Board Meeting Briefing Book

Thursday, September 19, 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

Beatriz Mirabal Garces
Garces Dental Group

James Nichols
PA Bureau of Workforce Partnership and Operations

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

Donald Generals
Community College of Philadelphia

Douglas I. Oliver
PECO – Exelon Company

Emily Bittenbender
Bittenbender Construction LP

Peter Gonzales
Welcoming Center for New Pennsylvanians

Orla Pease
Urban Engineers

Steven Scott Bradley
Bradley & Bradley Associates Inc.

Ed Grose
Greater Philadelphia Hotel Association

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

Shari Brightful
PA Office of Vocational Rehabilitation

Sheila Ireland
City of Philadelphia Office of Workforce Development

Peter Tubolino
Siemens Building Technologies

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

John W. Lasky
Temple University Health System

Thomas Tyler
The EF Precision Group

David Crossed
Navigate

Esteban Vera, Jr.
Laborers’ Local #57

Brigitte F. Daniel Esq.
Wilco Electronic Systems Inc.

Richard Lazer
Office of Mayor James F. Kenney

April Walker
Microsoft Technology Center

Harold Epps
Commerce Department

Gabriel Mandujano
Wash Cycle Laundry, Inc.

Christina Wong
Comcast Campus Content

Cheryl Feldman
District 1199c Training & Upgrading Fund

Norma Romero Mitchell
Benefits Plus Consulting Group
Philadelphia Works Board Meeting

September 19, 2019 | 9:00 – 11:00 A.M.
Location: Philadelphia Works, 1617 JFK Blvd., 13th floor, Philadelphia PA, 19103
Presiding: William Strahan, Chair

Agenda

Welcome and Special Reports

I. Opening Remarks & Executive Session
   William Strahan

II. Consent Agenda
   William Strahan
   • Philadelphia Works Update (p. 3-6)
   • Board Meeting Summary, June 20, 2019 (p. 7-9)
   • Committee Meeting Summaries (p. 11-23)

III. Special Presentation - Automation and Regional Employment
   Lei Ding

IV. CEO Report
   H. Patrick Clancy
   • CEO remarks
   • ACTION: Approve the Modified WIOA Regional & Local 2017-2020 Plans (p. 27)

Committee Reports / Actions

I. Finance Committee
   Dale Porter
   • Committee Update
   • ACTION: Approve the Financial Statements for the 12-Month Period ending June 30, 2019 (p. 29)
   • ACTION: Financial Statements for the One-Month Period ending July 31, 2019 (p. 31)

II. Employer Engagement & Workforce Strategies Committee
   Heloise Jettison
   • Committee Update

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

IV. One-Stop Operator
   Heloise Jettison
   • Committee Update

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

VI. Youth Standing Committee
   Patrick Eiding
   • Committee Update

Adjournment
   William Strahan
Board Meeting Briefing Book

September 19, 2019

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**Consent Agenda Items**

**Overview**
The following items are on the Philadelphia Works Consent Agenda for September 19, 2019:

- Philadelphia Works Update (p. 3)
- June 20, 2019 Board Meeting Summary (p. 7)
- Committee Meeting Summaries and Reports for this Quarter (p. 11)

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

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

**Meeting Summary: June Board Meeting**
The Board is being asked to approve the draft meeting summary from the June 20, 2019 board meeting.

**Committee Meeting Summaries**
The Board is being asked to approve the committee meeting summaries included in today’s board briefing book.
Philadelphia Works Update
Prepared for the Philadelphia Works Board
September 19, 2019

Updates in this Report

Outreach and Communications

Youth System Highlights

Outreach and Communications

Media Resources

Remember to follow Philadelphia Works through its social media channels:

STAY CONNECTED

Website Analytics

Based on this quarter’s data (June 1, 2019 – August 26, 2019), there were a total of 15,209 website sessions from 112 unique users. The new site is garnering more engagement as more people are taking action (as evidenced by a bounce rate decrease of almost five percent, an increase in sessions per user, and an increase in pages per session).

We are measuring against five goals:
1. increasing awareness of youth programs
2. enhancing talent recruiting efforts by Human Resource
3. increasing awareness of workforce solutions for businesses
4. improving awareness of information for highly engaged users
5. improving awareness of information and learning for power users and other thought leaders, partners

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Goals set are focused around engaged users

Philadelphia Works Press Releases

City Calls on Business Community to Support “HIRE HAHNEMANN” Fair: (July 16, 2019)

Mayor James F. Kenney Appoints Four to Philadelphia Works Board of Directors: (August 29, 2019)
Other Press, Media, and References: Instances where Philadelphia Works and/or staff were highlighted, mentioned, referenced, or quoted through public facing platforms

- **CNN Business**: “Rich investors may have let a hospital go bankrupt. Now, they could profit from the land”

- **Philadelphia Business Journal**: “90 potential employers expected this week at job fair for displaced Hahnemann workers”

- **Philadelphia Business Journal**: “Number of employers taking part in career fair for Hahnemann workers swells to nearly 200”

- **Technical.ly Philadelphia**: “The City is hosting a ‘Hire Hahnemann’ job fair for soon-to-be-displaced employees”

- **Philadelphia Inquirer**: “Free solar training programs line up jobs for unemployed in Philly’s growing ‘green’ market”

- **Philadelphia Youth Network**: “CITY AND PARTNERS CELEBRATE NEW $1 MILLION CITY INVESTMENT FOR SUMMER JOBS FOR YOUTH”

- **PHL17**: Job Fair for Hahnemann University Hospital Workers Impacted by Closure

- **KYW Newsradio**: Over 200 employers participate in job fair for Hahnemann employees

- **6ABC**: “Paid summer jobs for Philadelphia's youth comes at a critical time”

- **Philadelphia Works Podcast**: Episode 12 – Making Summer Count with Youth and Young Adult Opportunities

- **The Notebook** “City and PYN launch youth summer jobs program”

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**Youth System Update**

**Summer Youth Employment 2019**

Philadelphia’s 2019 Summer Youth Employment activities have completed! Throughout June, July, and August, youth and young adults ages 12-21 years old participated in opportunities including career exposure, service-learning, work experience and/or internship across the city. Philadelphia Works, along with the Philadelphia Youth Network (PYN) and other system partners, are working to finalize the total number of youth and young adults who participated and completed their summer work experience opportunity. These totals will be available next quarter.
On July 30th and August 7th, PYN hosted the annual WorkReady Celebrations Tour to display summer programming models, share participants’ experiences and achievements. To read more details about the Celebrations Tour, please visit www.pyninc.org/news/read/10201 and follow us on twitter @PhilaWorks to keep up with news and events.

Philadelphia Works, along with hundreds of employers, hosted summer youth employment opportunities. Seven interns were employed at Philadelphia Works July 8th to August 16th and worked a total of 120 hours. They were hired within different departments to support special projects. The group also completed a team project where they were technology consultants for the organization and had to present their findings as well as potential solutions.
As an investor in youth employment, Philadelphia Works and its partners supported multiple summer experiences. This year included opportunities for youth to work up to eight weeks over the summer; along with some opportunities to work forty hours a week. By investing in a variety of opportunities, we can ensure that the workforce development system is meeting the needs of Philadelphia’s youth and young adults. If you are interested in partnering with WorkReady Summer next year, please visit www.pyninc.org/forms/supportworkready to complete an interest form. Philadelphia Works, Philadelphia Youth Network, and our partners are always looking for funders, employers/worksites to host youth participants, and/or additional summer programs that are operating.
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 welcomed and introduced new board members: Brigitte Daniel, Executive Vice President, Wilco Electronic Systems; Emily Bittenbender, Managing Partner, Bittenbender Construction; April Walker, Director, Microsoft Technology Center (MTC) Philadelphia; Douglas Oliver, Vice President of Communications at PECO.

Employer Engagement Committee
Ms. Heloise Jettison stated the Employer of Choice Award initiative for the City of Philadelphia launched in May 2019. Award-qualifying employers engage in skills-based hiring and selection of candidates from the public workforce system. After June 24th, a committee of city stakeholders will review employer applications selecting those meeting the profile for Employer of Choice. Awards will be presented at a public recognition event involving city dignitaries and others.

Ms. Jettison advised of the formation of a formal Business Engagement Strategy for the workforce system in Philadelphia. It will include coordination of Philadelphia Works, providers, City of Philadelphia offices and other partners; such as, chambers of commerce, colleges, and universities. Additionally, Mathematica Policy Research is facilitating an interagency business engagement strategy across the PA CareerLink® PHL centers which will help develop training for staff across the system on the myriad of services offered and show the many ways employers may engage. Ms. Jettison noted that a large-scale engagement campaign promoting the value of Philadelphia Works’ services is in the development stage.

Investment Strategy for FY2020
Mr. Clancy, with Ms. Patricia Blumenauer provided a detailed explanation of Philadelphia Works Investment Strategy for FY2020 through a comprehensive slide presentation.

The guiding principles:
Maximize employment opportunities for job seekers through the development of customer-centered services; clear and obtainable career pathways within
the growing industries of the southeast region of PA and customized training programs with employers.

Develop innovative strategies and programs to help job seekers with multiple barriers connect to employment.

Assist employers with pipeline development and efficient pre-screening and referral services.

Leverage and enhance relationships with other workforce development partners and provide support for the City Workforce Development Program, Fueling Philadelphia’s Talent Engine.

Utilize up-to-date data about hiring trends and verify the information through employer input to ensure investments have the greatest probability of success.

