

Way to Work Philadelphia: ADULT Plan

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A. Participant Levels

Local workforce investment areas can draw on their experience administering paid work experience and subsidized employment programs for TANF participants to estimate participation levels.

A1. How many adult participants do you intend to serve from April 1, 2010 through September 30, 2010 with the TANF Emergency Contingency Funds?

PROJECT END DATE: TANF Emergency Contingency Funds must be expended by September 30, 2010. No wages or expenditures for Pennsylvania's Way to Work program may be expended after that date.

ELIGIBILITY: TANF Emergency Contingency Funds may only be used to provide gross, subsidized wages for individuals 18 and older if they are a member of a household that meets the income limits (at or below 235% of poverty) and contains at least one child.

- The child does not need to be a dependent of the 18-24 year old being served, but there must be a child in the household.*
- Alternatively, an adult may also be eligible if he or she meets the income limits and is legally responsible for a needy child who lives in another household (generally referred to as a non custodial parent).*

The Philadelphia Workforce Investment Area will utilize aggressive outreach strategies in the recruitment of TANF recipients and other low-income adults and employers for participation in the program. The anticipated outcome of this six (6) month project is to create a combined total of 5,000 subsidized employment/paid work experience slots.

A2. What is your estimated average cost per:

- Participant with paid work experience? (*Hourly wage cannot exceed \$7.25 per participant and maximum hours cannot exceed 30 per week.*)
- Participant in subsidized employment? (*Hourly wages cannot exceed \$13 per participant and must have a minimum of 25 hours per week.*)

WAGES: The employing organization must pay the subsidized employment participant wages that are equivalent to that afforded to regular employees in comparable positions. This wage may exceed no more than \$13/hour. The employing organization must ensure that no currently employed worker will be displaced by the subsidized employee, including partial displacement such as reduction in hours of non-overtime worked, wages, or employment benefits.

The cost per participant differs for Paid Work Experience (PWE), as compared to subsidized employment. For PWE, hourly wages will align with the federal minimum wage, \$7.25 per hour, at up to thirty hours a week over nineteen weeks for a per person cost of \$4,132.50. For Subsidized Employment (SE), which will target entry-level jobs in local and regional priority industries that will not exceed \$13.00/hour for forty hours a week for nineteen weeks equals \$9,880 per participant. Therefore, the estimated average per person cost for the program is a \$7,006.25.

B. Recruitment and Referral

TANF and WIA staffs are responsible for the recruitment and referral of participants. To assist in recruiting non-TANF and WIA eligible adults, DPW's Bureau of Employment and Training Programs will provide local workforce investment areas with a list, by county, of all Pennsylvania families participating in SNAP by April 1, 2010. In addition, L&I will provide monthly lists of individuals receiving UC that are at or below the eligibility threshold.

B1. How do you plan to utilize these resources, and others, to recruit adult participants?

The Philadelphia Workforce Development Corporation, which administers both Philadelphia's TANF and WIA adult systems, is on point for coordinating participant recruitment for WtWP! PWDC will utilize existing relationships with the EARN Centers, County Assistance Offices (CAO), local PA CareerLink® centers, and other organizations that serve TANF and other low-income target populations to identify qualified candidates. A two-pronged outreach and recruitment strategy will be used to identify qualified participants. To recruit TANF and SNAP recipients, PWDC and EARN Center staff will coordinate with CAO staff to reach out to eligible clients. All TANF/SNAP clients determined to be eligible by CAO staff will be informed of WtWP! Interested clients will be referred weekly on Tuesday and Thursdays to an EARN Center for Way to Work Philadelphia! orientation, assessment and employer assignment for either subsidized employment or PWE. If necessary, additional referral days will be added. To recruit qualified ex-offender participants for WTWP!, PWDC will reach out to community and faith based organizations, RISE: The Mayor's Office of Reintegration Services for Ex-Offenders, the National Comprehensive Center for Fathers and the PA CareerLink® Philadelphia Ex-Offender Unit for referrals. Staff in PA CareerLink® centers will conduct three (3) orientations/assessments a week to inform referrals about the specific aspects of the program and screen interested adults for program

eligibility. To help recruit qualified older youth, ages 18 -24, the program will coordinate with the Philadelphia Youth Network and Philadelphia's Department of Health & Human Services to help identify youth aging out of foster care and other priority older youth populations. The project will also coordinate with local PA CareerLink® centers to identify adults currently receiving Unemployment Compensation (UC) to participate in WTWP! Additional outreach efforts targeting other low income adults will occur through PA Careerlink® centers, local community-based provider organizations, including benefits enrollment organizations such as the Greater Philadelphia Coalition Against Hunger. *Local areas have the flexibility to determine the appropriate type of assessment served with the TANF ARRA Emergency Contingency Funds. The assessment must demonstrate that subsidized employment is an appropriate activity for the participant.*

B2. What type of assessment will you conduct and how will it be conducted to determine that subsidized employment is appropriate for the participant? *List and describe your assessment tool.*

Assessment will be done by EARN Center and PA CareerLink® staff following their normal process for all clients. They will determine their literacy level using the TABE (Test of adult Basic Education) and the SDS (Self Directed Search) for PWE and/or employment and the My Self Assessment (MSA), including the Personal Goals and Action Plan, and/or the JEVS Career Scope. These tools will inform the client of the best suited PWE worksite location or SE placement.

B3. What supportive services will you provide and how will they be funded? *Include the funding source(s) you will use to cover this cost.*

TANF and Food Stamp clients participating in WtWP! will be eligible to receive all of the supportive services outlined in the BETP Master Guidelines, including, but not limited to, transportation assistance, rental/mortgage assistance, utility assistance, clothing allowance, and childcare subsidies. These items will be funded either through the Philadelphia County Assistance Office or through funds administered by PWDC in accordance with the current processes for providing supportive services to TANF recipients. All other participants in WtWP! will be referred to those agencies and resources that provide the same services to low income individuals through a different funding stream but at no cost to the individual. For example, PWDC has a close relationship with the Utility Emergency Service Fund to provide utility and housing assistance to our current TANF participants; however, UESF provides these services to anyone who may be in need. In addition to UESF, please see the attached list of resources available to all WtWP! participants. **(Attachment I)**

B4. How will you ensure that you are following the LWIBs Priority of Service Policy?

