Case Management and Best Practices)
- February: Best Practices for De-Escalation
- March: ADA/HIPAA/Disability Awareness in the Workplace
- April: Preventing Discrimination and Harassment
- May: Behavioral Health Awareness
- June: Centering Racial Equity in the Workplace
- July: Leveraging Partnerships and Customer Engagement
- August: HIPAA Laws and Compliance

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- September: Professional Development for Workforce Professionals
- October: Trauma-Informed Practices
- November: HIPAA Laws and Compliance & Opioid Crisis Awareness
- December: Apprenticeship Information Session & Diversity, Equity and Inclusion Training

Thomas P. Miller & Associates, as the One Stop Operator, utilizes a number of internal and external resources to facilitate trainings:

- Christina Ortega, Consultant, Thomas P. Miller & Associates
- Alia Sutton-Bey, MS – Trauma-Informed Management Consultant
- John Carolson, MBA, CRS, CABC Executive Director, Transformation to Recovery (TTR)
- Jim Reese, District 1199c Training & Upgrading Fund

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

Philly WINs, a program offered by Community Integrated Services (CIS), has been instrumental in assisting PA CareerLink® participants with disabilities by providing tailored support to help them secure stable, self-sustaining employment. Through the program, individuals with chronic physical, mental, or emotional conditions receive intensive assistance, including personalized career assessments, job placement, and ongoing support. Philly WINs works closely with employers to match these participants with jobs that offer competitive wages, benefits, and career advancement opportunities, while also helping employers make their hiring processes more inclusive. PA CareerLink® centers identify and refer eligible participants to Philly WINs, ensuring that individuals with disabilities who are seeking employment are connected to the program's resources. Philly WINs staff continue to support participants after placement, offering

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job coaching and workplace accommodations, helping them succeed in their new roles and fostering long-term employment outcomes.

### **Individuals with Limited English Proficiency**

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

As a result of the war in Ukraine and collapse of the government in Haiti, certain centers have received an influx of Ukrainian and Haitian referrals. Accommodations requested by staff included translated documents, interpretation services during orientation and one-on-one meetings with Title I staff.

The Board piloted the use of Pocket Talk, a cloud-based voice translator and Cyracom, a platform that provides professional video and over the phone interpretation and translation.

### **Affirmative Outreach**

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

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The Board has invested in a number of programs over the last several years that were funded specifically to support targeted populations, as described below. The board plans to continue to analyze the success of these programs and will continue to fund these programs or initiatives like this moving forward.

Philadelphia Works exhibited a commitment to older workers by delivering programming to increase the digital literacy of individuals aged 50 and up through the Digital Skills Ready@50+ program, sponsored by AARP. Over 70 older workers participated in various digital skills workshops and lectures delivered in small, in-person groups which catered to the population. The program ran from October 2022 to December 2024.

### **HIAS PA**

HIAS PA provides essential services to low-income immigrant and refugee populations. The Service Provider will deliver workforce development services to WIOA Adult and Dislocated Worker (DLW) participants within targeted vulnerable populations. This includes direct career and training services under WIOA Title I, tailored to address the specific workforce development needs of these identified groups.

### **Congreso-AAA Commercial Driver's License (CDL) Program**

Congreso offers a specialized 5-week CDL Class B training program, along with employer services, targeted at single parents and justice-involved individuals. This program is part of a broader effort to provide specialized employment and training services for vulnerable communities. The Service Provider will offer workforce development services to WIOA Adult and DLW participants from these populations, delivering career and training services that meet their distinct workforce development needs.

### **Propel America – Medical Assistance Pathway for Single Parents**

Propel America offers a 10-month training program for low-income young adults of color, aged 18-24, with three cohorts (Fall, Winter, and Summer). This pathway supports single parents in acquiring the necessary skills for career development. The Service Provider will provide workforce development and placement services to WIOA Adult and DLW participants within these vulnerable populations, ensuring career and training services are designed to meet their specific workforce development needs.

### **The Welcoming Center for New Pennsylvanians – Degree Validation Assistance for New U.S. Residents**

The Welcome Center offers dedicated support to new U.S. residents, including immigrants and refugees, in validating their foreign degrees and qualifications. Through specialized guidance

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and resources, the program helps individuals navigate the process of credential evaluation to ensure their academic and professional credentials are recognized in the U.S. This service is designed to enhance employment opportunities by helping new residents demonstrate the value of their education and qualifications in the U.S. job market.

### **5. COMPLIANCE**

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

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

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

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

*5.2 Fiscal responsibility - What is the process the local board uses to ensure the collection of the debts of lower-tier sub-recipients, because of audits?*

Philadelphia Works Inc. policy requires that subrecipients go through fiscal monitoring on an annual basis to ensure that 2 CFR 200 Subpart E Cost Principles are met. Philadelphia Works Inc. conducts regular on-site fiscal monitoring reviews based on the 2 CFR 200 requirements. All subrecipients (including for profit entities) with at least One million (\$1,000,000) for Uniform Guidance will have an audit performed in accordance with the appropriate guidance.