Looking Ahead:

Pay-for-Success Initiative – Continuance of the venture that joins Philadelphia Works and Comcast Corporation to build out a training program leveraging public and private funding. The training program will be paid by Comcast Corporation and result in job placement.

Integration of Adult and Youth Systems – Philadelphia Works is piloting a Youth Navigator position for the PA CareerLink® Suburban Station. The navigator will interact directly with young adults to assess their need for services.

Retention and long-term education strategies for former EARN customers – Starting July 1, 2019, Philadelphia Works will provide services to employed individuals who remain under 235 percent of the federal poverty rate. These individuals are former EARN customers who lose TANF cash assistance and EARN services after becoming employed.

National Health Emergency Demonstration Grant-Opioid Crisis – Philadelphia Works is initiating three pilot programs in partnership with other organizations to support individuals plagued by the opioid crisis. The training follows a full year of Philadelphia Works rollout of the Emergency Demonstration Grant. Pilot partners include District 1199C; Thomas Jefferson University; JEVS.

The presentation concluded with Mr. Clancy requesting approval of the FY2020 Workforce Investment Strategy.

**MOTION** was made to approve the FY2020 Workforce Investment Strategy. **ACTION:** the motion was approved unanimously.
Finance Committee
Mr. Clancy reported that the Executive Committee reviewed and approved the following action items for
review and final approval of the full board.
- FY2020 Operating Budget of $62,360,261
- FY2020 Contracts in Excess of $3MM
- Financial Statements for the Quarter Ended March 31, 2019

MOTION was made to approve the FY2020 Operating Budget of $62,360,261. ACTION: the motion was
approved unanimously.

MOTION was made to approve the FY2020 Contracts in Excess of $3MM. ACTION: the motion was
approved unanimously.

MOTION as made to approve the Financial Statements for the Quarter Ended March 31, 2019. ACTION:
The motion was approved unanimously.

Adjournment
With no further business to discuss, the meeting adjourned at 10:35 a.m.
Welcome and Introductions
Ms. Heloise Jettison brought the meeting to order at 9:08 a.m. She welcomed all to the meeting.

May 30 Meeting Summary
MOTION was made by Ms. Heloise Jettison to approve the meeting minutes. Mr. Donald Generals moved to approve the minutes and Ms. Heloise Jettison seconded the motion. ACTION: The meeting minutes were approved unanimously.

City’s Employer Engagement Strategy: Industry Partnerships
Ms. Heloise Jettison gave a brief update on the May 2019 Employer of Choice Campaign hosted by The City of Philadelphia. The campaign is complete and based on the rubric and scoring methods awardees have been identified by an external evaluator. The local winners will be notified within the following weeks as the designed and recognized Employers of Choice. An event will be held on their behalf on October 2, 2019. These employers are recognized as employer partners across the city that support the citywide strategy for connecting our residents to employment.

Ms. Kim Stott is leading the city’s industry partnership (IP) initiative from the Office of Workforce Development. Ms. Stott gave details on the city’s strategy and its focus on technology. A new plan is being developed to structure and sustain the re-invigorated technology industry partnership that was previously in place. The first tech industry partnership meeting will take place in November for technology and technology-enabled employers in the region.

Philadelphia Works Long-Term Industry Partnership Work
Mr. Ed Grose gave an update on the current hotel trends across the region. The area hotels are in an uptick trend with employment advancements in the industry as new hotels are built. This is an area that the hospitality industry has room to train, grow and retain. Among the new developments in the city are a casino and a W Hotel. There is some concern; however, with the building increase and the demand for hotel rooms.

Mr. Thomas Tyer talked about trends in advanced manufacturing. The advanced manufacturing industry is doing well. This can be attributed to the aerospace and medical product manufacturing. Some national manufacturers are experiencing some dips due to international tariffs and parts imported from overseas. American manufacturers with parts made in the U.S. are not experiencing these dips and are generally doing well. Retention is stable but the workforce is aging and retirement is a challenge.
Philadelphia Works Inc. will be working closely with the city to look at the seven key industries in the region in order to develop partnerships and viable pipelines to employment. The industries are: Technology (City of Philadelphia), Manufacturing (Philadelphia Works), Hospitality & Entertainment (Philadelphia Works), Culinary, Healthcare (District 1199C), Building & Construction (PALM) and Early Childhood Education. Community College of Philadelphia creates programs that can ultimately lead into these partnerships which are employer-driven. Our goal as a workforce development board is to build pipelines through partnerships where employers and residents can see a pathway to stable employment.

The Manufacturing Partnership: evolution to Next Gen
The state often puts out what a partnership looks like but thanks to Ms. Barbara Stanford-Allen and others in the organization, Philadelphia Works has been doing new partnerships for a while. The new Hospitality IP will be modeled similarly to the Manufacturing IP where it identifies what the employers want, what the employers need and the employers drive the agenda. The employers are actually partners instead of being a passive role. The goal is sustainable partnerships.

Philadelphia Region Hospitality & Entertainment Next Gen Partnership
Mr. Tim Smith announced that Ms. Ellen Metro, Hospitality Business Engagement Representative, starts September 9, 2019. Ms. Metro will be able to connect with Mr. Grose and others for hospitality-specific information and help with the Hospitality IP that is being developed. Hospitality and Entertainment partnerships have been missing for a while and will be rebuilt with the new Hospitality & Entertainment IP. The target for the Hospitality and Entertainment IP meeting is within the next two months which should include hotels, restaurants, food service, tourism, etc.

District 1199C Training & Upgrading Fund: Healthcare Direct Service Providers
District 1199C currently runs the Healthcare IP. The challenge is that this IP has been looked at like a union only partnership when it should not be. Philadelphia Works will try to continue to engage the healthcare employers to join a healthcare partnership.

PALM: Building Trades Partnership
The Building & Construction partnership is back. It will be managed by the Philadelphia Area Labor Management (PALM) organization. There are strong ties to union apprenticeships but will also capitalize on the rebuilding of residential work being done. The goal is to get employers in the room to discuss pathways whether they are into union or employment.

Other Business
Philadelphia Works in conjunction with the City is working on the automated water meter installation program that is written with agreements. This is a pre-apprentice leading into the plumbing and electrical unions. Installers will be pre-screened the unions in this three-year program making $22 an hour.

A recent hiring fair for the PREIT Fashion District held at the PA CareerLink® Suburban Station hosted 23 employers and over 220 career seekers. On September 19, 2019, the PREIT Fashion District will open 30 stores to the public. Among the stores the Fashion District will also include two movie theaters and a winery.

Adjournment
The meeting was adjourned at 10:10 A.M. The next meeting will be held on Thursday, November 21, 2019.
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 March 6, 2019; CEO report; Committee Reports and Action Items to be presented to the full board, and the draft Board Meeting Agenda for June 20, 2019. ACTION: all items were approved unanimously.

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

Increase in Training Programs
Mr. Clancy advised of a $3 million proposed increase to training programs this year. The investment will further our intent to build pipelines in career fields. For example, there is a critical need for EMTs in the Philadelphia Fire Department. We are working with District 1199C, the West Philadelphia Skills Initiative and potentially the Community College of Philadelphia on three different EMT programs. Some of the training will lead to paramedic apprenticeships. This idea is new to the City of Philadelphia.

Cohort model classroom training
We are projecting 700 slots this year, for cohort model classroom training which are tied to emerging career fields. We are only funding programs with employment as the outcome which also leads to a move up the career ladder. Interestingly, the child development program leads to an associate degree.

OJT contracts
We are projecting 200 OJT contracts with multiple employers. This is typically where we see our manufacturing sectors participate with unique programs which are automotive or mechanical.

OJT contracts
We are projecting 150 Individual Training Account (ITA) customers this year. These accounts are part of the eligible training provider list. In recent years there have been a lot of CDL programs on the list which is a little concerning as automation moves closer. Mr. Daniel Fitzpatrick and Mr. Strahan feel that it will take five plus years for automation to affect CDL programs.

Water Meter Initiative
Mr. Clancy noted that the contract has been awarded on the City’s initiative to upgrade water meters in Philadelphia. Even though the positions are temporary in nature, they can lead to a pre-apprenticeship in the electrical and plumbing unions, and the Philadelphia Water Department.
Regional Maritime Training Center
Classes are kicking off in July. Ms. Karen Kozachyn of Delaware County Community College is operating the training programs. We continue to meet in an effort to offset some of the costs for the employers to hire individuals that become certified as a yard jockey or a forklift operator. A large open house at 61st and Essington Avenue is planned in October. We hope some of our Board Members will attend.

Pre-Apprenticeship Models
We realize that some of our customers are still not able to get into an apprenticeship. Particularly in technology, healthcare, and insurance fields where we hope to make some in-roads. We are going to keep development up this year.

Youth Program
The youth programs will receive an additional $200,000 from WIOA this year. We are on pace to serve 5,000 youth this year, 3,000 summer and 2,000 year-round. We are hiring youth navigators who will be knowledgeable in everything about the youth systems in the PA CareerLink PHL. We did a pilot this year at the Suburban Station location which was very successful with attaching youth to better opportunities.

Board Members
We have three new board members: Brigitte Daniel, Emily Bittenbender and Douglas Oliver. April Walker is awaiting appointment by the Mayor.

Human Resources Committee
Ms. Norma Romero-Mitchell reported that a new benefits broker has been selected. A new payroll system, Paylocity, is soon to be operational. The Leadership Training for all managers and executive team is now complete. Additionally, the organization has recently onboarded staff in Finance, Operations, Employer Engagement and Outreach & Communications.

