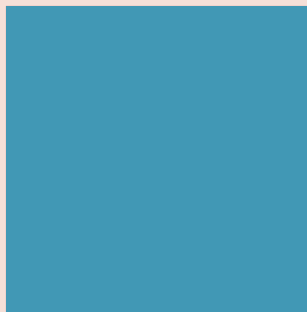




## *10<sup>th</sup> Anniversary Report*



Commemorate. Celebrate. Commit.

# WorkReady Philadelphia 2003-2013

Commemorate the past. Celebrate the present. Commit to the future.

What does it look like when various stakeholders in a community come together with the common goal of ensuring that its young people have the kind of career-connected opportunities they need to compete in and contribute to the workforce? It looks much like what has happened in Philadelphia via WorkReady, a cross-sector partnership dedicated to improving the economic outcomes of the region's youth by attracting, aligning, and investing resources in youth workforce-development efforts.

Over the last 10 years, WorkReady Philadelphia has successfully created a systemic approach to career-connected education, one that has been recognized nationally and replicated elsewhere. This would not have been possible without the collaborative efforts of the committed partners that make up the WorkReady community. Collectively, they have invested their energy, expertise, and resources in one of the most critical ingredients for assuring our city's economic success: our young people.

This report presents the essential factors that have contributed to the success of WorkReady Philadelphia over the last decade, the latest developments from the 2012-2013 program year, and a glimpse of what's ahead.




## System of Program Models 2012-2013

Youth Access Points: Contracted Providers | Schools | WorkReady Online Application | WorkReady Hotline



### Summer

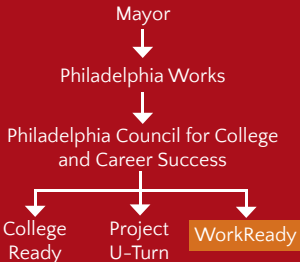
JUL - AUG	Internships	JUL - AUG	Service Learning	JUL - AUG	Work Experience
	Ages 16 - 21		Ages 14 - 21		Ages 14 - 21
7,667 Youth Served					

### In-School Youth

SEP - AUG	21st-Century Continuum	SEP - AUG	Industry Pipeline	JAN - MAY	School-Year Internships*
	11 <sup>th</sup> - 12 <sup>th</sup> Grade		11 <sup>th</sup> - 12 <sup>th</sup> Grade		11 <sup>th</sup> - 12 <sup>th</sup> Grade
378 Youth Served		170 Youth Served		352 Youth Served	

### Out-of-School Youth

JUL - JUN	E <sup>3</sup> Centers	SEP - AUG	Occupational Skills Training
	Out-of-School Youth		Out-of-School Youth
925 Youth Served		197 Youth Served	



\*This model will not operate during the 2013-2014 program year.

# Commemorate

Acknowledging the critical elements that have led to the success of the WorkReady Philadelphia system over the last 10 years

## Developing Key Connections

Having a citywide, cross-sector partnership underlying the system has been essential to WorkReady's success. This partnership, which includes stakeholders from businesses, philanthropies, government, non-profit organizations, and the educational system, has contributed to both the breadth and longevity of the initiative. WorkReady has benefited from the support of several key champions, including the City of Philadelphia, under the leadership of Mayor Michael A. Nutter, the William Penn Foundation, and the Greater Philadelphia Chamber of Commerce. All have continued to endorse WorkReady as a vital component to the future economic success of the Philadelphia region and have been invaluable in advancing private sector engagement.

## Capitalizing on a Diverse Funding Portfolio

WorkReady is supported through an array of investments from both the public and private sectors. This has allowed the initiative to grow in scale over time and become increasingly sophisticated from an operational perspective. In addition, having multiple funding sources has enabled the system to provide career-preparation services to targeted populations across the city, including high-priority youth (low-income, system-involved) and youth in high-need neighborhoods.

## Promoting Summer Education through Project-Based Learning

Project-based learning is a cornerstone of WorkReady. All summer participants must complete either a project (one that allows youth to address a civic or work-based issue by utilizing the competencies developed through the work experience) or a personal portfolio (a collection of work samples, a personal statement, their resume, cover letter, and letters of recommendation from their workplace). The project and portfolio allow youth to demonstrate their understanding and proficiency in the 21st-century skills they acquire during their work experience and to apply those skills in real-world situations. Summer participants who have successfully completed projects and portfolios, met established attendance requirements, and attend a School District of Philadelphia high school can apply for elective credit for their work experience.

“My internship made me more motivated to do better this school year. It's also made me more determined to go to college.”



