Board Meeting Briefing Book

Thursday, December 12, 2019
3:00 – 5:00 p.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

December 12, 2019 | 3:00 – 5:00 P.M.
Location: Philadelphia Works, 1617 JFK Boulevard, 13th floor, Philadelphia PA, 19103
Presiding: William Strahan, Chair

Agenda

Welcome and Special Reports
I. Opening Remarks
II. Consent Agenda
   • Philadelphia Works Update
   • Board Meeting Summary, September 19, 2019
   • Committee Meeting Summaries
III. CEO Report
   • CEO remarks

Committee Actions
I. Finance Committee
   • Committee Update
   • ACTION: Approve Financial Statements for the Three Month Period Ending September 30, 2019
II. Youth Standing Committee
   • Committee Update
   • ACTION: Approve TANF YD Funding 2020 WorkReady Summer Employment Programs
III. Mission and Vision Statement
   • ACTION: Approve Philadelphia Works Mission and Vision statement

Special Discussion Panel: Gig Economy

Committee Updates
IV. Employer Engagement & Workforce Strategies Committee
   • Committee Update
V. Research & Policy Committee
   • Committee Update
VI. Human Resources Committee
   • Committee Update
VII. One-Stop Operator
   • Committee Update

Adjournment
December 12, 2019

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Consent Agenda Items

Overview
The following items are on the Philadelphia Works Consent Agenda for December 12, 2019:

- Philadelphia Works Update (p. 3-8)
- September 19, 2019 Board Meeting Summary (p. 13-16)
- Committee Meeting Summaries and Reports for this Quarter (p. 17-31)

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

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

Meeting Summary: September Board Meeting
The Board is being asked to approve the draft meeting summary from the September 19, 2019 board meeting.

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

Workforce Development System-wide Highlights

New Business

Youth System Highlights

Outreach and Communications

Workforce Development System-wide Highlights

Manufacturing Month

As part of manufacturing month events, on October 2 the Southeastern PA Manufacturing Alliance (SEPMA) partnered with PECO Energy, Philadelphia Industrial Development Corporation (PIDC), and the Environmental Protection Agency (EPA) to host an employer networking event “Resources That Increase Your Bottom Line”. Over 50 manufacturers from across the region attended the event.

With the current manufacturing marketplace challenges such as: finding talent, increased credit terms, transparent pricing, and unpredictable tariff expenses, manufacturers discussed unique solutions to discuss these compounding issues. Partnering agencies shared program and resource information in our region to help manufacturing companies save thousands of dollars in costs.

From tax incentives to subsidized training, there are scores of programs that can benefit companies. Attendees heard from a panel of their manufacturing peers who have taken advantage of many of these opportunities for their companies.

Panelists of the SEPMA employer networking event
National Apprenticeship Week (NAW) is a nationwide celebration that gives businesses, unions, educational institutions, and communities the opportunity to showcase their apprenticeship programs and apprentices while providing valuable information to career seekers. Now in its fifth year, NAW 2019 was celebrated November 11 through November 17. NAW 2019 kicked off in Philadelphia with proclamations from Governor Tom Wolf and Mayor Jim Kenney, who recorded a welcoming video (visit Philadelphia Works YouTube channel to view the video) and continued with events focused on apprenticeships in several industries throughout the week.

Philadelphia Works engaged in, supported, and/or helped organize 15 in-person and online events throughout the City of Philadelphia, the largest number of events in the city since NAW’s inception. Philadelphia Works and Apprenticeship PHL developed and disseminated new apprenticeship one-pagers and other information throughout the week.

For the skilled/building trades, Finishing Trades Institute of the Mid-Atlantic Region (FTIMAR), the International Association of Heat and Frost Insulators and Allied Workers Local 14 (Insulators Local 14), and the Apprentice Training for the Electrical Industry (ATEI), International Brotherhood of Electrical Workers Local 98 (IBEW Local 98) held open houses at their training facilities, allowing students, local officials, and career seekers the opportunity to learn more about their programs. Through presentations, tours, and demonstrations, FTIMAR, Insulators Local 14, and ATEI, IBEW Local 98 promoted their apprenticeship programs to various audiences. State Representative Joe Hohenstein organized “There is Power in a Union Labor” fair at Lincoln High School in Northeast Philadelphia, where several unions and educational institutions highlighted their programs to juniors and seniors at the school.
For the health and human services industry, District 1199C Training and Upgrading Fund (1199C TF) welcomed Governor Tom Wolf for a press conference at the Parent Infant Center to highlight the Early Childhood Education Registered Apprenticeship program, as well as other apprenticeships managed by 1199C TF. 1199C TF also held their annual Health and Human Services Career Fair for local high school students and other youth. This event highlights the various opportunities for young adults looking to move into a health or human services career, including pre-apprenticeship and Registered Apprenticeship programs. Einstein Healthcare Network and JEVS Human Services kicked off their Medical Assistant Registered Apprenticeship program with an apprentice signing ceremony and celebration. Lastly, CVS Health and PYN (Philadelphia Youth Network) held a luncheon for current CVS Retail Pharmacy Technician apprentices to recognize and celebrate their accomplishments.