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Subrecipients with a lesser amount who are not required to have an audit under Uniformed Guidance, should have an audit performed in accordance with the Generally Accepted Government Auditing Standards (GAGAS) commonly referred to as a “Yellow Book” audit. The “Yellow Book” audit includes tests of the contractors’ internal controls related to provisions of laws, regulations, contracts, grant agreements, along with the handling of receipts, expenditures and payroll related to government contracts. (Note: For-profit subrecipients should have a program specific yellow book audit.) If findings are noted in the subrecipient’s Independent Public Auditors’ opinion, Philadelphia Works Inc. will evaluate the effect of the deficiency and create a corrective action plan including recoupment of questioned expenses or disallowed costs. All contracts are closed out verifying that all expenses have been reviewed and approved under 2 CFR 200 Subpart E. Any disallowed expenses will be recouped before final payment is released.

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

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

- Career Pathways through building closer relationships with employers to identify gaps in skilled talent and working with employers to build internal career pathways through mechanisms such as apprenticeships which move career seekers into more skilled positions and create opportunities for those with barriers to employment
- Investments in talent and skills for targeted industries via strategic partnerships with employers and educational institutions that link training with industry-recognized credentials, and college credit where possible through our sector-strategies in Advanced Manufacturing and Logistics, Healthcare, Retail Trade, and Early Childhood Education. The Board maintains close relationships with Philadelphia School District CTE Programs, multiple postsecondary institutions, title II adult literacy providers and the Free Library of Philadelphia
- Increased opportunities or work-based learning for youth through CTE, pre-apprenticeship, and apprenticeship programs. The Board supports year-round work-based learning experiences through the Career Connected Learning Philadelphia (C2L-PHL) program, administered in part by JEVS Human Services, which includes summer experiences and targeted industry school-year internships. Philadelphia continues to increase opportunities for placement into apprenticeships that result in college credit as well as industry recognized credentials.

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- Engagement with employers to strengthen the connection between education and training and the employers' skill, credential and educational needs, through investments in critical skills development for careers that pay sustainable wages. Philadelphia Works Inc. strategically invests in OJT opportunities that result in increased skills and credentials. The Board links training investments to advancing apprenticeships with OJTs and ITAs, building employer internal career pathways to advance works along a career embracing lifetime-learning and engaging employers in our sector Strategies and CTE industry councils to identify essential skills and credentials to assure long-term employment
- The adoption of the Commonwealth core program performance under the Workforce Data Quality Initiative for the effective use of data to increase the validity and accuracy of reporting in PA CareerLink® to track and meet local performance goals, as negotiated with the L&I. The Board measures the effectiveness of its investments through careful tracking of career seeker success in education and training and the longevity of placements by sector, occupation and individual employer.

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

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

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



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

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

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

As stated above in Section 4.8, Philadelphia Works Inc. will continue to employ strategies that help those with barriers to employment find successful, family sustaining wage through pipeline preparations such as combining literacy/numeracy with training, using OJTs to customize learning for an employer, connect CTE to placement efforts to address the needs of low-income youth unable to afford college and the use of pre-barriers linked to Registered Apprenticeships. The Board will continue to seek best practices for WIOA strategies such as internships, work-based learning and IWT that will increase training opportunities in the system to achieve the Commonwealth's training expenditure targets through 2018. In addition, 70 percent of WIOA training funds will be allocated to benefit those with barriers to employment. The Board's youth programs will meet the WIOA required work-based training requirement in each year.

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

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*5.4 Public Notice – What is the process the local board uses to provide a 30-day public comment period prior to submission of the plan, and describe the opportunity for input into the development of the local area plan, particularly for representatives of business, education, labor organizations, program partners, public agencies and community stakeholders?*

During plan development, Philadelphia Works held targeted discussion with stakeholders to gather input on both the regional and local plans and are reflected throughout the course of this document. Following approval from the Commonwealth to post the plan for public comment which provides another opportunity for stakeholder input, Philadelphia Works Inc. Will send an email notification to a comprehensive list of stakeholders which indicates that the regional and local plans are available for public comment. The email distribution list is comprised of a mix of representatives from local businesses, labor organizations, educational institutions, community and faith-based organizations and elected officials. Second, public notices are placed in local newspapers as public notices. Following these notifications, a public event will be held where an overview of the plan(s) is provided, and attendees have an opportunity to engage in discussion and offer verbal feedback. Each notification serves as an opportunity for the public to participate in the plan development process and help guide how the local and regional plans will achieve the purpose of WIOA.

For the current 2025-2028 planning cycle, Philadelphia Works Inc. will employ its well-established practice as described above and post the local and regional plans on its website at [www.philaworks.org](http://www.philaworks.org) following feedback from the Commonwealth's approval of the draft plan. Written comments will be accepted via the [info@philaworks.org](mailto:info@philaworks.org) email account and a virtual event will be planned to take place approximately two weeks after the Commonwealth's approval.

