Board Meeting Briefing Book

Thursday, March 14, 2019
9:00 – 11:00 a.m.

Philadelphia Works
One Penn Center at Suburban Station
1617 JFK Boulevard, 13th floor
Philadelphia, PA 19103
Philadelphia Works Board Meeting

March 14, 2019 | 9:00 – 11:00 A.M.
Location: Philadelphia Works, 1617 JFK Blvd., 13th floor, Philadelphia PA, 19103

Presiding: William Strahan, Chair

Agenda

Welcome and Special Reports
I. Opening Remarks & Executive Session
   William Strahan

II. Consent Agenda
   • Philadelphia Works Update
   • Board Meeting Summary, December 13, 2018
   • Committee Meeting Summaries
   William Strahan (p. 3-5) (p. 7-10) (p. 11-25)

III. CEO Report
   • CEO remarks
   H. Patrick Clancy

Committee Reports / Actions
I. Employer Engagement & Workforce Strategies Committee
   • Committee Update
   Heloise Jettison

II. Finance Committee
   • Committee Update
   • ACTION: Approve Financial Statements for the Six-month Period Ended December 31, 2018
   Dale Porter (p. 29)

III. Human Resources Committee
   • Committee Update
   Norma Romero-Mitchell

IV. Research & Policy Committee
   • Committee Update
   Meg Shope Koppel

V. Youth Standing Committee
   • Committee Update
   Daniel Fitzpatrick

Adjournment
William Strahan
Board Meeting Briefing Book

March 14, 2019

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Consent Agenda Items

Overview
The following items are on the Philadelphia Works Consent Agenda for March 14, 2019:

- Philadelphia Works Update (p. 3)
- December 13, 2018 Board Meeting Summary (p. 7)
- Committee Meeting Summaries and Reports for this Quarter (p. 11)

Items on the Consent Agenda will not be discussed unless requested by a Board member. The following is a brief overview of each item.

Philadelphia Works Update
This report highlights efforts and progress during the quarter. More details on the information and initiatives outlined in this report, as well as other efforts in which the Board is engaged, can be found in other sections within the board meeting briefing book, or are available at www.philaworks.org.

Meeting Summary: December Board Meeting
The Board is being asked to approve the draft meeting summary from the December 13, 2018.

Committee Meeting Summaries
The Board is being asked to approve the committee meeting summaries included in today’s board briefing book.
Updates in this Report

Workforce Development System-wide Highlights

New Business

Youth System Highlights

Workforce Development System-wide Highlights

PAsmart Grant

Governor Tom Wolf and the Pennsylvania Department of Labor & Industry recently announced that Philadelphia workforce stakeholders will receive more than $2.5 million to support innovative approaches in industry partnership programs and apprenticeships. The funding comes from PAsmart, the new workforce development initiative outlined last year by Governor Wolf to help Pennsylvanians enhance the skills they need for family-sustaining jobs. The PAsmart grants will fund numerous programs city-wide, including two industry partnerships and 21 apprenticeship and pre-apprenticeship programs.

Philadelphia Works will administer the industry partnership grants. The active Southeastern Pennsylvania Manufacturing Alliance industry partnership will utilize the funding to enhance trainings and convenings, while a new industry partnership in hospitality, leisure, and entertainment will be formed with multiple employers in this industry, along with workforce development and community partners, to align workforce planning with the needs of employers to create industry-specific talent development and retention solutions. Additionally, several organizations in Philadelphia received funding to support, grow, and/or create new Registered Apprenticeship and Registered Pre-Apprenticeship programs. The awarded grants include programs in the skilled trades, healthcare, early childhood education, IT, biomedical research, manufacturing, drone technology, and media arts. ApprenticeshipPHL, the recently launched regional apprenticeship initiative, received a grant for the Southeast PA Region Registered Apprenticeship Ambassador Network, which will develop pre-apprenticeship to apprenticeship models in the region’s six high growth industries and train CareerLink staff in employer outreach and engagement around apprenticeships.

The PAsmart grants will help Philadelphia workforce stakeholders address many of the recommendations put forth in Fueling Philadelphia’s Talent Engine, the citywide workforce development strategy released in 2018. The strategy focuses on three main goals: preparing Philadelphians with the skills employers need; addressing barriers to career opportunities; and building a workforce system that is more coordinated, innovative and effective.
New Business

Grand Opening of the Northeast Hub

On February 8, Philadelphia Works joined leadership from Community College of Philadelphia (CCP) to cut the ribbon at the new PA CareerLink® Philadelphia Job Resource Hub at CCP’s Northeast Regional Center. The new Hub will serve as an access point to services for job seekers and employers located in the Northeast. The goal is to connect both job seekers and employers to help fuel the growth of residents and businesses while helping to align PA CareerLink® services with CCP programs.

The Hub features a computer lab with access to digital services provided at a typical PA CareerLink® Philadelphia Center. There is a full-time Community Workforce Connector for one-on-one job search assistance, resume development, and referral to training programs. The Hub will also serve as a recruitment center for local employers. Recruitment events and other employer services will be hosted on a regular basis.

Philadelphia Works is excited to partner with the CCP to provide a coordinated effort to address the workforce needs of this Northeast Philadelphia community.

Youth System Update

WorkReady Application and Summer Update

Philadelphia Works, in partnership with the youth provider network, continues its efforts to support youth and young adults as they are learning about careers, connecting to work experience opportunities, and attaining employment and/or advancing in post-secondary education. In February 2019, Philadelphia celebrated Career and Technical Education (CTE) Awareness Month. The School District of Philadelphia (SDP) facilitated many events across the city collaborating with specific CTE Schools, the Department of Commerce,
Mayor’s Office, employers, students, families, and more. Events highlighted CTE programs, industry careers, and student achievements.

Philadelphia’s WorkReady Summer 2019 program is in motion! WorkReady addresses the importance of youth employment by providing young people an opportunity to learn as well as giving employers the opportunity to gain new energy, creativity, and youth input at their companies. The enrollment process continues to begin early allowing more time to fulfill program requirements. The WorkReady Summer 2019 participant application is available now at http://www.workreadyphila.org/. To partner with WorkReady Summer 2019 as a funder, worksite to host youth participants, and/or a summer program that operates currently, please visit: https://www.pyninc.org/forms/supportworkready to complete an interest form.
Welcome
Mr. William Strahan called the meeting to order at 3:05 p.m. MOTION was made to approve the consent agenda. ACTION: the motion was approved unanimously.

CEO Report
Mr. H. Patrick Clancy announced the opening of Citizens Bank Regional Maritime Training Center. It’s the first workforce development initiative providing formal, enhanced training opportunities and OSHA safety training for port workers in Philadelphia. The training center is located at PhilaPort in southwest Philadelphia. Citizens Bank is partnering the Collegiate Consortium for Workforce and Economic Development, PhilaPort and Philadelphia Works to start the training center. The Collegiate Consortium will develop curricula resulting in job-specific training certifications. Philadelphia Works has applied for a PAsmart Grant, to help pay for incumbent worker training and employers have volunteered to assist in paying for training as well. A mini PA CareerLink® Philadelphia center will be at the site for intake.

Mr. Clancy noted in 2017 Governor Wolf announced a comprehensive Capital Investment Program at the Port of Philadelphia that will result in more than $300 million to the Port’s infrastructure, warehousing, and equipment. The capital investment program will give the Port of Philadelphia the tools it needs to improve its competitive position and create thousands of family-sustaining, middle class jobs while increasing State revenues.

New Board Member
Mr. Clancy introduced and welcomed Mr. Estevan Vera Jr., a newly appointed board member. Mr. Vera represents Laborers’ Local 57.

National Apprenticeship Week
National Apprenticeship Week (NAW) was held November 12-16. Regionally, eight events presented the field of apprenticeships. Mr. John Stahl III, Insulators Local 14 J.A.C., provided details on their events. Interested individuals were invited to visit the training center where they interacted with apprentices and performed a minor hands-on project. In a classroom setting, guests were guided through the application process and the syllabi of the apprenticeship. At the end of the event, information was provided as a research aid for those with an interest in apprenticeships.

ApprenticeshipPHL Website
Mr. Clancy announced the creation of the ApprenticeshipPHL website, a collaborative effort by Philadelphia Works, JEVS, District 1199C, and the building and finishing trades. The website, serving as a clearinghouse, will provide information about all apprenticeship programs in the region.
Mr. Mark Genua, Apprenticeship Program Director at Philadelphia Works, narrated the visitor experience as board members viewed an on-screen sampling of the website. Target users will include employers, potential participants, educators, counselors and others.

PAsmart Initiative
Governor Wolf announced the availability of $30 million in grants under PAsmart. PAsmart a new workforce development initiative to help Pennsylvanians get job training. Philadelphia Works will be the fiscal agent for seven grants and the lead applicant for two grants and co-applicant with Delaware County. The grants will develop and expand registered apprenticeships and pre-apprenticeships training programs. Applications are due December 14, 2018. We should receive notification of funded proposals in 30 days.

Apprenticeships in Healthcare
Ms. Cheryl Feldman briefly described the partnership of District 1199C Training & Upgrading Fund with the Community College of Philadelphia for the Child Development Associate (CDA) apprenticeship program. This is a career pathway that leads to teacher certification for early childhood education workers in Philadelphia.

Mr. Clancy remarked that higher-skilled and higher-credentialed individuals are needed to meet employer demand. We believe the apprenticeship model of “earn and learn” gives individuals an opportunity to earn wages and acquire additional credentials at the same time. It is expected these programs will provide college credits that articulate with associate’s degrees and then possibly to bachelor’s degrees.

Philadelphia Works welcomes outreach suggestions for apprenticeships and will implement those that are feasible. Mr. Clancy also noted that Philadelphia Works is seeking an ambassador grant to support a strong outreach campaign that will benefit all apprenticeship programs.

Data Sharing Agreement
Mr. Clancy announced Philadelphia Works has worked diligently with colleagues in Harrisburg to develop a Data Sharing Agreement. This agreement will enable us to access wage and employment data to validate the success of services offered to PA CareerLink® Philadelphia customers. He explained that 40,000 customers visit the PA CareerLink® Philadelphia centers yearly, and 28,000 of them seek minimal rather than intensive services. Therefore, service outcomes are not accurately measured given our limited knowledge of employment successes. With the agreement, employment and wage information will enable us to determine successful employment.

Advanced Manufacturing Week
Mr. Clancy noted that in October 2018 we held a Manufacturing Summit at The Fuge. Career and Technical Education (CTE) students attending had an opportunity to meet with employers and hear about careers in the field of advanced manufacturing. The summit was managed by our advanced manufacturing industry partnership which consists of at 60 companies and has been continuously active over the past 12 years.
Automated Water Meter Upgrade Project
Mr. Clancy thanked City Council for approving the automated water meter upgrade project. A consumption reading device will be installed on water meters in the homes of all Philadelphia residents over the next three years. This project not only provides employment for 60 to 80 individuals at a salary of $22 per hour but it includes pre-apprenticeship into the electrical union, plumbing union or the Philadelphia Water Department. Board members, Mr. Richard Lazer and Mr. Manny Citron were instrumental in negotiating this project.

Philadelphia Works Website
Mr. Clancy credited the website redesign project to Dr. Meg Shope Koppel and Ms. Elena Vayner, Manager of Programming. The board screened the redesign with comments from Ms. Vayner, and consultants Ms. Kasey Thompson, Ms. Rachel Dukeman and Mr. Ali Jaffar. Key factors in the redesign were based on audience research and analytics available from the current website. Ms. Dukeman noted the three key strategies being applied to the website are: user experience, dynamic content, and auto-updated content.

PA CareerLink® Access Point
Mr. Clancy announced that in January 2019, Philadelphia Works, in partnership with the Community College of Philadelphia (CCP) will open a PA CareerLink® Access Point at CCP’s Northeast Regional Center. The opening provides much-needed access to services for residents in the northeast Philadelphia.

Rapid Response Grant
Philadelphia Works was awarded a Rapid Response grant of $999,000 to aid dislocated workers from the Philadelphia Shipyard, Sears, Kmart, North Philadelphia Health System and Bartash Printing. The grant allows dislocated workers to receive prompt assistance and avoid delays created by residency requirements. Some shipyard workers have already been redirected to other employers.

Philadelphia Works Request for Proposal (RFP)
Philadelphia Works is preparing an RFP to re-bid the PA CareerLink® Philadelphia system which consists of four sites and one system-wide providers. The RFP release is scheduled for January 2019. New or existing organizations may submit a proposal.

Vocational Skills Training RFP
The RFP for Vocational Skills training is ongoing and can be accessed through the Philadelphia Works website. Any organization can submit an RFP to Philadelphia Works for the youth or adult programs.

Teacher in the Workplace Grants
Philadelphia Works is pursuing Teacher in the Workplace grants. Mr. Clancy thanked Ms. Michelle Armstrong and the School District of Philadelphia for their partnership and support.

Board Member Recognition
Mr. Clancy recognized four Philadelphia Works Board members. Our board members impact the City of Philadelphia:

Mr. Patrick J. Eiding – World Peace Prize, “Roving Ambassador for Peace”
Mr. Nolan Atkinson Jr. – Philadelphia Business Journal, Trailblazer; “Best of the Bar Hall of Fame”
Mr. Harold Epps – Philadelphia Business Journal, 100 Most Powerful People (Philadelphia)
Mr. Peter Gonzales – Philadelphia Business Journal, 100 Most Powerful People (Philadelphia)
**Employer Engagement & Workforce Strategies Committee**
Ms. Heloise Jettison stated during the committee meeting of November 16, 2018 a discussion ensued about Philadelphia Works’ investments, industry partnerships and PA CareerLink® Philadelphia procurement. She noted there are three items the committee is working on to make sure that we are aligned, and the investments of Philadelphia Works are supporting the City’s endeavors. She emphasized the committee wants to avoid overwhelming employers, but rather hear them and provide what they need.

**Finance Committee**
Mr. Dale Porter reported the Finance Committee and Executive Committee gave unanimous approval of the Financial Statement for the First Quarter Fiscal Year 2019. He stated Philadelphia Works is very well-funded at this time. There are many initiatives, and more programs operating than at any given time in the past. Philadelphia Works is meeting spending revenues as intended and meeting all obligations. Mr. Porter mentioned auditors are currently in-house reviewing fiscal year 2018. **MOTION** was made to approve the Financial Statements for the First Quarter Fiscal Year 2019. **ACTION:** the motion was approved unanimously.

**Human Resources**
Ms. Norma Mitchell-Romero reported that Philadelphia Works recently hired Ms. Sheila Boornazian as Director of Human Resources. She is meeting with the executive staff at Philadelphia Works and getting acclimated to the organization. Ms. Boornazian is taking the lead on performance management and establishing smart goals.

**Research and Policy Committee**
Dr. Shope Koppel shared that Ms. Shirley Moy, Executive Director of the North Philadelphia Workforce Initiative at Temple University, and Mr. Wes Somerville, Director of the LenFest Foundation, guests at the committee’s last meeting, discussed what they are trying to accomplish in North Philadelphia with the comprehensive workforce development initiative.