Employer Engagement and Workforce Strategies Committee
Mr. Clancy reported that the full workforce strategy was presented at the last meeting. The City is rolling out their employer of choice campaign which was born out of their model employer campaign. Ms. Heloise Jettison will talk about the employer of choice campaign for the City of Philadelphia at the next board meeting. Basically, they are asking businesses to sign up touting all of the investments that they make in their employees and how they are good corporate citizens. Initially, 150 employers citywide are expected to participate.

Finance Committee
Mr. Dale Porter provided details on the proposed FY20 budget. MOTION was made to approve: Operating Budget for 2020; Financial Statements for the period ending March 31, 2019; and, Proposed contracts in excess of $3M for FY20. ACTION: the item was approved unanimously.

Adjournment
With no further business, William Strahan called for the meeting adjournment at 5:00 P.M.
Welcome and Introductions
Mr. Dale Porter welcomed the committee and called the meeting to order. A quorum was confirmed. Mr. Patrick Eiding made a MOTION to approve the minutes from the prior meeting Mr. Steven Bradley seconded that motion.

Financial Statement review for Fiscal Year ending June 30, 2019 and the Month of July 2019
Mr. Christopher Santarelli presented the unaudited financial statements for the twelve months ended June 30, 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 June 2019 is less than prior year primarily due to timing of funds drawn from the Commonwealth in June received in July. The bank balance at July 3, 2019 was $12.5M. Unbilled receivables and accrued vacation balance at June 30, 2019 is zero due to policy change eliminating vacation carryover. Mr. Porter provided context and walked the committee through the policy change. Mr. Santarelli continued with the presentation providing overview of Philadelphia Work’s spend pattern for fiscal year 2019. The overview provided the following: TANF Adult - fully spent cost reimbursement funding and performance funding spent in excess of $11M. Approximately 94 percent and 90 percent respectively of WIOA Adult and WIOA DLW funding was spent by June 30, 2019 with balances carried over to FY20. TANF & WIOA YOUTH - underspending will be carried over to FY20.

Mr. Santarelli provided a review of the revenue analysis and Mr. Porter updated the committee on the successful Opioid grant review. Mr. Clancy highlighted for the committee PW’s goal to use all funding on time, which allows PW to request more funding. Mr. Clancy was complimentary of the work the Finance and Operations unit did working in concert. Mr. Porter highlighted the significant change in the PW spending pattern from FY18 and noted that performance expenditures were in excess of $11M.

Patricia Blumenauer highlighted the investments in the VST programs, youth program, financial literacy programs, key staff additions and incentives for customers during FY19.

Mr. Santarelli provided a review of the Statement of Financial Position highlighting the change in unbilled receivables and accrued vacation have been reduced to zero and advances were reduced to $5.7M from FY18. Mr. Santarelli also shared that revenues increased by $10M compared to FY18. Mr. Porter highlighted the significant increase in youth activities. Mr. Eiding inquired about an increase in facilities cost. Mr. Porter shared that the cost drivers included the investment in the Northeast Hub, escalation clause in lease agreements and increases in the maintenance agreements. Mr. Clancy offered that he was happy with lease negotiations and proposed changes to the current PW office lease. Mr. Clancy
highlighted upcoming changes including new signage on the 16th Street side of the building and new first floor office space offered pro bono.

Mr. Santarelli reviewed the Statement of Cash Flows highlighting changes.

Both Mr. Clancy and Mr. Porter communicated their excitement about the success of FY19 and believe that the investments made will continue in FY20.

Mr. Santarelli provided a review of Statement of Activities by funding source. This concluded the review of the unaudited financial statements for the twelve months ending June 30, 2019.

Mr. Santarelli provided a review of the unaudited financial statements for the one month ending July 31, 2019. Mr. Santarelli informed the Finance committee that the available funding reported does not include performance dollars. The committee was informed that PW received a performance payment in July for prior months activities. Mr. Porter asked for a motion to approve the financial statements for the 12 months ended June 30, 2019 and the one-month period ended July 31, 2019. Steven Bradley made the motion to approve and Ed Gross seconded that motion.

Mr. Porter reviewed the contract execution schedule with the committee and highlights the aggressive strategy employed by PW.

Mr. Porter opens the floor for new business. Mr. Clancy updates the committee on the status on the debate at the state regarding the outsourcing of TANF programming. Mr. Clancy recognizes the efforts of Mr. Eiding in working with the Commonwealth to close out the discussion resulting in a decision by the Commonwealth not to outsource some of the TANF services which if outsourced would have a major impact on PW. Mr. Clancy also informed the committee that there will now be a meeting in Harrisburg with the Secretary of Human Services on September 30th as a workforce association, for new metrics. Mr. Clancy also complimented the work of Patricia Blumenauer and her work with the Mathematica consultants. Mathematica has been retained by the Commonwealth to design the Commonwealth’s programs.

**Adjournment**
With no other business, Mr. Porter adjourned the meeting.
Welcome and Introductions
Ms. Norma Romero-Mitchell brought the meeting to order at 3:03 p.m. She welcomed all to the meeting.

April 22 Meeting Summary
MOTION was made by Ms. Romero-Mitchell to approve the meeting minutes. Mr. Nolan Atkinson moved to approve the minutes and Ms. Romero-Mitchell seconded the motion. ACTION: The meeting minutes were approved unanimously.

Internal Contracting System Update
The internal contracting system pilot was proven to be a success and has been adopted. Staff hired a Director of Contracts who is well versed with workforce development and a Procurement Assistant that participated in the pilot. Mathematica, the consultant will begin the transition process with the Director of Contracts.

Diversity and Inclusion
Ms. Sheila Boornazian contacted the LaDipo Group who specializes in diversity and inclusion training to assist staff with sensitivity training and creating a compliance plan. The proposal includes training focused on gender, LGBTQ, race, and evaluate our policies, procedures, and application for acceptable terminology. Mr. Nolan Atkinson offered staff his assistance with creating a diversity and inclusion plan. He also encouraged staff to carefully select a consultant that can deliver what is expected of them. Ms. Boornazian asked the committee if anyone can recommend any consultants that provide sensitivity training. ACTION: Mr. Atkinson and staff will convene to discuss a compliance plan. The committee will share contact information, if available of a consultant that can provide diversity and inclusion training.

Performance Evaluations / Strategic Objectives
Staff is in the process of conducting performance evaluations. Upon completion of performance evaluations, staff will utilize TrakStar to establish new goals for FY20.

Management Development Plan
During the last quarter of FY19, management attended a four-month leadership development program, Leadership Works. Since then there have been a few promotions and new hires in management position...
that were not part of the leadership development program. The plan is to offer the same leadership program to all new managers at the beginning of the calendar year. In addition, HR is identifying high potential staff who are not in management roles the opportunity to attend the leadership program as part of their development and succession planning. During the second quarter of FY20, HR is requiring new managers to view the library of training videos that were a result of Dr. David Weiman’s training.

Co-Ops
A new co-op program will begin in September and end in March. The objective of this program is to have a talent pipeline available by creating a new cycle every semester. The diverse types of projects assigned to the students will expose them to nonprofit workforce development, communications, system data analysis, and recruitment. Ms. Tiffany Jenkins, along with a team of managers, have identified two Drexel students that will begin the program in late September.

Other
The committee reviewed Philadelphia Works’ diversity and staff turnover levels.

Staff Updates
There were three new hires - Zachariah Hughes (Director of Contracts); Samantha Albandoz (Procurement Assistant); Nichol Wilkins (Business Engagement).

Adjournment
The meeting was adjourned at 3:38 P.M.
Welcome
Due to several committee members being unavailable for the August 22, 2019 meeting, it was decided to meet with just the chair this quarter to regroup and determine the direction of the committee. Therefore, a small group of the One-Stop Operator Committee met for planning purposes.

The transition plan and the RFP timeline were discussed. The timeline is being finalized. The plan is for the RFP process to be complete, then transition to a new provider by December 31, 2019. Specifics for the scope of work were also discussed, including recommendations for changes and additions.

It was recommended that two additional members be added to the committee, since two of the previous members are no longer participating. Cheryl Feldman has agreed to be a part of the committee and will be extended a formal invitation. Ms. Patricia Blumenauer is exploring the addition of someone from the Department of Behavioral Health and Intellectual Disabilities Services.

Finally, the next partnership meeting was discussed and it was determined that it will be held in late October or early November.

Adjournment
The meeting was adjourned at 12:30 P.M. The next meeting will be held on Thursday, November 14, 2019.
Welcome and Introductions
The meeting was called to order at 3:13 p.m. Dr. Meg Shope Koppel welcomed committee members and introduced guests, Alice Cooper, Policy Fellow and James Johnson, Intern to Mr. H. Patrick Clancy. The meeting summary was previously approved unanimously.

WIOA and EARN Policy Updates
Mr. Clancy shared details of discussions at the National Association of Workforce Boards in Chicago regarding the WIOA reauthorization process at the local level. Three things came out of the meeting: a universal eligibility process; funding for Wagner Peyser going directly to the workforce boards, not the states; and, local workforce board flexibility around youth programming without mandated percentages for specific populations.

The local Department of Human Services spoke with Governor Wolf’s Chief of Staff. The governor’s policy office will come to Philadelphia to further discuss the proposed state model. The meeting will give us a chance to explain the challenges we face and discuss all the elements of our program. There is a concern that the state will create a new program without realizing the barriers some customers must manage such as housing, food, and education. We agree that the program can be better but excluding Philadelphia Works as a partner is frustrating. We want to become a closer partner with the state in designing a better strategy to help our customers. We would suggest that if the state wants to have a new policy or a new program model, they should do a small pilot. The state is aware that we hired Mathematica to work with us to redesign our EARN program; the state now is contracting with them as well.