For the information technology (IT) industry, the Urban Technology Project (UTP) held an open house at their new training facility at the School District of Philadelphia’s headquarters. This new space provides access to modern equipment and new instructors, so UTP’s IT pre-apprentices and apprentices can be better trained in the ever-changing IT industry. For the advanced manufacturing industry, the AFL-CIO Working for America Institute and Keystone Development Partnership conducted an apprenticeship accelerator meeting at the United Steel Workers Local 286 to educate and engage employers in this industry on the components and benefits of implementing a Registered Apprenticeship program at their business.
Other events that happened during NAW 2019 included the first-ever Women In Nontraditional Careers (WINC) Project Tradeswomen Meetup, where current Philadelphia area tradeswomen in construction, manufacturing, and transportation met to support each other and discuss plans for future activities. GlaxoSmithKline and the Alliance for Media Arts + Culture conducted webinars to share information about their manufacturing, media arts and creative technologies Registered Apprenticeship programs, respectively. Lastly, the Urban Institute highlighted Registered Apprenticeship and pre-apprenticeship programs at their National Career Academy Coalition Conference in Philadelphia, and ApprenticeshipPHL partners spoke to ninth-grade students at the Kensington Creative and Performing Arts High School about apprenticeships and potential career pathways after high school graduation.

Besides the NAW 2019 events, Philadelphia Works and ApprenticeshipPHL distributed a lot of information about the components, benefits, and guidance offered for Registered Apprenticeship programs. New one-pagers were developed that provided information on how Philadelphia Works supports apprenticeships, including development and administration, partnership and collaboration, and funding identification and management, and how apprenticeships help increase diversity at a business. New videos were created to highlight the success stories of employers, apprentices, and programs. Organizations in the video include Philadelphia Mental Health Care Corporation (PMHCC) and 1199C TF’s Direct Support Professional Registered Apprenticeship and the Youth Outreach Adolescent Community Awareness Program’s pre-apprenticeship in the building trades (to view the video visit Philadelphia Works YouTube channel). NBC10 interviewed Philadelphia Works President and CEO, H. Patrick Clancy, about NAW 2019 and apprenticeship activity in the region and other apprenticeship related content.
Way 3 Philadelphia Works supports apprenticeship

Apprenticeship is an employer-driven, work-based training program that creates a pipeline of diverse and knowledgeable workers. With an apprenticeship program, your team is built from the ground up. Your way. From day one.

1. Development and Administration

With our hands-on apprenticeship assistance, Philadelphia Works can:
- Address your talent pipeline needs
- Enhance your on-the-job training
- Assist with document preparation for official registration
- Support in program start-up and operation
- Provide guidance on identifying and training mentors

2. Partnership and Collaboration

Philadelphia Works can connect your business to valuable partners such as:
- Educational institutions and training providers with technical expertise for help with curriculum development
- PA CareerLink®, community organizations, and high schools for candidate recruitment, screening, and pre-apprenticeship training
- Dedicated apprenticeship navigators in your industry
- Industry partnerships with similar employers

3. Funding Identification and Management

Philadelphia Works provides a range of services to help start a new program or enhance a current one in particular:
- Identifying local, state, federal, and private agency funding
- Assistance with grant and other funding applications
- Directly managing funding awards as an official fiscal agent
- Assistance in adhering to all funding award and reporting requirements

To get started or find out more information, contact Mark Genua, Apprenticeship Program Director, at mgenua@philaworks.org

Way 5: Apprenticeships help increase diversity

Diversity focuses on differentiating the populations that are represented in the relevant industry, for example, increasing the number of people of color in programs that are predominantly white or increasing the number of women in ones that are largely male.

1. Apprenticeships serve as a pipeline to attract new talent
2. Lead to career pathways that help workers who might otherwise be overlooked advance into skilled positions
3. Forge partnerships that widen your outreach as you communicate the value of apprenticeship to new audiences
4. Introduce ideas that can be incorporated into the company’s overall recruitment and advancement practices
5. Connected pre-apprenticeship programs prepare would-be apprentices for workplace culture, job roles, and industry norms

Apprenticeship is a workforce training model that combines paid on-the-job learning and formal classroom instruction to help a worker master the knowledge and skills needed for career success.

Visit ApprenticeshipPHL.org for more information.

Pictured: Two new one-pagers highlighting how Philadelphia Works supports apprenticeships and how apprenticeships can help increase diversity at a business.
Philabundance Graduation

On October 18th Philabundance held its graduation ceremony for the latest class of Philabundance Community Kitchen (PCK) students, which included six PA CareerLink® Philadelphia students among the 16 graduates. This 14-week vocational skills training program has garnered respect throughout Philadelphia as a model for preparing graduates with limited work history for success in a commercial kitchen. With a strong essential skills component to its program and long-standing relationships with Philadelphia restaurants, PCK successfully connects graduates to full-time employment in commercial kitchens across Philadelphia. Fourteen of the sixteen October graduates had received job offers before graduation.

In addition to the graduates’ family and friends, attendees included representatives from the state’s Department of Human Services including Secretary Theresa Miller and Special Assistant Tara Williams. Both women were moved by PCK’s unique ceremony, which celebrated the perseverance of the graduates who overcame considerable health and personal challenges to complete the program. Congratulations to PCK’s fall graduation class!

SEPMA (Southeastern Pennsylvania Manufacturing Association) Manufacturing Boot Camp

The third SEPMA manufacturing Boot Camp began in September with a cohort of 14 students. In support of the Women In Non-traditional Careers (WINC) project, SEPMA would like to acknowledge four women enrolled in the cohort. The program was six weeks and provided students with an overview of the advanced manufacturing industry. All students completed the program and received an OHSA 10 certification.