**Youth Standing Committee**
Mr. Daniel Fitzpatrick reported that 7,000 youth were served in programs this past summer; 4,000 of the interns were funded directly through Philadelphia Works investment. Companies represented by board members provided 500 summer internships for youth. Mr. Fitzpatrick stated the challenge remains to garner additional funding for the city’s youth and young adults.

Ms. Michelle Armstrong announced the school district’s focus is to introduce IT and STEM programs to seventh and eighth graders creating a pathway for high school students to lead to pre-apprenticeship programs.

**Adjournment**
With no other business, the meeting adjourned at 4:40 p.m.
Welcome and Introductions
Ms. Heloise Jettison brought the meeting to order at 10:00 a.m., followed by an introduction of meeting attendees and the organizations they represent. MOTION by Mr. Pat Eiding to accept the minutes as published in the Board Briefing Book was approved.

Updates
Southeast Pennsylvania which includes the City of Philadelphia and Bucks County received $2.5M for pre-apprenticeships, apprenticeships and industry partnerships that are registered by the state issuing Department of Labor certificates of completion and are career backed. Pennsylvania is one of the few states that require national apprenticeships be registered in the rigorous system at the state level. The pre-apprenticeships must yield into apprenticeships which must transition into careers.

These apprenticeships connect to the PA CareerLink® Philadelphia system and will be feed into ApprenticeshipPHL clearinghouse website for all apprenticeships city-wide. Philadelphia Works is not the fiscal agent but will receive performance information for these apprenticeships if Philadelphia Works directly invested into them.

Some of the apprenticeships that will receive the $2.5M in funding are: Next Gen Construction Industry Partnership, The Wistar Institute’s Biomedical Research Technician Apprenticeship, OIC’s Drone Technology Program, Southeastern PA Manufacturing Alliance (SEPTMA), CCP & SEPMA Partnership – Career Readiness Soft Skill Growing Registered Pre-Apprenticeship Program, IT Works Pre-Apprenticeship Program, PYN’s Health Retail Pharmacy Technician Pre-Apprenticeship Program (CVS/JobCorp/CCP), District 1199C’s PA Early Childhood Education Registered Apprenticeship Program Ambassador Network, SEPA Region Registered Apprenticeship Ambassador Network, Greater Philadelphia Hospitality & Entertainment Next Gen Partnership and the Transportation and Logistics Industry Partnership of Southeastern PA (Port of Philadelphia).

A new category of apprenticeships, the Ambassador Network, convinces other local areas in the commonwealth to develop early childhood credentials and build them into a career pathway. They are models to help other areas accomplish similar types of outreach through education on apprenticeships, how to promote them, resource training, and creating collateral and proper marketing materials.
A Hospitality and Entertainment convening grant has been issued which will analyze all the City’s hotel and entertainment venues to understand their workforce needs to help them grow and develop. It is hopeful the new PREIT Fashion District will join this partnership.

Philadelphia’s Rapid Response Program received $450,000 from the state. These funds will allow for greater flexibility for programming within the system.

Philadelphia Works has donated approximately $2M TANF-Youth funds to the City of Philadelphia’s Violence Prevention Program. This program, along with the Philadelphia Police Department utilizes Penn Point, a data analysis tool to predict where crime might take place and target the area’s most in need to put services in place to prevent criminal activity. This program was created to engage youth, redirecting their attention to better opportunities to help decrease the likeliness of them getting into trouble.

A Request for Proposal (RFP) was opened to accept applications for the TANF-Youth development funds. Contracts will soon be awarded.

**Procurement of the PA CareerLink® Philadelphia System**

Two RFPs were opened for bidding of the PA CareerLink® Philadelphia Centers and the Cross Center, respectively. These solicitations are for current vendors to re-apply and for new vendors to apply to be service providers at the four centers and the Cross Center/Employer Engagement Integrated Center starting July 1, 2019.

It is requested board members join the ad hoc group to review and evaluate the vendor proposals. Once the vendor selections are complete, the contracts will be granted for three-year terms with the ability to be extended for two single year terms. Five years is the maximum term resulting in a new bid for the system providers.

Mathematica’s Goal4 It!™ program is being utilized to help enhance the EARN program. The Governor’s Office released a proposal to redesign the merger of these two programs due to underperformance state-wide and is approximately 18-months away for implementation. Philadelphia will continue moving forward and provide services to customers utilizing the Goal4 It!™ program until more clarity is provided on future goals and achievements from the state.

**Performance Tracking for the Committee**

As a way to improve information in the board briefing book, the Employer Engagement and Workforce Committee provided suggestions on information that could be included such as: career seeker services, training providers and employer services.

**Adjournment**

With no other business, the meeting was adjourned at 11:27 a.m.
Chair Welcome
Mr. William Strahan called the meeting to order at 3:25 p.m. MOTION was made to approve the following agenda items: Executive Committee Meeting Summary of September 12, 2018; CEO report; Committee Reports and Action Items to be presented to the full board, and the draft Board Meeting Agenda for December 13, 2018. ACTION: all items were approved unanimously.

CEO Report
Mr. H. Patrick Clancy provided an update on continuously evolving activities at Philadelphia Works.

Port of Philadelphia
Mr. Clancy announced today’s opening of the first ever Citizens Bank Regional Maritime Training Center located at 61st Street and Essington Avenue. KYW Television and radio covered the event.

Mr. Clancy recognized Mr. Manny Citron’s efforts in helping to bring various parties together for discussions around the training center. Mr. Clancy lauded the tireless work of Mr. Daniel Fitzpatrick of Citizens Bank, the primary investor committed to funding the facility’s modular classrooms. Also, the Collegiate Consortium for Workforce and Economic Development is a partner. Mr. Dan Pruitt, Eastern Lift, agreed to move equipment on and off the site as needed to facilitate hands-on training. Mr. Clancy noted that a mini-PA CareerLink® center will be on-site to provide services as well as a TWIC (Transportation Worker Identification Credential) office for newly trained port workers to receive their credentials. Credentials are a requirement for working at the port. Mr. Fitzpatrick added that this training effort is a great collaborative effort and is receiving much private support.

Mr. Clancy reported on next steps at the training center: early in 2019, the modular classrooms will be on-site. In partnership with Ms. Karen Kozachyn, Dean of Workforce Development at Delaware County Community College (DCCC), who also manages the Collegiate Consortium, we will seek state and federal funding. To start, we will request $300,000 in state funds through the PAsmart Next Generation Industry Partnership Grant to pay for incumbent worker training. Discussion will follow with Ms. Kozachyn on how to pay for new worker training.

Data Sharing Agreement
Mr. Clancy reported that Philadelphia Works is the first workforce board to attain a data sharing agreement with the PA Department of Labor and Industry. The agreement allows Philadelphia Works to receive customers’ automated wage and employment data. Dr. Meg Shope Koppel will oversee the database. Mr. Clancy stressed that any information gathered is confidential and cannot be shared with contractors.

TANF Performance Policy
Mr. Clancy reported that the state is becoming increasingly collegial to Philadelphia Works and open to innovative ideas. Philadelphia Works receives 65 percent of its TANF single parent grant up front and then
earns the remaining 35 percent by submitting validated customers’ pay stubs to the state. Over the past few years we have accumulated approximately $11 million (between $4 million and $5 million per year) in earned funding. Due to restrictions of use, those funds were not reinvested until very recently when more flexibility of spending was allowed. The funds now cover training for TANF recipients while they are employed, pursuing an education or attaining certifications.

In Philadelphia, TANF consists of three programs; WorkReady, EARN, and KEYS (Keystone Education Yields Success) program. New flexibility allows us to explore ways to fund other programs within the TANF block grant i.e., the KEYS program. Often KEYS participants who attend a community college exhaust their PHEAA and Pell Grant allotment on remediation classes before credit classes have begun. We are proposing to utilize some of the funding to help KEYS participants pay tuition.

**Apprenticeship Website**

Mr. Clancy announced Apprenticeship Week occurred in November. The celebration included the release of the new website ApprenticeshipPHL. ApprenticeshipPHL is a regional collaborative network of organizations working with apprenticeships, and a clearinghouse of information for apprenticeships. The website offers users access to a plethora of information such as types of apprenticeships, qualifications, employers, and more. Philadelphia Works has dedicated staff working exclusively on apprenticeships and getting the word out about various opportunities. Credits for website design input go to the finishing and building trades, JEVS, District 1199C, and the School District of Philadelphia. Philadelphia Works’ board will view the website at the December meeting.

Dr. Shope Koppel noted that KYW news radio shows interest in apprenticeships and continues to feature broadcast interviews with Philadelphia Works to promote the ApprenticeshipPHL website. Additionally, Mr. Clancy stated we are in the final stage of hiring a communications manager, which will play a key role in all that we hope to achieve.

**PA CareerLink® Philadelphia**

Mr. Clancy announced that Philadelphia Works, in conjunction with Community College of Philadelphia, will open a mini PA CareerLink® Philadelphia center at the college’s Northeast Regional Center. Board members will get a technological tour of the facility at the December meeting.

**PA Smart Grant Initiatives**

Mr. Clancy advised that Philadelphia Works, in partnership with the City of Philadelphia and District 1199C will pursue seven Industry Partnership grants available through the PAsmart initiative. Applications are due in December 2018. The grant categories are building and construction, advanced manufacturing, hospitality, transportation and logistics (PhilaPort), healthcare, early childhood learning, and IT.

Philadelphia Works is also seeking the Apprenticeship Ambassador Grant to fund a media strategy on apprenticeships.

Teacher in the Workplace Grant funds teachers’ exposure to a host of workplaces, from which they carry their newly-gained knowledge back to their classrooms. Thus far, 130 teachers have explored workplaces.

**SEPTA Boot Camps**

Mr. Clancy announced that Philadelphia Works conducted two major boot camps for SEPTA. The first boot camp trained 35 participants as bus drivers and train conductors, and 11 participants were trained for
electrical and mechanical skills jobs. Participants are presently in the interview process. Additional bootcamp training is on hold pending interview results.

**Water Meter Training**
Mr. Clancy attended a City Council meeting today to give supportive testimony for the vendor selected to do the water department’s automated water meter installation project. However, the meeting timed out and that testimony was not heard. The project in question is a three-year pre-apprenticeship program into either the electrical or plumbing unions or the Philadelphia Water Department. The project is expected to hire 80 workers at $22 per hour. Updates to follow.

**Rapid Response Grant**
Mr. Clancy stated that Philadelphia Works received a grant totaling $999,000 to aid dislocated workers.

**RFP for the PA CareerLink® System**
Mr. Clancy announced the rebidding process is underway for the four PA CareerLink® Philadelphia centers and the Cross-Center. The cost to run each PA CareerLink® Philadelphia center is approximately $5 million and for the Cross-Center costs are between $5 million and $6 million. Various committees of the board are working on this project. It is expected that some Cross-Center services will be done differently or bring in-house due to duplication of effort. Hours will expand to include nights and weekends so more customers can have access to services. Mathematica Research has been assisting with the RFP design. The RFP releases in January 2019. The board will be engaged throughout the RFP process. It will most likely be necessary to convene a meeting of the Board in April to review the evaluation process of the proposals and vote on selections.

**Finance Operations Narrative**
Mr. Dale Porter stated that the Operations Narrative presents standard information. He asked for approval to move the report to the full Board. He said contracts are in the Narrative for disclosure only. Mr. Clancy stated that Philadelphia Works is on pace to spend appropriately.

**MOTION** to approve the Finance Operations Narrative. **ACTION:** the item was approved unanimously.

**Adjournment**
With no other business to be discussed, the meeting was adjourned at 4:20 p.m.
Finance Committee Meeting Summary
Monday, February 11, 2019 | 9:00 – 10:00 A.M.

Approval of Prior Meeting Minutes
Meeting was called to order at 9:00 a.m. **MOTION** to approve prior meeting summary minutes held on September 11, 2018 was approved.

Audit Presentation FY2018, Draft Audit Report
Mr. Darrell Giles of Mitchell Titus the Independent audit firm presented the FY2018 draft audit report and required communication to the Finance Committee. The audit opinion is unmodified with no findings or questioned costs. The draft audit was approved by the Finance Committee.

Operation Narrative and Financial Statements for Six Months Ended December 31, 2018
Mr. Chris Santarelli presented the financial statements for six months ended December 31, 2018.

The Statement of Financial Position indicates current assets are greater than current liabilities. Accordingly, we are meeting our short-term obligations.

Cash balance at the end of December 2018 is lower than prior year primarily due to outstanding receivable and decreases in Due to Subrecipients. The bank balance at January 24, 2019 was $9MM.

Currently expending TANF Adult funds at a rate to fully spend cost reimbursement funding by the end of the 3rd quarter, all 4th quarter expenditures are projected to be funded by performance funds.

Currently expending WIOA Adult funds at a rate to fully spending funding by June 30, 2019. WIOA DLW approximately 40 percent of funding has been spent through December 2018. TANF and WIOA Youth currently substantial carryover funding remains from the prior year. **MOTION** to approve the financial statements was approved.

FY19 Executed Contracts
Previously executed contracts were presented to the group for disclosure purposes only and does not require approval.

Adjournment
With no further business, the meeting adjourned at 10:00 a.m.
Welcome and Agenda Overview
Ms. Norma Romero-Mitchell called the meeting to order at 3:00 p.m. She welcomed all to the meeting. **MOTION** was made by Ms. Romero-Mitchell to approve the September 17, 2018 minutes. Mr. Nolan Atkinson moved to approve the minutes and Ms. Romero-Mitchell seconded the motion. **ACTION:** the minutes were unanimously approved.

Internal Contracting System Update
One of Mathematica’s initiatives was to analyze how the organization manages the contracts. After the analysis, Mathematica recommended a pilot to focus on on-the-job-training (OJT) contracts. This will involve a new role, workflow, and procedures. The objective is to monitor the performance of the pilot, adjust as we go along and keep the lines of communication open with all internal and external key stakeholders. If the pilot is successful, the process will be adopted for all other contracts. The pilot will begin sometime next month.

Performance Management Update
Staff performance and developmental goals are now entered into the new performance management system, TrakStar. Managers and employees will meet to discuss the progress of goals quarterly. The purpose is to ensure that conversations take place throughout the year, and there are no surprises on the annual evaluation. Staff is in the process of conducting quarterly reviews.

Training: Leadership Works Program
One of Mrs. Boornazian’s observations when she came on board, was the need for management development. Dr. David Weiman’s involvement with the management team in 2018 had a positive impact. He provided leadership tools that prepared the management team for the next level of a leadership program, “Leadership Works”. This program is a compilation of seven half-day programs over a three-and-a-half-month period. The objective is to learn one component of “Leadership Works” and apply it in their work environment. At the next session, participants will discuss and evaluate the lessons learned in addition to learning a new skill set. The pre-work for this program includes a Predictive Index (PI) assessment, EQ-i assessment (Emotional Intelligence) and a 360 Feedback Survey created by Human Resources. The PI is an assessment tool that measures an individual’s motivational needs and can be used as a communication tool. Each manager will meet with the Leadership Coach, Ms. Joan Marshall, to review the results of all three assessments that will create a self-awareness prior to the beginning of the program.