As the workforce board, we partner and collaborate on projects with our vendors and other community partners. We want our customers to enter an apprenticeship, pre-apprenticeship or educational opportunity to move on a pathway to earn a livable wage. Our challenge, along with our partners, is to figure out how to make our program more welcoming and less bureaucratic. Philadelphia Works is the only entity in the City that is federally funded for the EARN and WIOA programs and has the close connections with other agencies.

The next step is to meet with our board chair and the City prior to meeting with the Governor’s policy office. We will continue to do what we think is best for our customers.

Mr. Clancy provided the committee with an update on the closing of Hahnemann University Hospital. A job fair is being held Thursday, July 25th at the Pennsylvania Convention Center. Currently there are 100 employers registered.
Latest Federal Rule Changes
Dr. Shope Koppel discussed the request for comment from the U.S. Office of Management and Budget (OMB) on the way poverty is measured by federal statistical agencies. The federal administration has proposed a change in inflation data measurements to adjust the OMB calculations produced by the Bureau of Labor Statistics. Our response is we think the change is arbitrary and does not reflect the reality of the population’s lives and use of income.

Dr. Shope Koppel mentioned she is not sure if there will be a response to the industry recognized apprenticeships programs (IRAPs) proposed regulations and grant announcement. There are two concerns she has; one is that trade unions can only be grandfathered for five years before IRAP registration and another is the starting pay for apprenticeships may be set at minimum wage. Mr. Mark Genua, Apprenticeship Program Director for Philadelphia Works stated it is unclear on how IRAPs will be handled in Pennsylvania, where the PA Department of Labor and Industry, Apprenticeship and Training Office oversees Registered Apprenticeship programs in PA, rather than the US Department of Labor at the federal level. So far, this state office has not provided any guidance to Philadelphia Works or other entities on IRAPs and their proposed regulations.

Minimum Wages
There was a referendum supported by the city residents to increase the minimum wage to $15 per hour by 2025. The minimum wage change must occur at the state level for the city wage to change. There is analysis available on how an increase will impact various industries. Different geographies also have different concerns. Small business groups in rural Pennsylvania say they cannot afford to pay over $7.25 per hour. There is no current action by the state to change the minimum wage.

Adjournment
With no other business, the meeting was adjourned at 11:32 a.m.
Welcome and Introductions
Mr. Patrick J. Eiding convened the meeting and reviewed the minutes from the last meeting.

Funding and Investment Updates
Ms. Kimberly McCaffrey shared details about updates from the state regarding TANF Youth Development rules and regulations. Ms. McCaffrey also presented programs that will continue to receive funds to provide direct services for youth and young adults ages 12-24. The committee discussed the importance of this investment to support activities in alignment with the City’s strategies, Roadmap to Safer Communities and Fueling Philadelphia’s Talent Engine.

Overview: Youth Workforce Development
Ms. McCaffrey welcomed Ms. Carys Davies, Department of Human Services Out-of-School Time (OST) Services Director, and Ms. Farrah Farnese, Philadelphia Youth Network External Relations Senior Director to provide an overview of programs and initiatives to support youth workforce development. Ms. McCaffrey shared data about youth and young adults in Philadelphia and discussed several City initiatives and aligned investments to support this population which will help inform Philadelphia Works’ future investments.

Ms. Davies provided a detailed overview of OST services funded. She focused on transitions that will be implemented this year and highlighted opportunities for collaboration with the workforce board and committee partners.

The committee revisited procurement plans for summer employment via WorkReady Philadelphia. Ms. Farnese reminded the committee about program design transitions and shared how these changes align with initiatives shared by Ms. McCaffrey and Ms. Davies. Ms. Farnese also provided an update about the procurement cycle to date. Lastly, Ms. McCaffrey shared priorities for upcoming procurements to be released for program year 2020 providers.

Adjournment
With no other business, Mr. Eiding adjourned the meeting at 11:41 a.m. The next Youth Standing Committee meeting is scheduled for Friday, November 22, 2019.

ATTENDANCE

MEMBERS:
Michelle Armstrong
Patricia Day
William Devito
Patrick J. Eiding
Nicole Fuller
Heloise Jettison
Carniesha Kwashie
Maari Porter

REGRETS:
Deborah Buhles
Dan Fitzpatrick
Waleska Maldonado
Orla Pease
David E. Thomas

GUESTS:
Carys Davies

STAFF:
Patricia Blumenauer
H. Patrick Clancy
Farrah Farnese
Stephanie Gambone
Kim McCaffrey
Miya McAfee
Liz Pisarczyk
Action Items
Action Item: Approval of the Modified WIOA Regional & Local 2017 – 2020 Plans

Action
The Philadelphia Works Board of Directors is asked to approve the modified Southeast Pennsylvania WIOA Regional Plan 2017 – 2020 and the modified Philadelphia Workforce Development Area WIOA Local Plan 2017 – 2020 and advance these for State approval before or on October 1, 2019.

Background
Every two years the Workforce Innovation and Opportunity Act (WIOA) requires Workforce Development Boards to update their local and regional plans. Philadelphia is part of the Southeast Pennsylvania Region comprised of Berks, Bucks, Chester, Delaware, Montgomery and Philadelphia counties. The six county workforce development boards worked closely to update labor market information and regional funding for specific projects as well as to emphasize the growth in the construction industry and the shifting manufacturing mix in the region in the modified plan.

Our local WIOA plan reflects the alignment with both the updated Southeast Pennsylvania WIOA Regional Plan and the current Pennsylvania State Combined WIOA Plan. The modified local plan reflects changes in demographics and labor market information, Philadelphia Works as the primary strategic contractor for WIOA Title I Youth and TANF Youth Development funding, the new vendor at PA CareerLink® West, language corrections, changes in specific project funding and the change in committee structure approved last year by this board.

The Board was informed about the modified plans before they were posted in an email from H. Patrick Clancy, President & CEO. As required by WIOA, the updated plans were posted for 30 days on the web along with our partner counties’ plans at https://www.chesco.org/159/Workforce-Development-Board and announced referring to this link on our website in the What’s New section. A public Notice was published in the Philadelphia Daily News. As an additional measure, we emailed all PA CareerLink® partners.

This updated process precedes the full planning and rewriting of the regional and local plans after the Pennsylvania WIOA Combined State Plan 2020 – 2024 is approved by the U.S. Department of Labor in the summer of 2020. Details on this process will be shared as this information becomes fully available.

Recommendation
The Executive Committee recommends the board approve the modified Southeast Pennsylvania WIOA Regional Plan 2017 – 2020 and the modified Philadelphia Workforce Development Area WIOA Local Plan 2017 – 2020.
Action Item:
Approval of the Financial Statements for the 12-Month Period Ending
June 30, 2019

Action
The Philadelphia Works Board of Directors is asked to approve Philadelphia Works financial
statements for the 12-month period ended June 30, 2019 as recommended by the Finance and
Executive Committees.

Background
Philadelphia Works is required to prepare annual 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 12-month period ended June 30, 2019.
Action Item:
Approval of the Financial Statements for the One-Month Period Ending
July 31, 2019

Action
The Philadelphia Works Board of Directors is asked to approve Philadelphia Works financial statements for the one-month period ended July 31, 2019 as recommended by the Finance and Executive Committees.

Background
Philadelphia Works is required to prepare 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 one-month period ended July 31, 2019.
Workforce System Quarterly Summary Report
Philadelphia Workforce Development Area:
System Quarterly Summary Report
September 19, 2019
# 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](http://www.philaworks.org)

*Hire Hahnemann Job Fair.*
Executive Summary: Program Year 2018 4th Quarter
(April 1, 2019 through June 30, 2019)

Year-end total WIOA Registered and EARN Customers receiving training
- 789 customers enrolled into VST, EARN, OJT & WIOA training at the PA CareerLink® Philadelphia
- On-the-Job training and Individual Training Account enrollments were significantly higher than in the previous program year

Total WIOA and EARN unique customers
- 28,613 unique customers visited the PA CareerLink® Philadelphia centers for career coaching and job search.

Our customers face multiple barriers to employment
- 95.8% of our customers face one or one barriers to employment for example low-income, single parents, or returning citizen status

Youth Services for young residents
- There were 1,176 young residents enrolled in youth programs for the program year 2018.

Philadelphia met negotiated program year WIOA performance goals
- Philadelphia exceeded the 50% goal achievement of negotiated WIOA local goals: 97% average score performance met for Adult programming; 96% performance met for Dislocated Worker programming; and 110% met for Youth programming
Metrics for PA CareerLink® Philadelphia
Program Year 2018 Fourth Quarter (April 1, 2019 to June 30, 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 come 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.
Age

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.