Teacher in the Workplace

Governor Wolf announced grants are available for Teacher in the Workplace. The grants help to connect classrooms and businesses to prepare students for the changing 21st century economy. All programs include developing partnerships and initiatives to align business, education and community organizations to implement Teacher in the Workplace. Opportunities include teacher on-site learning in one or more workplace environments; and, time for the educator to connect workplace skills into their curriculum and classroom instruction. Four Teacher in the Workplace projects continued to receive funding in Philadelphia; in partnership with District 1199C Training and Upgrading Fund, Legacy Pathways LLC, New Foundations
Charter School, and Philadelphia Education Fund. Employers are from the STEM and healthcare industries. All programs have started activity including but not limited to; recruitment, orientation, and, or externship programming (pictures below).

New Business

**Boeing 2.0 Training Grant**

The Southeastern PA Manufacturing Alliance (SEPMA) received an additional $77,000 from Boeing Corporation, The National Fund for Workforce Solutions and the Job Opportunities Investment Network. SEPMA will build upon its work from year one by engaging manufacturing employers to support career pathways for non-traditional workers in the manufacturing industry through on-the-job training (OJT) and incumbent worker training (IWT). Specifically, SEPMA will utilize funding to subsidize OJT opportunities with participating manufacturing employers and facilitate permanent job placement and credential attainment aligned with the OJT and IWT experiences.
Youth System Highlights

Youth Update

Philadelphia Works continues its efforts to enhance Philadelphia’s Youth System by growing the provider network and increasing the capacity of the system. Philadelphia Works and local system partners have worked together to ensure access and opportunity for Philadelphia youth and young adults through establishing clear procurement priorities. Priorities align with citywide initiatives including Fueling Philadelphia’s Talent Engine, the Roadmap to Safer Communities, the School District of Philadelphia Action Plan, and place-based strategies in North and West Philadelphia.

Partners such as the City Department of Human Services and the Philadelphia Youth Network have aligned program requirements in procurement opportunities for youth workforce development programs with the Career Development Framework outlined in Fueling Philadelphia’s Talent Engine. As of 2019-2020, Out-of-School Time and Summer Employment programs are required to offer opportunities that help develop the necessary skills and mindsets that will lead to successful post-secondary (workforce or education) next steps. This includes early and intermediate opportunities for youth and young adults, for example career exposure, project-based learning, and work experiences. Philadelphia Works will also identify requirements that support and enhance these opportunities in upcoming procurements for WIOA and TANF Youth programs to begin July 2020.

Outreach and Communications

Media Resources

Remember to follow/connect with Philadelphia Works through social media:

STAY CONNECTED

Facebook Twitter LinkedIn YouTube

- Philadelphia Works has published its updated “Brand Manual and Style Guide” to help internal staff and external stakeholders better represent the Philadelphia Works brand. You can access/download a copy of the manual here.
- Philadelphia Works has updated its newsroom for easier access to new and relevant information from the organization and our partners. Visit our updated newsroom here.

Communications Overview & Analytics:

Based on available data from August 27 – November 21, 2019, there were a total of approximately 15K website sessions from approximately 9.9K new unique users. Our bounce rate is slightly up; however, we are hoping to improve this by adding new content on a more consistent basis.

Philadelphia Works Press Releases

- Philadelphia Works, Inc. to be honored at The Philadelphia Inquirer’s Inaugural Diversity & Inclusion Awards Gala (10/23/2019)
• **Strategic Collaboration Seeks to Connect Regional Manufacturers to Free, Underutilized Local Resources (9/19/2019)**

![SEPMA Manufacturer Resources That Increase Your Bottom Line](Image)

![Philadelphia Works President & CEO Patrick Clancy and others at the Philadelphia Inquirer's Diversity & Inclusion Awards Gala](Image)

• “Philadelphia Works is partnering with Comcast for the city’s first ‘pay for success’ job training program,” an article written by Paige Gross and published on Technical.ly Philadelphia, recounts the main talking points from Patrick Clancy and William Strahan at the Future of Work Summit that took place November 6, 2019.


“The working generation: Over-55 and working, or looking for work,” an article written by John Timpane, and published in The Philadelphia Inquirer October 24, 2019, utilizes Philadelphia Works’ Research, Policy, and Innovation team to pull data to support and shape his findings.

In September, the City of Philadelphia responded to an erroneous data report regarding Philadelphia’s economic standing. In this article, “**Progress in fight against poverty: Lower poverty rate, higher income.**” Philadelphia Works is celebrated for its additional investments to youth employment for enhanced summer job opportunities.
In the Community:
On Saturday, September 28, 2019, the West Philly Journal held its first reception, honoring the "Most Influential African Americans in West Philadelphia". Philadelphia Works had the privilege and honor to be one of the Silver Sponsors for the community event.
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.

Board Membership
Mr. H. Patrick Clancy welcomed all board members and guests. He introduced and recognized the invaluable service over many years of two exiting members, Joseph Parente, KPMG and Frank Jiruska, PECO. Mr. Strahan presented each with a plaque thanking them for their contributions.

Mr. Clancy then welcomed and introduced new board member, Douglas Oliver, Vice President of Communications at PECO.

Automation and Regional Employment
Mr. Clancy introduced guest speaker, Lei Ding, Community Development Senior Economic Advisor with the Federal Reserve Bank of Philadelphia. Mr. Ding presented his research on automation and its projected impact on regional employment.