TANF RECIPIENTS:

- *Veterans receiving TANF*
- *Covered persons receiving TANF*
- *TANF non-veteran*

TANF ELIGIBLE:

- *All others with income below 235% of the FPIG*

The Philadelphia WIB's priority of service policy will be disseminated to all participant recruitment partners and reinforced to EARN Center and PA CareerLink® center staff. Enhancements will be made to current mechanisms in place to ensure implementation of the local priority of service policy, to include securing a list of current TANF clients who are veterans and partnering with veteran-serving organizations such as the Philadelphia Veterans Multi-Service & Education Center, Inc., to optimize the participation of eligible veterans.

Local workforce investment areas, County Assistance Offices, and Pennsylvania CareerLink® Business Service Teams should collaborate and coordinate, when possible, in the recruitment of employers for worksites. Relationships developed through industry partnerships, local workforce investment boards, and LMCs are also valuable resources in identifying growing industries, occupations, and employment opportunities for adults participating in the subsidized employment program.

B5. How do you plan to recruit qualified employers to participate in the subsidized employment program? *Please break down by type of employer (for-profit, non-profit, and public).*

Central to successful outreach and employment participation will be the quality and strength of the partnerships and collaborations that can be enhanced and/or developed. As such, the primary project partners (City of Philadelphia, PWDC, and the Philadelphia WIB) have developed a multi-pronged approach to maximize employer outreach efforts. The ultimate goal of these efforts is to increase the number and diversity of private sector employers that provide subsidized jobs and paid work experience/internships for adults through WTWP! Ancillary goals include the expansion of benefits enrollment and programming to low income Philadelphians and providing opportunities for public sector work to advance local priorities around sustainability, cleaning, greening and public safety.

The recruitment of qualified private sector employers to participate in the WtWP! will be a citywide effort led by the City of Philadelphia. The City will utilize existing relationships and economic development infrastructure to publicize and engage employers in WTWP! That infrastructure includes direct outreach to the Greater Philadelphia Chamber of Commerce, ethnic and regional chambers by city economic development, workforce development, and Nutter administration leadership. Governmental and quasi governmental economic development agencies, including the city's Commerce Department, Private Sector Outreach Board, PIDC and housing agencies, as well as community economic development organizations, including the vast network of community development corporations, business improvement districts and local commercial corridor business owners, will all be engaged in employer outreach efforts and augment pre-existing relationships between the city's workforce development entities and the private sector. The Nutter Administration also is identifying opportunities within city agencies for subsidized employment.

PWDC and the Philadelphia WIB will focus their recruitment efforts on the non-profit sector in an effort to expand current organizational involvement in subsidized work activities and expand the number and type of participating organizations. In addition, business service staff of Philadelphia's public workforce development system (EARN and PA CareerLink®) will be a source for jobs; however, great care will be taken that subsidized employment opportunities do not take the place of unsubsidized jobs currently under development.

The project partners also intend to expand the reach of WtWP! into new employer markets through an emerging partnership with local staffing firms. The intent is to establish a workforce staffing consortium where the firms are given the opportunity to pass the wage subsidy on to their clients as long as the employees placed are from among Philadelphia's priority populations for WtWP! Firms selected to participate will be fully vetted on the program and all program guidelines. Partnering staffing firms' operating costs will be covered by the private sector firms ultimately providing employment slots for WtWP! participants. Staffing firms involved in the project would provide access to additional permanent employment opportunities and would serve three key functions:

- Match individuals identified by EARN Centers and PA CareerLink® as WtWP! eligible with opportunities for private employment.
- Serve as the employer of record if necessary for slots secured through their engagement efforts.
- Keep all required records as necessary.

In preparation of the grant award, first phase employer outreach (including preliminary conversations about WTWP! program design to assess worker demand and the development of outreach materials and fact sheets) has already begun to ensure that Philadelphia can move expediently in the event of funding. Second phase outreach efforts will consist of public announcements by the Mayor and other public officials, employer outreach events in partnership with organizations such as the Enterprise Center and United Way, and smaller information sessions tailored to industry. These events will set expectations for program participation, including the clear understanding of employer responsibilities related to monitoring, reporting, and administration. These events also will coincide with the launch of the most important phase: employer enrollment in the program. This will be overseen by PWDC, and handled by current business services team and private staffing firms.

C. Placement (*Subsidized Employment*)

Worksites may be in the private, for profit sector, non-profit sector, or public sector. Employment should be intended to increase work readiness skills of participants and not impact the profit margin of a for-profit company.

C1. Describe your strategy for transitioning participants into unsubsidized employment.

*TRANSITION STRATEGY FOR PARTICIPANTS: Pennsylvania's Way to Work initiative does not require that participants in subsidized employment be placed into unsubsidized employment at the close of this program on September 30, 2010. **However**, local workforce investment boards must demonstrate a strategy for assessing participants in making this transition through the provision of additional WIA and/or TANF service, training, and/or activities at the end of their subsidized employment.*

Every effort will be made to encourage WtWP! employers to transition as many subsidized employment slots into non-subsidized employment before or at the end of the program. Through quality worksite matching and ongoing monitoring of participant progress, PWDC job development staff, along with appropriate job development staff from the local PA CareerLink® and EARN Center systems, will work collaboratively to develop unsubsidized employment opportunities for program participants. These efforts will be informed by labor market data and hiring trends of employers from

priority industries hiring entry-level workers (**Attachment H**). During the wraparound hours for PWE, and non-work hours for subsidized workers, job development staff will meet with participants and assist them with job search and job placement, in alignment with their Individual Employment Plan (IEP) or My Self Assessment (MSA). Additionally, program participants will have access to other job readiness resources such as contextualized and computer literacy classes, as well as opportunities to enroll into technical skills training to increase their marketability for unsubsidized employment (an agreed upon percentage of technical skills training slots will be reserved for WtWP! participants). PWDC will also run monthly reports that indicate days remaining in subsidized employment to prioritize subsidized employment connection activities, including the scheduling of interviews with other employers.

