Board Meeting Briefing Book

Thursday, June 20, 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, Inc.
Board Members

William Strahan
Chair of the Board
Comcast Cable Communications

Daniel K. Fitzpatrick
Vice Chair of the Board
Citizens Bank of PA, NJ and DE

Patrick J. Eiding
Secretary of the Board
Philadelphia Council AFL-CIO

Michelle Armstrong
School District of Philadelphia

Nolan N. Atkinson, Jr.
Office of Mayor James F. Kenney

Emily Bittenbender
Bittenbender Construction LP

Steven Scott Bradley
Bradley & Bradley Associates Inc.

Shari Brightful
PA Office of Vocational Rehabilitation

Manny Citron
Deputy Chief of Staff Mayor’s Office of Labor

David Crossed
Navigate

Brigitte F. Daniel Esq.
Wilco Electronic Systems Inc.

Harold Epps
Commerce Department

Cheryl Feldman
District 1199c Training & Upgrading Fund

Beatriz Mirabal Garces
Garces Dental Group

Donald Generals
Community College of Philadelphia

Peter Gonzales
Welcoming Center for New Pennsylvanians

Ed Grose
Greater Philadelphia Hotel Association

Sheila Ireland
City of Philadelphia Office of Workforce Development

Frank Jiruska
PECO Energy Company

John W. Lasky
Temple University Health System

Richard Lazer
Office of Mayor James F. Kenney

Gabriel Mandujano
Wash Cycle Laundry, Inc.

Norma Romero Mitchell
Benefits Plus Consulting Group

James Nichols
PA Bureau of Workforce Partnership and Operations

Douglas I. Oliver
PECO – Exelon Company

Joseph Parente
KPMG LLP

Orla Pease
Urban Engineers

John L. Stahl III
International Association of Heat and Frost Insulators and Allied Workers IAHFIAW JAC (LU14) Training Center

Peter Tubolino
Siemens Building Technologies

Thomas Tyler
The EF Precision Group

Esteban Vera, Jr.
Laborers’ Local #57

Christina Wong
Comcast Campus Content
Philadelphia Works Board Meeting

June 20, 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

II. Consent Agenda
   - Philadelphia Works Update
   - Board Meeting Summary, March 14, 2019
   - Committee Meeting Summaries

III. CEO Report
   - CEO remarks

Committee Reports / Actions

I. Employer Engagement & Workforce Strategies Committee
   - Committee Update
   - ACTION: Approve the 2019 Strategic Investment Plan

II. Finance Committee
   - Committee Update
   - ACTION: Approve the FY2020 Operating Budget
   - ACTION: Approve FY2020 Contracts in Excess of $3MM
   - ACTION: Approve of the Financial Statements for the Quarter Ended March 31, 2019

III. Human Resources Committee
   - Committee Update

IV. One-Stop Operator
   - Committee Update

V. Research & Policy Committee
   - Committee Update

VI. Youth Standing Committee
   - Committee Update

Adjournment
Board Meeting Briefing Book

June 20, 2019

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Consent Agenda Items

**Overview**
The following items are on the Philadelphia Works Consent Agenda for June 20, 2019:

- Philadelphia Works Update (p. 3)
- March 14, 2019 Board Meeting Summary (p. 5)
- Committee Meeting Summaries and Reports for this Quarter (p. 7)

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: March Board Meeting**
The Board is being asked to approve the draft meeting summary from the March 14, 2019 board meeting.

**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

Youth System Highlights

Workforce Development System-wide Highlights

JobWorks TechWorks

On May 24th, JobWorks TechWorks training program graduated its inaugural cohort of PA CareerLink® students. TechWorks is one of 16 courses offered through Philadelphia Works Vocational Skills Training (VST) Initiatives. The training program offered a unique opportunity for eight customers to develop the skills and credentials required for in-demand, entry-level IT positions in Philadelphia. Over the 12-week course, students worked toward three stackable IT credentials: CompTIA’s IT Fundamentals, CompTIA’s A+ Certification, and Apple’s Mac Integration Basics, setting them up to become Computer User Support Specialists. Beyond traditional instruction, students engaged with the course material through e-learning modules, videos, an online discussion group, readings, practice assessments, and lots of hands-on practice. Students also received instruction around essential literacy and business soft skills, culminating in a business communications credential.

TechWorks has also been working with the PA CareerLink® staff to make crucial connections to employment. Students have been introduced to a range of employers including TekSystems, SAP, the School District of Philadelphia’s Office of Educational Technology, and Clarivate Analytics. Philadelphia Works is looking forward to seeing where the graduates will find employment! TechWorks was recently approved to provide additional VST cohorts in the next fiscal year.

Southeastern Pennsylvania Manufacturing Association (SEPMA) Manufacturing Boot Camp

Community College of Philadelphia Northeast Regional Branch held a graduation for its second manufacturing boot camp April 26th at the United Way. The graduating class had 14 individuals; 36 percent were women. The graduates’ included a presentation of their capstone project, at the United Way. The curriculum for this cohort was revised to incorporate a gender lens. Technical support was provided by Chicago Women in
Trades, funded through the Women in Apprenticeship and Nontraditional Occupations (WANTO) grant, offering recruitment strategies and curriculum content to encourage and support women.

To date, 50 percent of the graduates have been hired and those remaining are scheduled for several promising interviews. The hiring employers can take advantage of WIOA On-the-Job Training funds and the Boeing Grant that funds 10 weeks of training for under-represented populations.

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 learn about careers, connect to work experience opportunities, attain employment and advance 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! The program addresses the importance of youth employment by providing young people an opportunity to learn. Employers can 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 participant application is available now at http://www.workreadyphila.org. To partner with WorkReady Summer 2019 as a funder, worksite to host youth participants, or as 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 9:10 a.m. MOTION was made to approve the consent agenda. ACTION: the motion was approved unanimously.

CEO Report
Mr. H. Patrick Clancy introduced a new staff member, Dawn Thomas, Outreach & Communications Manager, expressing that she is a critical part of our team. Under her purview, to name a few, are: the organization’s communication strategy, along with Bellevue; updating our branding; the company website; collateral materials; and quarterly and annual reports.

Grant Awards
Mr. Clancy informed that PAsmart Grants, totaling $2.85 Million, have been awarded to Philadelphia Works and organization with whom we have an established working relationship. Additionally, other grants include Summer Internships, a joint venture with Philadelphia Youth Network and the School District of Philadelphia for $730,000 and Rapid Response for Dislocated Workers for $430,000. A slide presentation outlined all awarded grants.

Employer Engagement Committee
In the absence of Heloise Jettison, Dr. Meg Shope Koppel reported that the RFP responses are due at the end of March for the PA CareerLink® Philadelphia System and the system-wide Cross Center.

Dr. Shope Koppel advised that the Goal4It! program is being phased in very slowly in the PA CareerLink® Philadelphia centers. A stronger implementation will occur in July.

Dr. Shope Koppel noted that a discussion on revamping the entire back end of the board book is ongoing. The suggested dashboard approach has the most merit. We are presently collecting comments from Board members, staff and stakeholders.

Human Resources Committee
Norma Romero-Mitchell advised that a pilot initiative for the internal contracting system is kicking off soon. The pilot will begin with On-the-Job Training (OJT) contracts. Once the OJT portion has been completed, other types of contracts will be deployed.
Leadership Works
Ms. Mitchell reported that the Leadership Works program, targeting the entire management team, just kicked-off. The sessions consist of self-discovery and one-on-one coaching with the leadership program presenter. The program is scheduled to end mid-June 2019.

Ms. Romero-Mitchell touched on other activities underway by Human Resources staff: inputting performance management data into Trakstar; adding employee testimonials to the career page on the website as part of the talent acquisition strategy; development of a year-round co-op program to build a pipeline to new talent; recruitment for a Director of Accounting and a Director of Contracts.

Research and Policy Committee
Dr. Meg Shope Koppel noted that Dr. Samir Nurmohamed, Professor of Management at the Wharton School, provided a presentation on outcomes from a study on persistence which focused on TANF EARN customers in the PA CareerLink® Philadelphia System. Participants attended an hour-long workshop named "My Story, My Success." In the workshop, they were instructed to complete a narrative on their personal achievements, prior experiences with discrimination and the date of their last employment. Participants were asked to explain the effect on reaching their goal when others had low expectations of them, although they had high expectations for themselves. One of the key findings was that experiencing discrimination did not have an effect on finding employment if the customer saw themselves as “overcoming the odds” against them.

SNAP
Dr. Shope Koppel updated that the Department of Agriculture proposed new rules for SNAP (food stamp) recipients. The new rules state that able bodied individuals without dependents that do not meet work requirements will not receive food stamps. The rules were announced in the Federal Register with a comment period due to end on April 2, 2019. To date, over 4,000 comments were received.