CEO Report
Mr. Clancy reported that the PA Department of Human Services (DHS), initially intended to procure the entire TANF EARN workforce development program which would have excluded workforce boards and impacted half of the operating budget at Philadelphia Works in the amount of $31M. After additional research and advocacy work, DHS has decided not to move forward this year or next year with that plan. We will continue to work with the Commonwealth reviewing programs and the system design for future discussions around procurement.

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

Hahnemann University Hospital job fair was attended by 200 employers and 250 workers received employment offers.
Former Philadelphia Energy Solutions (PES) workers are being served by a new transition center.
Fashion District Philadelphia opened, the workforce system is assisting employers to fill 140 job openings
Philadelphia water meter upgrades will provide three-year employment at $22
per hour. The electrical and plumbing unions, and the Philadelphia Water Department have agreed that successful completers of the project will move directly into pre-apprenticeship and apprenticeship programs. **Rebuild Philadelphia** is kicking off soon and with PA CareerLink® Philadelphia prescreening candidates for temporary employment and continuing assistance.

**Census training** and workshops are being offered in PA CareerLink® Philadelphia centers to recruit for eight-month employment opportunities for 2,000 individuals at a salary of $22 per hour. **Citizens Bank Regional Maritime Training Center** will open in early October. The City donated use of the physical space at the site, Citizens Bank provided modular classrooms, and Philadelphia Works is funding incumbent worker training for CDL and crane operations.

**In response to the opioid crisis** Philadelphia Works is investing $2M in services provided at Thomas Jefferson University Hospital, District 1199C and JEVS. We also funded a job placement component on-site in a West Philadelphia counseling center. Additionally, we have applied for a grant through the Department of Labor Women’s Bureau for dedicated services to women affected by the opioid crisis.

**Philadelphia Roadmap for Safer Communities** is a collaboration with the City and Police Department. Representatives of various departments and agencies within the City, along with Philadelphia Works, meet on a weekly basis with the Philadelphia Police Department in the key role. Through the Pinpoint technology, those neighborhoods experiencing high violence/crime are highlighted. Philadelphia Works acts upon the information to focus mobile workforce services on the targeted neighborhood(s) for residents that normally do not visit a PA CareerLink® Philadelphia center.

**Income Sharing Agreement** is an innovative foundation funded alternative to the traditional student loan system where an individual and the foundation jointly devise an income sharing agreement. Repayment occurs after training is complete and the individual becomes earning a salary of $40,000 a year. This may be a way to get more people credentialed using more flexible money.

**WIOA Local and Regional Plans**

Every two years the Workforce Innovation and Opportunity Act (WIOA) requires Workforce Development Boards to update their local and regional plans (how we will invest our grant funds). Updates to the regional plan included demographic and labor market information, construction industry changes and the industry mix around manufacturing. Updates to the local plan included the aforementioned updates and the alignment with City initiatives and the change of the direct youth contractor from PYN to Philadelphia Works. The plans were updated, submitted to the Board for review, then posted on the website for public comments through September 18, 2019. MOTION was made to approve the modified WIOA Local and Regional Plans. ACTION: approved unanimously.
Youth Standing Committee

Mr. Patrick Eiding updated that in summer 2019, almost 7000 youth participated in summer employment opportunities through WorkReady programs. The TANF YD investment supported 3400 youth. Additionally, about 1500 had the opportunity to start the summer youth experience early due to a decision made possible by our investment. Over 150 youth received an opportunity to work full time for eight weeks supported by state internship programs.

On August 12, 2019 an RFP was posted for summer youth programs. We are expecting 475 proposals. We will need 200 reviewers on September 25. Training sessions will be provided through webinar. Please reach out to Kimberly McCaffrey who will provide additional information.

Creating a Career Connected Learning System

Mr. Clancy introduced Catie Wolfgang who provided handouts and presented that the City of Philadelphia is making a concentrated and strategic effort to align closely with the Philadelphia School District on priority initiatives. The main goal is that all students are ready to move onto college or a career upon graduation from high school. An RFP for consultancy is being released soon to help us understand the existing infrastructures in the district that we can build on.

Finance Committee

Dale Porter highlighted that in FY 2019 we expended an additional $10M in sub-recipient services which translates into more services in the PA CareerLink® System, new effort relative to youth and training opportunity for participants.

MOTION was made to approve the Unaudited Financial Statements for the 12-Month Period ended June 30, 2019. ACTION: the motion was approved unanimously.

MOTION was made to approve the Unaudited Financial Statements for the One-Month Period ended July 31, 2019. ACTION: the motion was approved unanimously.

Employer Engagement and Workforce Strategy Committee

Ms. Heloise Jettison informed that the first round of applications and reviews for the Employer of Choice Award campaign have been completed. The first cohort of employers will be recognized at a breakfast on October 2, 2019.

Ms. Jettison updated that the hotel industry is currently at 10,000 rooms and will see an increase to 14,000+ within the next 18 months. Which relates to more jobs. The committee will continue discussing the various opportunities that will unfold.

Human Resources Committee

Mr. Clancy advised that the Human Resources department has undertaken diversity inclusion training with staff and across the PA CareerLink® Philadelphia system. We are also working strategically within our organization on three specific objectives: increase our capacity to be a highly efficient employer engagement team; ensure that our customers get good career pathway knowledge and information; and a fund raising effort for services that our funding does not allow. New to the organization is employing co-op students. Two current Drexel University students will start soon.
One-Stop Operator Committee
Ms. Heloise Jettison noted that the committee is in a period of transition because the current operator now manages a PA CareerLink® Philadelphia center. An RFP is being released in early October for a new operator. During the transition, the current One-Stop Operator will work with the centers to make sure they are on target with the responsibilities of their roles.