C2. What types of jobs will you target (e.g. green, trades, construction, technology, etc.) and why?

Jobs targeted for WtWP! will include entry-level positions within priority industries, as informed by data research and analysis conducted by the Philadelphia WIB's research department and labor market information provided by the Center for Workforce Information Analysis (CWIA). The following categories of jobs will be targeted:

1) **Entry level advanced manufacturing:** Philadelphia WIB labor market data analysis identifies many entry-level occupations within the advanced manufacturing industry. It is expected many participants will have relevant basic work experience related to industry needs. 2) **Non-clinical healthcare:** many participants have work experience and can or are trained to meet these job skill requirements. Recent Philadelphia WIB labor market data indicates that health care support workers, including entry level positions for medical assistants and nursing aides, are among the most in demand jobs in Philadelphia County. 3) **Clerical/Administrative:** Philadelphia WIB labor market research also has indicated that entry level and experienced receptionist and office/information clerk positions are in demand across all industries. 4) **Retail industry:** as it offers positions that usually do not require a high school education and enables first time workers to easily gain employment. 5) **Hospitality:** as Philadelphia and the surrounding counties will benefit from continued growth in restaurants. 6) **Customer Service:** positions also offer entry level workers an opportunity to gain valuable work experience in environments such as corporations, nonprofit agencies and call centers. 7) **Logistics and Transportation:** opportunities exist in this industry for entry-level positions that require minimal skills and employment growth is projected, 8) **Public Sector Employment** –a number of employment slots will be secured with City of Philadelphia departments/agencies, community and faith based organizations, and other non-profit organizations. 9) **Green/Alternative Energy,** opportunities are being identified through partnerships with the Sustainable Business Network (SBN) and the Green Economy Taskforce.

Additionally, employers participating in local and regional industry partnerships have been contacted to participate in WTWP! and provide PWE and subsidized employment slots.

C3. How will you ensure that the employer did not layoff or fire anyone from the same job or an equivalent subsidized job slot? Please attach a copy of your employer agreement. (Attachment A)

The Wage Subsidy/Employer Agreement will require all employers to verify that the subsidized position for which they are hiring a WtWP! participant is not vacant as the result of a layoff or termination of anyone from the same job or an equivalent subsidized job slot in the previous six months. Only employers who comply with this requirement will be allowed to participate in the program. Employers are legally obligated to adhere to provisions of the wage subsidy contract. Failure to do so, may lead to contract termination, de-obligation of funds and civil liability.

C4. How will you ensure that the employer has not terminated individuals from employment or caused an involuntary reduction in its workforce for the purpose of filling the vacancy with a subsidized worker? *Please attach a copy of your employer agreement. (Attachment B)*

The requirement that employers interested in providing subsidized employment worksites cannot cause a voluntary reduction in their workforce will be reinforced at the time the employer(s) sign the Wage Subsidy/Employer Agreement. Employers are legally obligated to adhere to provisions of the wage subsidy contract. Failure to do so, may lead to contract termination, de-obligation of funds and civil liability. Also, Job developers will be on the alert for any significant employee changes at subsidized employment sites.

Worksites must adhere to all federal, state, and local rules and regulations dealing with health and safety of the workers.

C5. How will you assure the quality of subsidized employment?

The quality of the subsidized employment and PWE is assured by the terms and conditions of the Wage Subsidy/Employer Agreement. Employers are legally obligated to adhere to provisions of the WS contract. Failure to do so, may lead to contract termination, de-obligation of funds and civil liability. Also, job developers will be on the alert for any significant employee changes at subsidized employment sites. The job development team has been trained on and implements the Essential 10: A Roadmap to Successful Employer Development document and checklist to ensure the quality of the subsidized employment. The subsidized employment worksite checklist will be utilized to assess all subsidized worksites before a program participants reports to work. **(Attachment C & C1).**

C6. How will you assure the compliance with Federal, State and Local employment laws and policies?

The City of Philadelphia, Philadelphia WIB, PWDC and all participating organizations involved in the WtWP! program will adhere to all federal, state and local regulations regarding this grant. The Philadelphia WIB assumes overall responsibility for monitoring and ensuring that all agencies are in compliance with all guidelines as outlined in the Guidance.

D. Monitoring

D1. What type of monitoring system will you put into place? *How will you monitor attendance, time sheets, supervision, training plans, progress reports, TANF income eligibility, etc?*

The following are proposed monitoring protocols to assure quality of the Way to Work

PWE/subsidized employment and compliance with relevant employment laws and policies:

MONITORING ACTIVITIES

To determine whether provisions of a contract worksite agreement are being met, a worksite monitor will conduct monthly worksite visits. Monitoring will include administering the monthly progress review document. This document details the specifics on each PWE/subsidized employment participants, the jobsite and worksite related issues that have occurred. Monitors will first verify a worksite agreement has been signed and executed along with a pre-worksite approval review form. Monitors will verify participants are employed in the agreed upon position and at the appropriate wage per the original worksite agreement. Monitors will ask all PWE/subsidized employment participants to complete a customer satisfaction survey in the effort to obtain feedback on their experience to date.

MONITORING TIMELINE

Monitoring is an ongoing process. Desk reviews will be conducted weekly to reconcile timesheets and payroll records. Formal monitoring will continue monthly over the course of the worksite agreement to ensure compliance and promptly identify and resolve challenges. Worksite partners and participants will be in regular contact with their worksite monitor to report any concerns and problems that may arise between site visits.