Youth Standing Committee
Stephanie Gambone, with Philadelphia Youth Network (PYN), noted that as a result of launching the youth application in January 2019, over 3,000 young people have already submitted their initial application. PYN is currently working with providers to secure internships for applicants. Provider contracting began on February 1st. A portion of the system begins in June this year due to the early school closings with between 2500 and 3000 young people ready to start in June. The early internships will primarily be assigned to Parks and Recreation as there is a need for the recreation centers to be up and running soon.

Adjournment
With no further business to discuss, the meeting was adjourned at 10:45 a.m.
Chair Welcome
Mr. William Strahan called the meeting to order at 3:00 p.m. MOTION was made to approve the following agenda items: Executive Committee Meeting Summary of December 5, 2018; CEO report; Committee Reports and Action Items to be presented to the full board, and the draft Board Meeting Agenda for March 14, 2019. ACTION: all items were approved unanimously.

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

Mr. Clancy advised the committee of an issue facing statewide workforce boards. In January 2019, the Governor’s office issued a press release announcing the intent to change employment and training programs. Governor Wolf has directed the Department of Human Services (DHS) and the Department of Labor & Industry (L&I) to partner as they redesign jobs programs shifting the focus from job placement to case management. In particular, the EARN program is targeted yet again for redesign while the current redesign has not been fully completed. We’ve been collaborating with DHS continually for the past couple of years on this project. Later this year, a statewide competitive procurement process will be introduced. That process will jeopardize funding and seriously impact workforce boards. Each board will become one of many organizations vying for funds that were part of their budget in the past. A lengthy discussion ensued with additional follow-up required.

New Grants
PAsmart Grants, totaling $2.85Million, have been awarded to Philadelphia Works and organizations with whom we have established a working relationship. Additionally, other grants include Summer Internships, a joint venture with Philadelphia Youth Network and the School District of Philadelphia for $730,000 and Rapid Response for Dislocated Workers for $430,000.

EMT Training
The Philadelphia Fire Department is in need of EMTs. Mr. Clancy noted that meetings to develop an EMT training academy are ongoing. Under consideration for the training is a partnership with the West Philadelphia Skills Initiative. EMTs earn a yearly salary of approximately $44,000.

TANF Youth Development
Mr. Clancy advised that procurement has just ended with 32 bidders submitting proposals.
**PinPoint**
Mr. Clancy reported that as part of the City’s violence prevention strategy, the Philadelphia Police Department is utilizing their new software, PinPoint. The software has the capability of identifying neighborhoods where crime is most likely to occur. Our challenge is to provide services quickly to those communities in an effort to avoid escalation of crime.

**Summer Internships**
Mr. Clancy announced that due to the June 5th public school closing this year, some customers will be able to begin the summer program a month early. Hopefully, students from the PinPoint zones can benefit from the 52 work sites that have the capacity to expand their summer employment by beginning a month early.

**Human Resources Committee**
Mr. Clancy reported that the leadership program for the entire management team just kicked-off. The sessions consist of self-discovery and one on one coaching with the leadership program presenter. Completion is expected in mid-June 2019. Patrick noted that the organization is currently recruiting for a Director of Accounting and a Director of Contracts. The organization has have just onboarded Ms. Dawn Thomas as the Outreach & Communications Manager.

**Research and Policy Committee**
Dr. Meg Shope Koppel advised that Dr. Samir Nurmohamed, Professor of Management at the Wharton School, provided a presentation on outcomes from a study which focused on TANF EARN customers from the PA CareerLink® Philadelphia System. Customers of the study participated in an hour-long workshop named "My Story, My Success." In the workshop, they were instructed to complete 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.

**Employer Engagement and Workforce Strategies Committee**
Mr. Clancy provided updates. Responses for two major RFPs are due soon. The PA CareerLink® Philadelphia system responses are due on March 14th and system-wide Cross Center responses are due on March 24th. Once the responses are received, we will solicit Board members and others for the scoring committee.

**Finance Committee**
Mr. Dale Porter reported that Mitchel and Titus performed an audit and there were no findings. Dale asked for a motion to approve the quarterly statement. **MOTION** was made to approve the Finance Quarterly Report. **ACTION:** the item was approved unanimously.

**Adjournment**
With no further business, William Strahan called for the meeting adjournment at 5:00pm.
Employer Engagement and Workforce Strategies
Meeting Summary
Thursday, May 30, 2019 | 9:00 – 10:30 A.M.
Chair: Heloise Jettison

Welcome and Introductions
Ms. Heloise Jettison brought the meeting to order at 9:05 a.m. followed by an introduction of meeting attendees and the organizations they represent. MOTION by Mr. Ed Grose was made to accept the minutes as written. ACTION: the minutes were approved unanimously.

Employer Engagement Strategy
The City of Philadelphia’s Employer of Choice Campaign launched on May 30, 2019. The purpose of this initiative is to build a business-to-business ecosystem to recognize employer partners across the city that support the citywide strategy for connecting our residents to employment. Characteristics of an Employer of Choice include: organizations that pay at least a living wage, use best hiring practices, skills-based hiring, blind hiring, source from candidate pools that are prepared for them including through education and workforce providers, the re-entry community, opportunity youth, internships and apprenticeships. The initiative is primarily geared toward small and mid-size employers to show they can help uplift residents out of poverty and grant equal access to everyone.

The goal is to have 150 or more recognized choice employers by 2024 with at least 50 employers by the end of the 2019 calendar year. Applications and information will be distributed by a robust list of employers from the city, committee, many of the Chambers and the Philadelphia Society for Human Resource Management. Mr. Harold Epps is the face of this campaign. He will follow up with employers and issue a call-to-action. Responses should be received by mid-June for the external evaluation team consisting of city departments and the chamber to score and submit the first group’s finalists to be recognized in August. A series of recognition breakfasts will be held with the winners in September by Mr. Epps and possibly the Mayor.

A detailed overview of the draft employer engagement plan was presented. Mathematica has been working with Philadelphia Works, Inc. to design its strategy. Some areas of concentration are:

- Working with vendor partners to assess their outreach strategies and identify and address training gaps for all who interact with employers; internal and external staff promoting the same information regarding the organization’s mission

- Outreach updates include the addition of the Outreach & Communications Manager, Ms. Dawn Thomas. Her work includes our updated logo and re-design of our websites as well as collateral related to our services and initiatives. The Employment Engagement team is developing an
intentional and aggressive outreach to regional businesses to promote our services and find new employment opportunities for job seekers.

- Mr. Tim Smith, Manager of Employment Services, will increase his staff by adding two new Business Engagement Representatives and a Business Support Coordinator. One Business Engagement Representative will oversee the the NextGen Hospitality and Entertainment Industry Partnership (IP) which is supported through the PAsmart Convening Grant

- A relationship sales approach will be developed for all employer outreach teams to ensure they are all fully trained and versed on the services offered through Philadelphia Works and the PA CareerLink® System. These include: apprenticeships, incumbent worker training, on-the-job training (OJT) and industry partnerships.

- The Research, Policy and Innovation (RPI) Unit is working on identifying talent pipelines and articulating career pathways within industries that reflect employer feedback. These products also help inform our partners, such as the Community College of Philadelphia, Job Corps and Philly YouthBuild, and engage them with the pipelines we seek to create to meet employer demand.

- Mr. Smith is actively creating a pipeline referral relationship with area colleges to source candidates for open positions that employers have that are not easily filled by our PA CareerLink® career seekers.

- Philadelphia Works needs to expand external services to reach more employers. Staff trainings and meetings with PIDC and the Commerce Department are necessary so that our staff are informed of the departments needs and work collectively in the future.

- The Greater Philadelphia Chamber of Commerce (GPCC) is developing a scope of work for a new contract so that work can be done diligently to identify the employment opportunities within the GPCC.

- Ms. Marlene Pringle is working with business associations, area strip malls, business strips, shopping malls and various Chambers of Commerce, including African American and Hispanic Chambers of Commerce, to identify the employment needs of those entities.

- Close work is planned with Philadelphia Works’ training providers on curriculum development based on employer needs.

- A massive outreach to the city’s 700+ area employers will be done by the Business Engagement and RPI units. The City’s Commerce Department will work collaboratively on this outreach by providing services.

- A matrix will be created by the Business Engagement Unit and utilized to measure the outcomes of the services offered. An employer survey is underway to measure how some of the outreach activities are working thus far.

**2019 Investment Strategy**

The goal of Philadelphia Works is to maximize employment opportunities and get residents that are not currently employed into employment. We do so through a variety of programs allowable by our different funding streams. To prevent missed opportunities, Philadelphia Works will work with employers to create customized job trainings (CJT), apprenticeships, and collaborate with city agencies on their workforce development strategies. Philadelphia Works will review data and research, balance that with employer input, analyzing gaps for missed opportunities or oversaturation in training fields. As proposed, we will ensure that public investments will make the most sense for the customers served.
Three major City initiatives are underway:

- The City’s Fueling Talent Engine – the workforce development strategy with 12 points of reference. The Philadelphia Works strategy is aligned with the city’s workforce strategy.
- The Philadelphia Roadmap to Safer Communities – bi-weekly meetings with the city’s administration, health department, police department, parks and recreation to get mobile services to those communities where there is a high preponderance of crime. The Police Department utilizes a tool called Pinpoint to target specific neighborhoods and blocks in the city where shootings will occur. There are 45 Pinpoint neighborhoods with 7 that are extremely high which will be targeted first.
- Growing with Equity – the city’s vision for inclusive growth. Working better with small businesses in the neighborhoods and corridors where low level hiring takes place.