Research and Policy Committee
Dr. Meg Shope Koppel advised that we have been watching the new federal rules on the SNAP program and working very closely with the City. There is discussion around increasing the minimum wage or adjusting other programs.

Adjournment
With no further business to discuss, the meeting was adjourned at 11:00 a.m.
Chair Welcome
Mr. Daniel Fitzpatrick, Co-Chair, called the meeting to order at 3:00 p.m. 
**MOTION** was made to approve the following agenda items: Executive Committee Meeting Summary of June 12, 2019; CEO report; Committee Reports and Action Items to be presented to the full board, and the draft Board Meeting Agenda for December 12, 2019. **ACTION**: all items were approved unanimously.

WIOA Local and Regional Plans
Every two years the Workforce Innovation and Opportunity Act (WIOA) requires Workforce Development Boards to update their local and regional plans (how we will invest our grant funds). Updates to the regional plan included demographic and labor market information, construction industry changes and the industry mix around manufacturing. Updates to the local plan included the aforementioned updates and the alignment with City initiatives and the change of the direct youth contractor from PYN to Philadelphia Works. The plans were updated, submitted to the Executive Committee for review, then posted on the website for public comments through September 18, 2019. **MOTION** was made to approve submitting the WIOA Local and Regional Plans to the full board. **ACTION**: approved unanimously.

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

**Hahnemann University Hospital**
Mr. Clancy reported the Hire Hahnemann career fair for staff displaced by the closing of Hahnemann University Hospital, the primary teaching hospital affiliated with Drexel University College of Medicine in Philadelphia. The event was attended by 800 individuals who visited with 193 employers. According to initial feedback, 200 individuals have been offered positions. Although we continue to work with District 1199C by providing services in their location once a week, we are exploring additional means of assistance. The success of the event brought news interview offers for Philadelphia Works specifically and workforce development in general.

**Philadelphia Energy Solutions (PES)**
Mr. Clancy advised that the owners of PES have decided to “mothball” the facility. Only 83 steelworkers remain at the facility on caretaker status. Former workers of PES and their families have been invited to the newly opened transition center in the steelworker’s union hall in Norwood to discuss services. As the majority of former workers reside in Delaware County, that workforce board is taking the lead on most resources. Philadelphia Works will provide financial literacy through Clarifi.
**Fashion District Philadelphia**
Mr. Clancy informed the committee that the Fashion Outlet, located in the new Gallery at 8th and Market Streets, will be opening soon. At a recent job fair, 22 employers attended, and 40 people were hired. We will continue to assist employers in their effort to hire Philadelphians for about 140 open positions. The Fashion Outlet received funds from the city and have agreed to the First Source Legislation which requires the residents of Philadelphia to have the first selection of employment opportunities.

**Water Meter Initiative**
Mr. Clancy reported recruitment for the City’s initiative to upgrade water meters in Philadelphia will begin in October 2019. This three-year project touts a salary of $22 per hour. The electrical and plumbing unions and the Philadelphia Water Department have agreed that successful completers of the three-year project, will be candidates for pre-apprenticeship programs.

**Rebuild Philadelphia**
Mr. Clancy noted that the program is kicking off very soon and will start with small projects which are temporary employment. As we prescreen candidates, they are informed to return to a PA CareerLink® Philadelphia center when the assignment is over and they’ll be assisted with reassignment. Unfortunately, most of the assignments do not roll over uninterrupted. While awaiting another assignment, individuals can work on resume building and attend a myriad of workshops offered in the PA CareerLink® PHL system.

**Census Training**
Mr. Clancy advised that we are hosting census training and workshops in the PA CareerLink® Philadelphia centers. During this year, we assisted in identifying public computers throughout the city that can be used for training as funds for in-house training of the projected 2,000 individuals are limited. The census project will kick-off on April 1 or 15.

**Citizens Bank Regional Maritime Training Center**
Mr. Clancy updated that Bruce Van Saun, CEO of Citizens Bank; PA Governor, Tom Wolf; Philadelphia Mayor, James Kenney; and some legislators will attend the ribbon cutting ceremony at the training center, located at 61st Street and Essington Avenue, on October 3, 2019. Citizens Bank provided the modular classrooms in use since July 2019, under the guidance of Ms. Karen Kozachyn of Delaware County Community College. CDL training is provided to newly employed workers of PhilaPort (The Port of Philadelphia) and incumbent workers are learning various crane operating techniques. Funding is provided through multiple streams, including Industry Partnerships and WIOA. Philadelphia Works is investing WIOA funds for new hires from our city and Delaware County will use their funding for new hires from their county. Incumbent worker funding is more flexible and does not restrict residency.

**Opioid Grant**
Mr. Clancy updated that services to individuals affected by the opioid crisis continue. Two pilot programs are completed through Merekey, a facility in West Philadelphia that provides counseling to individuals recovering from opioid dependency. Through our funding, a job placement component is now on-site. Additionally, we have applied for a grant through the Women’s Bureau. If awarded, the much-needed funds will enable dedicated services to women affected by the opioid crisis.

**Philadelphia Roadmap for Safer Communities**
Mr. Clancy reported on the work of the Philadelphia Roadmap for Safer Communities. Representatives of various departments and agencies within the City, along with Philadelphia Works, meet weekly with the Philadelphia Police Department in the key role. Through Pinpoint technology, those neighborhoods
experiencing high violence/crime are highlighted. Philadelphia Works acts upon the information by activating the mobile unit to visit the targeted neighborhood(s) for the purpose of providing services and disseminating information to residents that normally do not visit a PA CareerLink® Philadelphia center. We feel confident that our commitment to serving these at-risk communities will change some misguided decisions.