## Utilizing Technology to Enhance the System

Technology is used to gather critical data used to tell the story of participants' and providers' successes and needs, allowing the system to better maximize and allocate resources. Because data is collected from multiple sources, technology enables the system to paint a comprehensive, citywide picture of youth workforce development in Philadelphia.

Integrating technology into the system has also increased efficiency and transformed previously cumbersome requirements for youth into user-friendly, learning opportunities. The WorkReady debit card enables the system to pay youth electronically. This removes the burden of youth having to physically cash a check. A web-based debit card tutorial assists youth in learning how to utilize the card and promotes financial literacy.

For WorkReady summer programs, youth apply via an online application. In addition to making the application process easier for youth and their families, this online tool helps to measure the demand for summer programming and mirrors the real life employment application process.

## Building Capacity in Youth Workforce Development

Subcontracted organizations that operate WorkReady programs, also known as providers, are offered training opportunities to support the delivery of high-quality, youth programming. These capacity-building efforts include professional development in program-implementation, program-enhancement workshops, and peer-teaching opportunities where practitioners learn from each other's experiences.

Understanding that the businesses signing on to host youth may not have experience in integrating youth into their workplaces, the WorkReady system offers support to ensure that both youth participants and worksites have mutually rewarding experiences.

The success of WorkReady Philadelphia has spurred youth career-preparation programming in other locales across the state. The Three Rivers Workforce Investment Board consulted with PYN and WorkReady Philadelphia partners to develop WorkReady Pittsburgh, the city's youth internship program. The City of Chester, which has historically operated an internship model under the WorkReady Philadelphia umbrella, will be branching out to establish its own business sector-supported program: WorkReady Chester.

## The Results: 2003-13

### Youth Experiences



88,000+

### Investments



\$203,000,000+ invested in the system through public and private sources

### Business Sector

9,000+

work experiences supported by the business sector, an investment of

\$15M+

### Organizations



130+

individual organizations supported in delivering high-quality, workforce-preparation programming to youth

# Celebrate

Recognizing the accomplishments of the 2012-2013 program year

## Youth Results: 2012-13

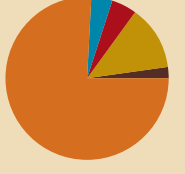
### Served



9,813

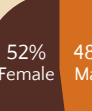
youth participated in year-round and summer programs (represents system-wide, unduplicated count)

### Race/Ethnicity



76% African American  
4% Asian  
5% Caucasian  
13% Hispanic  
Alaskan Native, American Indian, Hawaiian/Pacific Islander, and those identifying themselves as 'Multi-Racial' and 'Other' as well as those who did not specify their Race/Ethnicity combine to represent 2% of the population.

### Gender



52% Female  
48% Male

### Impact

85%

skill gain

Skill gain is defined in the following ways:

- Summer: increased skill in at least one of the four domain areas demonstrated through the pre- and post-tests. Domain areas are Flexibility/Adaptability, Initiative/Self-Direction, Productivity/Accountability, Teamwork/Collaboration
- Year-Round:
  - In-school youth programs: Promotion from 11th grade to 12th grade
  - Out-of-school youth programs: Increase of one or more Educational Functional Levels (EFL) in literacy and/or numeracy

### Summer Satisfaction Survey

93%

were more interested in postsecondary education

96%

felt better prepared to get a job

97%

were satisfied with their experience

### Wages

\$6,161,585

wages earned

## Worksites

### Locations

1,133

worksites across the region opened their doors to youth, helping to make the critical connection between education and career success

### Type



43% Non-profit  
25% Private  
32% Public

### Industries

19

industries represented

### Satisfaction Survey

96%

of responding worksites would recommend participating in this program to other employers

97%

of responding worksites witnessed positive change on the part of the youth during the course of the program

### Investors

160

investors

### Providers

58

contracted providers

### Public/Private Funding



Programming for PY 2012-2013 would not have been possible without significant commitments on the part of our investment partners. Close to \$14M was expended on WorkReady in the last program year with approximately 77% of those funds coming from the public and 23% from the private sector.

## Investor Highlights

Thanks to the efforts of Mayor Nutter's 10,000 Summer Jobs Challenge, over 7,600 summer employment opportunities were available to youth.

In response to the Mayor's challenge, the City of Philadelphia's Department of Human Services, already an ongoing supporter, made a significant additional investment of \$1M in summer programming. They contributed an additional \$1M to 2013-14 year-round programs to support WorkReady opportunities for youth in the juvenile justice system.