Age of PA CareerLink® Philadelphia Career Seekers

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Universal</th>
<th>WIOA</th>
<th>EARN</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;21</td>
<td>603</td>
<td>143</td>
<td>133</td>
</tr>
<tr>
<td>21-29</td>
<td>5,623</td>
<td>758</td>
<td>2,699</td>
</tr>
<tr>
<td>30-39</td>
<td>7,113</td>
<td>956</td>
<td>2,242</td>
</tr>
<tr>
<td>40-49</td>
<td>5,548</td>
<td>891</td>
<td>603</td>
</tr>
<tr>
<td>50-59</td>
<td>5,930</td>
<td>966</td>
<td>101</td>
</tr>
<tr>
<td>60+</td>
<td>3,796</td>
<td>530</td>
<td>10</td>
</tr>
</tbody>
</table>

**Unique Customers**

<table>
<thead>
<tr>
<th></th>
<th>Universal</th>
<th>WIOA</th>
<th>EARN</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>28,613</td>
<td>4,244</td>
<td>5,788</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

Age of Population Aged 16 and Over

<table>
<thead>
<tr>
<th>Age Group</th>
<th>Philadelphia</th>
</tr>
</thead>
<tbody>
<tr>
<td>16-20</td>
<td>108,131</td>
</tr>
<tr>
<td>21-29</td>
<td>258,834</td>
</tr>
<tr>
<td>30-39</td>
<td>233,533</td>
</tr>
<tr>
<td>40-49</td>
<td>181,223</td>
</tr>
<tr>
<td>50-59</td>
<td>191,356</td>
</tr>
<tr>
<td>60+</td>
<td>287,810</td>
</tr>
</tbody>
</table>

**Population 16+**

1,260,887

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

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.”
Race and Ethnicity

Race/Ethnicity of PA CareerLink® Philadelphia Career Seekers

<table>
<thead>
<tr>
<th>Race/Ethnicity</th>
<th>PY2018 Universal</th>
<th>PY2018 WIOA</th>
<th>PY2018 EARN</th>
</tr>
</thead>
<tbody>
<tr>
<td>Black</td>
<td>17,784</td>
<td>2,800</td>
<td>4,760</td>
</tr>
<tr>
<td>White</td>
<td>5,577</td>
<td>550</td>
<td>310</td>
</tr>
<tr>
<td>Hispanic/Latino</td>
<td>1,739</td>
<td>329</td>
<td>280</td>
</tr>
<tr>
<td>Asian</td>
<td>556</td>
<td>109</td>
<td>21</td>
</tr>
<tr>
<td>American Indian/Alaskan Native</td>
<td>280</td>
<td>42</td>
<td>38</td>
</tr>
<tr>
<td>Hawaiian/Pacific Islander</td>
<td>86</td>
<td>7</td>
<td>11</td>
</tr>
<tr>
<td>Multi-racial</td>
<td>556</td>
<td>96</td>
<td>173</td>
</tr>
<tr>
<td>Unknown</td>
<td>2,035</td>
<td>311</td>
<td>195</td>
</tr>
<tr>
<td>Unique Customers</td>
<td>28,613</td>
<td>4,244</td>
<td>5,788</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

Race/Ethnicity of Population Aged 16 and Over

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

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

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

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 customer.
This map shows concentrations of poverty in Philadelphia. The portions of the map that are dark red indicate that at least 50% the adults aged 18-64 in that area are living below the poverty level. The dark blue portions of the map represent areas where adults living in poverty make up less than 15% of the population.

As seen on the map, poverty is concentrated in the Upper North neighborhood. Center City, Roxborough/Manayunk, and the Far Northeast have less poverty.

PA CareerLink® Philadelphia Metric

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 fourth quarter of Program Year 2018 (April 1, 2019 to June 30, 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 April 1, 2019 and June 30, 2019, 1,322 employers engaged with the PA CareerLink® Philadelphia system. This represents 4.3% 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.
EMPLOYER MARKET SHARE

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 April 1, 2019 and June 30, 2019, on-site events recruited for 283 job openings. 88 attendees of recruitments were hired for these positions. The job hire rate for previous quarters is over 100% because some large employers will sometimes end up hiring for more positions than are initially advertised at recruitment events.

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

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

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>103.6%</td>
<td>67.8%</td>
</tr>
<tr>
<td>Q2</td>
<td>67.8%</td>
<td>129.0%</td>
</tr>
<tr>
<td>Q3</td>
<td>48.9%</td>
<td>76.6%</td>
</tr>
<tr>
<td>Q4</td>
<td>31.1%</td>
<td>59.7%</td>
</tr>
</tbody>
</table>

**ON-THE-JOB TRAINING OPPORTUNITIES**

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>21</td>
<td>4</td>
</tr>
<tr>
<td>Q2</td>
<td>14</td>
<td>12</td>
</tr>
<tr>
<td>Q3</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Q4</td>
<td>2</td>
<td>2</td>
</tr>
</tbody>
</table>

**WIOA ON-THE-JOB TRAINING RETENTION**

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>68.8%</td>
<td>55.2%</td>
</tr>
<tr>
<td>Q2</td>
<td>55.2%</td>
<td>63.2%</td>
</tr>
<tr>
<td>Q3</td>
<td>50.0%</td>
<td>50.0%</td>
</tr>
<tr>
<td>Q4</td>
<td>40.0%</td>
<td>40.0%</td>
</tr>
</tbody>
</table>

**EARN ON-THE-JOB TRAINING RETENTION**

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Q1</td>
<td>71.1%</td>
<td>44.1%</td>
</tr>
<tr>
<td>Q2</td>
<td>71.1%</td>
<td>44.1%</td>
</tr>
<tr>
<td>Q3</td>
<td>44.1%</td>
<td>44.1%</td>
</tr>
<tr>
<td>Q4</td>
<td>44.1%</td>
<td>44.1%</td>
</tr>
</tbody>
</table>

*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 fourth 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>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Cost per Customer</td>
<td>$62.36</td>
<td>$68.70</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and other program information

<table>
<thead>
<tr>
<th>LEVERAGED RESOURCES</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Leveraged Resources</td>
<td>$0</td>
<td>$0</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program information

<table>
<thead>
<tr>
<th>PROFESSIONAL DEVELOPMENT</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Professional Development</td>
<td>93</td>
<td>155</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

<table>
<thead>
<tr>
<th>UNIQUE CUSTOMERS</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>WIOA Customers per WIOA Staff</td>
<td>33</td>
<td>27</td>
</tr>
<tr>
<td>EARN Customers per EARN Staff</td>
<td>16</td>
<td>15</td>
</tr>
</tbody>
</table>

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

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

The Participant Market Share shows the market penetration of the public workforce development system and is defined as a ratio of all customers who have received at least one service during the fourth 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.

### Participant Market Share

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th></th>
<th></th>
<th></th>
<th>PY2018</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<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>26.4%</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>8,950</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>33,930</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and labor market information

### Literacy and Education

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th></th>
<th></th>
<th></th>
<th>PY2018</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<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>96</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

### Services to ESL Customers

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th></th>
<th></th>
<th></th>
<th>PY2018</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<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>623</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

### IEP Goal Completion

<table>
<thead>
<tr>
<th></th>
<th>PY2017</th>
<th></th>
<th></th>
<th></th>
<th>PY2018</th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
<td>Q1</td>
<td>Q2</td>
<td>Q3</td>
<td>Q4</td>
</tr>
<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>371</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests
PARTICIPANT MARKET SHARE

LITERACY/EDUCATION REFERRALS

SERVICES TO ESL CUSTOMERS

IEP GOAL COMPLETION

Source: Philadelphia Works analysis of CWDS and labor market information

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.

<table>
<thead>
<tr>
<th>UNIVERSAL SERVICES</th>
<th>PY2017</th>
<th>PY2018</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Q1</td>
<td>Q2</td>
</tr>
<tr>
<td>Median Earnings</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Employed in the second quarter after exit</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>Employed in the fourth quarter after exit</td>
<td>N/A</td>
<td>N/A</td>
</tr>
</tbody>
</table>

Source: Pennsylvania Department of Labor and Industry
PA CareerLink® Philadelphia Operational Initiatives and Strategic Projects

The integrated PA CareerLink® Philadelphia centers are supported by Philadelphia Works in several initiatives and strategic projects that are designed to improve outcomes for individual customers and increase performance across the system.

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

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

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

The Customer Engagement Team conducts outreach to TANF recipients at various stages of engagement with the EARN program who have not been reached by the CAO. This includes daily face-to-face communication through visits to customers’ homes and workplaces. The Customer Engagement Team will engage, inform, and support progress plans with the goal of EARN enrollment and/or documentation of EARN required participation hours. Outreach focuses those who were referred to the EARN program and did not report to the first appointment and EARN customers who are employed but have not provided verification of their employment and monthly hours worked. To support EARN customers 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>
<th>PY2018 Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>CAO</strong></td>
<td></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>
<td>417</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>
<td>325</td>
</tr>
<tr>
<td><strong>Customer Engagement Team</strong></td>
<td></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>
<td>839</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>
<td>177</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>
<td>130</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data

**EARN Customer Incentives**

PA CareerLink® Philadelphia centers continue to make incentives available to EARN customers as they meet specific goals and benchmarks. These incentives are intended to encourage participation in workshops and other activities, including providing necessary documentation to verify placements and retention, and to ultimately increase engagement and participation in the EARN program. As a result of these incentives, Philadelphia Works expects to see an increase in the Activity Compliance Rate (ACR), countable placements, and retention; this will, in turn, assist Philadelphia Works in the achievement of system performance goals.