**Income Sharing Agreement**
Mr. Clancy related information on the Income Sharing Agreement. The agreement is an innovative alternative to the traditional student loan system. It is based on the premise of a foundation disbursing funds to cover educational costs for an individual and then repayment to the foundation by said individual. For the purpose of repayment, an individual and the foundation jointly devise an income sharing agreement. Repayment occurs after training is complete and the individual becomes employed earning a salary of $40,000 a year. Although we need more detailed information this may be a way to get more people credentialed using more flexible money.

**Finance Committee**
Mr. Dale Porter provided details on the Financial Statements for FY19 noting we had a robust year. We increased sub-recipient services by $10 million which equates to hundreds more training slots, expanding Clarifi’s financial literacy program systemwide, and adding behavioral health services in centers. Also, we are spending down our performance advance revenue. We are on good solid financial ground. **MOTION** was made to approve: Financial Statements for Fiscal Year 2019. **ACTION:** the item was approved unanimously.

**Human Resources Committee**
Ms. Norma Romero-Mitchell reported that staff have been working on performance evaluations. There is a new Co-op program underway with the objective of creating a talent pipeline for future in-house employment opportunities. The Ladipo Group and board member, Nolan Atkinson, will assist Human Resources staff with the compliance plan.

**Employer Engagement and Workforce Strategies Committee**
Mr. Clancy noted that during last week’s meeting, the committee discussed the City’s strategy in concert with Philadelphia Works regarding employer outreach and industry partnerships. We are developing a stronger more connective relationship. Presently, the City’s Office of Workforce Development is hiring additional staff and we are assisting with their talent search.

**Research and Policy Committee**
Dr. Meg Shope Koppel advised that during the last meeting there was discussion around the proposed industry-recognized apprenticeship programs and the existing registered apprenticeship programs. Expectantly the proposed programs will ensure that apprentices obtain the same high-quality training as the existing programs. A concern, however, is that the trade unions only have five years to be grandfathered into the process. We also discussed the minimum wage. Although Philadelphia city offices have increased the minimum wage to $13.25 per hour only states can legally change the minimum wage. As yet, Pennsylvania has not approved an increase.

**Adjournment**
With no further business, the meeting adjourned at 4:45 p.m.
Welcome and Approval of Minutes

Ms. Heloise Jettison brought the meeting to order at 9:04 a.m., followed by an introduction of meeting attendees and their organizations represented. **MOTION** by Mr. H. Patrick Clancy was made to accept the minutes from September 6, 2019 as distributed. **ACTION**: the minutes were approved unanimously.

Updates on the Operation System

PhilaWorks is in the RFP process to procure a new One-Stop Operator. The One-Stop Operator is a mandated role that is required in every workforce system. The organization in the position to this point was Eckerd Connects. Through another RFP process, Eckerd was selected as a Center Operator. We cannot have a One-Stop Operator oversee the Center Operators be the same organization. Eckerd will continue as a Center Operator. The One-Stop Operator is a single person employed by an entity that will oversee our mandated partners in making sure that the twenty some partners across our system must connected with the memorandums of understanding. Also, for another person to have a different perspective to look at our system overall. We’ve put out the RFP, receiving four to five proposals with the deadline being the end of this week. The goal is to be up and running January 2020.

Mathematica Goal4 It! Process

Mr. H. Patrick Clancy stated that the objective is to change the way individuals receive intake services and make it more goal oriented and less bureaucratic. We are continually working with staff through trainings to get them up to speed. The County Assistant Office and the Department of Human Services are scheduled for a conference call to finalize what they think may be a new Work Ready program. EARN serves TANF individuals who are ready to transition into the workforce. WorkReady provides comprehensive services to individuals who need specific help managing barriers to employment. Keystone Education Yields Success (KEYS) is designed to assist TANF recipients paying for certain supports while in pursuit of post-secondary education. We are pushing for a citywide strategy to meet with the Community College of Philadelphia and the WorkReady vendor to see how to better utilize our resources and help people move individuals into the right path. We will provide additional updates once the program is rolled-out.

Pay for Success

Mr. Clancy discussed the project launched with Comcast which provides an opportunity to recruit, train and employ people at Comcast. Two performance measures determine the success of the project, employment, and six months retention. The positions at Comcast are inbound and outbound sales
positions. The anticipated start date of our first cohort is mid-January, but we will only be able to start when Comcast is ready to hire. This is the first time we will get paid back. Typically, the payback is the job. This opportunity is slightly different, it’s not only the job but based on retention met we receive money back. We plan to train and employ 75 people over three years. We could get $500,000 back. We are using WIOA incumbent money because it will be a step up. We will get 40 percent of our money day one, but 60 percent is tied to retention. It is possible we will not receive all the money back, but it will provide a chance for us to see what we can do. We are very excited about the possibility to build on this model and to partner with a high-end employer that sometimes our system struggles with.

**Income Sharing Agreements**

Mr. Clancy announced that we are part of a pilot for workforce boards. There are about four workforce boards selected throughout the country that are being funded by the Lumina Foundation to explore the use of income sharing agreements. They are an alternative student loan fund to help people get a high-end credential then they pay back the loan based on how much they earn. If they don’t earn a beginning amount, then they don’t pay anything back. There is a model in San Diego that is highly successful where they help individuals get into high-end IT jobs. The threshold was that if they didn’t make $40,000, they wouldn’t pay back the loan. When they make $40,000, then they begin to repay the loan at a pro-rated share. We are exploring how that would work here. One or two universities would buy-in and take the risk that the program will be a success.