NONCOMPLIANCE

Failure to comply with the worksite agreement contract may result in corrective action. Worksite contract monitors may

- Issue a notice of intent to revoke worksite agreement
- Require a corrective action plan to secure prompt compliance
- Outline corrective action, including a time schedule
- Monitor implementation of corrective action

E. Performance Tracking and Reporting

All participants must be enrolled in the Commonwealth Workforce Development System (CWDS). For TANF Emergency Contingency Funds, local workforce investment areas must report on a weekly basis the number of participants in each employer category (for-profit, public, non-profit, and government) and the number of participants who has transitioned from subsidized into unsubsidized employment. All participants must be enrolled in the Commonwealth Workforce Development System (CWDS).

E1. What is the name, e-mail and phone number of the contact person responsible for the weekly reporting for Adult *Way to Work* participants?

Thilo Bracken, tbracken@pwdc.org, 215.557.2829

E2. How will you ensure that the weekly reports are accurate and submitted by the due date?

There will be a weekly timeline defining deadlines for data entry, quality control, and verification of the data. The adherence to the process is monitored through our systems by means of reports to staff and management, allowing a proactive approach to addressing issues.

E3. How will you ensure that all information is input into CWDS in a timely manner?

PWDC and its partner agencies enter appropriate Service Authorizations into CWDS. In addition, PWDC uses data integration tools between proprietary systems and CWDS to automate data entry into CWDS, specifically, attendance information.

F. Cost

TANF Emergency Contingency Funds may only be used to subsidize gross wages. Local workforce investment areas may count the value of employer supervision and training towards the required Maintenance of Effort (MOE). HHS allows that the cost of training and supervision can be 25% of the gross reimbursable wage costs. Therefore, it may be assumed that the supervision and training costs of the employer satisfy the MOE requirement.

F1. Please complete the budget form that follows. Include the amount of "Funds Requested" and the number of "Participants" to be served. PLEASE NOTE: The "Employer Match" column will populate automatically as will the project totals.

WORK SITE SUPERVISION AND TRAINING: Local workforce investment areas may count the value of work site supervision and training towards the required Maintenance of Effort (MOE). The supervision and training of any subsidized worker must be provided by a party that is not wholly funded with federal resources. In situations whereby the local workforce investment board chooses to utilize an intermediary (e.g. a Title 1 Provider or a staffing agency) to pay its subsidized workers, the supervision and training provided at the actual work site should be calculated for the match. Again, the local workforce investment board must ensure that the work site of the subsidized worker is not wholly funded with federal funding.

Wages for 5,000 participants are calculated by assuming 1,500 Paid Work Experience participants at \$7.25 per hour and 3,500 Subsidized Wage participants at the maximum wage of \$13.00 per hour. Wages for 1,500 PWE participants are calculated at 30 hours per week and subsidized jobs are calculated at 40 hours per week, both for the period beginning May 1, 2010 and ending September 30, 2010.

Expense Item	ARRA TANF Emergency Contingency Funds (April 1, 2010 - September 30, 2010)		
	Funds Requested	Participants	Employer/Private Match
Administration			
Admin Staff Salaries & Fringe Benefits			
Operational Expenses (e.g. travel, postage, printing, etc.)			
Administrative Functions including Contracted Services			
Program			
Staff and Infrastructure			
Staff Salaries	\$21,405		\$7,000
Fringe Benefits	\$5,995		
Travel			
Facilities - Rent			
Facilities - Utilities			
Facilities - Maintenance			
Office Supplies			
Equipment			
Subsidized Wages			
Wages(for participants only)	\$40,778,750	5,000	\$10,194,688
Fringe Benefits (For participants only)			
Supportive Services			
Other Costs			
Other - Specify			
Project Total(s)	\$40,806,150	5,000	\$10,201,688

NOTES: The Philadelphia WIB estimates a cost of \$35,000 to fulfill its oversight and reporting obligations for WtWP! program, and has identified \$7,000 in unrestricted funds (a grant from the United Way of Southeastern Pennsylvania to support general operations cost) to serve as the match for the balance (\$27,400) from TANF Emergency Contingency Funds. Program oversight and monitoring will help ensure quality program operations and services, as well as successful program implementation and outcomes achievement. In addition, there is \$1.6 million in non-wage costs associated with implementing the WtWP! adult program, which are being requested from the Commonwealth under separate cover.

H. Attachments

- Attachment A: Worksite Agreement
- Attachment B: Employer Wage Subsidy Agreement
- Attachment C: Employer Development Guide
- Attachment C1: Employer Worksite Checklist
- Attachment D: Participant Connection Flow
- Attachment E: Employer Connection Flow
- Attachment F: Worksite Match Protocol
- Attachment G: Participant Flow

- Attachment H: Distribution of Selected Occupations Across Industries
- Attachment I: Resources for Supportive Services

Way to Work Philadelphia: YOUTH Plan

2010 Summer Youth Employment Program Plan

Local Workforce Investment Board	Philadelphia Workforce Investment Board		
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E-mail	lshubilla@pyninc.org		

Number of Participants		
Program Description	COMPLETED 2009 (May 1 – Sep 30, 2009)	PLANNED 2010 (Apr 1 – Sep 30, 2010)
Way to Work Participants	N/A	
a. Number of TANF Development – Eligible /Recipients	225	810
b. Number of WIA Title 1 - Eligible	780	700
c. Number of WIA ARRA - Eligible	2,677	660
d. Others – Household Income ≤235% of FPIG	2,641	6,870

NOTE 1: The above numbers do not include private sector slots or slots funded through the School District of Philadelphia. These slots have other, non-income based, eligibility criteria. With those slots added, the 2009 total number of youth served is 8,500 and the 2010 total number of youth served is projected to be 12,000.

NOTE 2: In 2009, Philadelphia served a total of 1,345 youth who resided in TANF households across the WorkReady Program. Those youth were funded through a number of different funding sources. This number represents 16% of the total number of youth served.