Talent Acquisition Strategies
To support the HR strategy, it is critical to have the necessary tools to attract talent, but also have a process in place to generate a talent pipeline. Ms. Boornazian and Ms. Tiffany Jenkins worked with the consultants who are managing Philadelphia Works’ new website. The career page was enhanced to showcase the benefits Philadelphia Works provides to employees and promote how great it is to work here. Ms. Jenkins obtained testimonials from staff to support what it’s like to work at our organization. To increase social
media, she is working on getting consent from staff to post pictures of our events on various social media platforms. Although Philadelphia Works does not have a Diversity and Inclusion recruitment strategy that ensures robust recruitment opportunities when filling a position, the recruitment outreach involves many organizations that are diverse. Ms. Boornazian informed the committee Philadelphia Works is a diverse organization and she welcomes any support from the committee to formalize a written policy.

To generate a talent pipeline, Ms. Jenkins is creating a formal co-op program with local universities. This will generate a cycle of students each semester.

**Staff Updates**

There were six new additions: two apprenticeships; two training initiatives; one Youth Program; one Finance.

There were five departures, two promotions, and four open positions.

One of the main reasons for employee departure was career advancement/development. Staff is addressing this issue by formalizing the “Leadership Works” Program and creating other staff development opportunities.

Staff will provide a report of turnovers for the committee to review at the next meeting.

**Adjournment**

With no other business, the meeting was adjourned at 3:31 p.m.
Welcome and Approval of Minutes
Ms. Heloise Jettison called the meeting to order at 9:00 a.m., followed by an introduction of meeting attendees and their organizations. The November 2018 meeting notes will be sent to members for review and approval. **MOTION** was approved as distributed with a notation made to accept that corrections and additions will be made as noted.

One-Stop Manager Report
Ms. Diane Inverso recommends that Ms. Naomi Nyanungo replace her on the One-Stop Standing Committee. Ms. Inverso will retire in April 2019. Ms. Jeanne O’Brien supports the recommendation. The committee will take this under consideration.

The Committee was provided with a listing of Memorandum of Understanding (MOU) Partners. It was requested that committee members suggest additional potential MOU or Community Connections Partners.

Operators Technical Activities
The One-Stop Operator Manager (OSM) and Philadelphia Works collaborated by holding a resource fair supporting furloughed federal employees. A program resource document including processes and procedures will become available on SharePoint in collaboration with Philadelphia Works. Six new youth partners have fully executed MOUs and are developing referral process flows.

Partner Engagement
Partner process flows are being created, tested, reviewed and revised. Ms. Patricia Blumenauer shared a change in allowable activities for EARN customers regarding literacy. Ms. Diane Inverso noted a concern regarding individuals with high school equivalency with low-level academic skills. The OSM noted the addition of the role of Youth Navigator, Jamaine Jackson, who serves at PA CareerLink® Suburban Station. An update on yearly training is being reviewed by Philadelphia Works. HIPAA has been updated as a live online training with the support of Philadelphia Works staff. Engagement process improvement with the Community Connections team is taking place. An MOU Partners Gathering was held on February 6, 2019.

System Reporting
The One-Stop Operator Scope of Service revision to be completed with Philadelphia Works. The OSO dashboard will remain in place for review at each committee meeting. The dashboard demonstrates partner engagement and participation.

Adjournment
With no other business, Ms. Heloise Jettison adjourned the meeting at 9:59 a.m.
Welcome
The meeting was called to order at 10:07 a.m. Dr. Meg Shope Koppel welcomed the committee and introduced guests, Ms. Shirley Moy, Executive Director of Temple University North Philadelphia Workforce Initiative; Tamila Lay, Director, Division of Employment & Training at the Pennsylvania Department of Human Services and Dr. Samir Nurmohamed, Professor of Management at the Wharton School. Minutes were previously approved unanimously.

Research on Using Narrative to Improve Customer Outcomes
Dr. Nurmohamed described his study “persistence, job search and how to find success”. The study was done focused on TANF EARN customers from the Philadelphia PA CareerLink® Suburban Station and Northwest centers. From earlier research, there is a precedent understanding that adversity, such as discrimination, can affect a person’s success reaching goals. There are subtle and routine forms of discrimination that can impact day-to-day life. Dr. Nurmohamed stated he wanted to investigate and understand how narratives or telling a story can help individuals overcome trauma and adversity in forms of discrimination on the job. Telling stories about your life can give people a chance to reflect and help them figure out how to move forward. The stories can be used to provide structure for learning from their past successful experiences and how these can affect their well-being in the future.

The study also looked at the impact of expectations of other people. When others have high expectations of you, that can lead you to have high expectations for yourself. Lastly, the study looked at how being perceived as unmotivated, or as an underdog can sometimes be beneficial if success is reached despite obstacles.

Customers of the study participated in an hour-long workshop named "My Story, My Success." In the workshop, they received instructions on completing a narrative. They were asked about their personality, prior experiences with discrimination and when they were last employed. Participants were also asked to explain when others had low expectations of them, but they had high expectations for themselves to reach a goal. One of the key findings is that experiencing discrimination did not have an effect on finding employment if the customer saw themselves as “overcoming the odds” against them.

This is the third research project Dr. Nurmohamed has done with PA CareerLink® Philadelphia. Results of this study will be published in the future.

Policy Updates
Ms. Lay mentioned the press release from Governor Wolf’s administration wanting the Department of Human Services to put out a Request for Applications (RFA) to seek intensive case management for job seekers. She stated there has been much conversation about this model at the state and local levels.

ATTENDANCE

MEMBERS:
Tsiwen Law
Yvette A. Nunez
Thomas Tyler (via conference)
Keith Wardrip

REGRETS:
Arun Prabhakaran
Jay Spector
Sheila Watkins
Catherine Wolfgang

GUESTS:
Tamila Lay
Shirley Moy
Samir Nurmohamed

STAFF:
H. Patrick Clancy
Meg Shope Koppel
Eleanor Avery
Mr. Clancy expressed concern as the Philadelphia Workforce Development Board. He asserted that if this state proposed model is enacted, centers in high poverty areas as in Germantown, North and West will close, and this could be destructive to Philadelphia’s economic well-being. With the literacy level in the City for those who most need employment at a fifth-grade level, there needs more skills training, not case management. He doesn’t oppose changing the program to benefit the TANF EARN customers and build capacity to place customers in a career pathway. However, we want to be the local intermediary who does the implementing and the leveraging to better respond to the local environment and local needs of the residents. Mr. Clancy feels there needs to be more discussion of how local areas and the state can work better together.

Information About the Public Workforce System
Dr. Shope Koppel referred everyone to the handout of Governor Wolf’s budget address and announcement of Statewide Workforce, Education, and Accountability Program (SWEAP). She stated the PA SMART and the Teacher in the Workplace programs are already engaged.

The newly elected Congress will propose TANF reorganization after completing the pressing issues around the budget.

Congress has put out proposed rules for comment that increase work requirements for adult able-bodied recipients in the SNAP (food stamp) program. Currently, Pennsylvania holds a waiver that reduces the employment requirements for some of the Able-Bodied Adults Without Dependents (ABAWD) group. If the rules pass, waivers will no longer be permitted, and all SNAP ABAWD beneficiaries must work at least 20 hours a week. If the committee has comments they should send them to Dr. Shope Koppel. She will submit them to the executive committee.

The new website is up and is now mobile friendly.

Dr. Shope Koppel will reach out to the committee for feedback regarding the Workforce System Quarterly Summary Report in the board briefing book. We are working to make information more accessible using key indicators and dashboards.

Adjournment
With no other business, the meeting was adjourned at 11:44 a.m.
Welcome and Introductions
Mr. Dan Fitzpatrick convened the meeting and welcomed members and staff. He gave a few brief updates and reviewed the minutes from the last meeting.

Board Book Discussion
Ms. Kimberly McCaffrey thanked committee members for participating in a survey about the Board Briefing Book Quarterly Youth System Report content. Ms. McCaffrey shared preliminary results and plans for next steps.

Procurement Updates
Ms. Farrah Farnese presented a strategic overview for the procurement of WorkReady Summer 2020 contractors. Ms. Farnese answered questions and agreed to follow-up with Committee members as needed prior to the release of a Request for Proposals.

Ms. McCaffrey reminded the committee that more procurements would take place during 2019. The committee will receive a strategic overview for the procurements of WIOA Youth and TANF Youth Development funded services at future meetings.

Programmatic Updates
Ms. Farnese and Ms. McCaffrey reviewed program models, shared programmatic updates, and outlined the contractors to be renewed for year-round and summer programming. Ms. Farnese shared that the system is currently accepting youth applicants via the online application for Summer 2019. She stated providers attended orientation and have started to host orientation sessions for youth.

Adjournment
With no other business, the meeting was adjourned at 3:43 p.m.
Action Item
Action Item:
Approval of the Financial Statements for the Six-Month Period Ended
December 31, 2018

Action
The Executive and Finance Committees recommend approval of the Financial Statements for the six-month period ended December 31, 2018.

Background
Philadelphia Works is required to prepare quarterly financial statements which are to be approved by the Finance and Executive Committees. Financial Statements include Balance Sheet, Statement of Activities, Cash Flow and administrative, and program expense projections.

Recommendation
The Executive and Finance Committees recommend the board approve the Philadelphia Works’ Financial Statements for six-month period ended December 31, 2018.
Workforce System Quarterly Summary Report
Philadelphia Workforce Development Area: Quarterly Summary Report

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What Philadelphia Works Does:

For employers and businesses
Philadelphia Works can expand your business by helping you find, train, and in some cases, subsidize wages of new employees. We may also be able to fund training programs for upgrading the skills of your current workers. Employer services line: 800-892-2288 or business@philaworks.org.

For job seekers
If you are looking for a new job or opportunities to advance or change your career, you can connect with job search and training resources, including the four Philadelphia PA CareerLink® centers. Career seeker services are detailed further on the website at: http://www.philaworks.org/job-seekers/welcome.

The Wistar Institute’s Biomedical Research Technician Apprentice.
Executive Summary: Program Year 2018 2nd Quarter
(October 1, 2018 through December 31, 2018)

Philadelphia Works meets all WIOA performance outcomes 2018 program year-to-date

Total customers seeking employment services at the PA CareerLink® Philadelphia centers
- 18,338 unique customers came to the PA CareerLink® Philadelphia centers for assistance with employment and career services.

New Initiatives Offer Additional Opportunities for Career Seekers
- Professional development of staff continues to be a focus in the workforce system; training series for all PA CareerLink® was completed on topics such as trauma-informed care, motivational interviewing, and culturally competency. Additionally, another cohort of staff was trained in the Goal4 It! service delivery model.

- The EARN Program Redesign continues to be a major priority; a new orientation session has been developed and implemented along with several more efficient processes. Additional device delivery improvements are being piloted, with full implementation planned for July 1, 2019.

Training increases this program year compared to program year 2017 (July 1, 2017 – June 30, 2018)
- There were 71 customers engaged this program year in On-the-Job training through December 31st with improving retention for both WIOA customers and TANF EARN customers. Training through Individual Training Accounts (ITAs) also increased for WIOA customers.

- 70 Opportunity Youth with a secondary credential began training to complete industry recognized credentials.

Our customers face multiple barriers to employment
- 93% of our customers face one or more barriers to employment for example low-income, single parents, or returning citizen status
Philadelphia Labor Force Supply and Demand

System Statistics – 2nd Quarter Program Year 2018 (October 1, 2018 – December 31, 2018)

Total unique customers served in the PA CareerLink® Philadelphia centers (all programs): 14,255

Total Youth active during the quarter (all Philadelphia Works funded programs): 1,566

Total WIOA registered and EARN Program customers placed into employment: Includes those not yet validated as “countable” by PA Department of Human Services 1,732

Total WIOA registered and EARN customers in training (VST, EARN OJT & WIOA): 523
PA CareerLink® Philadelphia
Program Year 2018
Second Quarter: October 1, 2018 to December 31, 2018

The No Wrong Door Integrated Services

The new PA CareerLink® Philadelphia centers ensure one-stop services for career seekers and employers alike. They provide comprehensive career placement services that connect qualified talent to open jobs. Career seekers can expect one-on-one career counseling, resume development and expanded workshops to assist them with improving their workplace skills thus enhancing their competitiveness in the job market. Employers can utilize candidate screening and hiring services including on-site hiring events and access customized on-the-job training subsidies and other HR solutions. These services are designed to give small businesses the tools they need to make informed and cost-effective decisions to grow their business. The following providers have been competitively selected to provide services at our centers:

- PA CareerLink® Suburban Station – JEVS
- PA CareerLink® West – SER Metro
- PA CareerLink® Northwest – Impact Services
- PA CareerLink® North – Nueva Esperanza

As mandated by WIOA, Wagner-Peyser staff is located at each center and is an integral part of the center’s Universal Services team. The Office of Vocational Rehabilitation (OVR) also has a staff person co-located at each center one-half day per week. At PA CareerLink® Suburban Station, Community Learning Center (CLC), a Title II literacy provider is on-site providing upskilling classes to our WIOA registered participants and those in the 55+ program, funded by the Philadelphia Corporation of Aging. PA CareerLink® West is piloting the Department of Labor (DOL) youth funded “Hub”, an initiative to integrate youth and adult services under one roof.
Metrics for PA CareerLink® Philadelphia
Program Year 2018 Second Quarter (October 1, 2018 to December 31, 2018)

In the first quarter of Program Year 2018, the PA CareerLink® Philadelphia system was fully operational under the No Wrong Door model. All four centers offered integrated EARN and WIOA services throughout the quarter.

PA CAREERLINK® CENTERS IN PHILADELPHIA COUNTY

PA CareerLink® Philadelphia North
4261 N. 5th Street
Philadelphia, PA 19140
(215) 967-9711

PA CareerLink® Philadelphia Northwest
5847 Germantown Avenue
Philadelphia, PA 19144
(215) 987-6503

PA CareerLink® Suburban Station
1617 JFK Boulevard, 2nd Floor
Philadelphia, PA 19103
(215) 557-2592

PA CareerLink® Philadelphia West
3901 Market Street
Philadelphia, PA 19104
(215) 473-3630
Customer Flow in the PA CareerLink® Philadelphia Integrated Centers

Each PA CareerLink® Philadelphia center provides comprehensive services to career seekers through the implementation of the No Wrong Door service delivery model. The centers are expected to follow the procedures outlined in the No Wrong Door Operations Procedural Manual to deliver services to career seekers through the Universal Services, Workforce Innovation and Opportunity Act (WIOA), and Temporary Assistance for Needy Families (TANF) programs and to operate in a manner that leads to achieving performance goals and success metrics.

Universal Services are provided to each career seeker that enters a Philadelphia PA CareerLink® Philadelphia center. The career seeker is greeted, completes registration in the JobGateway® System and then has a one-on-one welcome meeting with a staff member. Basic career services are offered, including various activities available in the Career Resource Center computer lab and a variety of workshops. Additional services and opportunities are offered through WIOA and TANF programming.