**Talent Pipeline**

Mr. Timothy Smith stated PA CareerLink® Philadelphia does a phenomenal job in connecting individuals with entry-level jobs. To meet the needs of our employers with mid-level positions paying $15 an hour or more, we should increase our talent pool by connecting with higher learning institutions, unions, proprietary and vocational schools. There was a suggestion to collaborate with Community College of Philadelphia’s Career Connections. They have a full scope of workforce opportunities. The Welcoming Center was mentioned as a good source for mid-level talent, and placement agencies that have a strong relationship with workforce providers. Graduate Philadelphia was mentioned as well, as it has a network of colleges and universities committed to assisting individuals with employment.

**Discussion on Stronger Implementation Ideas**

There is difficulty identifying qualified candidates who have a problem navigating HR portals and cumbersome application processes. There is a problem with basic literacy in technology for job seekers. Positions go unfilled because we cannot make the connection. Hospitality, advanced manufacturing, and trade industries predict a need to hire entry, mid and higher-level skilled individuals in 2020. A universal search engine to upload resumes by industry so workforce providers can refer to as needed would be helpful.

The Port of Philadelphia on-boarding process being somewhat antiquated for longshoreman, drivers, and teamsters. Mr. Clancy mentioned the importance of skill training and the TWIC certification card that is issued by Homeland Security. Application tracking systems are antiquated, and on-line applications are laborious at many companies.

**Adjournment**

With no other business, the meeting was adjourned at 10:23 a.m.
Welcome and Opening Remarks
Mr. H. Patrick Clancy talked about the program activities in the first quarter and the new forthcoming initiatives.

Approval of Prior Meeting Minutes
Mr. Dale Porter welcomed the committee and called the meeting to order. Mr. Steven Bradley made a MOTION to approve the meeting summary from the prior meeting Mr. Ed Grose seconded the motion.

Operations Narrative and Financial Statements for three months ended September 30, 2019
Mr. Christopher Santarelli presented the financial statements for the three months ended September 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 September 2019 is greater than prior primarily due to a more concentrated effort to manage cash availability.

We anticipate TANF Adult to be fully funded for FY20 expenditures. We are in the midst of analyzing current WIOA Adult and Dislocated Worker funding to determine whether to request funding from the Commonwealth.

We project that the youth programs will be fully funded for FY20.

MOTION to approve the financial statements was approved.

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

Additional Information
Mr. Porter talked about the planning meeting with Mitchell Titus regarding Audit, the field work will take place sometime this month.

Adjournment
With no further business, the meeting was adjourned at 9:30 a.m.
Welcome and Introductions
Ms. Norma Romero-Mitchell called the meeting to order at 3:05 p.m. She welcomed all to the meeting.

July 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.

Diversity and Inclusion Update
The staff has been pursuing a diversity and inclusion strategy and has met with Mr. Nolan Atkinson, various organizations that have implemented diversity and inclusion, and consultants. They have gathered data, cost, notes, reflected on lessons learned and will formalize a strategy that is best for Philadelphia Works by December. Staff will roll out this initiative in the new year. Mr. Atkinson suggested Ms. Boornazian consider including equity into the diversity and inclusion program.

Strategic Objectives
The management team played a part in creating three strategic objectives for the organization. There are several initiatives taking place throughout the organization focusing on the strategic objectives. Since September, the management team has met monthly to report updates on the strategic objectives. This has been a great way to communicate to the organization the progress of each objective and holds staff accountable for taking the lead (known as champions) as they report out.

Management Development
To continue the support of management development, HR implemented quarterly one-on-one meetings beginning in November. This provides HR the opportunity to meet with each manager and focus on developmental and succession planning within the departments.

Another management development initiative is to continue expanding on the topics learned during the leadership works program. A small group of the management team was tallied to determine the top four management topics they want to develop further. In lieu of classroom training, HR is considering simulation training – delegation, measuring performance, building trust, and handling conflict. A consultant will facilitate these trainings offsite.

Organizational Predictive Index
The Predictive Index is an assessment tool that identifies the unique motivating needs of an individual and can be used as a communication tool. This assessment was rolled out to the entire organization and HR committed to conducting interactive exercises so that employees understand their own motivational
needs. Ultimately the goal is to improve communication and help employees understand their strengths and weakness as a team.

**Staff Updates**
Staff recruited for nine positions. Most of the positions are out facing roles that support the “Go to Agency” strategic objective and strengthens the employer relations and communications business engagement strategy.

**HR Committee Structure**
There are obligatory committee meetings that must occur quarterly such as Finance, Youth, One-Stop Operator and Executive; however, there is flexibility with other committees such as HR. Staff has requested to change the HR Committee meetings from quarterly twice a year to allow the initiatives take hold and have a full impact. If there is an urgent matter that needed the attention of the HR Committee then staff would call for a meeting. All members of the HR Committee have agreed.

**Adjournment**
With no other business the meeting was adjourned at 3:29 p.m.
Welcome and Introductions
Ms. Heloise Jettison called the meeting to order at 9:07 a.m. followed by an introduction of meeting attendees and the organizations they represent.

MOTION by Ms. Naomi was made to accept the minutes as written. ACTION: the minutes were approved unanimously.