## Local Area Plan Instructions

### ATTESTATIONS

By checking the box adjacent to each line item, the local board attests to ensuring the compliance components and documents listed are (or will be) in place and effective prior to June 30, 2025. **In the rare circumstance that something is not applicable, the local board must write "N/A" next to adjacent line item.**

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

- The Philadelphia Local Workforce Development Area attests that each of the below referenced policies contain any required language or content and were last revised, if necessary, by this plan's effective date.
- Agreement between all counties and other local governments, if applicable, establishing the consortium of local and chief elected officials. N/A
- Agreement between the chief elected official(s) and the fiscal agent, if a fiscal agent is designated.
- Agreement between the local area elected official(s) and the LWDB.
- LWDB policy and process that provides for nomination, appointment and removal of board members; resolutions; bylaws; code of conduct; and conflict of interest.
- Financial management policy and process including cost allocation plan; internal controls; cash management; receipts of goods; cost reimbursement; inventory and equipment; program income; travel reimbursement; audit requirements and resolution; annual report; property management; debt collection; and allowable costs.
- Local area procurement policy that must describe formal procurement procedures.
- Local area MOU.
- Program management policies and processes must include equal opportunity for customers; complaints and grievances; supportive services; one-stop operator local firewall (if applicable); file management; eligibility determination and verification; self-sufficiency criteria; self-attestation and certification random sampling; priority of service; training verification/refunds; individual training accounts; contracts for training services; statewide training providers list and eligibility verification; local area training provider list and eligibility criteria and process; "additional assistance" definition; work-based training policies including incumbent worker training, OJT, CT, and apprenticeship.
- It is best practice to have a risk management policy and process including records retention and public access; public records requests; monitoring, grievance; incident; and disaster recovery plan.
- It is best practice to have a human resources policy and process including employee classification; benefits; holidays and PTO; recruitment and selection; employee development; discipline; layoffs, terminations and severance; sexual harassment; and equal opportunity and non-discrimination.
- It is best practice to have professional services contract(s) for administrative services such as staffing and payroll, if applicable.

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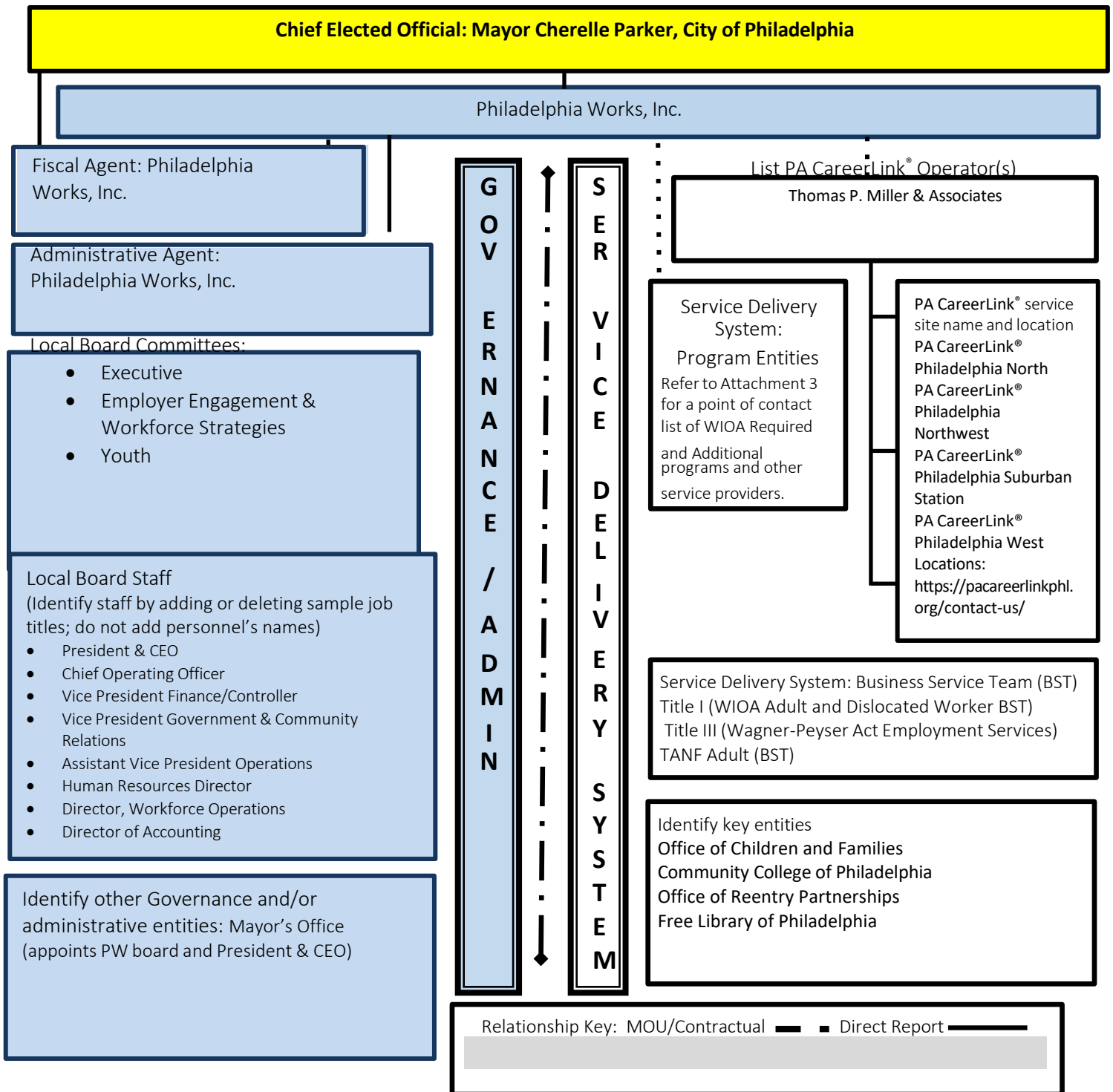
**Attachment 1: Local Area WIOA Title I Programs Performance Accountability Tables**