### FY2020 Philadelphia Works Overall Funding Breakdown
(assuming flat budget)

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF</td>
<td>$31,000,000</td>
</tr>
<tr>
<td>WIOA Youth</td>
<td>$6,500,000</td>
</tr>
<tr>
<td>WIOA Adult</td>
<td>$6,300,000</td>
</tr>
<tr>
<td>WIOA Dislocated Worker</td>
<td>$4,000,000</td>
</tr>
<tr>
<td>US DOL</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>National Health Emergency Demonstration Grant – Opioid Crisis</td>
<td>$2,000,000</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Other Youth</td>
<td>$500,000</td>
</tr>
<tr>
<td>PAsmart</td>
<td>$280,000</td>
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<tr>
<td>Lenfest Foundation</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$54,655,000</strong></td>
</tr>
</tbody>
</table>

### FY 2020 Philadelphia Works Service Delivery Investment Strategy
(Adult Formula Funding Total Service Investment – TANF, WIOA Adult, DLW, &Rapid Response)

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated System (PA CareerLink® system wide and One-Stop Operator)</td>
<td>$28,100,000</td>
</tr>
<tr>
<td>Skills and Employer- based Training Initiatives</td>
<td>$7,100,000</td>
</tr>
<tr>
<td>Industry-focused Employer Engagement</td>
<td>$600,000</td>
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<tr>
<td>Supplemental Services to Support Customers</td>
<td>$1,110,500</td>
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<tr>
<td>Specialized Programs to Support Specific Populations</td>
<td>$1,350,000</td>
</tr>
<tr>
<td>System Capacity Building and Professional Development</td>
<td>$700,000</td>
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<tr>
<td><strong>Total</strong></td>
<td><strong>$38,960,500</strong></td>
</tr>
</tbody>
</table>

### Adjournment
The meeting was adjourned at 10:32 AM. The next meeting will be held on August 29, 2019.
Approval of Prior Meeting Minutes
Meeting was called to order at 9:00 a.m. **MOTION** to approve prior meeting summary minutes held on February 11, 2019 was approved unanimously.

FY 2020 Operating Budget
Mr. Dale Porter presented the FY2020 Budget to the Finance Committee for the period of July 1, 2019 through June 30, 2020. The budget describes revenue sources for FY2020 with comparisons to FY2019. FY2020 TANF Adult funding is level when compared to FY2019, WIOA Adult and Dislocated Worker allocation are up 5 percent and 15 percent, WIOA Title I Youth allocation is increased over 6 percent when compared to FY2019. All TANF and WIOA allocations are final. This budget contemplates a level funding estimate for TANF Youth.

Other awards are balance estimates for multi-year grants including WIOA Rapid Response, Opioid and USDOL American Apprenticeship.

This budget incorporates the FY2020 Investment Strategy as approved by the Employer Engagement and Workforce Strategies Committee of the Board of Directors.

This budget incorporates $3MM of additional funding committed to subrecipient services, when compared to FY2019.

**MOTION** to recommend FY2020 budget to the full board was approved unanimously.

Operations Narrative and Financial Statements for nine months ended March 31, 2019
Mr. Chris Santarelli presented the financial statements for nine months ended March 31, 2019. 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 March 2019 is greater than prior year due to decrease in outstanding receivables and in cash Due to Subrecipients. The bank balance at April 17, 2019 was $7.7MM.

TANF Adult cost reimbursement funds were fully spent by March 31, 2019; all 4th quarter expenditures will be funded by TANF Adult performance funds.

A transfer of WIOA funding from DLW to Adult was made, as a result, we anticipate approximately 91 percent of Adult and 75 percent of DLW will be spent by June 30, 2019 resulting in carry over funding into FY2020.
Motion to approve the financial statements was approved unanimously.

**FY2020 Proposed Contracts Excess of $3MM**
Mr. Porter presented a list of contracts in excess of 3MM to the committee for approval, the motion was approved unanimously, moving the action to the Executive Committee.

**FY2019 Executed Contracts**
Previously executed contracts were presented to the group for disclosure purposes only and did not require approval.

**Adjourn**
With no further business, the meeting was adjourned at 10:00 a.m.
Welcome and Introductions
Ms. Norma Romero-Mitchell brought the meeting to order at 3:06 p.m. She welcomed all to the meeting. MOTION was made to approve the January 21, 2019 meeting minutes. Mr. John Lasky moved to approved the minutes and Mr. Nolan Atkinson seconded the motion. ACTION: the meeting minutes were approved unanimously.

Internal Contracting System Update
The pilot began on April 1 and since then, 10 on-the-job (OJT) contracts were processed through the pilot. The OJT contracts were processed efficiently and in a shorter time frame than expected. As a result, the timeline for phase two of the pilot was pushed up from the end of May to the end of April. Staff are noticing the positive results, and are supporting the new process.

Departmental Vision
Ms. Sheila Boornazian has met with each business unit leader to discuss two questions: what is the overall purpose of the business unit and what does success look like. The exercise was developed with the business unit leader and then shared with staff for their feedback. Staff agreed with the purpose and vision; however, since it’s not the current state of the department, staff identified a variety of items that would help execute the vision. Staff are sharing the department’s vision, success and progress at the all staff meetings. The exercise has been an effective communication platform for staff. Mr. David Crossed completed a similar exercise at Navigate Corp. He is sharing a tool with staff as a resource that ties key performance indicators and strategic operational initiatives to the vision statement.

Benefits Broker
Staff wanted to explore other brokers and products in the market; therefore, began the process for a Request for Proposal (RFP) for a benefits broker. They received three responses to the RFP – 1) Brown and Brown of NY (current broker); 2) EJA Capacity; and 3) Kistler and Tiffany. Ms. Romero-Mitchell suggested reaching out to previous brokers that had responded to the RFP when Brown and Brown of NY was selected. Due to time constraints, staff will be moving forward with the three brokers identified. Ms. Romero-Mitchell and Mr. Lasky volunteered to participate in the scoring process to select a benefits broker.

Human Resources / Payroll System
Human Resources and Payroll partnered to create an RFP for a new HRIS/Payroll system. Staff received three responses to the RFP – 1) Prime Point; 2) Viventium; and 3) Paylocity. As a result of the scoring process, Paylocity was selected. Paylocity owned all the modules within their software and are constantly developing new modules and growing their services. Prime Point and Viventium had partnerships for most of their modules. Mr. Crossed utilizes Paylocity at Navigate Corporation. He shared that the
implementation process requires a good deal of detailed work. The software has a comprehensive platform and is user friendly.

**Individual Development Plans**

With recent promotions, the employees did not meet all the requirements of the position, but had potential. Ms. Boornazian in collaboration with the managers created a development plan to enhance their technical and leadership skills. Additionally, Human Resources is also identifying high potential staff that are not in management to provide tools to groom them for future management positions. The committee commended staff for this approach and addressing one of the reasons for departures.

**Staff Updates**

Three new hires: 1) Outreach and Communications Manager (Dawn Henry); 2) Project Assistant (David Ervin II); 3) Account Liaison (Candida Adkins).

Two open positions: 1) Director of Contracts (replacement); 2) Business Engagement Coordinator (new position)

Two promotions: 1) Manager of Workforce System Initiatives; 2) Senior Manager of Accounting

**Adjournment**

The meeting was adjourned at 3:33 PM. The next meeting will be held on Monday, July 22, 2019.
Welcome and Introductions
Ms. Heloise Jettison brought the meeting to order at 11:03 a.m. 
**MOTION** was made by Ms. Valarie Grant to approve the Minutes of February 14, 2019 with the correction of Ms. Naomie Nyanungo’s name **ACTION**: The minutes were approved unanimously.

One Stop Manager Report
Public resource fairs will be hosted in each of the PA CareerLink® centers this spring to showcase the existing and co-located community partner resources and services that are available through the PA CareerLink® to career seekers. Center staff and community partners will be on hand to assist the customers with questions, services, registration and job opportunities. MOU partners will be invited to attend these fairs to inform customers visiting the centers of their services while providing aid.

The Connections SharePoint database has been created to allow the shared distribution of current partner information, points of contact, reference documents and resources for the Cross-Center Community Connections Team.

Current MOUs end in 2020. MOU partner information and processes and supporting documentation will be stored on the Connections SharePoint database.