Funding	
Amount of TANF Emergency Funds Requested	\$ \$7,828,320
WIA – ARRA (Recommend using all funds)	\$ 1,100,000
WIA – Title I Youth (Estimate expenditures for the Youth Subsidized Employment Program only)	\$ 800,000
TANF Development Funds – PY 2009	\$ 373,000.00
TANF Development Funds – PY 2010	\$ 3,500,000
Other Funds (List and identify if used as a match)	
William Penn Foundation	\$ 250,000.00

Total	\$ 13,851,320
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A. Funding

The TANF Emergency Contingency Fund may only be used to subsidize gross wages. Local Workforce Investment Areas may count the value of employer supervision and training towards the required Maintenance of Effort (MOE). HHS allows that the cost of training and supervision can be 25 percent of the gross reimbursable wage costs.

A1. If you believe you can successfully use more or less TANF ECF dollars than the amount listed as the maximum in the guidance memo, fully justify the amount needed/requested.

Philadelphia’s request for \$7,828,320 TANF ECF funds reflects our experience with and knowledge of the demand for summer youth employment opportunities, and also the capacity of the youth workforce system to deliver high-quality programs and services, given the timing and administrative challenges that accompany these funds.

In summer 2009, Philadelphia provided enriched summer experiences to approximately 8,500 eager and talented young people. In addition to this number of young people, at least 3,000 more youth were wait-listed for positions, but could not be served due to a lack of funds.

Approximately 2,700 of youth participating in 2009 summer programs were supported by approximately \$3.8M in WIA Recovery Act funds. Although Philadelphia retained approximately \$1.1M in Recovery Act funds for the 2010 summer, the shortfall of roughly \$2.7M would mean the loss of 1,800 youth jobs.

Philadelphia’s request for \$7,828,320.00 would enable us not only to fill this gap and maintain our 2009 levels, but also to expand our overall numbers by about 3,500 youth.

A2. If you believe you can use more WIA funding for co-enrollment case management and supportive services, fully justify the amount needed and requested.

Project End Date: TANF Emergency Contingency Funds must be expended by September 30, 2010. No wages or expenditures for Pennsylvania’s Way to Work initiative may be expended after that date.

No additional WIA funds are requested.

A3. What percentage of the TANF Youth Development Funds will you commit for the Youth *Way to Work* (SYEP 2010) program?

PY ’09 (7/1/09 – 6/30/10) Allocation: **approximately 50%**

PY ’10 (7/1/10 – 6/30/11) Allocation: **approximately 50%**

A4. If you will not use TANF Youth Development Funds for Youth *Way to Work* (SYEP 2010) how do you intend to use those funds? Please complete *Attachment A Participant Characteristics and Activities Offered*.

As noted, consistent with prior years Philadelphia will spend approximately one-half of its TANF Youth Development Funds to support summer jobs in 2010. As has been the case for the last several years, the balance of Philadelphia's TANF Youth Development Fund allocation will help support the City's five neighborhood-based E3 Centers (Education, Employment and Empowerment), whose target population is low-income, disconnected youth who have dropped out of high school and/or are returning to their communities from delinquent placement as well as a truancy prevention initiative. This funding will be fully expended by June 30, 2010.

Furthermore, since the TANF Youth Development funds do not start until July 1st, a percentage of funds that we allocate to April –June summer start-up costs for the next summer. That amount, \$373,000.00 is represented in our budget figures above.

In addition, the remainder of our ARRA stimulus funds will be used to fund the year-round out-of-school youth providers that were selected by the Philadelphia Council for College and Career Success (the Youth Council) and the WIB to provide services through June 2011 in the following areas:

- 2 GED to College Programs
- 2 Green Occupational Skills Programs
- 1 Job Placement Contract

B. Background/General Information

B1. Briefly describe your 2009 Summer Youth Employment Program (SYEP) and how it impacted the community (i.e., youth, businesses and worksites, and the local community).

As noted above, Philadelphia's 2009 SYEP – which is a foundational component of the City's WorkReady Philadelphia youth career preparation system – served more than 8,500 young people through major investments from government, foundations and employers. WorkReady 2009 summer programs included three models:

- Work and Learning - offering a mixture of academic skill building, college exposure, career exploration, and work readiness training.
- Service Learning – that involves youth in team-based projects that address a visible community need and offer opportunities for reflection and celebration
- Internships – focusing on career exposure and postsecondary readiness with employers in high-demand sectors.

Youth were placed in a variety of high-quality workplaces and work-related activities, including:

- College campuses where they worked as research assistants and learned to manage sophisticated technological hardware and software.
 - Hospitals and health care facilities, where they learned skills through hands-on training that was equivalent to that received by medical and nursing students.
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- Green jobs that featured energy audits and conservation, wetlands restoration and neighborhood gardening and sustainable agriculture techniques.

Some additional benefits of the WorkReady Summer 2009 program include:

- 3,451 youth earned academic credit (71% of eligible participants).
- More than 65% of youth demonstrated mastery of key 21st Century skills needed for productive employment.
- Youth participating in summer employment earned \$6,108,159.00 in gross wages which helped to promote local economic recovery and also enhanced local, state and federal tax revenues.
- 4,452 youth participated in service learning totaling 290,122 hours of community service hours performed by WorkReady participants.
- There were 1,151 worksites throughout the City (50% non-profit, 33% private/for-profit, 17% government).

Of particular note for the purposes of this application, TANF Youth Development funds supported jobs for 1,940 young people, and Recovery Act funds helped to create 2,677 summer opportunities.

B2. Based on previous experiences with SYEP, what best practices do you want to incorporate into Youth *Way to Work* (SYEP 2010)?

- Employers supervising youth will receive mandatory training in positive youth development approaches and other strategies to promote successful on-the-job experiences.
- As noted, all youth will participate in project-based instruction and will produce a work-based learning project that reflects both the content of their workplace experience and also hones academic skills.
- Targeted programs will ensure access to programs for high-risk youth, e.g. those who are out-of-school and/or involved in the foster care and juvenile justice systems; residing in TANF households, and/or residing in high-crime zip codes.
- All programs will provide career exposure to green, new economy, and/or high growth jobs as an integral component of each youth's experience.
- We will continue to increase the development of high quality worksites and overall participant and employer satisfaction, as measured by follow-up surveys.