<b>Table A</b>	<b>LWDA Name: Philadelphia</b>		
<b>WIOA Title I Programs (Adult-Dislocated Worker- Youth) Performance Measures</b>	<b><u>Attained Performance Results</u></b>	<b><u>Negotiated Performance Goals</u></b>	<b><u>Negotiated Performance Goals</u></b>
	<b>*Program Year 2023</b>	<b>*Program Year 2024</b>	<b>*Program Year 2025</b>
<b>Employment (Second Quarter after Exit)</b>			
Adult	<b>72.2%</b>	<b>67%</b>	<b>68%</b>
Dislocated Worker	<b>74.4%</b>	<b>73%</b>	<b>73.5%</b>
Youth	<b>72.3%</b>	<b>70%</b>	<b>70%</b>
<b>Employment (Fourth Quarter after Exit)</b>			
Adult	<b>72%</b>	<b>64%</b>	<b>65%</b>
Dislocated Worker	<b>77.8%</b>	<b>69%</b>	<b>70%</b>
Youth	<b>74.4%</b>	<b>69%</b>	<b>69%</b>
<b>Median Earnings (Second Quarter after Exit)</b>			
Adult	<b>\$7935</b>	<b>\$7500</b>	<b>\$7750</b>
Dislocated Worker	<b>\$9093</b>	<b>\$8750</b>	<b>\$9000</b>
Youth	<b>\$4987</b>	<b>\$4000</b>	<b>\$4000</b>
<b>Credential Attainment Rate</b>			
Adult	<b>47.5%</b>	<b>50%</b>	<b>52%</b>
Dislocated Worker	<b>64.6%</b>	<b>52%</b>	<b>54%</b>
Youth	<b>63.5%</b>	<b>64%</b>	<b>65%</b>
<b>Measurable Skill Gains</b>			
Adult	<b>52.5%</b>	<b>47.5%</b>	<b>50%</b>
Dislocated Worker	<b>47.9%</b>	<b>50%</b>	<b>51%</b>
Youth	<b>37.6%</b>	<b>51%</b>	<b>52%</b>

## Attachment 2: WIOA Local Workforce Development System Organizational Chart model

The organizational chart is for the benefit of the public and must be used to describe the attributes of the local workforce development system. The local workforce development board (local board) may supplement this model with clarifying charts. If multiple pages are needed to represent the local system, ensure that "Governance/Administrative" and "Service Delivery System" information is displayed on separate pages respectively. Use of model sub-titles is required. Do not list key governance personnel within the chart. Publicly post Attachment 2 with the local area plan.

*This chart should be reviewed annually for revisions. If further revisions are required after a local area plan (or subsequent plan modification) is approved, another separate plan modification is not required.*



**OPTIONAL Organizational Chart Point of Contact List**

Local boards have the option to use the Organizational Chart point of contact list in lieu of inputting this information into a local area plan as narrative (e.g., into the plan proper).

Points of contact listed below, and the general office contact information (i.e., the associated phone numbers and/or email addresses), must align with entities identified on the *WIOA Local Workforce Development System Organizational Chart*. This includes but is not limited to: CEO and/or LEOs, local board main POC, fiscal agent, administrative agent, local board staff, equal opportunity officer, and contact information for PA CareerLink® operator(s), PA CareerLink® offices, and the Business Service Team).