Metrics are being developed to track the impact of incentives on performance in future reports. A table showing the number of incentives distributed towards each goal is shown below.
INCENTIVES METRICS SUMMARY

<table>
<thead>
<tr>
<th></th>
<th>PY2017 Q1</th>
<th>PY2017 Q2</th>
<th>PY2017 Q3</th>
<th>PY2017 Q4</th>
<th>PY2018 Q1</th>
<th>PY2018 Q2</th>
<th>PY2018 Q3</th>
<th>PY2018 Q4</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>329</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>5</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>10</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>30</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>212</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>834</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>1,420</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data

In the fourth quarter of program year 2018, a total of $109,949 in 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 – JUN. 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 - 6/30/2019</th>
<th>Negotiated Level</th>
<th>Actual Performance</th>
<th>% of Goal Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Employment 2nd Qtr After Exit</td>
<td>73.0%</td>
<td>69.0%</td>
<td>94.5%</td>
</tr>
<tr>
<td>Adult Employment 4th Qtr After Exit</td>
<td>70.0%</td>
<td>68.6%</td>
<td>98.0%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>$5,400</td>
<td>$5,297</td>
<td>98.1%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>50.0%</td>
<td>48.8%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Adult Measureable Skills Gain</td>
<td>Baseline</td>
<td></td>
<td>27.9%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 2nd Qtr After Exit</td>
<td>75.0%</td>
<td>79.6%</td>
<td>106.1%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Qtr After Exit</td>
<td>76.0%</td>
<td>74.9%</td>
<td>98.6%</td>
</tr>
<tr>
<td>Dislocated Median Earnings 2nd Qtr After Exit</td>
<td>$6,700</td>
<td>$7,069</td>
<td>105.5%</td>
</tr>
<tr>
<td>Dislocated Worker Credential Attainment Rate</td>
<td>52.0%</td>
<td>39.3%</td>
<td>75.6%</td>
</tr>
<tr>
<td>Dislocated Worker Measurable Skills Gain</td>
<td>Baseline</td>
<td></td>
<td>13.1%</td>
</tr>
<tr>
<td>Youth Employment/Education Rate 2nd Qtr After Exit</td>
<td>65.0%</td>
<td>70.9%</td>
<td>109.1%</td>
</tr>
<tr>
<td>Youth Employment/Education Rate 4th Qtr After Exit</td>
<td>62.0%</td>
<td>67.3%</td>
<td>108.5%</td>
</tr>
<tr>
<td>Youth Median Earnings 2nd Qtr After Exit</td>
<td>Baseline</td>
<td>$2,439</td>
<td></td>
</tr>
<tr>
<td>Youth Credential Attainment Rate</td>
<td>65.0%</td>
<td>73.5%</td>
<td>113.1%</td>
</tr>
<tr>
<td>Youth Measurable Skills Gain</td>
<td>Baseline</td>
<td></td>
<td>67.7%</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>103.2%</td>
</tr>
<tr>
<td>Employment Rate 4th Qtr After Exit</td>
<td>101.7%</td>
</tr>
<tr>
<td>Median Earnings 2nd Qtr After Exit</td>
<td>101.8%</td>
</tr>
<tr>
<td>Credential Attainment</td>
<td>95.4%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Program Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>97.1%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>96.4%</td>
</tr>
<tr>
<td>Youth</td>
<td>110.2%</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>82</td>
<td>4.2%</td>
</tr>
<tr>
<td>2- Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Non-Veteran/Eligible Spouse</td>
<td>1716</td>
<td>88.3%</td>
</tr>
<tr>
<td>3 - All Other Veterans/Eligible Spouse</td>
<td>14</td>
<td>0.7%</td>
</tr>
<tr>
<td>4 - Long-Term Unemployed (Local Priority)</td>
<td>37</td>
<td>1.9%</td>
</tr>
<tr>
<td>5 - Not a Priority of Service Participant</td>
<td>94</td>
<td>4.8%</td>
</tr>
<tr>
<td><strong>Total New Adult Registrations</strong></td>
<td><strong>1,943</strong></td>
<td></td>
</tr>
</tbody>
</table>
WIOA System Fiscal Summary

WIOA SYSTEM BUDGET VS. UNAUDITED ACTUALS & ACRUED EXPENDITURES IN JULY 1, 2018 THROUGH June 30, 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>562,203</td>
</tr>
<tr>
<td>Integrated/Cross Centers</td>
<td>3,694,359</td>
<td>5,338,850</td>
</tr>
<tr>
<td>Cost reimbursement total</td>
<td>5,813,597</td>
<td>5,901,053</td>
</tr>
<tr>
<td>Performance Funds Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Vocational Cohort Training</td>
<td>800,000</td>
<td>385,425</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>900,000</td>
<td>571,957</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>1,025,080</td>
</tr>
<tr>
<td>Employer Projects</td>
<td>600,000</td>
<td>167,086</td>
</tr>
<tr>
<td>Incumbent Worker Training</td>
<td>200,000</td>
<td>150,891</td>
</tr>
<tr>
<td>Immigrant Professional Development Program</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Performance Funds Training Total</td>
<td>$3,786,031</td>
<td>2,935,654</td>
</tr>
<tr>
<td>Initiatives</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Satellite Centers</td>
<td>$400,000</td>
<td>75,485</td>
</tr>
<tr>
<td>Drivers Education</td>
<td>$50,000</td>
<td>3,007</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>10,768</td>
</tr>
<tr>
<td>System Staff Capacity Training</td>
<td>$20,000</td>
<td>9,683</td>
</tr>
<tr>
<td>Job Placement</td>
<td>$20,000</td>
<td>6,705</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>25,646</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>1,126,876</td>
</tr>
<tr>
<td>Outplacement Services &amp; Support Services</td>
<td>$500,000</td>
<td>408,700</td>
</tr>
<tr>
<td>Deaf and Hearing Communications Center</td>
<td>$50,000</td>
<td>16,579</td>
</tr>
<tr>
<td>Utility Emergency Communications Service</td>
<td></td>
<td>19,182</td>
</tr>
<tr>
<td>Performance Funds New Initiatives Totals</td>
<td>2,227,500</td>
<td>862,025</td>
</tr>
<tr>
<td>Total WIOA</td>
<td>11,827,128</td>
<td>9,698,732</td>
</tr>
</tbody>
</table>

FUNDING BREAKDOWN

<table>
<thead>
<tr>
<th>FY19 WIOA PLAN ALLOCATION</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>8,347,195</td>
<td>9,126,925</td>
</tr>
<tr>
<td>FY19 WIOA CARRY OVER PLAN ALLOCATION</td>
<td>2,000,000</td>
<td>571,808</td>
</tr>
</tbody>
</table>

INCENTIVES (Included in Integrated Centers Budgets)

<table>
<thead>
<tr>
<th>INCENTIVES (Included in Integrated Centers Budgets)</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>JEVS Incentives</td>
<td>$15,000</td>
<td>75,158</td>
</tr>
<tr>
<td>SerMetro Incentives</td>
<td>$15,000</td>
<td>27,568</td>
</tr>
<tr>
<td>Impact Incentives</td>
<td>$15,000</td>
<td>39,375</td>
</tr>
<tr>
<td>Nueva Incentives</td>
<td>$15,000</td>
<td>5,759</td>
</tr>
<tr>
<td>New Initiatives Supported by Performance Funds (Included in Provider Budgets Subtotal)</td>
<td>$60,000</td>
<td>147,861</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.
% Of Placements at $15/hour or higher

Vocational Skills Training (VST) Enrollments

% Of Placements offering healthcare

% Who complete training and attain a credential

Placements
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 **10,071** unique individuals to the EARN program.
- The year-to-date enrollment rate was **45** percent. Of the **55** percent of customers not enrolled, **90** percent of clients were referral rejected because they did not report to the centers; **5** percent of customers were not enrolled due to not cooperating with EARN policies; and the remaining customers were rejected for other reasons such as good cause, inappropriate referrals, TANF closure.
- The EARN system enrolled **7,515** customers and provided services to **1,864** carry-over customers from program year 2017. The total number of customers served was **9,379**.
- The average monthly EARN caseload was **2,450**.
- There were **2,735** total unconfirmed job placements. **56** percent of the placements were offered at 30 hours or more per week, with an average starting salary at **$11.13** per hour.
- There were **1,419** job placements that met the DHS Placement Tier 1 criteria; **1,102** that met the Tier 2 placement criteria earning $10 per hour or more, **1,254** job placements that met the DHS Placement Tier 3 placement criteria, where TANF was closed due to employment income, and **4,446** that met the DHS monthly retention criteria working a minimum of 80 hours per month.
- There were **155** customers that met the DHS credential requirement, earning a certification or diploma in a high priority occupation.
### EARN System Fiscal Summary

**TANF ADULT SYSTEM BUDGET VS. UNAUDITED ACTUALS & ACCRUED EXPENDITURES IN JULY 1, 2018 THROUGH JUNE 30, 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>5,733,177</td>
<td>5,493,357</td>
</tr>
<tr>
<td>Integrated/Cross Centers (EARN-TANF)</td>
<td>22,059,602</td>
<td>20,193,526</td>
</tr>
<tr>
<td><strong>Cost reimbursement total</strong></td>
<td><strong>27,792,779</strong></td>
<td><strong>25,686,883</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vocational Cohort Training</td>
<td>3,000,000</td>
<td>2,786,279</td>
</tr>
<tr>
<td>On-the-Job Training</td>
<td>200,000</td>
<td>36,891</td>
</tr>
<tr>
<td><strong>Performance Funds Training Total</strong></td>
<td><strong>3,200,000</strong></td>
<td><strong>2,823,170</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Initiatives</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Utilities and Tenant Workshops</strong></td>
<td>$164,510</td>
<td>145,327</td>
</tr>
<tr>
<td>Driver’s Education</td>
<td>$50,000</td>
<td>10,569</td>
</tr>
<tr>
<td>Business Engagement + Outreach</td>
<td>$45,000</td>
<td>142,688</td>
</tr>
<tr>
<td>Assessment Tools</td>
<td>$45,000</td>
<td>512,800</td>
</tr>
<tr>
<td>One-Stop Operator</td>
<td>$135,000</td>
<td>91,854</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>730,589</td>
</tr>
<tr>
<td>EARN Orientation Curriculum Developer</td>
<td>$50,000</td>
<td>73,144</td>
</tr>
<tr>
<td>Financial Counseling @ 4 centers (Clarifi)</td>
<td>$224,700</td>
<td>191,980</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>61,473</td>
</tr>
<tr>
<td>Non-Custodial Parent Program</td>
<td>$67,500</td>
<td>161,133</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>314,938</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>358,038</td>
</tr>
<tr>
<td>Equity Project</td>
<td>574,585</td>
<td>-</td>
</tr>
</tbody>
</table>

| Performance Funds New Initiatives Totals                | **2,946,210** | **2,869,105** |

| Total TANF                                             | 33,938,989 | 31,379,158     |