Under the guidelines of WIOA, career seekers can become eligible for individualized career services as an adult or dislocated worker. Adult career seekers are defined as individuals who are 18 years of age or older, compliant with selective services legislation, and eligible to work. To be defined as a dislocated worker, the career seeker must meet the requirements of adults and have been terminated or laid off, eligible or exhausted unemployment compensation, or meet the definition of a displaced homemaker. Priority of service is given to populations with barriers to employment, as outlined in the Philadelphia Works Priority of Service Policy. WIOA registered participants may be eligible for a variety of opportunities, such as vocational or technical training through Individual Training Accounts (ITAs), work-based trainings such as On-the-Job Training (OJT) and individualized career services such as paid transitional jobs, work experience and internships.

TANF provides five years of cash assistance to pregnant women and families with children. Eligibility for TANF benefits is determined by the County Assistance Office and is based upon the household composition, the amount of time that the household has been receiving benefits, and the income and resources of the household. Adult recipients of TANF benefits, if employable, are expected to pursue employment or participate in an employment and training program to find work and continue to receive benefits. These career seekers are referred to Employment and Retention Network (EARN) programs within the PA CareerLink® Philadelphia integrated centers.

While involved in the EARN Program, career seekers are engaged in an orientation to the program and are required to participate in core job readiness activities with the goal of becoming employed. These include services such as job search, community service, OJTs, and vocational education training. Career seekers can also participate in non-core activities such as English as a Second Language and Adult Basic education.
Demographics of Career Seekers in the PA CareerLink® Philadelphia Centers

Career seekers in the PA CareerLink® Philadelphia centers have a variety of racial and ethnic backgrounds and educational levels. Understanding the demographics of career seekers who are receiving universal, WIOA, and EARN services can inform program design and service delivery.

Data regarding the age, sex, race/ethnicity, and educational attainment of each career seeker who received services during program year 2018 comes from the Commonwealth Workforce Development System (CWDS), which is the system of record for the PA CareerLink® Philadelphia system. Data pulled from this system may be self-entered by career seekers or input by center staff. Career seekers are categorized based on whether they have received universal, WIOA, or EARN services in the PA CareerLink® Philadelphia centers. A small number of career seekers have received both EARN and WIOA services; in this section of the report, they are counted only with the EARN population. Demographic data are reported cumulatively for the program year, as the data do not vary greatly from quarter to quarter.

CWDS data are then compared to data from the American Community Survey (ACS), which is a survey that is conducted on a sample of the population on a continuous basis over each year. The data used for this report come from the 2017 5-Year Estimates, which cover the period between 2013 and 2017. Using data that are averaged over a period of five years provides for a more reliable sample of the population. Individuals under the age of 16 were excluded, as they are not participants in the public workforce development system. Additionally, information on individuals between the ages of 16 and 20 may be underreported in the CWDS due to the many programs in Philadelphia that provide youth services outside of the PA CareerLink® Philadelphia centers.
Given that the PA CareerLink® Philadelphia centers provide services for people who are looking for work, it makes sense that most career seekers are between the ages of 21 and 49. Differences in age distribution exist among the three groups of career seekers. WIOA customers tend to be slightly older than Universal customers. The population under the age of 21 is underrepresented among these groups, likely because many of the public workforce youth programs in Philadelphia exist outside of the PA CareerLink® Philadelphia centers.

The EARN population, on the other hand, is much younger than the groups receiving universal and WIOA services. TANF is intended for pregnant women and families with children, so it makes sense that most career seekers who participate in the EARN program are between the ages of 21 and 39.
The sex breakdown of career seekers receiving WIOA services is close to the sex breakdown of Philadelphia. More women than men received WIOA and Universal services as of the second quarter of program year 2018. Additionally, the overwhelming majority of career seekers receiving EARN services are female. This can once again be explained by TANF program design; most custodial parents who receive TANF for their families are women.

A small number of career seekers have not provided information regarding their sex to CWDS and are recorded as “unknown.” Sex is a required field on the WIOA and EARN applications; however, neither program can record those who do not identify as either male or female.
Race and Ethnicity

Race/Ethnicity of PA CareerLink® Philadelphia Career Seekers

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>PY2018 Universal</th>
<th>WIOA</th>
<th>EARN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>11,648</td>
<td>1,775</td>
<td>2,911</td>
</tr>
<tr>
<td>White</td>
<td>3,435</td>
<td>317</td>
<td>187</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>995</td>
<td>190</td>
<td>178</td>
</tr>
<tr>
<td>Asian</td>
<td>353</td>
<td>66</td>
<td>12</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>184</td>
<td>23</td>
<td>23</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>55</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>361</td>
<td>48</td>
<td>105</td>
</tr>
<tr>
<td>Unknown</td>
<td>1,307</td>
<td>186</td>
<td>118</td>
</tr>
<tr>
<td><strong>Unique Customers</strong></td>
<td><strong>18,338</strong></td>
<td><strong>2,610</strong></td>
<td><strong>3,539</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

Race/Ethnicity of Population Aged 16 and Over

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>Population Aged 16 and Over</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>503,005</td>
</tr>
<tr>
<td>White</td>
<td>481,940</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>155,725</td>
</tr>
<tr>
<td>Asian</td>
<td>91,647</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>2,573</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>407</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>20,793</td>
</tr>
<tr>
<td>Other</td>
<td>4,797</td>
</tr>
<tr>
<td><strong>Population 16+</strong></td>
<td><strong>1,260,887</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of 2013-2017 American Community Survey data

While the black (black and African American) and white populations in Philadelphia have nearly equal numbers, a far greater proportion of black Philadelphians seek services in the PA CareerLink® Philadelphia centers. The Hispanic/Latino and Asian populations are underrepresented in the centers. These communities may turn to alternative resources for job search and training services, and Philadelphia Works is engaging in discussions on how to better connect with more of the diverse communities in Philadelphia.

While career seekers receiving universal and WIOA services have similar breakdowns of race and ethnicity, an overwhelming majority of those who receive EARN services are black. Black Philadelphians are more likely to be living in poverty and may be more likely to experience other barriers to employment.
Data on educational attainment within the PA CareerLink® Philadelphia system cannot be perfectly matched to data for Philadelphia, as the American Community Survey does not include a category for “Vocational or Technical Certification.” However, some comparisons can still be drawn between the two datasets.

Most residents of Philadelphia have only a high school diploma or GED; this trend become even more apparent among each category of career seekers. The EARN population is most likely to not have any education beyond high school; the EARN program also has the highest percentage of career seekers who have less than a high school diploma. Meanwhile, career seekers receiving WIOA services have higher levels of educational attainment than the universal and EARN populations.
This map shows the density of employers within the Advanced Manufacturing and Logistics industry cluster in Philadelphia. Employers are concentrated in Center City, around the Philadelphia International Airport and Northeast Philadelphia Airport, Center City, and parts of Kensington and South Philadelphia.

Maps showing employer density by industry assist the Business Engagement Team at Philadelphia Works in identifying areas for targeted outreach. The Business Services Team can also use maps such as this one to better understand which industries are concentrated within the neighborhoods surrounding the PA CareerLink® Philadelphia centers.

Source: Philadelphia Works analysis of PA Center for Workforce Information and Analysis data
PA CareerLink® Philadelphia Metrics

Over time and through vetting processes with partners, board committees, and Philadelphia Works staff, we continue to update and refresh measures to be tracked that reflect long-term trends, the changes made under WIOA, and the transition to an integrated PA CareerLink® system. The goal is to identify measures that are within the sphere of influence of the board and the board committees.

PA CareerLink® Philadelphia metrics are divided into four foci:

- Employer Customers
- Individual Customers
- Resource Utilization
- Operational Initiatives and Strategic Projects

During the first quarter of Program Year 2018 (October 1, 2018 to December 31, 2018), all four integrated PA CareerLink® Philadelphia centers were open to the public and operating in their full capacity. Philadelphia Works continues to ensure clarity and consistency in the quarterly reporting process by providing technical assistance to the PA CareerLink® Administrators.
Services to Employer Customers

One-Stop centers help employers find suitable workers. Employers may enter job postings into the state system of record or request screening services from the PA CareerLink® Philadelphia staff. Philadelphia Works tracks several employer-customer metrics.

The Employer Satisfaction metric proposes to show employers’ satisfaction with services and assess the system’s relevancy to the community. This metric is not currently reported; Philadelphia Works is in the process of developing a survey.

The Employer Market Share rate shows the market penetration of public workforce services available to employers. This metric is defined as a percent of all Philadelphia employers with more than one employee that received PA CareerLink® Philadelphia services or used the public workforce system, JobGateway®, for posting job orders in each quarter.

Between October 1, 2018 and December 31, 2018, 938 employers engaged with the PA CareerLink® Philadelphia system. This represents 3.0% of all Philadelphia employers.

The Employer Engagement and the Repeat Usage Rates are currently being revised. Starting in February 2017, Philadelphia Works introduced Executive Pulse™ as a Customer Relationship Management (CRM) system to track the workforce system’s engagement with employers. Once this system is rolled out to all partners, meaningful metrics will be developed to give a more accurate view of these activities. Definitions of metrics and results will be reported out in the near future.

The Job Order Fill Ratio is reported as the ratio of staff-assisted placements to staff-entered job orders. These metrics are based on ad hoc reports in CWDS and are therefore reliant upon data entered into the system by center staff.

The Employer to BSR Ratio and Employer Service to BSR Ratio are two newly proposed metrics. These metrics describe the relationship between the Business Services team and employer services as recorded in CWDS. These metrics are not being reported for this quarter.

<table>
<thead>
<tr>
<th>EMPLOYER MARKET SHARE</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employer Market Share</td>
<td>2.6%</td>
<td>3.2%</td>
<td>4.0%</td>
<td>4.7%</td>
<td>2.2%</td>
<td>3.0%</td>
</tr>
<tr>
<td>Employers in the System</td>
<td>803</td>
<td>982</td>
<td>1,218</td>
<td>1,456</td>
<td>666</td>
<td>938</td>
</tr>
<tr>
<td>Employers in Philadelphia</td>
<td>30,889</td>
<td>31,021</td>
<td>30,865</td>
<td>31,092</td>
<td>30,825</td>
<td>30,873</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>ENGAGEMENT IN THE SYSTEM AND REPEAT USAGE RATE</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engagement in the System</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Repeat Usage Rate</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>JOB ORDER FILL RATIO</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
<th>Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Order Placements by Staff</td>
<td>14</td>
<td>22</td>
<td>5</td>
<td>34</td>
<td>6</td>
<td>11</td>
<td></td>
</tr>
<tr>
<td>Job Orders Entered by Staff</td>
<td>297</td>
<td>351</td>
<td>286</td>
<td>236</td>
<td>173</td>
<td>227</td>
<td></td>
</tr>
</tbody>
</table>
Source: Philadelphia Works analysis of CWDS and labor market information
An additional set of metrics are specific to the performance of the cross-center services team in the PA CareerLink® Philadelphia centers, who provide services to connect employers with customers.

The **Job Hire Rate from On-Site Recruitments** is defined as the percentage of job openings that are filled by career seekers who attend on-site recruitments. Between October 1, 2018 and December 31, 2018, on-site events recruited for 104 job openings. 63 attendees of recruitments were hired for these positions. The job hire rate for previous quarters is over 100% because some large employers will sometimes end up hiring for more positions than are initially advertised at recruitment events.

**On-the-Job Training Opportunities** refers to the total number of positions that are available to WIOA and EARN customers. The numbers for previous quarters have been adjusted due to additional information about OJT opportunities.

The **On-the-Job Training Retention** metrics measure the ratio of WIOA and EARN On-the-Job Training (OJT) opportunities that have completed and ended with the customer continuing employment with the employer. OJTs with pending outcomes at the time of this report are not included in these calculations.

### Hire Rate from On-Site Recruitments

<table>
<thead>
<tr>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Hire Rate from On-Site Recruitments</td>
<td>103.6%</td>
</tr>
<tr>
<td>Attendees Hired</td>
<td>171</td>
</tr>
<tr>
<td>Recruitment Event Job Openings</td>
<td>165</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS; cross-center services data request

### On-the-Job Training Opportunities

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>WIOA OJT Opportunities</td>
<td>21</td>
<td>14</td>
</tr>
<tr>
<td>EARN OJT Opportunities</td>
<td>4</td>
<td>0</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS; cross-center services data request

### On-the-Job Training Retention

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>WIOA OJT Retention Rate</td>
<td>68.8%</td>
<td>55.2%</td>
</tr>
<tr>
<td>WIOA OJTs Retained</td>
<td>22</td>
<td>16</td>
</tr>
<tr>
<td>WIOA OJTs Ending in Quarter</td>
<td>32</td>
<td>29</td>
</tr>
<tr>
<td>EARN OJT Retention Rate</td>
<td>54.5%</td>
<td>25.0%</td>
</tr>
<tr>
<td>EARN OJTs Retained</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>EARN OJTs Ending in Quarter</td>
<td>11</td>
<td>4</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS; cross-center services data request
JOB HIRE RATE FROM ON-SITE RECRUITMENTS

ON-THE-JOB TRAINING OPPORTUNITIES

WIOA ON-THE-JOB TRAINING RETENTION

EARN ON-THE-JOB TRAINING RETENTION

Source: Philadelphia Works analysis of CWDS; cross-center services data request
Resource Utilization

Measures of resource utilization examine whether centers have sufficient and diverse resources to continue operation effectively.

The **Cost per Customer** metric shows the amount of funds needed to serve customers in the integrated PA CareerLink® Philadelphia centers. The metric is calculated by dividing the cost of operations by the total number of visits made to each center for customers receiving universal, EARN, and/or WIOA services.

**Leveraged Resources** demonstrate how the centers partner with community resources to enhance services to their customers and are reported as cumulative membership income, earned from rent paid to the centers. Members in the second quarter include Job Corps, BenePhilly, Peirce College, Community College of Philadelphia, Community Learning Center, and Center for Literacy, among others.

The **Professional Development** metric tracks the number of integrated and cross-center staff that have increased their skills by attending workshops, seminars, or conferences. This training does not necessarily link to certifications.

**Unique Customers** shows the number of individual customers who receive universal, WIOA, and EARN services in the PA CareerLink® Philadelphia centers.

The **Customer to Staff Ratio** tracks how many staff are available to deliver services to WIOA and EARN customers in the integrated centers. WIOA customers are tracked through the delivery of individualized career services over the quarter, while the ratio for EARN customers uses all who had active cases during the quarter. The number of full-time staff is calculated for each program, with those who are split between the two programs distributed proportionally according to the RSA. Cross-center staff who provide direct services, such as workshop facilitators, are also included in these calculations.