B3. What challenges did you encounter during last year's SYEP and how did you resolve them and/or what did you learn?

Other than the late notice of the funding availability due to the date of the Recovery Act's passage, the only major challenge in last year's program was the onerous and burdensome process required by WIA for youth to document income eligibility. The only possible "resolution" was to take the time and to do the work needed to help youth and their families so that they could document eligibility.

Better coordination among the auditors from the Federal, State and Local level would be beneficial.

B4. What other challenges do you anticipate for Youth *Way to Work* (SYEP 2010), and how do you propose to resolve them?

The increased level of youth participants with the corresponding data entry requirements will present a challenge given the current timelines for program start-up. We hope to work with the Department of Labor and Industry to negotiate timelines for ARRA and TANF Contingency enrollment into CWDS that allow us to enroll youth, effectively blend resources and complete necessary reporting.

An additional challenge could be cash flow. Since the TANF Contingency funding will cover wages for a significant portion of youth in the Summer program, we will need to work with the Department of Labor and Industry to ensure that we are drawing down these resources in a timely manner. Philadelphia has moved to a debit card system for payments to youth which means that the cash is withdrawn from the account in full during that payroll week. In order to facilitate cash flow we would like to negotiate some up front projection and then weekly invoicing.

C. Program Design

Work experience is the core component of the summer program. The Youth Way to Work (SYEP 2010) must include a planned, structured and paid work activity in a workplace. Work experience must be designed to introduce youth to the world of work as well as develop knowledge, skills and personal attributes that enable them to obtain a job, be successful in the career of their choice and contribute to the betterment of society.

C1. Describe the program structure of your Youth *Way to Work* (SYEP 2010).

Wages: The employing organization must pay the work experience participant minimum wage, \$7.25/hour. The employing organization must ensure that no currently employed worker will be displaced by the subsidized employee, including partial displacement such as reduction in hours of non-overtime worked, wages, or employment benefits.

Start/end dates of program: **July 6 – August 13, 2010**

Hours of work experience each week: **20**

Services and activities provided include:

- All youth will have a day-long pre-employment preparation experience, where they will learn or hone skills needed for workplace success – e.g. effective communication, positive attitude, appropriate dress and behavior, etc.
 - Similar to 2009, youth will participate in one of three models:
 - Service Learning
 - Work Experience
 - Internships
 - All youth have workplace mentors.
-

- All youth will participate in project-based instruction, with support and evaluation by a certified teacher who can recommend that students receive school elective credit if the work is deemed sufficiently rigorous.
- All youth will receive focused instruction in workplace and other 21st century skills, and will participate in work readiness pre- and post-tests to gauge their mastery.
- Approximately 600 youth who produce the highest-scoring projects will present their work at an end-of-summer celebration, held annually at the Pennsylvania Convention Center.

C2. How will your program impact youth, businesses and worksites, and the community at large?

- The most important program impact will be to support and provide approximately 5,000 high-quality workplace experiences for young people who would otherwise be unlikely to find any work at all, particularly given the generally bleak jobs situation that is even more devastating for teens and other low-skilled workers.
- A second important impact is the economic benefit to young people and to the Philadelphia economy as program participants spend portions of their earnings in their communities. Specifically, last summer, young people earned over \$6.1 million dollars. The requested TANF ECF funding will substantially increase that figure to almost \$10 million for the 2010 summer.
- As with last summer's Recovery Act-funded summer programs, the TANF ECF funds will help us continue to build relationships with new employers and organizations that were heretofore not part of WorkReady's set of partners. In particular, these funds should help us to solidify and to expand relationships with a wide variety of green and other new/creative economy employers.

C3. Describe your strategy for connecting Youth *Way to Work* (SYEP 2010) participants to the following:

- Healthcare jobs/activities
- Green worksites/jobs (*inc. jobs involving weatherization, energy, construction, trades, etc.*)
- STEM jobs/activities
- Advanced manufacturing jobs/activities
- Other(s)

The Philadelphia Council for College and Career Success and Workforce Investment Board issued a Request for Proposals to identify organizations with proven capacity to deliver youth activities and services that are comprehensive and grounded in effective practices that will enable young people to succeed in school and prepare themselves for success as students, employees/employers and citizens. Successful applicants are required, among other things, to:

- Promote skill acquisition (academic and work readiness) through project-based instruction.
 - Promote mastery of work readiness competencies and 21st Century skills, as demonstrated through workplace portfolios and other assessments.
 - Increase exposure to high-priority growth sectors in the Greater Philadelphia economy, including:
-

- green jobs;
- creative economy jobs;
- computer and data services;
- health services and life sciences;
- transportation, communications and utilities;
- hospitality;
- education; and
- financial services.

The successful applicants for 2010 summer funding have demonstrated through their applications – which will subsequently be imbedded in their contracts – that they will utilize effective strategies and have proven records of connecting to and/or increasing awareness about these and other high-wage/high-demand occupations.

C4. What types of worksites will you target?

Worksites may be in the private, for-profit sector, non-profit sector, or public sector.

In 2009, WorkReady programs utilized approximately 1,154 worksites. These included sites in the public sector (e.g. city offices, parks and recreational facilities); non-profit organizations involved in community beautification, weatherization and urban gardening; higher education institutions (e.g. Temple, University of Pennsylvania and Drexel); and a wide variety of private sector settings, including employment sectors cited in C2, above.

In summer 2010, WorkReady will again focus on safe worksites with appropriate supervisory ratios (as defined in the WorkReady RFP) that offer access to the green and creative economies as well jobs in computer and data services, health and life sciences, communications and utilities, hospitality, education, and financial services.

C5. How will you ensure the quality of the work experience?

Employment experience is expected to increase work readiness skills of participants and not impact the profit margin of a for-profit company. Work experience must be appropriate to the age of the participant.