Over 1,600 summer work experiences were created by the local Philadelphia business community, marking the highest level of support from this sector since WorkReady's inception.

Goldman Sachs Gives donated \$375,000, the largest single corporate contribution in the history of WorkReady.

Through their 2013 Summer Youth Employability Initiative managed by The Center for Youth and Communities of The Heller School for Social Policy and Management at Brandeis University, the Walmart Foundation invested \$225,000 in the system, making summer 2013 the second consecutive summer in which the Foundation has invested in Philadelphia.

Through investments from The Philadelphia Foundation and GlaxoSmithKline, a biotechnology Industry Pipeline program was piloted with participants from two Philadelphia public high schools.

“Before this summer, I wasn't good with teamwork or working in groups. This experience really taught me how to work with people that are different from me and be able to understand them in order to get the job done.”



2003	WorkReady Philadelphia is launched, creating a citywide, coordinated career-preparation system for youth. The system includes new and previously existing programs and places an emphasis on developing private-sector-supported internships.	2007	The Greater Philadelphia Chamber of Commerce, under the leadership of then Board Chairman, Joseph A. Frick, commits to doubling the number of WorkReady employer-paid internships over the previous year. The Chamber exceeds this goal, with over 1,000 internships provided.	2009	Electronic payment for youth participants through the WorkReady debit card system is launched, allowing the system to move away from issuing paper checks to youth.	2010	An infusion of American Recovery and Reinvestment Act (ARRA) funds supports the WorkReady summer system, increasing the number of work experiences available for youth by more than 40%.	2011	Thanks to remaining ARRA funds and new dollars available under the ARRA TANF Emergency Contingency Fund, a record number of youth are served through WorkReady summer programming – over 11,000.	2012	WorkReady Pittsburgh pilot is launched, based on WorkReady Philadelphia's employer-paid internship model. WorkReady Philadelphia partners provide technical assistance for the implementation. Citizens Bank is instrumental in garnering support from key stakeholders in the Pittsburgh area.	2013	Mayor Nutter launches his 10,000 Summer Jobs Challenge, a charge to the City of Philadelphia to unite and create enhanced summer job opportunities for youth via the WorkReady umbrella. The summer system exceeds initial slot level predictions (a presumed maximum of 4,800 opportunities) providing more than 7,600 young people with work experiences.
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# Commit

Looking at what's on the horizon for WorkReady and ways to support the work

## The 2013-2014 WorkReady theme: Connect. Invest. Achieve.

The theme for the 2013-2014 program year, *Connect. Invest. Achieve.*, encapsulates the idea that building the next generation of our city's professionals through WorkReady results in success for us all. When young people can **CONNECT** to meaningful opportunities and when we **INVEST** in our future workforce as a city, we are better poised to **ACHIEVE** great things.

### ACHIEVE: Measuring attainment through a 21st-Century Skills Assessment

After realizing that there were very few existing tools to evaluate 21st-century skills, the Philadelphia Council for College and Career Success decided to develop a 21st-century skill assessment tool for WorkReady participants. In the future, this new tool will be used to assess youth participating in year-round and summer programs across the entire WorkReady system.

The assessment will focus on the following domains:

- Creativity & Innovation
- Collaboration & Teamwork
- Productivity & Accountability
- Critical Thinking
- Initiative & Self-Direction
- Flexibility & Adaptability
- Communication

A draft assessment is currently being piloted with young people served by the E<sup>3</sup> Centers. A strategy is being developed with the goal of rolling out a final version of the assessment tool in 2014. The adult workforce system is also interested in assessing 21st-century skill acquisition; the youth workforce system will share the lessons learned from its process.

### INVEST: The growing need for private-sector support

As public funds continue to diminish, increased private-sector investment will be essential to the sustainability of the WorkReady system. Year after year, the demand for youth jobs far exceeds the number of opportunities available. This is evidenced by this startling fact: due to lack of opportunities, for every two young people that applied for WorkReady summer programs last year, only one got a job.

Philadelphia's economic stability is dependent on cultivating its future workforce. Private-sector sponsorship of WorkReady programming not only benefits the youth that participate in these potentially life-changing, career-connected experiences, it allows the private sector to play a major role in shaping the workforce the city needs to be competitive regionally, nationally, and globally. WorkReady Philadelphia partners will continue to explore ways to further engage the private sector.