---

**COST PER CUSTOMER**

<table>
<thead>
<tr>
<th></th>
<th>PY2017 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Customer</td>
<td>$62.36</td>
<td>$68.70</td>
<td>$70.12</td>
<td>$91.75</td>
<td>$68.46</td>
<td>$81.77</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and other program information

**LEVERAGED RESOURCES**

<table>
<thead>
<tr>
<th></th>
<th>PY2017 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveraged Resources</td>
<td>$0</td>
<td>$0 $128,710</td>
<td>$388,305</td>
<td>$0</td>
<td>$0 $166,729</td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program information

**PROFESSIONAL DEVELOPMENT**

<table>
<thead>
<tr>
<th></th>
<th>PY2017 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development</td>
<td>93</td>
<td>155</td>
<td>234</td>
<td>313</td>
<td>268</td>
<td>313</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

**UNIQUE CUSTOMERS**

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique Universal Customers</td>
<td>12,253</td>
<td>12,175</td>
</tr>
<tr>
<td>Unique WIOA Customers</td>
<td>12,240</td>
<td>12,200</td>
</tr>
<tr>
<td>Unique EARN Customers</td>
<td>10,072</td>
<td>10,030</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

**CUSTOMER TO STAFF RATIO**

<table>
<thead>
<tr>
<th></th>
<th>PY2017 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Customers per WIOA Staff</td>
<td>33</td>
<td>27</td>
<td>30</td>
<td>25</td>
<td>24</td>
<td>27</td>
</tr>
<tr>
<td>EARN Customers per EARN Staff</td>
<td>16</td>
<td>15</td>
<td>11</td>
<td>12</td>
<td>11</td>
<td>11</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and center data requests
Source: Philadelphia Works analysis of CWDS and labor market information
Outcomes for Individual Customers: Universal Services

Metrics that measure outcomes for individual customers track universal service delivery to career seekers. Customers receive a set of basic career services including, but not limited to, job search assistance, job referral or placement assistance.

The Participant Market Share shows the market penetration of the public workforce development system and is defined as a ratio of all customers who have received at least one service during the second quarter of program year 2018 to the number of unemployed individuals in Philadelphia during the quarter. EARN customers are removed from this metric.

The Literacy and Education Referrals metric shows the number of career seekers referred to literacy programs and other educational services through data-entered service codes on participant records.

Services to ESL Customers shows the number of services delivered to career seekers who speak English as a second language. These services can include use of the language line, interactions with bilingual staff at the centers, and various universal services.

The IEP Goal Completion metric shows the number of WIOA participants who have completed a training or education goal on their Individual Employment Plan, a document that outlines the services necessary to achieve career goals. Currently, IEP goal completion is tracked manually by the centers. In the future, center staff will begin to use the CWDS IEP form for career seekers, which will allow for better reporting on this service.

<table>
<thead>
<tr>
<th>PARTICIPANT MARKET SHARE</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Participant Market Share</td>
<td>30.9%</td>
<td>35.3%</td>
</tr>
<tr>
<td>Unique WIOA/Universal Customers</td>
<td>14,263</td>
<td>14,072</td>
</tr>
<tr>
<td>Unemployed in Philadelphia</td>
<td>46,163</td>
<td>39,910</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of CWDS and labor market information</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LITERACY AND EDUCATION</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Literacy/ Education Referrals</td>
<td>79</td>
<td>78</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of CWDS</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SERVICES TO ESL CUSTOMERS</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>ESL Services Provided</td>
<td>41</td>
<td>759</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of center data requests</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>IEP GOAL COMPLETION</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Goals Completed</td>
<td>164</td>
<td>368</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of center data requests</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
PARTICIPANT MARKET SHARE

Source: Philadelphia Works analysis of CWDS and labor market information

SERVICES TO ESL CUSTOMERS

Source: Philadelphia Works analysis of center data request

LITERACY/EDUCATION REFERRALS

IEP GOAL COMPLETION

Source: Philadelphia Works analysis of center data request
The **Median Earnings (Universal Services)** metric reports on wages earned by customers who receive universal services and enter employment during the second quarter after exiting from the program. The **Employed in the Second Quarter After Exit (Universal Services)** metric tracks whether customers receiving universal services are employed in the second quarter after exit from services. The **Employed in the Fourth Quarter After Exit (Universal Services)** metric tracks whether customers receiving universal services are employed in the fourth quarter after exit from services. These metrics lag in time and are not currently being reported by the state.

### Median Earnings (Universal Services)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q2</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q4</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Employed in the Second Quarter After Exit (Universal Services)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q2</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q4</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

### Employed in the Fourth Quarter After Exit (Universal Services)

<table>
<thead>
<tr>
<th>Quarter</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q2</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q3</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Q4</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Source: Pennsylvania Department of Labor and Industry
PA CareerLink® Philadelphia Operational Initiatives and Strategic Projects
The integrated PA CareerLink® Philadelphia centers are supported by Philadelphia Works in several initiatives and strategic projects that are designed to improve outcomes for individual customers and increase performance across the system.

**Monitoring**
Philadelphia Works assigns a program representative who provides support, guidance and technical assistance to each integrated center. Program representatives meet with Site Administrators and other leadership staff on a weekly basis to review processes and discuss performance. On a monthly basis, the program representatives conduct monitoring visits to review a percentage of career seeker files for compliance. Following the visit, they generate a report of findings and conduct an exit interview. Center staff are given a timeframe to make needed corrections and provide additional documentation to the program representative. If a program representative finds recurring issues from month to month, the center may be asked to submit a Plan of Correction to address a particular concern.

**EARN Customer Outreach**
Philadelphia Works continues to support collaboration between the Customer Engagement Team of Cross-Center Services and the County Assistance Offices (CAOs) in an effort to increase engagement among EARN customers under the No Wrong Door Model. This process was deemed successful in the last year and the CAO reported that the number of sanctions issued to EARN customers in Philadelphia has decreased as a result of the outreach related to these efforts.

The CAO conducts outreach by phone to all TANF customers who have failed to show to the first EARN appointment. Their goal is to problem solve with the customer and schedule a new EARN orientation date. This outreach may also result in a determination that the customer should not be referred to the EARN program.

The Customer Engagement Team conducts outreach to TANF recipients at various stages of engagement with the EARN program who have not been reached by the CAO. This includes daily face-to-face communication through visits to customers’ homes and workplaces. The Customer Engagement Team will engage, inform, and support progress plans with the goal of EARN enrollment and/or documentation of EARN required participation hours. Outreach focuses those who were referred to the EARN program and did not report to the first appointment and EARN customers who are employed but have not provided verification of their employment and monthly hours worked. To support EARN customers
A table showing select metrics is below. Other metrics continue to be under development and will be reported on once finalized.

**CUSTOMER OUTREACH METRICS SUMMARY**

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th></th>
<th></th>
<th></th>
<th>PY2018</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td><strong>CAO</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TANF customers showing to enrollment appointment after CAO call</td>
<td>613</td>
<td>498</td>
<td>522</td>
<td>675</td>
<td>843</td>
<td>531</td>
</tr>
<tr>
<td>TANF customers enrolling in EARN program after CAO call</td>
<td>458</td>
<td>370</td>
<td>412</td>
<td>573</td>
<td>741</td>
<td>429</td>
</tr>
<tr>
<td><strong>Customer Engagement Team</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home visits made</td>
<td>545</td>
<td>426</td>
<td>387</td>
<td>717</td>
<td>780</td>
<td>581</td>
</tr>
<tr>
<td>TANF customers showing to enrollment appointment after home visit</td>
<td>198</td>
<td>193</td>
<td>149</td>
<td>241</td>
<td>225</td>
<td>127</td>
</tr>
<tr>
<td>TANF customers enrolling in EARN program after home visit</td>
<td>149</td>
<td>89</td>
<td>106</td>
<td>188</td>
<td>182</td>
<td>94</td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of program data*

**EARN Customer Incentives**

PA CareerLink® Philadelphia centers continue to make incentives available to EARN customers as they meet specific goals and benchmarks. These incentives are intended to encourage participation in workshops and other activities, including providing necessary documentation to verify placements and retention, and to ultimately increase engagement and participation in the EARN program. As a result of these incentives, Philadelphia Works expects to see an increase in the Activity Compliance Rate (ACR), countable placements, and retention; this will, in turn, assist Philadelphia Works in the achievement of system performance goals.
Metrics are being developed to track the impact of incentives on performance in future reports. A table showing the number of incentives distributed towards each goal is shown below.

### INCENTIVES METRICS SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>PY2017 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Participation</td>
<td>83</td>
<td>100</td>
<td>24</td>
<td>39</td>
<td>45</td>
<td>513</td>
</tr>
<tr>
<td>Program Engagement</td>
<td>4</td>
<td>12</td>
<td>6</td>
<td>11</td>
<td>5</td>
<td>0</td>
</tr>
<tr>
<td>Community Service Participation</td>
<td>8</td>
<td>0</td>
<td>18</td>
<td>9</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Clearance/Exams</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>35</td>
</tr>
<tr>
<td>Employment (Countable Placement)</td>
<td>195</td>
<td>298</td>
<td>205</td>
<td>224</td>
<td>214</td>
<td>284</td>
</tr>
<tr>
<td>Employment Retention</td>
<td>1,255</td>
<td>1,579</td>
<td>1,630</td>
<td>1,495</td>
<td>1,412</td>
<td>1,035</td>
</tr>
<tr>
<td>Total Incentives Distributed</td>
<td>1,545</td>
<td>1,989</td>
<td>1,883</td>
<td>1,778</td>
<td>1,691</td>
<td>1,883</td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of program data*

In the second quarter of program year 2018, a total of $118,496 of incentives were disbursed across the four PA CareerLink® Philadelphia centers.

### INCENTIVE FUNDS DISBURSED

![Graph showing incentives dispursed](image)

*Source: Philadelphia Works analysis of program data*
Unemployment Compensation Assistance

The PA CareerLink® Philadelphia centers continue to see periodic increases in the number of customers seeking assistance with unemployment compensation. Although the centers are not staffed with state employees who can directly assist with unemployment claims, each center has a direct phone line to the UC Service Centers and allows customers to bypass the hold time. Due to the layoff of hundreds of state employees in December 2016, increased hold time for callers became an issue and the centers saw an increase in the number of people seeking to use the direct phone line to the UC Service Center. Customers would frequently wait for hours to use the phone. Philadelphia Works will continue to monitor usage of the unemployment compensation direct phone line in the PA CareerLink® Philadelphia centers.

CUSTOMERS USING THE DIRECT LINE TO THE UC SERVICE CENTERS IN THE PA CAREERLINK® PHILADELPHIA CENTERS, OCT. 2016 – DEC. 2018

Source: Philadelphia Works analysis of PA CareerLink® Philadelphia data request
WIOA Performance Measures: Federally Mandated

The Pennsylvania Department of Labor & Industry Center for Workforce Information and Analysis (CWIA) released the performance results under WIOA for Program Year 2018.

Some Negotiated Levels are considered “baseline”. Baseline indicators are those for which states were not required to propose negotiated levels, primarily because no historical information exists. These indicators will not be used in the end of the year performance calculations and will not be used to determine failure to achieve adjusted levels of performance for purposes of sanctions.

The Negotiated Levels under WIOA may be adjusted. At the end of the program year, an objective statistical model will be used to make adjustments in the negotiated levels of performance for actual economic conditions and the characteristics of the participants served.

Each Percent of Goal Achieved must be at or above 50 percent of the Negotiated Level.
### WIOA Title I Performance Outcomes PY 2018 Year-to-Date

<table>
<thead>
<tr>
<th>Reporting Period: 7/1/2018 through 12/31/2018</th>
<th>Cohort Period</th>
<th>Negotiated Level</th>
<th>Actual Performance</th>
<th>% of Goal Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Employment Rate 2nd Qtr After Exit</td>
<td>7/1/2017 - 12/31/2017</td>
<td>73.0%</td>
<td>69.2%</td>
<td>94.8%</td>
</tr>
<tr>
<td>Adult Employment Rate 4th Qtr After Exit</td>
<td>1/1/2017 - 6/30/2017</td>
<td>70.0%</td>
<td>68.3%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>7/1/2017 - 12/31/2017</td>
<td>$5,111</td>
<td>$5,400</td>
<td>94.6%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>1/1/2017 - 6/30/2017</td>
<td>50.0%</td>
<td>48.8%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Adult Measurable Skills Gain</td>
<td>7/1/2018 - 12/31/2018</td>
<td>Baseline</td>
<td>13.3%</td>
<td></td>
</tr>
<tr>
<td>Dislocated Worker Employment Rate 2nd Qtr After Exit</td>
<td>7/1/2017 - 12/31/2017</td>
<td>75.0%</td>
<td>78.3%</td>
<td>104.4%</td>
</tr>
<tr>
<td>Dislocated Worker Employment Rate 4th Qtr After Exit</td>
<td>1/1/2017 - 6/30/2017</td>
<td>76.0%</td>
<td>74.9%</td>
<td>98.6%</td>
</tr>
<tr>
<td>Dislocated Worker Median Earnings 2nd Qtr After Exit</td>
<td>7/1/2017 - 12/31/2017</td>
<td>$6,700</td>
<td>$6,890</td>
<td>102.8%</td>
</tr>
<tr>
<td>Dislocated Worker Credential Attainment Rate</td>
<td>1/1/2017 - 6/30/2017</td>
<td>52.0%</td>
<td>42.4%</td>
<td>81.5%</td>
</tr>
<tr>
<td>Dislocated Worker Measurable Skills Gain</td>
<td>7/1/2018 - 12/31/2018</td>
<td>Baseline</td>
<td>4.8%</td>
<td></td>
</tr>
<tr>
<td>Youth Employment and Education Rate 2nd Qtr After Exit</td>
<td>7/1/2017 - 12/31/2017</td>
<td>65.0%</td>
<td>64.1%</td>
<td>98.6%</td>
</tr>
<tr>
<td>Youth Employment and Education Rate 4th Qtr After Exit</td>
<td>1/1/2017 - 6/30/2017</td>
<td>62.0%</td>
<td>63.7%</td>
<td>102.7%</td>
</tr>
<tr>
<td>Youth Median Earnings 2nd Qtr After Exit</td>
<td>7/1/2017 - 12/31/2017</td>
<td>Baseline</td>
<td>$2,670</td>
<td></td>
</tr>
<tr>
<td>Youth Credential Attainment Rate</td>
<td>1/1/2017 - 6/30/2017</td>
<td>65.0%</td>
<td>69.8%</td>
<td>107.4%</td>
</tr>
<tr>
<td>Youth Measurable Skills Gain</td>
<td>7/1/2018 - 12/31/2018</td>
<td>Baseline</td>
<td>43.0%</td>
<td></td>
</tr>
</tbody>
</table>
In addition to the above metrics, two additional performance measurements were introduced under WIOA: **Average Indicator Score** and **Average Program Score**. The Average Indicator Score looks at each indicator across all three programs (Adult, Dislocated Worker, and Youth), and gives the average of the Percent of Goal Achieved results. The Average Program score looks at each program and gives the average of the Percent of Goal Achieved results for each indicator. Each Average Indicator Score and Average Program score must meet 90 percent. For Program Year 2018, Philadelphia’s results were:

<table>
<thead>
<tr>
<th>Average Indicator Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Qtr After Exit</td>
<td>99.3%</td>
</tr>
<tr>
<td>Employment Rate 4th Qtr After Exit</td>
<td>99.6%</td>
</tr>
<tr>
<td>Median Earnings 2nd Qtr After Exit</td>
<td>98.7%</td>
</tr>
<tr>
<td>Credential Attainment Rate</td>
<td>95.5%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Program Score</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>96.2%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>96.8%</td>
</tr>
<tr>
<td>Youth</td>
<td>102.9%</td>
</tr>
</tbody>
</table>

A **WIOA Adult** is an individual 18 years of age or older who requires special assistance including but not limited to labor market information, job search assistance, individual counseling and career planning, and specialized assessment in order to attain employment.