The quality of the work experience will be ensured through several steps:

- The WorkReady RFP outlines the core components of each model – Service Learning, Work Experience, and Internship – necessary to deliver a high-quality experience.
 - Via this RFP process, WorkReady summer program providers are competitively selected by teams of reviewers, including Council and WIB members augmented by experts in youth workforce preparation, based on rigorous criteria, including the ability to deliver the core model components, and to identify and oversee high-quality worksites for participating youth.
 - Successful applicants participate in mandatory training focusing on core model components, as well
-

as elements of effective practice in youth workforce preparation, and also on the formal legal requirements regarding safe workplaces found based on state and federal child labor laws

- All worksites are carefully monitored and visited during the six-week program period to ensure that worksites are both safe and of high quality.

C6. How will you ensure compliance with Federal, State and local employment laws and policies?

Providers and employers are trained, in advance of the summer program on applicable employment laws and policies.

All worksites are monitored at least once by WorkReady subcontractors (providers) using the Worksite Monitoring Form tool developed by WorkReady Philadelphia. The Worksite Monitoring Forum includes the following three sections: Worksite Compliance, Worksite Safety, and Worksite Operations.

C7. How do you plan to recruit qualified employers to participate in Youth Way to Work (SYEP 2010)?

- Providers are required to recruit qualified employers to deliver their employment models. They receive clear guidance as to what constitutes a qualified employer.
- Providers have relationships with many qualified employers that have participated in the system in past summers and are ready to participate again.

C8. How will you ensure that the employer did not layoff or fire anyone from the same job or an equivalent subsidized job slot?

WorkReady six-week summer employment opportunities are not designed to replace regular, full-time workers. WorkReady experiences are designed to promote career awareness and preparation, and to help young people to understand the connection between doing well in school and on-the-job success. In short, the structured nature of the WorkReady program guarantees that the experiences cannot be in any way equivalent to a regular job with that employer.

C9. How will you ensure that the employer has not terminated individuals from employment or caused an involuntary reduction in its workforce for the purpose of filling the vacancy with a subsidized worker?

Response is the same as C8, above

C10. Describe the participant t assessment tool you will use, and your reason for choosing this particular tool. *A pre- and post- assessment of work readiness must be administered to determine whether a measurable increase in work readiness has occurred. Local areas have the flexibility to determine the type of pre- and post-assessment to appropriately measure work readiness skills. This tool should rely on assessment of objective information by providers, worksite supervisors and/or other staff. The same tool must be used for a participant's pre- and post-assessment.*

Philadelphia will employ an assessment of 21st Century skills – based on elements of the Partnership for 21st Century Skills list of essential competencies – designed to gauge the growth in skill development over the employment period. Specifically, skill gain will be measured in four areas:

- Team Work and Collaboration
- Professionalism and Work Ethic
- Openness to Feedback and Supervision
- Oral Communication

Philadelphia has chosen this tool because it measures the four specific skill areas around which this summer's system is designed. It is always preferable to measure specifically what one is attempting to impact.

Participating youth will have multiple opportunities to master these 21st Century Skills, including pre-employment training, focused weekly instruction on work readiness and ongoing modeling and instruction from employer supervisors and mentors.

In addition to the pre- and post- assessment *summer-only* participants funded under *WIA ARRA* also complete an Individual Service Strategy (ISS) developed by WorkReady Philadelphia at the time of enrollment. The ISS will address the following:

- Planning for a successful summer (including any youth-identified challenges).
- Youth summer goals (including work-readiness skills development).
- Youth next steps following summer programming.

WIA Title I participants in *year-round programs* complete a full objective assessment and ISS prior to their enrollment in year-round programming. Those same assessment apply to the summer portion of their experience.

C11. How will your assessment tool measure that a participant is work ready?

WorkReady Philadelphia contracts with providers who in turn recruit eligible employers to host youth at their worksites. The *employer* is responsible for day to day youth supervision and thus is responsible for administering a pre-test to young people at the outset of their summer employment experience to establish a baseline of skills, as well as for ensuring participants complete post-tests at the conclusion of the experience to determine the extent to which skills have been mastered. During the 2009 summer, approximately 65% of participating youth demonstrated mastery of 21st Century Skills on the post-test.

C12. What wrap-around activities (i.e. academic enhancements, career development, case management, etc.) will you provide for the following age groups?

- 14-16: All youth complete a project or portfolio as part of their work experience which reinforces workforce and academic skills.
Youth will receive work readiness supports and workshops throughout their six week experience which will include:
 - Career exploration activities;
 - Where appropriate, post-secondary planning;
 - Direct supervision from trained adult; and/or
 - Project based instruction integrated into PWE
- 17-18: See above.
- 19-21: Not eligible to be served with TANF Youth Emergency Contingency Funds.
- 22-24: Not eligible to be served with TANF Youth Emergency Contingency Funds.

C13. Describe how academics/remedial education will be embedded in the summer activities (*where applicable*).

As noted above, WorkReady participants – including those who will be supported by TANF ECF wages – develop projects that demonstrate both knowledge of their work placement, and also show proficiency in academic skills. Certified teachers train program providers in project-based instruction, and also evaluate students’ final projects. Students whose projects demonstrate sufficient rigor are granted elective school credit. Students producing the best-rated projects are then invited to present their work at the annual WorkReady Philadelphia concluding celebration at the Pennsylvania Convention Center, where they interact with guests and visitors, and compete for top prizes in several employment-related categories. Prizes are supported through independent foundation funds.

Match funds provided by the William Penn Foundation will be used for fringe benefits and worker’s compensation. Any remaining funds from William Penn will be used to support youth enrollment activities.

C14. Briefly describe any supportive services and incentives you will provide.

WorkReady providers and employers receive targeted training on each programmatic and administrative component of the summer system. Most of the organizations that receive funding through WorkReady are multi-service agencies which have the capacity to provide support services to young people.

WorkReady Facilitators, the teachers described earlier that assess the quality of youth projects, visit sites across the summer to track progress of projects and provide assistance to ensure quality projects are in process.

Young people compete for the best projects in the City and are awarded prizes at a Closing Celebration held at the Convention Center. Prizes are supported through independent foundation funds.