<b>Title</b>	<b>Point of Contact Name</b>	<b>Telephone and/or Email</b>
<b>Mayor</b>	Cherelle Parker	<a href="mailto:cparker@phila.gov">cparker@phila.gov</a>
<b>President &amp; CEO</b>	H. Patrick Clancy	<a href="mailto:pclancy@philaworks.org">pclancy@philaworks.org</a>
<b>Chief Operating Officer</b>	Patricia Blumenauer	<a href="mailto:pblumenauer@philaworks.org">pblumenauer@philaworks.org</a>
<b>Vice President of Finance/Controller</b>	Zach Hughes	<a href="mailto:zhughes@philaworks.org">zhughes@philaworks.org</a>
<b>Vice President of Government &amp; Community Relations</b>	Michael Joynes	<a href="mailto:mjoynes@philaworks.org">mjoynes@philaworks.org</a>
<b>Assistant Vice President</b>	Sheila Cordova	<a href="mailto:scordova@philaworks.org">scordova@philaworks.org</a>
<b>Human Resources Director</b>	Maria Morton	<a href="mailto:mmorton@philaworks.org">mmorton@philaworks.org</a>
<b>Director Workforce Operations</b>	Marcus Hall	<a href="mailto:mhall@philaworks.org">mhall@philaworks.org</a>
<b>Director Accounting</b>	Maxwell Amoako	<a href="mailto:mamoako@philaworks.org">mamoako@philaworks.org</a>
<b>Compliance &amp; Equal Opportunity Officer</b>	John Daly	<a href="mailto:jdaly@philaworks.org">jdaly@philaworks.org</a>
<b>PA CareerLink® Administrator</b>	Nikki Woods	<a href="mailto:nwoods@pacareerlinkphl.org">nwoods@pacareerlinkphl.org</a>
<b>PA CareerLink® Administrator</b>	Charles Jameson	<a href="mailto:cjameson@pacareerlinkphl.org">cjameson@pacareerlinkphl.org</a>
<b>PA CareerLink® Administrator</b>	Wando Carlo	<a href="mailto:wcarlo@pacareerlinkphl.org">wcarlo@pacareerlinkphl.org</a>
<b>PA CareerLink® Administrator</b>	Craig Holland	<a href="mailto:cholland@pacareerlinkphl.org">cholland@pacareerlinkphl.org</a>
<b>PA CareerLink® Operator</b>	Jamaine Jackson	<a href="mailto:jjackson@tpma-inc.com">jjackson@tpma-inc.com</a>

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

Local Workforce Development Area Name: Philadelphia  
Effective Date (must align with current MOU): July, 1 2024

Local workforce development boards (local boards) may supplement this template with their own version if all required template information is reflected. Local boards must publicly post this list to address the public's need for access to service as mandated by the Workforce Innovation Opportunity Act (WIOA).

Required programs (as listed in WIOA sec. 121(b)(1)) and the corresponding program authorization information are pre-filled for convenience. In the event multiple providers provide the same program, it is the local board's responsibility to add this information accordingly. WIOA also specifies that one-stop centers may incorporate additional partner programs. Thus, the local board must ensure this document reflects the current PA CareerLink® Memoranda of Understanding and include any necessary additional partner program(s) contact information.

*This list should be reviewed annually for revisions. If further revisions are required after a local area plan (or subsequent plan modification) is approved, another separate plan modification is not required.*

Program Name	Program Authorization	Local Area Partner/Provider
POC address	POC telephone	POC website/email & POC Name (if known)
Adult Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Educational Data Systems, Inc. (EDSI)
15300 Commerce Drive North, Dearborn, MI 48120	313-271-2660	<a href="https://www.edsisolutions.com/">https://www.edsisolutions.com/</a> KSchneiders@EDSolutions.com
Dislocated Worker Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Educational Data Systems, Inc. (EDSI)
15300 Commerce Drive North, Dearborn, MI 48120	313-271-2660	<a href="https://www.edsisolutions.com/">https://www.edsisolutions.com/</a> KSchneiders@EDSolutions.com
Adult Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	JEVS Human Services (JEVS)
1845 Walnut St., 7 <sup>th</sup> Floor, Philadelphia, Pa. 19103	215-854-1800	<a href="https://www.jevshumanservices.org/">https://www.jevshumanservices.org/</a> cynthia.figueroa@jevs.org
Dislocated Worker	WIOA Title I,	JEVS Human Services (JEVS)

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Employment and Training Activities	Subtitle B, Chapter 3	
1845 Walnut St., 7 <sup>th</sup> Floor, Philadelphia, Pa. 19103	215-854-1800	<a href="https://www.jevshumanservices.org/">https://www.jevshumanservices.org/</a> <a href="mailto:cynthia.figueroa@jevs.org">cynthia.figueroa@jevs.org</a> <a href="mailto:ay.Spector@jevs.org">ay.Spector@jevs.org</a>
Adult Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Eckerd Youth Alternatives (Eckerd)
100 Starcrest Drive Clearwater, FL 33765	727-461-2990	<a href="https://eckerd.org/">https://eckerd.org/</a> <a href="mailto:DDennis@eckerd.com">DDennis@eckerd.com</a>
Dislocated Worker Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Eckerd Youth Alternatives (Eckerd)
100 Starcrest Drive Clearwater, FL 33765	727-461-2990	<a href="https://eckerd.org/">https://eckerd.org/</a> <a href="mailto:DDennis@eckerd.com">DDennis@eckerd.com</a>
Adult Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Eastern North Philadelphia Workforce Development Corp.
4261 N. 5 <sup>th</sup> Street Philadelphia, Pa. 19140	215-324-0746	<a href="https://www.esperanzaartscenter.us/">https://www.esperanzaartscenter.us/</a> <a href="mailto:WToliver@esperanza.us">WToliver@esperanza.us</a>
Dislocated Worker Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Eastern North Philadelphia Workforce Development Corp.
4261 N. 5 <sup>th</sup> Street Philadelphia, Pa. 19140	215-324-0746	<a href="https://www.esperanzaartscenter.us/">https://www.esperanzaartscenter.us/</a> <a href="mailto:WToliver@esperanza.us">WToliver@esperanza.us</a>
Adult Employment and Training Activities	WIOA Title I, Subtitle B, Chapter 3	Impact Services (Impact)
1952 East Allegheny Ave., Philadelphia, Pa. 19134	215-423-2944	<a href="https://www.impactservices.org/">https://www.impactservices.org/</a> <a href="mailto:COdonnell@impactservices.org">COdonnell@impactservices.org</a>
Dislocated Worker Employment and	WIOA Title I, Subtitle B,	Impact Services (Impact)