### CONNECT: Get involved

Are you interested in becoming a part of the WorkReady Philadelphia community? You can help in the following ways:

- Provide work experiences for youth at your workplace or sponsor opportunities for youth at another business or organization
- Share your experience and knowledge with professionals managing career-connected educational programs
- Join the city-wide efforts focused on strengthening youth workforce development
- Have your existing youth-employment program recognized as a WorkReady Seal of Approval program
- Spread the word about WorkReady Philadelphia through your professional and social networks

**For more information, contact  
Stephanie Gambone at 267.502.3800 or  
workready@pyninc.org.**





# Investors

**Diamond** (100 or more work experiences and/or an investment exceeding \$175,000) • City of Philadelphia – Department of Human Services • City of Philadelphia – Department of Recreation • Goldman Sachs Gives • Philadelphia Works • Public Health Management Corporation • The School District of Philadelphia • Walmart Foundation and the Center for Youth and Communities of the Heller School for Social Policy and Management at Brandeis University • William Penn Foundation

**Platinum** (25-99 work experiences) • Bank of America • Cancer Treatment Centers of America • Citizens Bank Foundation • Comcast • Drexel University • Independence Blue Cross • Lincoln Financial Foundation • PECO • TD Bank • Thomas Jefferson University and Hospitals • United Way of Greater Philadelphia and Southern New Jersey • Wells Fargo Foundation

**Gold** (10-24 work experiences) • AmeriHealth Caritas • Aqua America, Inc. • CIGNA Foundation • The Coca-Cola Company • Hahnemann University Hospital • KIPP Administrative Services • Lankenau Medical Center • Mercy Philadelphia Hospital • Philadelphia Gas Works • Southeast Regional Workforce Development Partnership **CHESTER, PA** City of Chester

**Silver** (1-9 work experiences) • Accenture • ACE Group • AECOM • Aetna • Aria Health • Automobile Dealers Association of Greater Philadelphia • BAYADA Home Health Care • Beneficial Bank • Blank Rome LLP • Brown's Superstores, Inc. • Capital One • CB Richard Ellis, Inc. • CBS 3 & The CW Philly • CBS Radio Philadelphia • CH2M Hill • The Children's Hospital of Philadelphia • Community College of Philadelphia • Community Marketing Concepts, Inc. • Cozen O'Connor • Crown Holdings, Inc. • CVS Caremark • Day & Zimmermann • Delaware Investments • Deloitte Employee Contributions to Deloitte Education Collaborative • Deloitte LLP • Department of Behavioral Health and Intellectual Disability Services • DeVry University • District 1199C Training & Upgrading Fund • Diversified Search • Eckert, Seamans Cherin & Mellott LLC • Elsevier • Ernst & Young LLP • ESM Productions • Federal Reserve Bank of Philadelphia • Firsttrust Bank • Fox Rothschild LLP • Friends of Cristo Rey • Grant Thornton LLP • Greater Philadelphia Alliance for Capital and Technologies • Greater Philadelphia Chamber of Commerce • Greater Philadelphia Cultural Alliance • Greater Philadelphia Tourism and Marketing Corporation • Guild House West • Holy Family University • KPMG LLP • La Salle University • Macy's • Magee Rehabilitation Hospital • Mark Group, Inc. • Marketplace Philadelphia Management LLC • Morgan Lewis & Bockius • NHS Human Services, Inc. • North Light Community Center • Northeast Building Products Corporation • Peirce College • Pennoni Associates Inc. • Pennsylvania Convention Center • Philadelphia Academies, Inc. • Philadelphia Business and Technology Center • Philadelphia College of Osteopathic Medicine • Philadelphia Council AFL-CIO • Philadelphia Federation of Teachers Health and Welfare Fund • Philadelphia International Airport • Philadelphia University • Philadelphia Youth Network, Inc. • PricewaterhouseCoopers LLP • Provincial Foundation • Public Health Management Corporation • Radian • REIT Management & Research • RICOH USA • Rittenhouse Foundation • Schnader Harrison Segal & Lewis LLP • Spike's Trophies, Ltd. • Stoneleigh Foundation • Stradley, Ronon, Stevens & Young, LLP • Sunoco, Inc. • Temple University • Temple University Hospital • Tierney Communications • Towers Watson • Union Packaging • Universal Health Services of Delaware, Inc. • University City Science Center • The University of the Arts • UPS • WES Health System • Wills Eye Health System **CHESTER, PA** Arthur J. Gallagher Risk Management Services, Inc. • Chester Community Improvement Project • Chester Housing Authority • Clark Resources • Collins Market LLC, DBA ShopRite of Eddystone • Crozer-Chester Medical Center • CSI Services, Inc. • Greater Philadelphia Alliance for Capital and Technologies • Harrah's Philadelphia Casino and Racetrack • HealthMats / J.M. Oliver Inc. • Holsten & Associates • Independence Blue Cross • The Nakaiishi Group LLC • Pentec Health, Inc. • Philadelphia Union • Power Home Remodeling Group • Remington & Vernick Engineers • Widener University