C15. Describe your strategies to transition youth beyond the work experience into other appropriate educational and career activities that could include unsubsidized employment and/or other appropriate educational, training, or career activities.

Transition Strategy for Participants: Pennsylvania's Way to Work initiative does not require participants in subsidized employment be placed into unsubsidized employment at the close of this program on September 30, 2010. **However**, local workforce investment boards must demonstrate a strategy for assisting participants in making this transition through the provision of additional WIA and/or TANF service, training, and/or activities at the end of their subsidized employment.

The great majority of youth served through WorkReady Philadelphia are school-aged students 14-18, who will be returning to high school or going on to postsecondary education/training after their summer experiences. For the small minority of young people who will be seeking to enter the workplace, efforts will be made to connect these youth and young adults to jobs with WorkReady partners, and/or to employment or training through the Philadelphia CareerLink system.

D. Recruitment and Referral

TANF and WIA staffs are responsible for the recruitment and referral of participants. To assist in recruiting current TANF recipients and TANF and WIA eligible youth, the Pennsylvania Department of Public Welfare, Bureau of Employment and Training Programs will provide local workforce investment boards with a list, by county, of all Pennsylvania families participating in SNAP on March 19, 2010.

D1. Describe your target population.

Eligibility: TANF Emergency Contingency Funds may only be used to provide paid work experiences for individuals 17 years old* and under if they are a member of a TANF household or meet the income limits (at or below 235% of poverty). * An individual who is age 18 or under and enrolled full-time in secondary school may also be served as a youth with TANF Emergency Contingency Funds.

Consistent with TANF ECF guidance, the primary target population will be teens in TANF households, and the secondary target population is young people living in households that are below 235% of poverty.

D2. How will you ensure priority of service for TANF Youth? *(Include a provision for serving Veterans [Jobs for Veterans Act] under ARRA.)*

TANF Recipients

- Veterans receiving TANF
- Covered persons receiving TANF
- TANF non-veteran

TANF Eligible

- All others with income below 235% of the FPIG
-

Since the Departments of Labor & Industry and Public Welfare began to encourage services to youth and young adults in TANF households several years ago, Philadelphia has worked with DPW's Deputy Secretary for Income Maintenance and her staff to develop outreach strategies to maximize participation of TANF teens in WorkReady Philadelphia summer programming. These efforts have included developing targeted mailings to TANF heads of households encouraging eligible youth to apply; pre-coding applications to ensure that TANF teens receive priority over the general pool of low-income youth; and focused recruitment of TANF teens at EARN Centers. These efforts will continue for the 2010 summer, and will be augmented by outreach to SNAP-eligible families, using mailing lists provided by DPW.

E. Performance Tracking and Reporting

All participants must be enrolled in the Commonwealth Workforce Development System (CWDS).

E1. What is the name, e-mail, and phone number of the contact person responsible for the weekly reporting for *Youth Way to Work* participants.

Stacy Holland – sholland@pyninc.org – (267) 502-3725

E2. How will you ensure that the weekly reports are accurate and submitted by the due date?

Weekly reports will be generated directly from PYNDEX, which is the Philadelphia Youth Network's data system. Reports will be based on enrollments generated from our sub-contracted organizations that have been quality reviewed and entered. Participants will appear on the weekly report once they have been placed.

E3. How will you ensure that all information is input into CWDS in a timely manner?

We have estimated that it will take about 30 data entry staff to enter youth into CWDS in a timely manner. We will be hiring and training those staff as soon as we receive notification of plan approval.

F. Monitoring

F1. What are your procedures for monitoring your youth program?

Work Site Supervision and Training: Local workforce investment areas may count the value of work site supervision and training toward the required Maintenance of Effort (MOE). The supervision and training of any subsidized worker must be provided by a party that is not wholly funded with federal resources. In situations whereby the local workforce investment boards chooses to utilize an intermediary (e.g. a Title I provider or a staffing agency) to pay its subsidized workers, the supervision and training provided at the actual worksite should be calculated for the match. Again, the local workforce investment board must ensure that the worksite of the subsidized worker is not wholly funded with federal funding.

Over the next two months, PYN will train their subcontractor network on all program components. PYN will centrally approve every application to certify eligibility. Time Sheets are completed by youth, certified by supervisors and reconciled at PYN. Students eligible to be paid are downloaded electronically from PYNDEX into PYN's payroll system and contractors enter time from timesheets. Youth are paid through electronic debit cards.

Certified teachers are hired centrally by PYN and assigned to worksites to oversee the quality of the youth experience and to award academic credit for project work.

PYN is responsible for monitoring its subcontractors (providers), who in turn provide monitoring to all youth worksites; all subcontractors and worksites will be monitored. Providers are required to submit signed Worksite Agreements (WSA) for all worksites they recruit. WSAs serve as PYN's risk assessment tool. WSAs are received by PYN and reviewed to ensure the suitability of each worksite and compliance with all applicable state and federal laws. All approved worksites are then monitored at least once by providers during program operation, between July 6th and August 13th, using PYN's Worksite Monitoring Form tool. The Worksite Monitoring Forum includes the following three sections: Worksite Compliance, Worksite Safety, and Worksite Operations. The Worksite Monitoring Form serves as written documentation for all worksite monitoring. Concerns that are identified on the Worksite Monitoring Form are subject to the following corrective action:

- Additional site visits and/or technical assistance are provided by subcontractors (and, where necessary, PYN) to resolve concerns.
- Worksites that fail to resolve identified concerns are subject to closure and youth participants will be reassigned to a more suitable site.

Desk reviews will be conducted at the point of enrollment. All files will be quality reviewed to ensure compliance with income eligibility and work requirements. Youth who are placed will receive an additional audit.

The Philadelphia WIB, in accordance with its monitoring plan, will ensure PYN adheres to this proposed system.

G. Attachments

- Chart: Participant Characteristics and Activities Offered (*Attachment A*)
 - Philadelphia's Way to Work Youth Program Budget (*Attachment B*)
 - Pre- and Post-Assessment Tool
 - Individual Service Strategy
 - Employer Agreement(s)
-