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Training Activities	Chapter 3	
1952 East Allegheny Ave., Philadelphia, Pa. 19134	215-423-2944	<a href="https://www.impactservices.org/">https://www.impactservices.org/</a> COdonnell@impactservices.org
WIOA Youth Workforce Activities	WIOA Title I, Subtitle B, Chapter 2	Foundations, Inc.
701 E Gate Dr, Mt Laurel Township, NJ 08054	856-533-1600	<a href="https://foundationsinc.org/">https://foundationsinc.org/</a>
Job Corps	WIOA Title I, Subtitle C	Philadelphia Job Corps Life Science Institute
2810 S 20th St #12, Philadelphia, PA 19145	267386-2922	<a href="https://philadelphia.jobcorps.gov/">https://philadelphia.jobcorps.gov/</a>
Native American Programs	WIOA Title I, Sec. 166 (29 U.S.C. 3221)	Council of Three Rivers American Indian Center, Inc.
120 Charles Street Pittsburgh, PA 15238	412-782-4457	<a href="https://www.cotraic.org/">https://www.cotraic.org/</a>
National Farmworker Jobs Program (NFJP)	WIOA Title I, Sec. 167	National Farmworker Jobs Program
		<a href="https://www.dol.gov/agencies/eta/agriculture/contact">https://www.dol.gov/agencies/eta/agriculture/contact</a>
YouthBuild Program	WIOA Title I, Sec. 171 (29 U.S.C. 3226)	Youth Build
2309 North Broad St, Philadelphia, PA 19132	215-627-8671	<a href="https://www.youthbuildphilly.org/">https://www.youthbuildphilly.org/</a>
YouthBuild Program	WIOA Title I, Sec. 171 (29 U.S.C. 3226)	Connection Training Services
2243 W Allegheny Ave, Philadelphia, PA 19132	215-430-0381	<a href="https://ctsworks.org/">https://ctsworks.org/</a>
Wagner-Peyser Act Employment Services	Wagner-Peyser Act (29	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)

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Programs	U.S.C. 49 et. seq.), as amended by WIOA Title III	
651 Boas Street Harrisburg, Pa. 17121	610-841-1022	<a href="https://www.dli.pa.gov/">https://www.dli.pa.gov/</a> Mike Dopkin, ddopkin@pa.gov
Adult Education and Family Literacy Activities (AEFLA)	WIOA Title II Adult Education and Family Literacy Act program	Temple University Center for Social Policy and Community Development
Ritter Hall Annex, 4th Floor 1301 Cecil B. Moore Avenue Philadelphia, PA 19122	215-204-7491	<a href="https://lenfestcenter.temple.edu/community-policy-development">https://lenfestcenter.temple.edu/community-policy-development</a>  <a href="mailto:shirley.moy@temple.edu">shirley.moy@temple.edu</a>
Adult Education and Family Literacy Activities (AEFLA)	WIOA Title II Adult Education and Family Literacy Act program	Beyond Literacy
211 N. 13th Street, 4th Floor Philadelphia, PA 19107	215-474-1235	<a href="https://beyondliteracy.org/">https://beyondliteracy.org/</a> <a href="mailto:kproctor@beyondliteracy.org">kproctor@beyondliteracy.org</a>
Adult Education and Family Literacy Activities (AEFLA)	WIOA Title II Adult Education and Family Literacy Act program	1199c Training and Upgrading Fund
1 S Broad St 6th Floor, Philadelphia, PA 19107	215-568-2220	<a href="https://1199ctraining.org/">https://1199ctraining.org/</a>
Vocational Rehabilitation State Grant Programs	Title I of the Rehabilitation act of 1973 (29 U.S.C. 720 et. seq.), as amended by WIOA Title IV	<u>PA Department of Labor and Industry, Office of Vocational Rehabilitation Services (OVR)</u>
651 Boas Street	717-787-5279	<a href="https://www.dli.pa.gov/">https://www.dli.pa.gov/</a>