A **WIOA Dislocated Worker** is, in general, an individual who has been laid off from employment, or is unemployed or is unable to find employment due to circumstances beyond their control. This includes a spouse of a member of the Armed Services who has experienced a loss of employment as a result of relocation related to their spouse’s active duty requirements.

In addition to federally-mandated performance measures, there are also specific goals in Pennsylvania’s WIOA Combined State Plan. The plan places a significant emphasis on serving individuals with barriers to employment.
The following chart shows the barriers to employment for all WIOA-registered Adult and Dislocated Workers who were served during the second quarter of Program Year 2018. Note that some customers have multiple barriers.

- Public Assistance/Low Income: 85.9%
- Older Individuals (55+): 22.9%
- Single Parent: 20.3%
- Ex-Offender: 14.6%
- Basic skills deficient: 8.4%
- Individual with disability: 2.9%
- Homeless: 0.9%
- Any Barrier: 93.1%
“The commonwealth has also established a Priority of Service policy for the WIOA Adult population. The priority categories and results for all new Adult registrations in the first two quarters of PY 2018 are indicated in the chart below.”

<table>
<thead>
<tr>
<th>Priority Level</th>
<th>#</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Veteran/Eligible Spouse</td>
<td>46</td>
<td>4.8%</td>
</tr>
<tr>
<td>2 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Non-Veteran/Eligible Spouse</td>
<td>858</td>
<td>88.6%</td>
</tr>
<tr>
<td>3 - All Other Veterans/Eligible Spouse</td>
<td>7</td>
<td>0.7%</td>
</tr>
<tr>
<td>4 - Long-Term Unemployed (Local Priority)</td>
<td>21</td>
<td>2.2%</td>
</tr>
<tr>
<td>5 - Not a Priority of Service Participant</td>
<td>36</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>Total New Adult Registrations</strong></td>
<td><strong>968</strong></td>
<td></td>
</tr>
</tbody>
</table>
## WIOA System Fiscal Summary

**WIOA SYSTEM BUDGET VS. UNAUDITED ACTUALS & ACCRUED EXPENDITURES IN JULY 1, 2018 THROUGH DECEMBER 31, 2018 (FY2019)**

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia Works Administrative &amp; Operating Expenses</td>
<td>2,119,238</td>
<td>640,038</td>
</tr>
<tr>
<td>Integrated/Cross Centers (EARN-TANF)</td>
<td>3,694,359</td>
<td>4,015,591</td>
</tr>
<tr>
<td><strong>Cost reimbursement total</strong></td>
<td><strong>5,813,597</strong></td>
<td><strong>4,655,629</strong></td>
</tr>
<tr>
<td><strong>Performance Funds Training</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vocational Cohort Training</td>
<td>800,000</td>
<td>168,689</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>900,000</td>
<td>259,530</td>
</tr>
<tr>
<td>Pre-Apprenticeship/Apprenticeship</td>
<td>400,000</td>
<td>-</td>
</tr>
<tr>
<td>Individual Training Accounts</td>
<td>500,000</td>
<td>277,978</td>
</tr>
<tr>
<td>Employer Projects</td>
<td>600,000</td>
<td>-</td>
</tr>
<tr>
<td>Incumbent Worker Training</td>
<td>200,000</td>
<td>-</td>
</tr>
<tr>
<td>Immigrant Professional Development Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Performance Funds Training Total</strong></td>
<td><strong>$3,786,031</strong></td>
<td><strong>955,525</strong></td>
</tr>
<tr>
<td><strong>Initiatives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satellite Centers</td>
<td>$400,000</td>
<td>32,992</td>
</tr>
<tr>
<td>Drivers Education</td>
<td>$50,000</td>
<td>-</td>
</tr>
<tr>
<td>Business Engagement - Outreach</td>
<td>$5,000</td>
<td>-</td>
</tr>
<tr>
<td>Assessment Tools</td>
<td>$2,000</td>
<td>-</td>
</tr>
<tr>
<td>Operator</td>
<td>$17,500</td>
<td>6,465</td>
</tr>
<tr>
<td>System Staff Capacity Training</td>
<td>$20,000</td>
<td>11,911</td>
</tr>
<tr>
<td>Job Placement</td>
<td>$70,000</td>
<td>27,943</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>$200,000</td>
<td>47,750</td>
</tr>
<tr>
<td>Financial Counseling @ 4 centers</td>
<td>$25,500</td>
<td>7,976</td>
</tr>
<tr>
<td>Basic Adult Education Upskilling/Job Search Classes</td>
<td>$62,500</td>
<td>-</td>
</tr>
<tr>
<td>Internships</td>
<td>$75,000</td>
<td>-</td>
</tr>
<tr>
<td>Pilot Trainings</td>
<td>$800,000</td>
<td>80,661</td>
</tr>
<tr>
<td>Outplacement Services &amp; Support Services</td>
<td>$500,000</td>
<td>192,570</td>
</tr>
<tr>
<td>Deaf and Hearing Communications Center</td>
<td></td>
<td>4,919</td>
</tr>
<tr>
<td>Utility Emergency Services Fund</td>
<td></td>
<td>8,644</td>
</tr>
<tr>
<td><strong>Performance Funds New Initiatives Totals</strong></td>
<td><strong>2,227,500</strong></td>
<td><strong>421,932</strong></td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td><strong>11,827,128</strong></td>
<td><strong>6,033,086</strong></td>
</tr>
</tbody>
</table>

### FUNDING BREAKDOWN

<table>
<thead>
<tr>
<th>FUNDING BREAKDOWN</th>
<th>Budget</th>
<th>YTD</th>
</tr>
</thead>
<tbody>
<tr>
<td>FY19 WIOA PLAN ALLOCATION</td>
<td>8,347,195</td>
<td>5,461,279</td>
</tr>
<tr>
<td>FY19 WIOA CARRY OVER PLAN ALLOCATION</td>
<td>2,000,000</td>
<td>571,808</td>
</tr>
</tbody>
</table>

### INCENTIVES (Included in Integrated Centers Budgets)

<table>
<thead>
<tr>
<th>INCENTIVES (Included in Integrated Centers Budgets)</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>JEVS Incentives</td>
<td>$15,000</td>
<td>20,721</td>
</tr>
<tr>
<td>SerMetro Incentives</td>
<td>$15,000</td>
<td>10,107</td>
</tr>
<tr>
<td>Impact Incentives</td>
<td>$15,000</td>
<td>16,176</td>
</tr>
<tr>
<td>Nueva Incentives</td>
<td>$15,000</td>
<td>948</td>
</tr>
<tr>
<td><strong>New Initiatives Supported by Performance Funds</strong> (Included in Provider Budgets)</td>
<td><strong>60,000</strong></td>
<td><strong>47,952</strong></td>
</tr>
</tbody>
</table>
WIOA System-Wide Performance Metrics

As the Local Workforce Development Board, Philadelphia Works establishes system-wide performance metrics. These goals are translated into contractual goals for the subcontractors. In the charts that follow, these are indicated by an asterisk (*). We also monitor other system performance measures. The WIOA performance metrics reflect the aim of the legislation, as well as the goals of the state and local area.

Registrations refer to those individuals who require a more extensive set of services beyond the basic services provided to all individuals in the centers. The system goal is to register over 3,000 in intensive career services.

Credential attainment is a new emphasis under WIOA. An industry-recognized occupational license or certificate is of high value to employers. For those participants who enroll in training we also measure how many obtain employment related to training. This helps us to evaluate the effectiveness of our training providers.

Placements are those individuals where we can document that they obtained employment at a minimum of 30 hours per week at or above minimum wage. Our goal for the median wage system-wide for a minimum of 55 percent of placements are at a salary of $15.00 per hour or higher.

The number of new employer and number of new job orders per quarter in the following charts are compared to the average number of each per quarter in the previous program year. All other charts are cumulative through the quarter.

![Registrations Chart](image1)

![% Placements at $15/hr. or more Chart](image2)

![% Placements offering healthcare Chart](image3)
% complete training & obtain training-related job

On-the-Job Training (OJT) enrollment

Individual Training Account (ITA) Enrollments

Vocational Skills Training (VST) Enrollments

Placements

OJT Conversion Rate

% complete training & obtain training-related job

New Employers Per Quarter

New Job Orders Per Quarter
Financial Summary and Performance of the EARN Program as of December 31, 2018

The Employment and Retention Network (EARN) system provides employment and training services to individuals striving to reach economic self-sufficiency. Each participant enrolled in the EARN system receives personalized career guidance to provide the support needed to achieve career goals. Staff support is offered from beginning to end, before and after employment. Only individuals receiving cash assistance and specifically identified by the County Assistance Office are eligible to enroll.

The EARN programming includes Vocational Skills Training (VST) which offers focused skill training with embedded contextualized learning services. VST is a viable option supporting the EARN system’s goal of self-sufficiency, financial independence and customer choice. The EARN System’s vocational training program offers comprehensive, industry specific skills development in several key occupational sectors that align with the High Priority Occupations (HPO), which include: retail, customer service, allied healthcare, security services, culinary arts, residential/counseling services, childcare, and commercial driver’s license (transportation).

**Highlights of the EARN System**

- The EARN system enrolled 4,288 customers and provided services to 1,864 carry-over customers from program year 2017. Total number of customers served in July 2018 through December 2018 is 6,152.
- There were 1,790 total unconfirmed job placements for July 2018 through December 2018. 55 percent of those placements were offered 30 hours or more per week.
- The average wage is 11.02 per hour; 20 percent were offered medical benefits and 66 percent of placements had an hourly wage of $10.00 or more per hour.
- During July 2018 through December 2018, there were 857 placements that met the DHS Placement Tier 1 criteria and 659 that met both the Tier 1 and Tier 2 placement criteria earning $10 per hour or more.
- During July 2018 through December 2018, there were 737 placements that met the DHS Placement Tier 3 placement criteria, where TANF was closed due to employment income.
- During July 2018 through December 2018, there were 2,637 records that met the DHS monthly retention criteria working a minimum of hours per month.
- During July 2018 through December 2018, there were 78 records that met the DHS credential requirement, earning certifications in one of the high priority occupations.
Active Caseload, Enrollment Rate, and Referral Rejection Rates

- The EARN program received 9,039 referrals from the Philadelphia County Assistance Offices from July 1, 2018 through December 31, 2018.
- 45 percent of customers referred to the EARN program were enrolled during July 1, 2018 through December 30, 2018.
- The total number of customers served including carryovers from program year 2017 was 6,152. The average monthly caseload was 2,655.
- The year-to-date enrollment rate was 45 percent. Of the 55 percent of customers not enrolled, 90 percent of clients were referral rejected because they did not report to the centers; 5 percent of customers were not enrolled due to not cooperating with EARN policies; and the remaining customers were rejected for other reasons such as good cause, inappropriate referrals, TANF closure.
## EARN System Fiscal Summary

**TANF ADULT SYSTEM BUDGET VS. UNAUDITED ACTUALS & ACCRUED EXPENDITURES IN JULY 1, 2018 THROUGH DECEMBER 31, 2018 (FY2019)**

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Philadelphia Works Administrative &amp; Operating Expenses</td>
<td>5,733,177</td>
<td>2,431,942</td>
</tr>
<tr>
<td>Integrated/Cross Centers (EARN-TANF)</td>
<td>22,059,602</td>
<td>7,765,879</td>
</tr>
</tbody>
</table>

**Cost reimbursement total** 27,792,779 10,197,821

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Utilities and Tenant Workshops</td>
<td>$164,510</td>
<td>72,418</td>
</tr>
<tr>
<td>Driver's Education</td>
<td>$50,000</td>
<td>5,145</td>
</tr>
<tr>
<td>Business Engagement + Outreach</td>
<td>$45,000</td>
<td>-</td>
</tr>
<tr>
<td>Assessment Tools</td>
<td>$45,000</td>
<td>-</td>
</tr>
<tr>
<td>One-Stop Operator</td>
<td>$135,000</td>
<td>52,748</td>
</tr>
<tr>
<td>Integrated System Staff Capacity Building</td>
<td>$225,000</td>
<td></td>
</tr>
<tr>
<td>Reimagine EARN Consultant</td>
<td>$375,000</td>
<td>277,207</td>
</tr>
<tr>
<td>EARN Orientation Curriculum Developer</td>
<td>$50,000</td>
<td>62,083</td>
</tr>
<tr>
<td>Financial Counseling @ 4 centers (Clarifi)</td>
<td>$224,700</td>
<td>87,073</td>
</tr>
<tr>
<td>Internships</td>
<td>$300,000</td>
<td></td>
</tr>
<tr>
<td>EARN Workshop Curriculum Development</td>
<td>$50,000</td>
<td>27,368</td>
</tr>
<tr>
<td>Non-Custodial Parent Program</td>
<td>$67,500</td>
<td>104,239</td>
</tr>
<tr>
<td>Sign Language</td>
<td>$2,000</td>
<td>-</td>
</tr>
<tr>
<td>Basic Adult Education Upskilling/ESL/Job Search Classes</td>
<td>$562,500</td>
<td>138,742</td>
</tr>
<tr>
<td>United Way 2-1-1</td>
<td>$270,000</td>
<td></td>
</tr>
<tr>
<td>Drexel Trauma Informed + Financial Counseling Training (Pilot NW)</td>
<td>$380,000</td>
<td></td>
</tr>
<tr>
<td>Equity Project</td>
<td></td>
<td>39,521</td>
</tr>
</tbody>
</table>

**Performance Funds New Initiatives Totals** 2,946,210 872,969

<table>
<thead>
<tr>
<th>Total TANF</th>
<th>33,938,989</th>
<th>12,328,992</th>
</tr>
</thead>
</table>

### FUNDING BREAKDOWN

**Cost reimbursement**

- **Budget**: 20,365,569
- **YTD Expenditures**: 12,328,992

**Performance reimbursement (spans multiple years)**

- **Budget**: 12,709,894
- **YTD Expenditures**: -

### INCENTIVES (Included in Integrated Centers Budgets)

<table>
<thead>
<tr>
<th>Incentives</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>JEVS Incentives</td>
<td>125,000</td>
<td>39,159</td>
</tr>
<tr>
<td>SerMetro Incentives</td>
<td>125,000</td>
<td>17,250</td>
</tr>
<tr>
<td>Impact Incentives</td>
<td>125,000</td>
<td>52,650</td>
</tr>
<tr>
<td>Nueva Incentives</td>
<td>125,000</td>
<td>52,511</td>
</tr>
</tbody>
</table>

**New Initiatives Supported by Performance Funds (Included in Provider Budgets)**

- **Budget**: 500,000
- **YTD Expenditures**: 161,570

*Source: Philadelphia Works analysis of EARN fiscal data.*
MONTHLY EARN PROGRAM REFERRALS, ENROLLMENTS AND ACTIVE CASELOAD

COUNTY ASSISTANCE (CAO) EARN REFERRALS

ENROLLMENT RATE (%)

During July 2018 through December 2018, the EARN system received 9,039 from the Philadelphia County Assistance Offices. The average enrollment rate was 45 percent.