The CWDS referral program is new. The PA CareerLink® will accurately enter data on partnerships utilized by the system in specific workforce development areas. The referral system will allow for the Universal Team to make recommendations, track updates and process internal customer referrals as well as external MOU partner referrals in a centralized location. Referrals made in CWDS 2.0 will also be reported in the Legacy CWDS system. The universal referral system will be through CWDS until further notice. All partners and vendors will be encouraged to use CWDS.

Adjournment
The meeting was adjourned at 11:46 A.M. The next meeting will be held on Thursday, August 22, 2019.
Welcome and Introductions

The meeting was called to order at 3:13 p.m. Dr. Meg Shope Koppel welcomed committee members. The meeting summary was previously approved unanimously.

Policy Updates

State Policy changes for the EARN System

Mr. H. Patrick Clancy discussed potential changes in the EARN program. In January, the State issued a press release about proposed changes the Department of Human Services (DHS) to redesign the EARN and Work Ready programs. DHS will procure the program statewide, potentially releasing Philadelphia Works as the procurer. There is no formal model for this new program. Staff from Philadelphia Works and JEVS met with the State Secretary to seek clarity of the proposed new program. This is concerning as workforce boards are best situated to know the needs of local residents and the resources available to align with workforce programming. Long-term training is key to helping customers get a better job and build a career pathway. Currently, Mathematica Policy Research is working with us to redesign our EARN program. Due to Mathematica findings, we are progressing towards a model of goal setting and case management better suited to help our customers be successful. If we are to combat poverty in Philadelphia, the biggest barriers are literacy and training. Most of our EARN customers read at a fifth or sixth-grade level.

DHS will release a request for proposal (RFP) in November 2019. The State wants implementation of a model in July of 2021. While Philadelphia Works will no longer be guaranteed as the procurer of these services, we can be an applicant. Mr. Clancy stated the board is fully engaged and pushing our agenda to use the local workforce system. He will keep the committee updated.

State bills pending action on work requirements: Medicaid and Supplemental Nutrition Assistance Program (SNAP)

Dr. Shope Koppel discussed the Kaiser article regarding work requirements for Medicaid and Medicare services. The researchers documented the administrative burden to enacting such requirements as large and costly. In Pennsylvania the PA CareerLink® system would be unable to handle placing this large increase of beneficiaries into employment with the present funding.

House Bill 435 was introduced in the Pennsylvania House of Representatives and referred to committee to “consolidate, editorially revise, and codify the public welfare laws.” This bill requires approval of the General Assembly before applying for a federal waiver to reduce work requirements or change the definition of those deemed eligible for work requirements as written in the federal Medicaid and Medicare law. If this bill were approved, then work requirements will be enacted for enrollees who are not exempt under federal law. House Bill 552 likewise adds that the Secretary of DHS should request annually a federal
waiver for a demonstration program to set work requirements with specific time requirements for all non-exempt Medicare and Medicaid recipients that would delay enrollments if the hours are not met.

On February 11, 2019, a Pennsylvania bill was introduced for work requirements for SNAP recipients. The bill states DHS may not make changes without the approval of the general assembly. Work requirements cannot be waived. The committee passed the bill and it has since been sent to the general assembly.

The PA General Assembly Bill 425 that was reported from committee provides for school-to-work programs to be administered by the Department of Labor & Industry. This will provide funding for CTE and pre-apprenticeships programs in high schools that are aligned with registered apprenticeships and specific employer pipelines.

**Response to U.S. Department of Agriculture on SNAP works requirements**

Dr. Shope Koppel shared with the committee the letter Philadelphia Works submitted to the U.S. Department of Agriculture commenting on the proposed work requirements for Able-Bodied Adults without Dependents (ABAWD).

**TANF reauthorization**

Several bills have been introduced at the federal level that address TANF reauthorization. The bill that was previously introduced in both houses (the Congress and Senate), Jobs and Opportunity with Benefits and Services for Success Act” remains in committees as budgets have the highest priority at this time of year. The “Improving Access to Work Act” was introduced and is now in committee. This bill would increase work requirements for TANF beneficiaries and set aside a percentage of TANF funding for training and employment services. Pennsylvania would need to increase this share of TANF funding to 25 percent. Currently the state spends less than 15 percent. They use a provision that allows funds to be transferred for childcare services.

**Identifying Critical Information on the Public Workforce System**

Dr. Shope Koppel mentioned work is being done with other committees regarding the Quarterly Workforce Report for the board briefing book. Philadelphia Works staff would like to change the report to a performance dashboard style. Committees are being asked what information is important to them. A draft of the information collected from all committees will be circulated soon.

**Adjournment**

With no other business, the meeting was adjourned at 4:34 p.m.
Welcome and Introductions
Mr. Dan Fitzpatrick convened the meeting and reviewed the minutes from the last meeting.

Funding and Investment Updates
Ms. Kimberly McCaffrey shared details about awardees for the recent TANF Youth Development procurement. Fourteen programs received funds to provide direct services for youth and young adults ages 12-24. The committee discussed the importance of this investment and developing partnerships to increase access, provide more opportunity, and more connections for youth and young adults.

Ms. McCaffrey shared that the State projects level funding for FY2020 which will allow for Philadelphia Works to continue to support investments.

Overview: Perkins Funds – Career and Technical Education
Ms. Michelle Armstrong provided an overview of updates to Perkins regulations as well as the materials provided to support the SDP CTE presentation. The overall funding for SDP CTE programming is a combination of Perkins funds and SDP operating funds. This presentation was an overview of the plan to utilize Perkins funds for FY2020, School Year 2019-2020. SDP CTE currently serves approximately 6,000 students offering forty CIP codes at 32 high schools (neighborhood, city-wide and special admission schools).

Ms. Armstrong reviewed details of past, current, and projected performance levels. Ms. Armstrong and Mr. Nicholas Gasis explained the SDP CTE’s action plans to utilize Perkins funds specifically highlighting new programming, goals for School Year 2019-2020, and accomplishments from School Year 2018-2019. Ms. Armstrong and Mr. Gasis also reviewed the budget proposed for Perkins funding. Ms. Armstrong and Mr. Gasis continued to answer questions from Committee members throughout their presentation allowing for members to fully understand the investment in SDP CTE programming. Targeted questions/discussions included interest in graduation and credential attainment, evaluation tools, and investments in professional development opportunities for school staff.

Mr. Fitzpatrick and Ms. McCaffrey reiterated to members that the Youth Standing Committee is serving in the capacity of the District’s Perkins Participatory Committee, the Youth Standing Committee is asked to review and approve the Perkins Plan. As required by the Carl D. Perkins Vocational and Technical Education Improvement Act of 2006, before the annual Perkins Plan is submitted to the State, it must be reviewed and approved by a committee consisting of business and industry representatives, public sector employers, community organizations, post-secondary education institutions, workforce investment board representatives, and civic organizations. The Committee was asked for approval of the recommendation as
presented. A **MOTION** was made by Mr. Fitzpatrick and seconded by Ms. Deborah Buhles. **ACTION:** The motion passed with unanimous consent and abstention from Ms. Armstrong.

**Adjournment**
With no other business, Mr. Fitzpatrick adjourned the meeting at 2:28 p.m. The next Youth Standing Committee meeting is scheduled for Thursday, September 5, 2019.
Action Items
Action Item:
Approval of FY2020 Workforce Investment Strategy
Philadelphia Works

Action
The Philadelphia Works Board of Directors is asked to approve the FY2020 Workforce Investment Strategy, as recommended by the Employer Engagement and Workforce Strategies Committee and the Finance Committee.

Background
The Workforce Investment Strategy is our plan for investing adult and youth workforce system funding for career and training services. It projects how Philadelphia Works will invest TANF Employment and Retention Network (EARN), Workforce Innovation and Opportunity Act (WIOA) Adult, Dislocated Worker, and Youth funds, and TANF Youth Development funds to advance our customers toward middle-skill career pathways aligned with employer talent needs.