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Harrisburg, Pa. 17121		<a href="mailto:sbrightful@pa.gov">sbrightful@pa.gov</a>
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	ANPPM Project Ayuda
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	Philadelphia Corporation for Aging (PCA)/MCOA
642 N Broad St, Philadelphia, PA 19130	215-765-9040	<a href="https://www.pcacares.org/">https://www.pcacares.org/</a>
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	National Asian Pacific Center for Aging
		<a href="https://www.napca.org/">https://www.napca.org/</a>
Senior Community Service Employment Program (SCSEP)	Title V of the Older Americans Act of 1965 (42 U.S.C. 3056 et. seq.)	The WorksPlace Maturity Works
1000 Lafayette Blvd Suite 501 Bridgeport, CT 06604	203-610-8500	<a href="https://www.workplace.org/maturityworks/">https://www.workplace.org/maturityworks/</a>
Postsecondary Career & Technical Education (Perkins V)	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C.	Orleans Technical College

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	2301 et. seq.) and (as amended Pub. L. No. 155- 224)	
2770 Red Lion Rd Phila, PA 19114	215-728-4700	<a href="https://orleanstech.edu/">https://orleanstech.edu/</a> <a href="mailto:Nick.Aquilino@orleanstech.edu">Nick.Aquilino@orleanstech.edu</a>
Postsecondary Career & Technical Education (Perkins V)	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155- 224)	Peirce College
1608 Walnut St Suite 1900, Philadelphia, PA 19103	<u>(888) 467-</u> <u>3472</u>	<a href="https://www.peirce.edu/">https://www.peirce.edu/</a>
Postsecondary Career & Technical Education (Perkins V)	Carl D. Perkins Vocational & Applied Technology Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155- 224)	Community College of Philadelphia
1700 Spring Garden Street Philadelphia, PA 19130	215.751.8000	<a href="https://www.ccp.edu/">https://www.ccp.edu/</a>
Postsecondary Career & Technical Education (Perkins V)	Carl D. Perkins Vocational & Applied Technology	Harcum College

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	Act of 2006 (20 U.S.C. 2301 et. seq.) and (as amended Pub. L. No. 155- 224)	
750 Montgomery Avenue, Bryn Mawr, PA 19010	(610) 525- 4100	<a href="https://www.harcum.edu/">https://www.harcum.edu/</a>
Trade Adjustment Assistance (TAA)	Title II of the Trade Act of 1974 (19 U.S.C. 2271 et. seq.)	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-5279	<a href="https://www.dli.pa.gov/RPachay@pa.gov">https://www.dli.pa.gov/ RPachay@pa.gov</a>
Jobs for Veterans State Grant Programs	38 U.S.C. Chapter 41	<u>PA Department of Labor and Industry, Bureau of Workforce Partnerships and Operations (BWPO)</u>
651 Boas Street Harrisburg, Pa. 17121	717-787-5279	<a href="https://www.dli.pa.gov/RPachay@pa.gov">https://www.dli.pa.gov/ RPachay@pa.gov</a>
Employment and Training Activities— Department of Community Economic Development	Community Services Block Grant Act (CSBG) (42 U.S.C. 9901 et. seq.)	<u>Mayor's Office of Community Empowerment and Opportunity</u>
1617 JFK Blvd. Suite 1800 Philadelphia, PA 19103	<u>(215) 685- 3600</u>	<a href="https://www.phila.gov/departments/office-of-community-empowerment-and-opportunity/">https://www.phila.gov/departments/office-of- community-empowerment-and-opportunity/</a>
Employment and Training Activities--- Department of Housing and Urban Development	Employment and Training activities carried out under Department of Housing and Urban Development	Philadelphia Housing Authority

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2013 Ridge Avenue Philadelphia, PA 19121	(215) 684-4000	<a href="https://www.pha.phila.gov/">https://www.pha.phila.gov/</a>
Unemployment Compensation Programs (UI)	Social Security Act 9 of 1935 (Title III, IX, and XII) and Federal Unemployment Tax Act (FUTA) of 1939	PA Department of Labor and Industry, Bureau of Workforce Program Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121	717-787-5279	<a href="https://www.dli.pa.gov/">https://www.dli.pa.gov/</a>
Reentry Employment Opportunities (REO) Programs	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169	Philadelphia OIC Reentry. Youth and Adult
1231 N Broad St, Philadelphia, PA 19122	215-236-7700	<a href="https://oicphila.org/services/reentry/">https://oicphila.org/services/reentry/</a>
Reentry Employment Opportunities (REO) Programs	Second Chance Act of 2007, Sec. 212 (42 U.S.C. 17532) and WIOA Title I, Sec. 169	Public Health Management OHM/STRIVE
Center Square East 1500 Market St. STE 1500 Philadelphia PA 19102	215-985-2500	<a href="https://www.phmc.org/site/">https://www.phmc.org/site/</a>
Reentry Employment Opportunities (REO) Programs	Second Chance Act of 2007, Sec. 212	<u><a href="#">Connection Training Services</a></u>