MONTHLY ACTIVE CASELOAD

During July 2018 through December 2018, the EARN system had an average case load 2,655.

Source: Philadelphia Works analysis of EARN program data and Department of Human Services CWDS Reports.
EARN Program Performance Summary

Program metrics are tracked according to goals set for the program year with counts of successful outcomes defined as outcomes clients may achieve each month following enrollment.

- **Monthly Countable Placement**
  
  - **Placement Tier 1** - The placement definition requires clients to obtain unsubsidized employment working a minimum of 80 hours in a four-consecutive work period. The four-week period must begin within the 180 days of the enrollment date. Unconfirmed placements are reported to show the efforts of the system to place clients until the confirmed placements numbers are available. During July 2018 through December 2018, there were 857 jobs that met the DHS countable placement Tier 1 definition.

  - **Placement Tier 2** - The Placement Tier 2 definitions require clients to meet the Placement Tier 1 definition and earn $10.00 per hour or more at any point during the enrollment period. During this period, there were 659 placements that met the DHS definition.

  - **Placement Tier 3** - The placement Tier 3 definition requires clients to meet the placement Tier 1 definition and must have earnings that result in the closure of TANF budgets. There were 737 placements that met the Tier 3 placement definition.

- **Monthly Retention** - After a client meets their Tier 1 placement goal, they must maintain employment in any given calendar month at a minimum of 80 hours each month, for up to six consecutive months following the placement month to be considered retained. During July 2018 through December 2018, the system achieved 2,367 retention outcomes that met the performance definition.

- **Credentialing** - Client must be placed in skills training within 90 days of enrollment and receive a diploma or certification directly related to high priority occupation in local area. During July 2018 through December 2018, there were 78 customers that attained a credential.
During July 2018 through December 2018, the EARN system placed 1,533 unique EARN customers into 1,790 jobs. There were 351 jobs or 20 percent of the placements that offered medical benefits.

**AVERAGE WAGE**

Note: During July 2018 through December 2018, the average hourly wage for EARN customers was $11.02.

*Source: Philadelphia Works analysis of EARN program data. Monthly placements are shown based on CWDS placement start date.*
DHS MONTHLY COUNTABLE PLACEMENTS – TIER 1

DHS MONTHLY COUNTABLE PLACEMENTS – TIER 2 ($10 HR)

DHS MONTHLY COUNTABLE PLACEMENTS – TIER 3 (TANF CLOSURE)

DHS MONTHLY RETENTION

Source: DHS CWDS Reports as of 03/04/2019
Youth System Report

Philadelphia Works’ youth workforce development strategy includes comprehensive, year-round and summer programming that provides opportunities for youth and young adults to achieve 21st Century Skills and gain an understanding of career and work. The youth system in Philadelphia serves youth and young adults between the ages of twelve through twenty-four years old primarily through the use of WIOA, TANF-YD, and other grant funds. Our delivery system provides high quality services for youth and young adults focused on career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations and culminating with employment or enrollment in post-secondary education. This report presents data on quarter two, July 1, 2018 – December 31, 2018, for youth programs that are operating during program year 2018.

YOUTH PROGRAM MODELS – OVERVIEW
Through a partnership between Philadelphia Works and the Philadelphia Youth Network (PYN), the youth system provides career services and work-based opportunities to youth and young adults via the following year-round and summer models:

At-Risk Youth Enrolled in High School: Students at-risk of dropping out in grade 12 participate in year-round programs for additional support transitioning to and persisting in post-secondary education or sustainable employment. Upon program completion, successful participants will graduate high school, connect with an appropriate post-secondary option and complete one year of college coursework or advance to employment.

Opportunity Youth Without a Secondary Credential: Youth are reengaged and supported to obtain a GED and continue to build their competencies and skills beyond the secondary level. By removing this credential barrier, youth participate in year-round programs including a continuum of services moving participants through college exploration and preparation to access and persist in post-secondary education.

Opportunity Youth With a Secondary Credential: Youth who have obtained a secondary credential but are disconnected from both school and work are able to participate in year-round programs offering industry-recognized credentials preparing them for positions in industries with high-growth potential in Philadelphia.

Employment Connections for Opportunity Youth: Year-round programs offered for four target populations youth identified as having intellectual disabilities and/or autism; youth who have been adjudicated; youth who are/have aged out of Foster Care; and youth who are transitioning out of Philadelphia Career and Technical Education programs. Services are designed to support connections to work experience, training and ultimately unsubsidized employment.
**E³ Power Centers:** The E³ Center model (Education, Employment and Empowerment) is a neighborhood-based, holistic year-round approach to preparing out-of-school youth and juvenile offenders returning from residential to achieve long-term educational, career and personal goals, including self-sufficiency.

**WorkReady Summer:** WorkReady Summer programs offer educationally-enriched work experience opportunities to in-school and out-of-school youth ages 12-21 years old who have not matriculated into post-secondary education. Participants complete a six-week (120 hour) paid work experience that fosters the acquisition of the 21st Century skills through work-based learning. Opportunities are offered through one of four program models: career exposure, service-learning, work experience, and internships.

**Financial Controls**
This set of metrics tracks funds to ensure that programs are sufficiently supported and active. Totals in the summary tables show invoices submitted to Philadelphia Works and not necessarily paid expenses through the second quarter of fiscal year 2019, program year 2018.

### YOUTH SYSTEM YEAR-ROUND FUNDING: FOR THE PERIOD FROM JULY 1, 2018 THROUGH DECEMBER 31, 2018

<table>
<thead>
<tr>
<th>TANF YD Funding</th>
<th>Budgeted</th>
<th>Expended</th>
<th>% Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF Employment Connections</td>
<td>$5,696,050</td>
<td>$1,483,718</td>
<td>26%</td>
</tr>
<tr>
<td>TANF E³ Centers</td>
<td>$1,213,000</td>
<td>$629,701</td>
<td>52%</td>
</tr>
<tr>
<td>TANF Center for Literacy</td>
<td>$113,979</td>
<td>$48,053</td>
<td>42%</td>
</tr>
<tr>
<td><strong>Total TANF</strong></td>
<td><strong>$7,023,029</strong></td>
<td><strong>$2,161,472</strong></td>
<td><strong>31%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WIOA Funding</th>
<th>Budgeted</th>
<th>Expended</th>
<th>% Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>At-risk Youth In School</td>
<td>$645,162</td>
<td>$243,196</td>
<td>62%</td>
</tr>
<tr>
<td>Opportunity Youth Without Secondary Credential</td>
<td>$2,250,814</td>
<td>$970,556</td>
<td>43%</td>
</tr>
<tr>
<td>Opportunity Youth With Secondary Credential</td>
<td>$1,796,057</td>
<td>$719,757</td>
<td>40%</td>
</tr>
<tr>
<td>Pre-Apprenticeship Pilot</td>
<td>$590,022</td>
<td>$109,566</td>
<td>19%</td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td><strong>$5,282,055</strong></td>
<td><strong>$2,043,075</strong></td>
<td><strong>39%</strong></td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of fiscal data.*
Program Year 2018 Performance Metrics

In this section, Philadelphia Works’ tracks youth who are enrolled/active in the quarter and exiting programs in the current program year. Many WIOA-enrolled and E³ Center youth remained active during the second quarter and were successfully transitioned into follow-up services (exited from active programming). At this time, all youth have been transitioned to follow-up services in the At Risk Youth In School* model. Programs will work with participants to connect with or maintain education and/or employment placements through June 30, 2018. Please refer to previous reports for additional details about youth exits from At-Risk Youth In School.

STATUS OF YOUTH ENROLLED IN PROGRAM YEAR 2018 YEAR-TO-DATE (TANF and WIOA FUNDED)

### Key & Definitions

- **Unsuccessful**: Youth exits program without goal attainment and is included in program performance
- **Exclusion**: Youth exits program due to special circumstances* and will not be included in program performance
- **Successful**: Youth exits program with goal attainment and is included in program performance
- **Remaining Active**: Youth actively participating in program and is not included in program performance until exit

### E³ Center

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>59</td>
<td>11.7%</td>
</tr>
<tr>
<td>Exclusion</td>
<td>14</td>
<td>2.8%</td>
</tr>
<tr>
<td>Successful</td>
<td>115</td>
<td>22.8%</td>
</tr>
<tr>
<td>Remaining Active</td>
<td>317</td>
<td>62.8%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>505</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### Opportunity Youth without Secondary Credentials

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>15</td>
<td>9.9%</td>
</tr>
<tr>
<td>Exclusion</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Successful</td>
<td>48</td>
<td>31.8%</td>
</tr>
<tr>
<td>Remaining Active</td>
<td>88</td>
<td>58.3%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>151</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

### At Risk Youth in School*

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Exclusion</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Successful</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Remaining Active</td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*All youth have exited this model.

### Opportunity Youth with Secondary Credentials

<table>
<thead>
<tr>
<th>Category</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>13</td>
<td>18.6%</td>
</tr>
<tr>
<td>Exclusion</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Successful</td>
<td>29</td>
<td>41.4%</td>
</tr>
<tr>
<td>Remaining Active</td>
<td>28</td>
<td>40.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>70</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

Source: Youth Programs Intermediary and Philadelphia Works analysis of program data.

*Circumstances are identified by state and federal guidance
ENROLLMENT SUMMARY FOR WIOA PROGRAMS

Four hundred and forty-three (443) slots were allocated to serve youth and young adults in two WIOA-funded programs: opportunity youth without a secondary credential and opportunity youth with a secondary credential (see above for model overviews). As of July 1, 2018, there have been two hundred and twenty-one (221) youth and young adults enrolled in WIOA programs. *Due to the WIOA Youth transition, youth will not be enrolled in the at risk youth enrolled in school model. There are approximately one hundred youth connected to this model for follow-up support through the end of this program year. See below for details regarding enrollment rates, all other measures for WIOA programs will be reported at a future date when all data is made available.

<table>
<thead>
<tr>
<th>Enrollment Rate (WIOA Youth Programs)</th>
<th>Total Slots Budgeted</th>
<th>Active (Year-to-Date)</th>
<th>Enrollment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>At risk youth in school*</td>
<td>--</td>
<td>--</td>
<td>--</td>
</tr>
<tr>
<td>Opportunity youth without secondary credentials</td>
<td>268</td>
<td>151</td>
<td>56.3%</td>
</tr>
<tr>
<td>Opportunity youth with secondary credentials</td>
<td>175</td>
<td>70</td>
<td>40.0%</td>
</tr>
<tr>
<td>Across all WIOA programs</td>
<td>443</td>
<td>221</td>
<td>49.9%</td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of program data.

ENROLLMENT SUMMARY FOR TANF YD EMPLOYMENT CONNECTIONS

Eight hundred and seventy-five (875) slots were allocated to serve youth and young adults in four target populations through twelve year-round TANF YD-funded programs (see above for model overview). As of December 31, 2018, there have been three hundred and thirty-five (335) youth and young adults enrolled in these programs. See below for details regarding enrollment rates, all other measures for TANF YD programs will be reported at a future date when all data is made available.

<table>
<thead>
<tr>
<th>Enrollment Rate (TANF Employment Connections)</th>
<th>Total Slots Budgeted</th>
<th>Active (Year-to-Date)</th>
<th>Enrollment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Youth identified as having a disability</td>
<td>60</td>
<td>9</td>
<td>15.0%</td>
</tr>
<tr>
<td>Youth aging or aged out of foster care</td>
<td>430</td>
<td>164</td>
<td>38.1%</td>
</tr>
<tr>
<td>Youth who have been adjudicated</td>
<td>215</td>
<td>63</td>
<td>29.3%</td>
</tr>
<tr>
<td>Youth who graduated from Philadelphia CTE</td>
<td>165</td>
<td>99</td>
<td>60.0%</td>
</tr>
<tr>
<td>Across all Employment Connections programs</td>
<td>870</td>
<td>335</td>
<td>38.5%</td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of program data.
TANF E³ CENTERS CLIENT ACTIVE CASELOAD

During the second quarter of program year 2018, approximately two hundred and ninety-eight (298) participants were active in E³ Center programs. E³ Centers are responsible for maintaining an active caseload of at least one hundred and ninety-five (195) youth and young adults each quarter. Members continued to participate in education, empowerment, and employment activities at three centers operating across the city. More than half of active participants participated in intensive education or employment activities during this time period.

Source: Youth Programs Intermediary and Philadelphia Works analysis of program data.

Youth Programs Intermediary Technical Assistance

As of July 1, 2018, a new role, the Youth Programs Intermediary, began within the youth workforce development system. PYN is contracted in this role to provide technical assistance and programmatic capacity building support and provide administrative management and monitoring support to the summer youth employment programs and the year-round E³ Power Centers supported with TANF YD funding. Technical support activities (TA) are tracked and reported quarterly. During this quarter, PYN provided technical assistance and training support to year-round providers.

All providers received TA this quarter regarding capacity building, data entry requirements and reporting. In partnership with providers, PYN brainstormed TA and PD needs for the remainder of this program year. PYN also continued to send communication to providers about upcoming professional development opportunities. PYN supported the year-round TANF YD providers in regard to youth timesheets and payroll, the rollout of a new Individual Service Strategy (ISS), and updates for youth assessment. Year-round TANF YD providers also received in-depth communication and TA to prepare for monitoring and oversight.
<table>
<thead>
<tr>
<th>Youth Program Model (WIOA &amp; TANF)</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PY18: Quarter 2</td>
<td></td>
<td>PY18: Year to Date</td>
<td></td>
</tr>
<tr>
<td>At risk youth in school</td>
<td>5</td>
<td>7</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Opportunity youth w/o secondary credential</td>
<td>9</td>
<td>17</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Opportunity youth with secondary credential</td>
<td>7</td>
<td>15</td>
<td>13</td>
<td>18</td>
</tr>
<tr>
<td>Pre-Apprenticeship</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>E³ Centers</td>
<td>16</td>
<td>15</td>
<td>27</td>
<td>25</td>
</tr>
<tr>
<td>WorkReady Summer</td>
<td>0</td>
<td>0</td>
<td>82</td>
<td>30</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>37</strong></td>
<td><strong>54</strong></td>
<td><strong>148</strong></td>
<td><strong>103</strong></td>
</tr>
</tbody>
</table>

**NOTE:** The count of staff includes duplicates; staff could have attended multiple trainings and/or multiple days

*Source: Youth Programs Intermediary analysis of training and technical support data. Number of staff trained include*
PERCENT OF ADULTS 25-64 WITHOUT A HIGH SCHOOL DIPLOMA

Source: Philadelphia Works analysis of 2012-2016 American Community Survey
Philadelphia Works Grants

Philadelphia Works pursues funding that aligns with our core mission outside our federal formula and state formula allocations for WIOA and TANF Employment & Training funds. These grants can supplement WIOA and EARN Program activities to benefit broader groups of customers and, in addition, support new initiatives. Currently, Philadelphia Works has funds from direct federal grants, state grants, and private company and foundation grants. These grants serve employers by providing training for their incumbent workers and provide career pathways to employment for youth, young adults, and dislocated workers, adult unemployed or underemployed workers.
American Apprenticeship Initiative: $2,999,722
Funded by U.S. Department of Labor: 10/1/2015 through 9/30/2020

AAI Update: Board Book 3/14/19
The Southeast Pennsylvania Region American Apprenticeship Initiative (SEPA Region AAI) develops and expands pre-apprenticeship and Registered Apprenticeship programs in the information technology (IT) and healthcare industries and identifies and places Opportunity Youth (ages 16-24 out of school, out of work) in these programs and supports their successful completion. The foundation of SEPA Region AAI’s approach is: multiple employer engagement to develop and/or expand Registered Apprenticeship programs in the high-growth industries of IT and healthcare; the development and adoption of competency-based pre-apprenticeship curricula that aligns with available apprenticeship positions; and the establishment of a new governing body, the SEPA Region American Apprenticeship Collaborative, with staff to oversee all apprenticeship system work.