**WorkReady Contributors** (partial sponsorship for single work experiences) • Dolfinger-McMahon Foundation

**Seal of Approval** (work experiences managed by businesses independent of the WorkReady system that meet WorkReady's criteria for career-connected opportunities) ARAMARK • Ballard Spahr LLP • The College of Physicians of Philadelphia • Cozen O'Connor • CVS Caremark • Elliott Lewis Corporation • Elwyn • GlaxoSmithKline • Independence Blue Cross • Lockheed Martin Corporation • Philadelphia Parking Authority Office of Fleet Management • Scribe Video Center • SEPTA • Sparkling Pool Services, Inc. • Team Clean • Tech Impact • The TJX Companies, Inc. • United States Army Corps of Engineers • Philadelphia District • The University of Pennsylvania • The Village of Arts and Humanities / KICKS USA • West Philadelphia Financial Services Institution • The Wistar Institute

All lists current as of November 5, 2013. For an updated list of investors, visit: [pyninc.org/workready/investors.php](http://pyninc.org/workready/investors.php)

“ Participating in WorkReady is an opportunity for employers to shape the quality of Philadelphia's future workforce. ”

Daniel K. Fitzpatrick

President and CEO of Citizens Bank and RBS Citizens for Pennsylvania, New Jersey and Delaware

# Providers

selected by the Philadelphia Council for College and Career Success and contracted by PYN to operate WorkReady programs during PY 2012-2013

ACE Mentor Program • Allegheny West Foundation • ASPIRA, Inc. of Pennsylvania • Attic Youth Center • Boat People SOS, Inc. • The Bridge, an affiliate of PHMC • Cambodian Association of Greater Philadelphia • Caring People Alliance • Catholic Social Services • Communities In Schools of Philadelphia, Inc. • Community Action Agency of Delaware County • Congreso De Latinos Unidos • Corinthian Community Center/JAAMA Empowerment Program • Council for Spanish Speaking Organizations (Concilio) • De La Salle Vocational • District 1199C Training & Upgrading Fund • Diversified Community Services • EducationWorks • Federation of Neighborhood Centers • Foundations, Inc. • Free Library of Philadelphia • Foundation • JEVS Human Services • LULAC National Educational Service Centers • Lutheran Children and Family Service of Eastern Pennsylvania • Management and Environmental Technologies, Inc. • Methodist Services for Children and Families • Mural Arts Advocates • New Foundations Charter School • Norris Square Neighborhood Project • North Light Community Center • Nu Sigma Youth Services • PathWays PA • Penn Medicine • People for People, Inc. • Philadelphia Academies, Inc. • Philadelphia Department of Parks and Recreation • Philadelphia Education Fund • Philadelphia Futures • Philadelphia Housing Authority • Philadelphia Physicians for Social Responsibility • Public Health Management Corporation • Resources for Human Development • Sankofa Freedom Academy Charter School • SEAMAAC • Student Conservation Association • Sunrise of Philadelphia, Inc. • Temple University • Center for Social Policy and Community Development (CSPCD) • Temple University • The Information Technology and Society Research Group (ITSRG) • Temple University • The University Community Collaborative of Philadelphia (UCCP) • United Communities Southeast Philadelphia • University City District • University of Pennsylvania Netter Center • The Netter Center for Community Partnerships • Urban Affairs Coalition • Urban Tree Connection • Valley Youth House Committee, Inc. • Variety • The Children's Charity of Greater Philadelphia • Women's Christian Alliance • YouthBuild Philadelphia Charter School



WorkReady Philadelphia is the city's workforce preparation system for youth and young adults, supported by investments from government, the business sector, local and national philanthropies, and individuals. WorkReady is overseen by the Philadelphia Council for College and Career Success, a committee of the Philadelphia Works board, and is managed by the Philadelphia Youth Network, Inc. (PYN) The following partners recruit employers to offer opportunities for youth through WorkReady: City of Philadelphia • Greater Northeast Philadelphia Chamber of Commerce • Greater Philadelphia Chamber of Commerce • Main Line Chamber of Commerce • Philadelphia Academies, Inc. • The School District of Philadelphia • United Way of Greater Philadelphia and Southern New Jersey