Highlights
Overall budget increase of 2% or $1.2 million dollars – the total budget is $62,360,261

Increase of $3 million dollars in training services for Adult/Dislocated Worker customers:

- In program year 2019, we invested $4 million dollars. In program year 2020, we will invest $7 million. The emphasis will be on pipeline programs such as:
  - Emergency Medical Technicians (60) with Fire Department, Ave wage $22/hour
  - Paramedic Apprenticeship (10) with Fire Department Ave wage $35/hour
  - Automated Water Meter Contract (80) with CCI and PRWT, Ave wage $22/hour plus apprenticeship to Electrical, Plumbing unions, Water Department
  - 700 slots in cohort training: IT, Medical Assistant with Jefferson Hospital, Culinary, Child Development Aid, etc.
  - 200 On-the-Job training contracts with multiple employers
  - 150 Individual Training Accounts
  - Citizens Bank Regional Maritime Training Center
  - Pre-apprenticeship programs will be developed for Registered Apprenticeship programs (IT, Healthcare)
  - Anticipated enrollment in all training programs is 1,300-1,500 customers
Youth Programs

• Projected to serve 5,000 youth (3,000 summer, 2,000 year-round)
• Expand collaboration with the School District and the Mayor’s Office
• Hire “Youth Navigators” for each PA CareerLink® Philadelphia Center
• Invest resources for youth in high crime, high poverty areas

Additional Philadelphia Works staff:

• Business Engagement – 2 staff to support initiatives in high growth industries such as Hospitality/Entertainment, Healthcare, Business & Financial Services
• Community Outreach – 2 staff to develop partnerships with faith-based and community-based organizations, specific outreach in high poverty neighborhoods
• Director of Contracts – a new hire will start on June 18th
• Procurement Assistant – assist with the execution of training contracts
• Communications Associate – assist the Manager of Outreach and Communications with the social media platforms and other events

Infrastructure/Organizational Enhancements:

• Additional IT investments in Cyber security, Cloud Services and disaster recovery
• New Payroll system/provider
• Exploring new Contract Management System
• Leadership Training for all Managers and Executive Team
• New Co-op program for college students to work at Philadelphia Works

In Development for this Program Year:

• 2 Generation Programs (services for both parents and children at the same time)
• Additional skills training and retention services for incumbent workers (especially for TANF customers)
• Build on the launch of ApprenticeshipPHL
• Utilization of Pin Point data to target services for residents in high crime areas
• Pay for Success Program with Comcast
• Recovery Program Partnerships – build off successful pilot with Merakey/PA CareerLink® and continue to work on National Health Emergency Demonstration Grant-Opioid Crisis

Recommendation
Approve the FY2020 Workforce Investment Strategy
Action Item:
Approval of FY2020 Operating Budget
Philadelphia Works

Action
The Philadelphia Works Board of Directors is asked to approve the Philadelphia Works proposed FY2020 Operating Budget.

Background
The proposed operating budget combines public workforce funding from the Pennsylvania Department of Human Services, Temporary Assistance for Needy Families (TANF), the Pennsylvania Department of Labor and Industry, Workforce Innovation and Opportunity Act (WIOA), the Federal Department of Labor and other funding sources. The proposed budget contains funding for adult and youth services.

The proposed budget represents Philadelphia Works as a whole and incorporates information obtained from the Executive, Finance, Operations, Research Policy and Innovation and Human Resource business units.

Budget Highlights
Total revenue of $62,360,261 is available for FY2020:
- $31,331,768 TANF adult funding
- $  6,270,505  WIOA adult funding
- $  4,403,314  WIOA dislocated worker funding
- $  6,579,806  WIOA youth funding
- $11,650,111  TANF youth

The above analysis represents level funding for TANF adult funding, a 5 percent increase for WIOA adult funding, a 15 percent increase for WIOA dislocated worker funding and a 6 percent increase for WIOA youth funding. TANF youth assumes level funding all other funding amounts are estimates of carryover funding from prior year awards. The proposed budget aligns with and incorporates the priorities and strategies of the Employer Engagement & Workforce Strategies Committee-approved Workforce Investment Strategy for FY2020.

Recommendation
Approve the FY2020 Operating Budget.
Action Item:
Approval of Proposed FY2020 Contracts in Excess of $3MM
Philadelphia Works

Action
The Philadelphia Works Board of Directors is asked to approve proposed FY2020 contracts in excess of $3MM.

Background
Philadelphia Works policy requires all contracts in excess of $3MM be approved by a quorum of the full Board of Directors. The Employer Engagement & Workforce Strategies, Finance and Executive Committees, at their last meetings, approved the contracts listed below for scope of services and contract values as presented below. All contracts are currently being negotiated. All contracts listed are continuation contracts, with the exception of the Eckerd contract a first-year deal, and each has been selected through competitive bid.

Integrated PA CareerLink® Philadelphia Centers (TANF/WIOA)
- Eastern North Philadelphia
  - Workforce Develop Corporation $ 5MM
  - Impact Services Corporation $ 5MM
  - JEVS $ 5.5MM
  - Eckerd $ 5MM
  - EDSI $ 5.5MM

TANF Youth
- Philadelphia Youth Network $ 8.8MM

Recommendation
Approve the contracts listed above.
Action Item:
Approval of the Financial Statements for the Quarter Ended
March 31, 2019

Action
The Philadelphia Works Board of Directors is asked to approve Philadelphia Works financial statements for the quarter ended March 31, 2019 as recommended by the Finance and Executive Committees.

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

Recommendation
The Finance and Executive Committees recommend the board approve the Philadelphia Works’ financial statements for the quarter ended March 31, 2019.
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.
Email: info@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. Job seeker and Business services are detailed further at: www.philaworks.org.
Executive Summary: Program Year 2018 3rd Quarter
(January 1, 2019 through March 31, 2019)

Total WIOA Registered and EARN Customers in Training
- 523 customers have been enrolled into VST, EARN, OJT & WIOA training at the PA CareerLink® Philadelphia

Total WIOA and EARN customers placed into Employment
- 2,480 unique customers have been placed at the PA CareerLink® Philadelphia centers.

New Initiatives Offer Additional Opportunities for Career Seekers
- Philadelphia Works continues to partner with Mathematica and the PA CareerLink® staff in the work to redesign the EARN program. Over the last quarter, multiple initiatives were piloted and have begun scale up and implementation, included in this are: a new, engaging intake and orientation process, a stabilization pathway to support individuals undergoing acute crises while engaged in the program, and creation of a compliance specialist position to limit administrative duties of direct service staff, freeing up more time for customer interaction.
- The PA CareerLink® staff continue to utilize the Goal4 It!™ service delivery model to support customers in the achievement of their personal and employment goals. There has been an additional emphasis on support of staff in this process through Goal4 It!™ Pro, which focuses on staff development and ensuring staff have the tools and support necessary to support their customers.

Youth Serviced more young residents
- There were 956 young residents enrolled in youth programs for the third quarter program year 2018.
- Training were Delivered to PA CareerLink® staff in the third quarter were 220 hours of Technical Assistance.

Our customers face multiple barriers to employment
- 94.8% of our customers face one or one barriers to employment for example low-income, single parents, or returning citizen status
Metrics for PA CareerLink® Philadelphia
Program Year 2018 Third Quarter (January 1, 2019 to March 31, 2019)

In the third 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.
Sex

Sex of PA CareerLink® Philadelphia Career Seekers

<table>
<thead>
<tr>
<th>PY2018</th>
<th>Universal</th>
<th>WIOA</th>
<th>EARN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>12,459</td>
<td>1,746</td>
<td>283</td>
</tr>
<tr>
<td>Female</td>
<td>12,381</td>
<td>1,676</td>
<td>4,511</td>
</tr>
<tr>
<td>Unknown</td>
<td>142</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>Unique Customers</td>
<td>24,982</td>
<td>3,425</td>
<td>4,795</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

Sex of Population Aged 16 and Over

<table>
<thead>
<tr>
<th>Population Aged 16 and Over</th>
<th>Philadelphia</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>585,820</td>
</tr>
<tr>
<td>Female</td>
<td>675,067</td>
</tr>
<tr>
<td>Unknown</td>
<td>0</td>
</tr>
<tr>
<td>Population 16+</td>
<td>1,260,887</td>
</tr>
</tbody>
</table>

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

Although there are more women than men in Philadelphia overall, more men received WIOA and Universal services in the third quarter of program year 2018. However, 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.” The numbers of such customers in the WIOA and EARN programs are so small that they do not appear on the bar chart.
Sex
Race and Ethnicity

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.
Educational Attainment

### Educational Attainment of PA CareerLink® Philadelphia Career Seekers

<table>
<thead>
<tr>
<th>Category</th>
<th>Universal</th>
<th>WIOA</th>
<th>EARN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than High School</td>
<td>3,581</td>
<td>295</td>
<td>948</td>
</tr>
<tr>
<td>High School Diploma/GED</td>
<td>10,978</td>
<td>1,399</td>
<td>2,595</td>
</tr>
<tr>
<td>Vo-Tech Cert.</td>
<td>1,510</td>
<td>284</td>
<td>422</td>
</tr>
<tr>
<td>Some College</td>
<td>2,988</td>
<td>472</td>
<td>410</td>
</tr>
<tr>
<td>Associate’s</td>
<td>1,511</td>
<td>248</td>
<td>142</td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>2,816</td>
<td>499</td>
<td>95</td>
</tr>
<tr>
<td>Master’s and Above</td>
<td>1,294</td>
<td>196</td>
<td>90</td>
</tr>
<tr>
<td>Other</td>
<td>304</td>
<td>32</td>
<td>93</td>
</tr>
<tr>
<td><strong>Unique Customers</strong></td>
<td><strong>24,982</strong></td>
<td><strong>3,425</strong></td>
<td><strong>4,795</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

### Educational Attainment of Population Aged 16 and Over

<table>
<thead>
<tr>
<th>Category</th>
<th>Philadelphia</th>
<th>Population Aged 16+</th>
</tr>
</thead>
<tbody>
<tr>
<td>Less Than High School</td>
<td>233,665</td>
<td>1,260,887</td>
</tr>
<tr>
<td>High School Diploma/GED</td>
<td>413,693</td>
<td></td>
</tr>
<tr>
<td>Some College</td>
<td>245,304</td>
<td></td>
</tr>
<tr>
<td>Associate’s</td>
<td>63,258</td>
<td></td>
</tr>
<tr>
<td>Bachelor’s</td>
<td>186,088</td>
<td></td>
</tr>
<tr>
<td>Master’s and Above</td>
<td>118,879</td>
<td></td>
</tr>
</tbody>
</table>

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

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. EARN and WIOA customers both have similar rates of individuals with vocational or technical education, while WIOA customers are more likely to have bachelor’s degrees than EARN or Universal customers.
This map shows the distribution of race and ethnicity across Philadelphia. It includes a layer showing neighborhoods in North Philadelphia.