### FUNDING BREAKDOWN

<table>
<thead>
<tr>
<th>Cost reimbursement</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Performance reimbursement (spans multiple years)</td>
<td>20,365,569</td>
<td>20,365,569</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>111,185</td>
</tr>
<tr>
<td>SerMetro Incentives</td>
<td>125,000</td>
<td>49,690</td>
</tr>
<tr>
<td>Impact Incentives</td>
<td>125,000</td>
<td>145,536</td>
</tr>
<tr>
<td>Nueva Incentives</td>
<td>125,000</td>
<td>141,283</td>
</tr>
<tr>
<td>New Initiatives Supported by Performance Funds (Included in Provider Budgets Subtotal)</td>
<td>500,000</td>
<td>447,694</td>
</tr>
</tbody>
</table>

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

COUNTY ASSISTANCE (CAO) EARN REFERRALS

<table>
<thead>
<tr>
<th>Month</th>
<th>Referrals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul-18</td>
<td>1670</td>
</tr>
<tr>
<td>Aug-18</td>
<td>1731</td>
</tr>
<tr>
<td>Sep-18</td>
<td>1535</td>
</tr>
<tr>
<td>Oct-18</td>
<td>1616</td>
</tr>
<tr>
<td>Nov-18</td>
<td>1344</td>
</tr>
<tr>
<td>Dec-18</td>
<td>1146</td>
</tr>
<tr>
<td>Jan-19</td>
<td>1426</td>
</tr>
<tr>
<td>Feb-19</td>
<td>1088</td>
</tr>
<tr>
<td>Mar-19</td>
<td>1728</td>
</tr>
<tr>
<td>Apr-19</td>
<td>1336</td>
</tr>
<tr>
<td>May-19</td>
<td>1403</td>
</tr>
<tr>
<td>Jun-19</td>
<td>1378</td>
</tr>
</tbody>
</table>

Average enrollment rate was 45 percent.

MONTHLY ACTIVE CASELOAD

<table>
<thead>
<tr>
<th>Month</th>
<th>Case Load</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jul-18</td>
<td>2688</td>
</tr>
<tr>
<td>Aug-18</td>
<td>2799</td>
</tr>
<tr>
<td>Sep-18</td>
<td>2686</td>
</tr>
<tr>
<td>Oct-18</td>
<td>2738</td>
</tr>
<tr>
<td>Nov-18</td>
<td>2572</td>
</tr>
<tr>
<td>Dec-18</td>
<td>2449</td>
</tr>
<tr>
<td>Jan-19</td>
<td>2505</td>
</tr>
<tr>
<td>Feb-19</td>
<td>2219</td>
</tr>
<tr>
<td>Mar-19</td>
<td>2192</td>
</tr>
<tr>
<td>Apr-19</td>
<td>2156</td>
</tr>
<tr>
<td>May-19</td>
<td>2211</td>
</tr>
<tr>
<td>Jun-19</td>
<td>2181</td>
</tr>
</tbody>
</table>

During July 2018 through June 2019, the EARN system had an average case load 2,450.

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**

  o **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 June 2019, there were 1,419 jobs that met the DHS countable placement Tier 1 definition.

  o **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 June 2019, there were 1,102 placements that met the DHS definition.

  o **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 June 2019, there were 1,254 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 June 2019, the system achieved 4,446 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 June 2019, there were 155 customers that attained a credential.
Unconfirmed placements are reported to show the efforts of the system to place clients. During July 2018 through June 2019, the EARN system assisted with placing 2,248 unique individuals into 2,735 jobs. There were 501 jobs or 18 percent of the placements that offered medical benefits.

### AVERAGE WAGE

Note: During July 2018 through June 2019, the average hourly wage for EARN customers was $11.13.

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

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

DHS MONTHLY COUNTABLE PLACEMENTS – TIER 3 (TANF CLOSURE)

DHS MONTHLY RETENTION

Source: DHS CWDS Reports as of 09/04/2019
Youth System Report

Philadelphia Works’ youth workforce development strategy includes comprehensive, year-round and summer programming that provides opportunities for youth and young adults to achieve 21st Century Skills and gain an understanding of career and work. The youth system in Philadelphia serves youth and young adults between the ages of twelve through twenty-four years old primarily through the use of WIOA, TANF-YD, and other grant funds. Our delivery system provides high quality services for youth and young adults focused on career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations and culminating with employment or enrollment in post-secondary education. This report presents data on quarter 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 fourth quarter of fiscal year 2019, program year 2018.

| YOUTH SYSTEM YEAR-ROUND FUNDING: FOR THE PERIOD FROM JULY 1, 2018 THROUGH JUNE 30, 2019 |
|-----------------------------------------|----------|----------|----------|
| **TANF YD Funding** | Budgeted | Expended | % Expended |
| TANF Employment Connections | $5,696,050 | $3,572,501 | 63% |
| TANF E3 Centers | $1,213,000 | $1,213,000 | 100% |
| TANF Center for Literacy | $113,979 | $113,979 | 100% |
| **Total TANF** | $7,023,029 | $4,889,480 | 70% |
| **WIOA Funding** | Budgeted | Expended | % Expended |
| At-risk Youth In School | $645,162 | $555,006 | 86% |
| Opportunity Youth Without Secondary Credential | $2,250,814 | $2,171,933 | 85% |
| Opportunity Youth With Secondary Credential | $1,796,057 | $1,796,057 | 85% |
| Pre-Apprenticeship Pilot | $590,022 | $451,462 | 77% |
| **Total WIOA** | $5,282,055 | $4,699,637 | 89% |

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 exited programming during the fourth quarter and were successfully transitioned into follow-up services. 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>E³ Center</th>
<th>Opportunity Youth without Secondary Credentials</th>
<th>Opportunity Youth with Secondary Credentials</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Count</td>
<td>Count</td>
<td>Count</td>
</tr>
<tr>
<td></td>
<td>Percent</td>
<td>Percent</td>
<td>Percent</td>
</tr>
<tr>
<td>Unsuccessful</td>
<td>149</td>
<td>43</td>
<td>24</td>
</tr>
<tr>
<td>Exclusion</td>
<td>32</td>
<td>2</td>
<td>0</td>
</tr>
<tr>
<td>Successful</td>
<td>207</td>
<td>114</td>
<td>92</td>
</tr>
<tr>
<td>Remaining Active</td>
<td>207</td>
<td>106</td>
<td>66</td>
</tr>
<tr>
<td>Total</td>
<td>595</td>
<td>265</td>
<td>182</td>
</tr>
<tr>
<td></td>
<td>100.0%</td>
<td>100.0%</td>
<td>100.0%</td>
</tr>
</tbody>
</table>

All youth have exited this model.

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 June 30, 2019, there have been four hundred and forty-seven (447) 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>PY2018: Quarter 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<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>265</td>
<td>98.9%</td>
</tr>
<tr>
<td>Opportunity youth with secondary credentials</td>
<td>175</td>
<td>182</td>
<td>104.0%</td>
</tr>
<tr>
<td>Across all WIOA programs</td>
<td>443</td>
<td>447</td>
<td>100.9%</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data.

ENROLLMENT SUMMARY FOR TANF YD EMPLOYMENT CONNECTIONS

Eight hundred and seventy-five (875) slots were allocated to serve youth and young adults in four target populations through twelve year-round TANF YD-funded programs (see above for model overview). As of June 30, 2019, there have been six hundred and thirty-two (632) 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>PY2018: Quarter 4</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth identified as having a disability</td>
<td>60</td>
<td>29</td>
<td>48.3%</td>
</tr>
<tr>
<td>Youth aging or aged out of foster care</td>
<td>430</td>
<td>260</td>
<td>60.5%</td>
</tr>
<tr>
<td>Youth who have been adjudicated</td>
<td>215</td>
<td>177</td>
<td>82.3%</td>
</tr>
<tr>
<td>Youth who graduated from Philadelphia CTE</td>
<td>165</td>
<td>166</td>
<td>100.6%</td>
</tr>
<tr>
<td>Across all Employment Connections programs</td>
<td>870</td>
<td>632</td>
<td>72.6%</td>
</tr>
</tbody>
</table>

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

During the final quarter of program year 2018, approximately two hundred and fifty-one (251) 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.

All year-round providers were invited to a two-day training with Creative Praxis on humanistic youth retention and engagement and creating trauma-informed spaces. The training was eight hours spread out over two days (4 hours per day). Also, during this quarter, all year-round providers were offered support with data collection, performance review, and program quality. Some providers received one-on-one support or intensive group support specially to discuss the program quality evaluation pilot.

During this quarter, PYN provided multiple opportunities to support E³ Power Centers. In June 2019, a full day Orientation was facilitated. Orientation topics included updated forms, policies, data entry/collection, overview of program expectations, and youth voice. E³ Center Directors also participated in their monthly meeting to discuss TA needs and program activity.