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	(42 U.S.C. 17532) and WIOA Title I, Sec. 169	
2243 W Allegheny Ave, Philadelphia, PA 19132	(215) 430-0381	<a href="https://ctsworks.org/">https://ctsworks.org/</a>
Temporary Assistance for Needy Families (TANF)	(43 U.S.C. 601 et. seq.)	DHS
1515 Arch St, Philadelphia, PA 19102	(215) 683-4347	<a href="https://www.phila.gov/departments/department-of-human-services/">https://www.phila.gov/departments/department-of-human-services/</a>
Foreign Labor Certification (FLC)	20 C.F.R Chapter Part 656	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)
651 Boas Street Harrisburg, Pa. 17121		
Rapid Response	WIOA Title I	PA Department of Labor and Industry, Bureau of Workforce Partnership and Operations (BWPO)
Additional Stakeholder/Advocacy Partner	Additional Program Partner	Community Legal Services (CLS)
Additional Stakeholder/Advocacy Partner	Additional Program Partner	Women in Nontraditional Careers (WINC)
Additional Stakeholder/Advocacy Partner	Additional Program Partner	Chamber of Commerce for Greater Philadelphia
200 South Broad Street Suite 700. Philadelphia, PA 19102	(215) 545-1234	<a href="https://chamberphl.com/">https://chamberphl.com/</a> Chellie Cameron <a href="mailto:ccameron@chamberphl.com">ccameron@chamberphl.com</a>
Youth and Young Adult Programmer	WIOA Title I	<u><a href="#">Lenfest Center for Community Workforce Partnerships (LCCW) / Temple University – Of The Commonwealth System of Higher Education</a></u>
1301 Cecil B. Moore Avenue, Ritter Hall Annex, 4th Floor,	215-204-7491	<a href="https://lenfestcenter.temple.edu/lccwp@temple.edu">https://lenfestcenter.temple.edu/</a> <a href="mailto:lccwp@temple.edu">lccwp@temple.edu</a> Shirley Moy

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Philadelphia, PA 19122		
Youth and Young Adult Programmer	WIOA Title I	<u>Nationalities Service Center of Philadelphia</u>
1216 Arch Street, 4th Floor, Philadelphia, PA 19107	215-609-1528	<a href="https://nscphila.org/">https://nscphila.org/</a> Margaret O’Sullivan
Youth and Young Adult Programmer	WIOA Title I	Philadelphia Youth Network, Inc.
400 Market Street, Suite 200, Philadelphia, PA 19106	267-502-3704	<a href="https://www.pyninc.org/">https://www.pyninc.org/</a> <a href="mailto:info@pyninc.org">info@pyninc.org</a> Wendy-Anne Roberts-Johnson
Youth and Young Adult Programmer	WIOA Title I	Community Integrated Services
441 n. 5th Street, Suite #101, Philadelphia, PA, 19123	312-953-1226	<a href="https://cisworks.org/">https://cisworks.org/</a> Susan Schonfeld
Youth and Young Adult Programmer	WIOA Title I	<u>Big Picture Philadelphia</u>
2300 W Master St, Philadelphia, PA 19121	267-507-9690	<a href="https://bigpicturephiladelphia.org/">https://bigpicturephiladelphia.org/</a> Francesca Lo Basso
Youth and Young Adult Programmer	WIOA Title I	Congreso de Latinos Unidos, Inc.
<u>Congreso de Latinos Unidos, Inc.</u> <u>216 W. Somerset Street, Philadelphia, PA 19133</u>	215-718-4260	<a href="https://www.congreso.net/">https://www.congreso.net/</a> Jannette Diaz
Youth and Young Adult Programmer	WIOA Title I	Drexel University Center for Nonviolence and Social Justice
219 N. Broad Street, 8th floor, Philadelphia, PA 19107	267-441-5778	<a href="https://drexel.edu/cnsj/">https://drexel.edu/cnsj/</a>  Arturo Zinny, LPC, MA <a href="mailto:aaz42@drexel.edu">aaz42@drexel.edu</a>
Youth and Young Adult Programmer	WIOA Title I	Children's Hospital of Philadelphia
3401 Civic Center Blvd Philadelphia PA	215-279-1310	<a href="https://www.chop.edu/">https://www.chop.edu/</a> Natalie Stollon
Youth and Young Adult Programmer	WIOA Title I	Xiente
174 Diamond St, Philadelphia, PA 19122	215-460-0613	<a href="https://www.xiente.org/">https://www.xiente.org/</a> Michelle Carrera



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Youth and Young Adult Programmer	WIOA Title I	YOACAP/Urban Affairs Coalition
1211 Chestnut St, 2nd Fl, Philadelphia PA 19107	215-778-4455	<a href="https://uac.org/partners/yo-acap/">https://uac.org/partners/yo-acap/</a> Arun Prabhakaran
Youth and Young Adult Programmer	WIOA Title I	Launch of Philadelphia, Inc. / CISP
5407 Grays Ave., Philadelphia, PA 19143	267-386-4624	<a href="https://launchphilly.org/index.html">https://launchphilly.org/index.html</a> Nyne Sellers



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