As seen on the map, large areas of Philadelphia appear to be segregated. Portions of the city where there are larger concentrations of Hispanic or Latino populations are indicated with purple dots, while green and orange show white and black or African American individuals. Asians are represented by pink dots. As each dot represents 100 people, the map also serves as a population density map.

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 third quarter of Program Year 2018 (January 1, 2019 to March 31, 2019), 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 has developed a new survey and will report on results in future reports.

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 January 1, 2019 and March 31, 2019, 1,156 employers engaged with the PA CareerLink® Philadelphia system. This represents 3.8% 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 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>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>2.6%</td>
<td>3.2%</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 January 1, 2019 and March 31, 2019, on-site events recruited for 318 job openings. 190 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 were 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.
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 third quarter included 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.

<table>
<thead>
<tr>
<th>COST PER CUSTOMER</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4 _PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cost per Customer</td>
<td>PY2017</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>
<td>$77.23</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of CWDS and other program information</td>
<td></td>
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<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>LEVERAGED RESOURCES</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Leveraged Resources</td>
<td>PY2017</td>
<td>$0</td>
<td>$0</td>
<td>$128,710</td>
<td>$388,305</td>
<td>$0</td>
<td>$166,729</td>
<td>$204,411</td>
<td></td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of program information</td>
<td></td>
<td></td>
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<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>PROFESSIONAL DEVELOPMENT</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Development</td>
<td>PY2017</td>
<td>93</td>
<td>155</td>
<td>234</td>
<td>313</td>
<td>PY2018</td>
<td>268</td>
<td>313</td>
<td>81</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of center data requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>UNIQUE CUSTOMERS</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unique Universal Customers</td>
<td>PY2017</td>
<td>12,253</td>
<td>12,175</td>
<td>12,240</td>
<td>10,072</td>
<td>PY2018</td>
<td>11,555</td>
<td>10,330</td>
<td>10,933</td>
</tr>
<tr>
<td>Unique WIOA Customers</td>
<td>PY2017</td>
<td>2,010</td>
<td>1,897</td>
<td>1,898</td>
<td>1,756</td>
<td>PY2018</td>
<td>1,707</td>
<td>1,796</td>
<td>1,904</td>
</tr>
<tr>
<td>Unique EARN Customers</td>
<td>PY2017</td>
<td>2,973</td>
<td>2,695</td>
<td>2,137</td>
<td>2,416</td>
<td>PY2018</td>
<td>2,237</td>
<td>2,129</td>
<td>1,979</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of CWDS</td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CUSTOMER TO STAFF RATIO</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Customers per WIOA Staff</td>
<td>PY2017</td>
<td>33</td>
<td>27</td>
<td>30</td>
<td>25</td>
<td>PY2018</td>
<td>24</td>
<td>27</td>
<td>28</td>
</tr>
<tr>
<td>EARN Customers per EARN Staff</td>
<td>PY2017</td>
<td>16</td>
<td>15</td>
<td>11</td>
<td>12</td>
<td>PY2018</td>
<td>11</td>
<td>11</td>
<td>10</td>
</tr>
<tr>
<td>Source: Philadelphia Works analysis of CWDS and center data requests</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
COST PER CUSTOMER

LEVERAGED RESOURCES

PROFESSIONAL DEVELOPMENT

UNIVERSAL, EARN, AND WIOA CUSTOMERS

NUMBER OF WIOA CUSTOMERS PER ONE STAFF

NUMBER OF EARN CUSTOMERS PER ONE STAFF

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 third 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>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Participant Market Share</td>
<td>30.9%</td>
<td>35.3%</td>
<td>32.8%</td>
<td>32.0%</td>
<td>32.8%</td>
<td>33.6%</td>
<td>36.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unique WIOA/Universal Customers</td>
<td>14,263</td>
<td>14,072</td>
<td>14,138</td>
<td>11,828</td>
<td>13,262</td>
<td>12,126</td>
<td>12,837</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Unemployed in Philadelphia</td>
<td>46,163</td>
<td>39,910</td>
<td>43,044</td>
<td>36,989</td>
<td>40,495</td>
<td>36,064</td>
<td>35,356</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and labor market information

<table>
<thead>
<tr>
<th>LITERACY AND EDUCATION</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Literacy/ Education Referrals</td>
<td>79</td>
<td>78</td>
<td>98</td>
<td>76</td>
<td>87</td>
<td>72</td>
<td>80</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

<table>
<thead>
<tr>
<th>SERVICES TO ESL CUSTOMERS</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>ESL Services Provided</td>
<td>41</td>
<td>759</td>
<td>817</td>
<td>667</td>
<td>483</td>
<td>511</td>
<td>495</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

<table>
<thead>
<tr>
<th>IEP GOAL COMPLETION</th>
<th>PY2017</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goals Completed</td>
<td>164</td>
<td>368</td>
<td>302</td>
<td>352</td>
<td>181</td>
<td>215</td>
<td>199</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests
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.
**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 who are employed but have not provided verification of employment and monthly hours worked, the customer engagement team has added the retrieval of paystubs to their outreach efforts and this is now a part of the team’s outcome measures.
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 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
<th>PY2018 Q3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAO</strong></td>
<td></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>
<td>439</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>
<td>380</td>
</tr>
<tr>
<td><strong>Customer Engagement Team</strong></td>
<td></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>
<td>775</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>
<td>192</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>
<td>188</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</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</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>
<td>414</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>41</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>204</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>846</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></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>
<td>1,509</td>
<td></td>
<td></td>
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</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data

In the third quarter of program year 2018, a total of $111,917 of incentives were disbursed across the four PA CareerLink® Philadelphia centers.

INCENTIVE FUNDS DISBURSED

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 – MAR. 2019

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 third quarter of Program Year 2018. Note that some customers have multiple barriers.

“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 three 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>66</td>
<td>4.5%</td>
</tr>
<tr>
<td>2- Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Non-Veteran/Eligible Spouse</td>
<td>1292</td>
<td>88.7%</td>
</tr>
<tr>
<td>3 - All Other Veterans/Eligible Spouse</td>
<td>9</td>
<td>0.6%</td>
</tr>
<tr>
<td>4 - Long-Term Unemployed (Local Priority)</td>
<td>30</td>
<td>2.1%</td>
</tr>
<tr>
<td>5 - Not a Priority of Service Participant</td>
<td>59</td>
<td>4.1%</td>
</tr>
<tr>
<td><strong>Total New Adult Registrations</strong></td>
<td><strong>1,456</strong></td>
<td></td>
</tr>
</tbody>
</table>
## WIOA System Fiscal Summary

WIOA SYSTEM BUDGET VS. UNAUDITED ACTUALS & ACCRUED EXPENDITURES IN JULY 1, 2018 THROUGH MARCH 31, 2019 (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>897,862</td>
</tr>
<tr>
<td>Integrated/Cross Centers</td>
<td>3,694,359</td>
<td>4,327,755</td>
</tr>
<tr>
<td>Cost reimbursement total</td>
<td>5,813,597</td>
<td>5,225,617</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>210,523</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>900,000</td>
<td>298,546</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>482,680</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>386,031</td>
<td>429,832</td>
</tr>
<tr>
<td><strong>Performance Funds Training Total</strong></td>
<td>$3,786,031</td>
<td>1,421,581</td>
</tr>
<tr>
<td><strong>Initiatives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satellite Centers</td>
<td>$400,000</td>
<td>73,263</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>1,401</td>
</tr>
<tr>
<td>Assessment Tools</td>
<td>$2,000</td>
<td></td>
</tr>
<tr>
<td>Operator</td>
<td>$17,500</td>
<td>58</td>
</tr>
<tr>
<td>System Staff Capacity Training</td>
<td>$20,000</td>
<td>19,579</td>
</tr>
<tr>
<td>Job Placement</td>
<td>$70,000</td>
<td>33,044</td>
</tr>
<tr>
<td>Chamber of Commerce</td>
<td>$200,000</td>
<td></td>
</tr>
<tr>
<td>Financial Counseling @ 4 centers</td>
<td>$25,500</td>
<td>7,975</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>64,205</td>
</tr>
<tr>
<td>Outplacement Services &amp; Support Services</td>
<td>$500,000</td>
<td>171,136</td>
</tr>
<tr>
<td>Deaf and Hearing Communications Center</td>
<td></td>
<td>16,407</td>
</tr>
<tr>
<td>Utility Emergency Services Fund</td>
<td></td>
<td>13,473</td>
</tr>
<tr>
<td><strong>Performance Funds New Initiatives Totals</strong></td>
<td>2,227,500</td>
<td>400,544</td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td>11,827,128</td>
<td>7,047,743</td>
</tr>
</tbody>
</table>