To support summer providers, PYN hosted a webinar on project-based learning for all Summer WR providers. Many providers received troubleshooting support and technical assistance through webinars and phone calls. Topics included enrollment, implementing project-based learning plus creating learning plans, worksite development, data entry, youth engagement, and youth payments. PYN also supported the summer providers by managing the WorkReady Summer hotline allowing for on-going access to technical assistance.
<table>
<thead>
<tr>
<th>Youth Program Model (WIOA &amp; TANF)</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PY18: Quarter 4</td>
<td>PY18: Year to Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>At risk youth in school</td>
<td>16</td>
<td>2</td>
<td>28</td>
<td>14</td>
</tr>
<tr>
<td>Opportunity youth w/o secondary credential</td>
<td>17</td>
<td>3</td>
<td>32</td>
<td>23</td>
</tr>
<tr>
<td>Opportunity youth with secondary credential</td>
<td>17</td>
<td>9</td>
<td>30</td>
<td>27</td>
</tr>
<tr>
<td>Pre-Apprenticeship</td>
<td>17</td>
<td>3</td>
<td>17</td>
<td>3</td>
</tr>
<tr>
<td>E³ Centers</td>
<td>20</td>
<td>40</td>
<td>67</td>
<td>81</td>
</tr>
<tr>
<td>WorkReady Summer</td>
<td>125</td>
<td>95</td>
<td>222</td>
<td>200</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>212</strong></td>
<td><strong>152</strong></td>
<td><strong>396</strong></td>
<td><strong>348</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.
American Apprenticeship Initiative: $2,999,722
Funded by U.S. Department of Labor: 10/1/2015 through 9/30/2020

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**
  - 2 Pre-Apprenticeship Programs
    - Urban Technology Project Digital Service Fellows
    - JEVS Human Services TechServ Scholars
  - 3 Registered Apprenticeship Programs
    - Urban Technology Project Computer Support Specialist
    - JEVS Human Services IT Generalist
    - Orbit Software Computer Programmer & Technical Customer Support Specialist
  - 100 Total Pre-Apprentices
    - 38 Total Apprentices

- **Behavioral Health & Intellectual Disabilities**
  - 2 Pre-Apprenticeship Programs
    - District 1199C Training & Upgrading Fund Direct Support Professional Pre-Apprenticeship
    - Devereux Advanced Behavioral Health Direct Support Professional Pre-Apprenticeship (managed by PathStone)
  - 6 Registered Apprenticeship Programs
    - District 1199C Training & Upgrading Fund Direct Support Professional
    - JEVS Human Services Direct Support Professional
    - SPIN Direct Support Professional
    - Devereux Advanced Behavioral Health Direct Support Professional
- WES Health Assistant Psychiatric Rehabilitation Specialist
- Bucks County Intermediate Unit Registered Behavior Technician
  - 67 Total Pre-Apprentices
    - 18 Total Apprentices
- Pharmacy Technician
  - 1 Pre-Apprenticeship Program
    - CVS Health Retail Pharmacy Technician Pre-Apprenticeship (managed by Philadelphia Youth Network)
  - 1 Registered Apprenticeship Program
    - CVS Health Retail Pharmacy Technician (partnering with Philadelphia Youth Network)
  - 26 Total Pre-Apprentices
    - 7 Total Apprentices

**OTHER OUTCOMES:**
- Devereux Advanced Behavioral Health presented to the PA Apprenticeship and Training Council in May 2019, and their Direct Support Professional Registered Apprenticeship program was approved in June 2019 (expected launch in Fall 2019).
- The Urban Institute visited Philadelphia Works and various partner sites to interview SEPA Region AAI associated staff from April 15 through April 17, 2019.
- Staff and partners attended the PA Workforce Development Association (PWDA) conference in Hershey, PA, in May 2019. One of the workshops was co-led by Philadelphia Works and District 1199C Training and Upgrading Fun (1199C) and focused on 1199C’s Direct Support Professional (DSP) Registered Pre-Apprenticeship to Registered Apprenticeship program.
- Philadelphia Works and JEVS Human Services (JEVS) staff members attended Philly Tech Week Events (May 6-10) in efforts to engage more IT employers in Registered Apprenticeship.
- On June 26, 2019, JEVS and Philadelphia Works co-sponsored an Employer Happy Hour focused on engaging IT Employers. The event was titled “Preparing the New Generation of IT Professionals in Philly” and was well attended and received.
- On June 27, 2019, the Federal Reserve Bank of Philadelphia hosted a meeting to engage regional apprenticeship partners in Youth Apprenticeship. Several SEPA Region AAI partners were in attendance.
- CVS Health had two new apprentices begin this quarter and have a strong pipeline of completed and active pre-apprentices awaiting apprenticeship store placement.
- In this quarter, several SEPA Region AAI program providers were preparing for new pre-apprentice and apprentice cohorts and individuals to start in the next quarter, including Urban Technology Project (UTP), 1199C, Bucks County Intermediate Unit (BCIU), JEVS, and CVS Health (CVS).
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 in subsequent quarters.
- 37 PAsmart grants were awarded in the SEPA region, including awards to several existing SEPA Region AAI partners (JEVS Human Services, Philadelphia Youth Network, etc.) as well as new regional partners.
- Philadelphia Works, on behalf of ApprenticeshipPHL, was awarded $300,000.00 as a part of the PAsmart Registered Apprenticeship Ambassador Network grant. With this funding, Philadelphia Works, Keystone Development Partnership (KDP), and ApprenticeshipPHL partners will be launching the first cohort of the Apprenticeship Navigator Registered Apprenticeship (ANRA) program. The ANRA program will train workforce development professionals and organizations in all facets of becoming and operating as apprenticeship intermediaries in the SEPA region and include 2,000 hours of on-the-job learning (OJL) and 144 hours of related technical instruction (RTI) in this approximately year-long program. The purpose of the ANRA program is to expand the apprenticeship knowledge and skills of SEPA region workforce development professionals and organizations that will, in turn, reach and support a larger number of employers, unions, educational institutions, community organizations, and other stakeholders interested in developing and implementing the apprenticeship model. Identified apprenticeship intermediaries in the SEPA region’s six high growth industries and selected SEPA CareerLink staff will be included in the first ANRA program cohort.
Teachers in the Workplace: $267,700
Funded by PA Department of Labor and Industry: 6/1/2018 through 6/30/2019
In December 2018, Governor Wolf announced the availability of the second cycle 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 will continue to operate four TIW programs in partnership with the following organizations: District 1199c Training and Upgrading Fund, Legacy Pathways LLC, New Foundations Charter School, and Philadelphia Education Fund. Through these programs Philadelphia will support TIW opportunities for one hundred and five (105) educators by the end of the grant period. Programs have completed their planning and recruitment cycles. The majority of TIW activities will occur during the summer. Philadelphia Works will report outcomes to-date in the next quarter.

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.

Final Outcomes:
- Four (4) employers were engaged to develop Internship Workplans and host school-year internships
- Seventeen (17) students were placed in school-year internships
- Ten (10) students completed their internships
- Students completed 2,131.75 hours of internships
- Students earned total wages equally $21,320.28, with the average amount $1,254.13 earned by each student
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.

During this quarter the Department of Defense has requested match statements for vendors that was billed for services. This will help to ensure proper fiscal reporting heading into the last months of the grant.

Finally, Philadelphia Works Inc., worked with the respective grantees to formulate a quarterly report in June. This report was 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: Working group meetings are ongoing 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 business-to-business sales positions within Comcast. Philadelphia Works is in the process of coordinating the Master Service Agreement (MSA) with Comcast and finalizing an RFP to procure a training provider. We anticipate launching the program during fall 2019.
In partnership with the Philadelphia Department of Behavioral Health and Intellectual disability Services (DBHIDS), Philadelphia Works has implemented a comprehensive strategy to combat the opioid crisis that includes three pilot programs.

District 1199C, Jefferson and JEVS are partners on the grant, and offer peer recovery specialist training to frontline, and supervisory staff (1199C); training to Emergency Department (ED) staff (Jefferson); and offer vocational rehabilitation and career services to participants (JEVS).

OUTCOMES TO DATE: The grant is having an impact on tackling the opioid crisis in Philadelphia by offering direct career development services to participants, and training staff on new counseling methods and treatments. Between the three partners, direct services and trainings have been provided to over 200 participants. Grant partners are facilitating innovative outreach efforts, and information sessions to promote the services and trainings offered. Providers have also established multi-sector employer partners to assist participants in securing gainful employment.
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.

Summer employment and E³ Center services are administered by the Philadelphia Youth Network.

WIOA Youth and TANF Youth Development services are provided by the Children’s Hospital of Philadelphia, Community Integrated Services, Communities in Schools of Philadelphia, Congreso de Unidos Latinos, District 1199c Training and Upgrading Fund, Eckerd Connects, EducationWorks, EDSI, Federation of Neighborhood Centers, JEVS Human Services, Liguori Academy, Mural Arts, NOMO Community Development Co., Philadelphia Anti-Drug/Anti Violence, Philadelphia Youth Network, Resources for Human Development, Temple University, YouthBuild Philadelphia Charter School, and Valley Youth House.

For more detail about the youth service providers, please visit https://www.philaworks.org/workforce-services/young-adults/

WIOA Title I Adult and Dislocated Worker Services and EARN program services are provided by EDSI, ENPWDC, Impact Services, JEVS Human Services and Eckerd Connects 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/