The grant is managed by Philadelphia Works and includes other workforce development boards and partners from Philadelphia, Montgomery, Bucks, Chester, and Delaware Counties.

OUTCOMES TO DATE:

• IT
  o 2 Pre-Apprenticeship Programs
    ▪ Urban Technology Project Digital Service Fellows
    ▪ JEVS Human Services TechServ Scholars
  o 3 Registered Apprenticeship Programs
    ▪ Urban Technology Project Computer Support Specialist
    ▪ JEVS Human Services IT Generalist
    ▪ Orbit Software Computer Programmer & Technical Customer Support Specialist
  o 91 Total Pre-Apprentices
    37 Total Apprentices

• Behavioral Health & Intellectual Disabilities
  o 1 Pre-Apprenticeship Program
    ▪ District 1199C Training & Upgrading Fund Behavioral Health & Intellectual Disabilities
  o 5 Registered Apprenticeship Programs
    ▪ District 1199C Training & Upgrading Fund Direct Support Professional
    ▪ JEVS Human Services Direct Support Professional
    ▪ SPIN Direct Support Professional
    ▪ WES Health Assistant Psychiatric Rehabilitation Specialist
    ▪ Bucks County Intermediate Unit Registered Behavior Technician
  o 51 Total Pre-Apprentices
18 Total Apprentices
• Pharmacy Technician
  o 1 Pre-Apprenticeship Program
    ▪ CVS Health Retail Pharmacy Technician (partnering with Philadelphia Youth Network)
    • Recruitment Partners: Philadelphia Job Corps, Kensington Health Sciences Academy, Bucks County Community College, and Montgomery County Community College.
  o 1 Registered Apprenticeship Program
    ▪ CVS Health Retail Pharmacy Technician (partnering with Philadelphia Youth Network)
  o 5 Total Pre-Apprentices
  4 Total Apprentices

OUTREACH & EVENTS:
• Several National Apprenticeship Week events/activities took place during the week of November 12, 2018 and were highlighted in the Board Book last quarter.
• A pilot Job Developer Training with JEVS was conducted in December 2018 to train attendees to be apprenticeship intermediaries. Additional trainings are to follow with Careerlink staff/other partners to increase the apprenticeship footprint.
• The ApprenticeshipPHL website official launch is expected to occur in March 2019 – the website is active now.
• Devereux Advanced Behavioral Health (Devereux) in Chester County made progress toward apprenticeship registration this quarter, and plans are in place to implement a pre-apprenticeship pipeline for their DSP program.
• A demonstration study with the Urban Institute is in the final planning stages and expected to launch in January 2019. The focus of the study will be the engagement of IT employers in Apprenticeship. Partners in the study include JEVS Human Services and the Urban Technology Project.

ADDITIONAL FUNDING OUTSIDE OF AAI:
Philadelphia Works continues to act as the fiscal agent and partner for sixteen grants that were awarded through additional federal and state funds from the PA Department of Labor and Industry. These grants have been extended through June 2019. In addition, the announcements for PA Smart Apprenticeship funding are expected
Apprentice from Urban Technology Project
Teachers in the Workplace: $267,700
Funded by PA Department of Labor and Industry: 6/1/2018 through 6/30/2019

In March 2018, Governor Wolf announced the availability of Teacher in the Workplace (TIW) grants to connect classrooms and businesses helping schools prepare students for the changing 21st century economy. All TIW programs include: 1) development of partnership and initiatives to align business, education and community organizations to implement Teacher in the Workplace opportunities; 2) on-site learning in one or more workplace environments; and 3) time for the educator to connect workplace skills into their curriculum and classroom instruction. Philadelphia is operating six TIW programs in partnership with the following organizations: District 1199c Training and Upgrading Fund, Energy Coordinating Agency, Legacy Pathways LLC, New Foundations Charter School, Philadelphia Education Fund, and Philadelphia Federation of Teachers. Through these programs Philadelphia will support TIW opportunities for one hundred and thirty-eight (138) educators by the end of the grant period.

Outcomes to date:
- One hundred twenty-nine (129) educators have participated in TIW opportunities: externships, employer panels, curriculum development, etc.
- Over one thousand fifteen hundred hours of activity completed to-date
- Engaged seventeen (17) employers across the city

Educators visit Philadelphia Art Museum
Business Education Partnership: $99,923
Funded by PA Department of Labor and Industry: 6/1/2018 through 6/30/2019
Philadelphia Works (PW) with their partners The Philadelphia Youth Network (PYN), the School District of Philadelphia (SDP), Rhoads Industries (Rhoads), and the Southeastern Pennsylvania Transportation Authority (SEPTA) will place twenty (20) Career & Technical Education (CTE) students who will be seniors in the 2018 - 2019 school year into 1-day a week, paid internship from November 2018 - May 2019 with a minimum of two committed employers. Students will complete up to 240 hours of work and professional development, build competencies at the worksite, make connections between what is taught in the classroom to what is happening in the workplace, learn the basics of the business and have the potential to enter a pre-apprenticeship program at the employer after graduation or enter a bridge program making them eligible to apply for an apprenticeship at the employer.

Outcomes to date:
- Four (4) employers have been engaged to develop Internship Workplans and host school-year internships
- Forty (40) students were recruited for Career Readiness Training (2-day session)
- Twenty-two (22) students completed Career Readiness Training (2-day session)
- Seventeen (17) students were placed in School Year Internships
- Students have completed 445.5 hours of School Year Internships through December 2018
Boeing 2.0 Training Grant: $111,312.50
Funded by The National Fund for Workforce, Boeing Corporation & JOIN Solutions: 6/1/2018 through 6/30/2020

The Boeing grant supported by the Boeing Corporation, the National Fund for Workforce Solutions, and the Job Opportunities Investment Network is providing funds for on-the-job (OJT) and incumbent worker training opportunities in the manufacturing industry for unrepresented individuals, specifically minorities and women. This grant extends over a two-year period, ending in June 2020.

OUTCOMES TO DATE:
To date, five Southeastern Pennsylvania Manufacturing Alliance (SEPMA) employers have taken advantage of the grant, creating 16 new full-time job opportunities with an average starting wage of $13.83 per hour through OJTs and providing 15 incumbent workers with a skill attainment. SEPMA already exceeded its first-year goal (15 individuals placed in OJTs and 5, with incumbent worker training). Outcomes to date: Eight individuals successfully completed their OJT and were permanently hired as full-time workers, and all 15 incumbent workers received welding certification. Local manufacturers shared their experiences and successful outcomes of employees participating in the OJT program:

“The OJT training has been a huge success here at Computer Components Corporation and has given the three employees in the program an opportunity to continuously learn new skills in the manufacturing industry. The skills they are learning during this training include, but are not limited to, paint line support, welding operations basics, and shipping knowledge. These skills will provide them with the opportunity to continue to thrive and grow here at our company.” – Kate Carney

Kate Carney
HR Coordinator
Computer Components Corp

“The help that PTR is receiving from the National Fund and JOIN is directly impacting the lives of our employees. The funding allows PTR to provide opportunities to unskilled and under-skilled community residents to obtain transferrable skills and knowledge that will help them continue to maintain sustainable employment and a career path that can support themselves and their families.”

“Employees are progressing well. The training is job specific and we’ve had jobs like billers, stockroom associates, and maintenance technician helpers join under this program. Their training can be anything from utilizing Excel and certain computer programs, to inventory control strategies and proper preventative maintenance of cranes and welding machines.” – Brent Ford

Brent Ford
Director of Human Resources
PTR Baler & Compactor
The Summer Jobs and Beyond: Career Pathways for Youth-Youth Opportunity Hub opened in conjunction with the PA CareerLink® West in October of 2016. The average service duration for youth at the Hub lasted approximately twelve months or longer, depending on their work experience, literacy levels and ability to secure post-secondary placement or unsubsidized employment. This Department of Labor grant has been extended to December 31, 2018 with the expectation that more than 250 youth, in- and out-of-school will be served along with the creation of a replicable and seamless integrated service model with the adult system providers. To learn more or connect with Hub programming, visit the website: https://www.pyninc.org/hub.

Final Outcomes:

- Two hundred and eighty-five (285) youth enrolled in the Youth and Young Adult Opportunity Hub
  - One hundred and seventy-six (176) in-school youth, one hundred and nine (109) out-of-school youth
- Two hundred and seventy-one (271) total paid work experiences offered for one hundred and seventy-one (171) unique individuals
- Eighty-nine (89) placements achieved in post-secondary education, employment and/or military/national service

System Strategies Developed:

1. A new full-time Youth Navigator position has been created at PA CareerLink® Suburban Station. The Youth Navigator will support young people as they identify the right program for enrollment based on the youth’s circumstances, fit, and career interest, i.e. the young person may be connected to a partner program outside of PA CareerLink®. This position was filled during this reporting quarter and will be piloted through the end of this fiscal year (June 30, 2019). Lessons learned from this position will inform efforts across the other PA CareerLink® Centers city-wide and will determine plans to scale to all four Philadelphia PA CareerLink® Centers.

2. Our local partners will leverage lessons learned and other funding to oversee and provide up to five hundred (500) career exposure opportunities through June 2019 for in-school youth. Per lessons from Hub PWE, the opportunities will be coordinated for ISY connected to high schools in the Promise Zone and will offer youth the ability to receive incentives dependent on their achievements.

3. Lessons learned and best practices from the CPY grant will be incorporated into upcoming procurement cycles for Philadelphia’s WIOA Youth and TANF Youth Development investments. Hub strategies for program components such as employer engagement, college and career readiness training, enrollment cycles, and co-enrollment will all be used during planning for fiscal year 2021 which will occur during this calendar year.
Southeastern Pennsylvania Defense Transition Initiative $230,000
(Phased through the Office of Economic Adjustment through Pennsylvania Department of Economic Development) PHASE 3

Funded by PA DCED: 6/1/2018 through 11/30/2019

The Southeastern Pennsylvania Defense Transition Initiative is a collaborative regional partnership designed to assist companies in the Department of Defense supply chain whose business has been impacted by recent budget cuts. Through a targeted set of activities, the initiative has provided Defense suppliers comprehensive customized business services to aid in commercialization, expanded markets and diversification. Services may include an assessment of their current state and then a voucher for up to $15,000 for diversification plans, marketing plans, website upgrades, operational expansions, commercialization consulting, workforce services and production consulting. This grant is managed by Philadelphia Works and sub-recipient partners to serve defense suppliers in the 8-county region of Southeastern Pennsylvania and the Lehigh Valley (Berks, Bucks, Chester, Delaware, Lehigh, Northampton, Montgomery, Philadelphia).

Outcomes to Date: In Phase 3, the Southeastern PA Defense Transition Initiative has a pipeline of companies who are part of the Department of Defense supply chain from the previous two years of the grant. During this phase Ehmke, Stockwell, TDI, and R&P have all been allocated their grant funds. Additionally, Philadelphia Works and Manufacturers Resource Center (MRC) have continued outreach to regional employers. All vendors have developed creative strategies to meet the needs of the grant.

MRC identified companies in their supply chain and assessed their eligibility and needs for funding under this grant.

Ehmke Manufacturing Company, Inc. will contract for website design, content/visual design, construction, and set up business services with the Delaware Valley Industrial Resource Center (DVIRC) to complete their market diversification project.

Materials Science LLC requested funding to obtain a company level certification based on standards published by the Society of Automotive Engineers titled “Quality Systems-Aerospace Model for Quality Assurance in Design.”

R&P is using grant funding to update its quality management system (QMS) to the new ISO 9001. R&P is in the last phases of implementation to achieve certification before Sept 2019.

Stockwell Elastomeric is using their grant funding to design its marketing materials with DVIRC. They are in the stages of creating survey instruments, market outreach material, and data analysis.

TDI will be utilizing its funding to work with Planet Technologies to make a migration to Office 365 and Collaboration Enablement (Small Enterprise).

In addition to grant partners, Philadelphia Works partnered with the National Defense Industrial Association (NDIA) by tapping directly into the industry association and hosting engagement events, which have cumulatively yielded access to over 100+ employers throughout the Delaware Valley region.
Pay for Success Model: Technical assistance for one year

8/1/2018 through 6/30/2019

Philadelphia Works, in a national partnership, is piloting an innovative “Pay for Success” model in the Philadelphia region. This is a unique local collaboration between the public sector (Philadelphia Works), a leading private sector employer (Comcast) to invest in the local workforce.

In this new pilot model, Philadelphia Works commits to pay the upfront cost of employee/workers trainings outlined by the personnel/technical needs of Comcast. The employer will repay Philadelphia Works upon to completion of achievements outlined and determined by the partnership.

The pilot model makes a case for increased private sector investment in workforce development by transferring the risk away from employers and demonstrates opportunities for innovation for the public-sector funders.

Partners providing technical assistance: Social Finance, Sorenson Institute, Federal Reserve Bank

OUTCOMES TO DATE:
We are currently convening working group meetings to operationalize the Pay for Success (PFS) model in Philadelphia. We are in the process of finalizing in-demand skills needed for the business to business sales positions within Comcast, training parameters and targeted outcomes. We anticipate launching the program in May 2019.
Thank you to all the staff who contributed to the production of this book.

Thank you to our administrative and service delivery partners:

Youth services are administered by the Philadelphia Youth Network.

WIOA Title I Adult and Dislocated Worker Services and EARN program services are provided by EDSI, ENPWDC, Impact Services, JEVS Human Services and SER-Metro through four PA CareerLink® Philadelphia centers.

One-Stop Operator services are provided by Eckerd Connects

For a current listing of PA CareerLink® Philadelphia locations, please visit http://www.pacareerlinkphl.org/contact/