### FUNDING BREAKDOWN

<table>
<thead>
<tr>
<th>FUNDING BREAKDOWN</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>FY19 WIOA PLAN ALLOCATION</strong></td>
<td>8,347,195</td>
<td>6,475,935</td>
</tr>
<tr>
<td><strong>FY19 WIOA CARRY OVER PLAN ALLOCATION</strong></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>41,576</td>
</tr>
<tr>
<td>SerMetro Incentives</td>
<td>$15,000</td>
<td>16,136</td>
</tr>
<tr>
<td>Impact Incentives</td>
<td>$15,000</td>
<td>25,515</td>
</tr>
<tr>
<td>Nueva Incentives</td>
<td>$15,000</td>
<td>1,795</td>
</tr>
<tr>
<td><strong>New Initiatives Supported by Performance Funds (Included in Provider Budgets Subtotal</strong></td>
<td>60,000</td>
<td>85,021</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.
Financial Summary and Performance of the EARN Program as of March 31, 2019

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 medical billing, weatherization, property maintenance, allied healthcare, culinary arts, residential/counseling services, childcare, pharmacy technicians, phlebotomy, information technology, and commercial driver’s license (transportation).

Highlights of the EARN System

- The Philadelphia County Assistance Offices (CAO) referred 8,791 unique individuals to the EARN program.
- The year-to-date enrollment rate was 46 percent. Of the 54 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.
- The EARN system enrolled 5,832 customers and provided services to 1,864 carry-over customers from program year 2017. The total number of customers served was 7,696.
- The average monthly EARN caseload was 2,539.
- There were 2,151 total unconfirmed job placements. 56 percent of the placements were offered at 30 hours or more per week, with an average starting salary at $11.04 per hour.
- There were 1,128 job placements that met the DHS Placement Tier 1 criteria; 876 that met the Tier 2 placement criteria earning $10 per hour or more, and 982 job placements that met the DHS Placement Tier 3 placement criteria, where TANF was closed due to employment income.
- There were 3,478 customers that after meeting the Tier 1 placement criteria, continued employment and met the DHS monthly retention criteria working a minimum of 80 hours per month.
- There were 119 customers that met the DHS credential requirement, earning certifications in a high priority occupation.
## EARN System Fiscal Summary

TANF ADULT SYSTEM BUDGET VS. UNAUDITED ACTUALS & ACCRUED EXPENDITURES IN JULY 1, 2018 THROUGH MARCH 31, 2019 (FY2019)

**Budget Categories**

<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>3,651,163</td>
</tr>
<tr>
<td>Integrated/Cross Centers (EARN-TANF)</td>
<td>22,059,602</td>
<td>14,887,439</td>
</tr>
<tr>
<td><strong>Cost reimbursement total</strong></td>
<td>27,792,779</td>
<td>18,538,602</td>
</tr>
<tr>
<td>Vocational Cohort Training</td>
<td>3,000,000</td>
<td>1,746,097</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>200,000</td>
<td>17,627</td>
</tr>
<tr>
<td><strong>Performance Funds Training Total</strong></td>
<td>3,200,000</td>
<td>1,763,723</td>
</tr>
<tr>
<td><strong>Initiatives</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Utilities and Tenant Workshops</td>
<td>$164,510</td>
<td>107,164</td>
</tr>
<tr>
<td>Driver’s Education</td>
<td>$50,000</td>
<td>7,560</td>
</tr>
<tr>
<td>Business Engagement + Outreach</td>
<td>$45,000</td>
<td>116,940</td>
</tr>
<tr>
<td>Assessment Tools</td>
<td>$45,000</td>
<td>57,700</td>
</tr>
<tr>
<td>One-Stop Operator</td>
<td>$135,000</td>
<td>74,286</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>473,915</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>141,928</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>45,068</td>
</tr>
<tr>
<td>Non-Custodial Parent Program</td>
<td>$67,500</td>
<td>161,031</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>231,786</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>185,792</td>
</tr>
<tr>
<td>Equity Project</td>
<td>219,745</td>
<td></td>
</tr>
<tr>
<td><strong>Performance Funds New Initiatives Totals</strong></td>
<td>2,946,210</td>
<td>1,834,998</td>
</tr>
<tr>
<td><strong>Total TANF</strong></td>
<td>33,938,989</td>
<td>22,137,324</td>
</tr>
</tbody>
</table>

**FUNDING BREAKDOWN**

<table>
<thead>
<tr>
<th></th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Cost reimbursement</strong></td>
<td>20,365,569</td>
<td>20,365,569</td>
</tr>
<tr>
<td><strong>Performance reimbursement (spans multiple years)</strong></td>
<td>12,709,894</td>
<td>1,771,755</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>125,000</td>
<td>78,365</td>
</tr>
<tr>
<td>SerMetro Incentives</td>
<td>125,000</td>
<td>31,138</td>
</tr>
<tr>
<td>Impact Incentives</td>
<td>125,000</td>
<td>95,959</td>
</tr>
<tr>
<td>Nueva Incentives</td>
<td>125,000</td>
<td>94,663</td>
</tr>
<tr>
<td><strong>New Initiatives Supported by Performance Funds (Included in Provider Budgets Subtotal)</strong></td>
<td>500,000</td>
<td>300,125</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of EARN fiscal data.
During July 2018 through March 2019, the EARN system received 13,868 referrals for 8,791 unique individuals from the Philadelphia County Assistance Offices. The average enrollment rate was 46 percent.

**MONTHLY ACTIVE CASELOAD**

During July 2018 through March 2019, the EARN system had an average case load 2,539.

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 DHS 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. During July 2018 through March 2019, there were 1,128 jobs that met the DHS countable placement Tier 1 definition.

  - **Placement Tier 2** - The DHS placement Tier 2 definitions requires clients to meet the Placement Tier 1 definition and earn $10.00 per hour or more at any point during the enrollment period. During July 2018 through March 2019, there were 876 placements that met the DHS definition.

  - **Placement Tier 3** - The DHS 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. During July 2018 through March 2019, there were 982 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 March 2019, the system achieved 3,478 retention outcomes that met the performance definition.

- **Credentialing** - Client must be placed in vocational 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 March 2019, there were 119 customers that attained a credential.
Unconfirmed placements are reported to show the efforts of the system to place clients. During July 2018 through March 2019, the EARN system assisted with placing 1,958 unique individuals into 2,151 jobs. There were 400 jobs or 20 percent of the placements that offered medical benefits.

**AVERAGE WAGE**

Note: During July 2018 through March 2019, the average hourly wage for EARN customers was $11.04.

*Source: Philadelphia Works analysis of EARN program data. Monthly placements are shown based on CWDS placement start date.*
Source: DHS CWDS Reports as of 06/03/2019
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 three, quarter ending March 31, 2019, 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 third quarter of fiscal year 2019, program year 2018.

YOUTH SYSTEM YEAR-ROUND FUNDING: FOR THE PERIOD FROM JULY 1, 2018 THROUGH MARCH 31, 2019

<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>$2,466,888</td>
<td>43%</td>
</tr>
<tr>
<td>TANF E3 Centers</td>
<td>$1,213,000</td>
<td>$1,060,805</td>
<td>87%</td>
</tr>
<tr>
<td>TANF Center for Literacy</td>
<td>$113,979</td>
<td>$87,352</td>
<td>77%</td>
</tr>
<tr>
<td><strong>Total TANF</strong></td>
<td><strong>$7,023,029</strong></td>
<td><strong>$3,615,045</strong></td>
<td><strong>51%</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>$409,007</td>
<td>61%</td>
</tr>
<tr>
<td>Opportunity Youth Without Secondary Credential</td>
<td>$2,250,814</td>
<td>$1,490,716</td>
<td>76%</td>
</tr>
<tr>
<td>Opportunity Youth With Secondary Credential</td>
<td>$1,796,057</td>
<td>$1,057,744</td>
<td>67%</td>
</tr>
<tr>
<td>Pre-Apprenticeship Pilot</td>
<td>$590,022</td>
<td>$204,991</td>
<td>35%</td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td><strong>$5,282,055</strong></td>
<td><strong>$3,162,458</strong></td>
<td><strong>66%</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)

<table>
<thead>
<tr>
<th>Key &amp; Definitions</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>Youth exits program without goal attainment and is included in program performance</td>
<td></td>
</tr>
<tr>
<td>Exclusion</td>
<td>Youth exits program due to special circumstances* and will not be included in program performance</td>
<td></td>
</tr>
<tr>
<td>Successful</td>
<td>Youth exits program with goal attainment and is included in program performance</td>
<td></td>
</tr>
<tr>
<td>Remaining Active</td>
<td>Youth actively participating in program and is not included in program performance until exit</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>E³ Center</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>101</td>
<td>17.8%</td>
</tr>
<tr>
<td>Exclusion</td>
<td>20</td>
<td>3.5%</td>
</tr>
<tr>
<td>Successful</td>
<td>156</td>
<td>27.5%</td>
</tr>
<tr>
<td>Remaining Active</td>
<td>290</td>
<td>51.1%</td>
</tr>
<tr>
<td>Total</td>
<td>567</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Opportunity Youth without Secondary Credentials</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>22</td>
<td>8.8%</td>
</tr>
<tr>
<td>Exclusion</td>
<td>0</td>
<td>0.0%</td>
</tr>
<tr>
<td>Successful</td>
<td>66</td>
<td>26.3%</td>
</tr>
<tr>
<td>Remaining Active</td>
<td>163</td>
<td>64.9%</td>
</tr>
<tr>
<td>Total</td>
<td>251</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>At Risk Youth in School*</th>
<th>Count</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Unsuccessful</td>
<td>All youth have exited this model.</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>Total</td>
<td></td>
<td></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 March 31, 2019, there have been three hundred and eighty-nine (389) 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>251</td>
<td>93.7%</td>
</tr>
<tr>
<td>Opportunity youth with secondary credentials</td>
<td>175</td>
<td>138</td>
<td>78.9%</td>
</tr>
<tr>
<td>Across all WIOA programs</td>
<td>443</td>
<td>389</td>
<td>87.8%</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 March 31, 2019, there have been five hundred and fourteen (514) 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>18</td>
<td>30.0%</td>
</tr>
<tr>
<td>Youth aging or aged out of foster care</td>
<td>430</td>
<td>226</td>
<td>52.6%</td>
</tr>
<tr>
<td>Youth who have been adjudicated</td>
<td>215</td>
<td>123</td>
<td>57.2%</td>
</tr>
<tr>
<td>Youth who graduated from Philadelphia CTE</td>
<td>165</td>
<td>147</td>
<td>89.1%</td>
</tr>
<tr>
<td>Across all Employment Connections programs</td>
<td>870</td>
<td>514</td>
<td>59.1%</td>
</tr>
</tbody>
</table>

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

During the third quarter of program year 2018, approximately 321 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 and summer providers.

All TANF YD year-round providers received TA this quarter regarding paid work experiences, data entry requirements and reporting. PYN facilitated monthly Director's meetings. Targeted technical assistance including one-on-one sessions was also provided to support database entries for participants, worksites, and payroll. PYN also continued to send communication to providers about upcoming professional development opportunities. To support TANF YD Summer providers, PYN conducted WorkReady Summer orientation in February. One-on-one sessions were provided for those who missed the session. Regular troubleshooting and TA were also made available to WorkReady Summer providers throughout the quarter.

**TECHNICAL ASSISTANCE DELIVERED TO YOUTH PROGRAMS IN PROGRAM YEAR 2018**

<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>At risk youth in school</td>
<td>1</td>
<td>2</td>
<td>12</td>
<td>12</td>
</tr>
<tr>
<td>Opportunity youth w/o secondary credential</td>
<td>0</td>
<td>0</td>
<td>15</td>
<td>20</td>
</tr>
<tr>
<td>Opportunity youth with secondary credential</td>
<td>0</td>
<td>0</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>20</td>
<td>16</td>
<td>47</td>
<td>41</td>
</tr>
<tr>
<td>WorkReady Summer</td>
<td>15</td>
<td>75</td>
<td>97</td>
<td>105</td>
</tr>
<tr>
<td>Total</td>
<td><strong>36</strong></td>
<td><strong>93</strong></td>
<td><strong>184</strong></td>
<td><strong>196</strong></td>
</tr>
</tbody>
</table>

*Source: Youth Programs Intermediary analysis of training and technical support data. Number of staff trained include staff attending more than one training and includes duplicates. TA report is a part of contractual performance measure.*
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.
Microcredentials with the Community College of Philadelphia: $680,000
Funded by PA Labor & Industry Workforce Innovation Fund: 1/01/2016 through 9/30/2019

This grant focused on creating new career pathways for out of school youth and adults with few skills and little work experience. It piloted a new work readiness curriculum at the College resulting in microcredentials (aka “badges”), leading to short-term career technical training and certification, then to college credit programs and/or employment.

Final Outcomes:

All training activities ended December 31, 2018. Outcomes included:

- Enrolled and began work readiness training 140
- Completed work readiness training 97 (69%)
- Began career technical training 60 (62% of work readiness completers)
- Completed career technical training 45 (75% of those who began)
- Earned industry-recognized credentials 5

Program evaluation continues through the end of the grant period, resulting in additional data on participant outcomes including employment, wage gains and college attendance.

As a result of this pilot, the College has decided to offer the work readiness curriculum and award a new “Work Readiness” badge based on completion of “Teamwork,” “Communication,” and “Technology” badges. The College will also continue to offer the new Bookkeeping Certificate program, developed through this pilot.
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 100 Total Pre-Apprentices
    38 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 67 Total Pre-Apprentices
18 Total Apprentices
- Pharmacy Technician
  - 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.
  - 1 Registered Apprenticeship Program
    ▪ CVS Health Retail Pharmacy Technician (partnering with Philadelphia Youth Network)
- 19 Total Pre-Apprentices
- 4 Total Apprentices

OUTREACH & EVENTS:
- In January 2019, staff from Philadelphia Works, Urban Technology Project (UTP), and JEVS Human Services (JEVS) began working with the Urban Institute on a Demonstration Study surrounding employer outreach for the AAI Grant (specifically in the IT field).
- Four additional employers are to be added to District 1199C Training and Upgrading Fund’s (Training Fund) Direct Support Professional (DSP) Group Program through intensive outreach by Philadelphia Works.
- The ApprenticeshipPHL website officially launched (apprenticeshipphl.org) on 3/11/19.
- The third cohort of the Training Fund’s DSP Pre-Apprenticeship began in March 2019 with fifteen participants.
- Philadelphia Youth Network had success in recruitment for students in the Pharmacy Technician Courses at Bucks County Community College and Community College of Philadelphia, these students will move into Apprenticeships with CVS Health in the Summer of 2019.
- Devereux Advanced Behavioral Health worked to complete their registration documents and plan to present to the State Council in May of 2019 with expected approval in June of 2019.

ADDITIONAL FUNDING OUTSIDE OF AAI:
- Philadelphia Works continues to act as the fiscal agent and partner for grants that were awarded through additional federal and state funds from the PA Department of Labor and Industry, which are currently winding down and will be fully expended by June 2019. In addition, 37 PAsmart grants were awarded in the Southeast Region of PA, including awards to several existing AAI partners (JEVS Human Services, Philadelphia Youth Network, etc.) as well as new regional partners. Finally, Philadelphia Works, on behalf of ApprenticeshipPHL, was awarded $300,000.00 as a part of the PAsmart Ambassador Network Grant.
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 forty-four (144) 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
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 were engaged to develop Internship Workplans and host school-year internships
- Seventeen (17) students were placed in School Year Internships
- Twelve (12) students remain engaged in School Year Internships as of March 2019
- Students have completed 1,637 hours of School Year Internships through March 2019
**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:**
SEPMA received a total PAsmart grant award of $242,000--$198,000 for implementation and $44,000 for convening—from the Commonwealth of Pennsylvania for training and consulting services to benefit the business growth and development of its members’ companies.

For 1 year the Boeing Grant, the training outcome goals were not achieved, but exceeded, particularly for incumbent worker training. 18 individuals were placed in OJT, 16 completed training and 13 received wage increases, 1 terminated for due cause by the employer, 1 is still participating in an OJT and 12 received incumbent worker training and credentials. A total of $48,986.43 was obligated from this grant.
Southeastern Pennsylvania Defense Transition Initiative $230,000
(Department of Defense 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.

Finally, Philadelphia Works Inc., will be working with the respective grantees to formulate a quarterly report in June. This report will be written by Philadelphia Works Inc., with a dedicated recipient being the Department of Defense.

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:
There have been ongoing working group meetings to operationalize the Pay for Success (PFS) model in Philadelphia. With the Eligible Partnership (Social Finance and Sorenson Impact), we have finalized the in-demand skills needed for the business-to-business sales positions within Comcast. Philadelphia Works is in the process of finalizing the RFP to procure a training provider and we anticipate launching the program in Summer 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/
One Penn Center at Suburban Station
1617 JFK Boulevard, 13th floor
Philadelphia, PA 19103

P: 215-963-2100
F: 215-567-7171

www.philaworks.org