One-Stop Manager Report
The past few quarters have focused on growing the relationship between MOU partners and PA CareerLink®. Philadelphia Works has helped to promote the presence of the PA CareerLink® and services available within the system to the local public. The Department of Labor has done commercials to promote the PA CareerLink®. The centers and MOU partners are communicating and collaborating with Philadelphia Works continually.

The Jobs Plus grant will end in December 2019, while some programs can continue until March 2020. Additional funding was requested to continue the services provided through the grant.

Development of the community resource database is still in progress. As the resource database is developed, we will share updates with the PA CareerLink®, One-Stop Operator and MOU partners. Outreach to communities is happening to determine what resources can be leveraged in the PA CareerLink® to continue building our resource network. Connection SharePoint is a method used to communicate, share information and plan with PA CareerLink® center staff.

The referral network managed by the One-Stop Operator is currently being used among the PA CareerLink® centers for internal CWDS referrals to MOU partners, except for Literacy and the Office of Adult Vocational Rehab (OVR).

MOU Updates
There is a current wait to update the umbrella MOU. This MOU must match the updated local plan. The current MOUs expire in June 2020. An eight to 10-week timeline has been identified to notify and negotiate with the MOU partners.

Ms. O’Brien attended the Apprenticeship Summit, and resource information has been shared with the PA CareerLink® staff. The 55+ partners have been instructed on how to use the Big Interview tool offered by Philadelphia Works, and how to register their customers on the PA CareerLink® website. Technical support has been provided to Title II and Title V programs. PA CareerLink® staff received active shooter and trauma-informed training.

PA CareerLink® staff will receive training on how to determine eligibility for veterans.
A disability navigator position will be created and located at each PA CareerLink® center to work along with OVR to assist with enrollment and provide resources.

An engagement process is underway for onboarding new MOU partners. A satisfaction survey is being created for all MOU partners to participate.

**Request for Proposal**
The Bidder’s Conference was hosted Friday, November 8. There were six vendors in attendance for the One-Stop Operator role. Questions were answered and information was provided on the role and responsibilities. The deadline for proposals is Friday, November 22, 2019 at noon. The timeline for the announcement will be in December 2019 and the vendor will assume the role mid-January allowing time for contract negotiation. Due to the role of the contract, board approval is required.

**Adjournment**
With no other business the meeting was adjourned at 10:00 a.m.
Welcome and Introductions
The meeting was called to order at 3:05 p.m. Dr. Meg Shope Koppel welcomed committee members. The meeting summary was previously approved unanimously.

WIOA and EARN Policy Updates
The state has decided not to procure TANF EARN services independently of the workforce boards. Philadelphia Works’ concern is not to place our EARN customers into the first job they find as this has proven to fail to provide customers high enough wages to overcome the loss of benefits, such as childcare. The state’s decision allows us the opportunity to focus on moving customers into training and developing new strategies and programs for career advancement. With automation moving more quickly, we want to make sure customers have the right cognitive and analytical skills to be successful as these changes transform work. Our approach is to add more apprenticeships and instill life-long learning models so customers can move up to a livable wage. Mr. H. Patrick Clancy mentioned he will inform the committee of changes in metrics for EARN Program performance the state will put into place on July 1, 2020.

Staff in the centers have been seeing more challenges with behavioral and mental health issues. There is now a mental health worker in each PA CareerLink® center.

Philadelphia Works is embarking on a partnership with Lyft to provide 300 free rides for customers who get a job but will not receive a paycheck for two weeks. One center will pilot the program, and if successful we will negotiate buying additional rides.

The state combined WIOA planning is in progress. The WIOA plan is rewritten every five to six years. The plan is expected to be completed July 1, 2020. Once the federal government approves the state plan, we will rewrite the local plan based on state guidance. Philadelphia Works commented on the development of the state plan and remains actively engaged. There will be a 30-day public comment period in the spring.

The state is now accepting comments for the Department of Education’s Career and Technical Education Plan. That will impact the School District of Philadelphia and the Community College of Philadelphia, and several other educational institutions in the city. Dr. Shope Koppel will notify the committee if there is an opportunity to be directly engaged.

Regional Landscape for Automation of Work
The committee discussed the rapid growth of automation in the city industry-mix. Internally and in coordination with the city Office of Workforce Development, we are researching how governments and other countries are addressing preparation for automation, especially where changes are occurring faster than in the U.S. We want to understand what the government’s role is in helping prepare and how we can
partner with the private sector. Additionally, Mr. Clancy mentioned automation will replace functions, not jobs. That means many workers will have to work alongside automation and will not see their jobs completely disappear.

**Gig Economy**

Philadelphia Works would like to explore the Gig economy to see how many people in the city are Gig workers. We want to learn how the Gig economy might help or might hurt city residents to move out of poverty. Part of the challenge is defining Gig workers, given these jobs go beyond the common understanding of Uber and Lyft drivers. The Bureau of Labor and Statistics (BLS) measures those working in the Gig economy as temporary staff and those self-employed, which is seven percent of the workforce in Philadelphia. For customers transitioning from incarceration, Gig work can be the first step to employment. From a workforce perspective, there are concerns workers will not have health benefits, and there is a liability issue for employers around workman’s compensation if jobs are misclassified. Gig workers will need education on how to manage finances and to prepare for retirement. Baby boomers are at risk of becoming Gig workers as automation advances and technical skills become required. They may be impacted in a recession and accept Gig work at lower pay.

Mr. H. Patrick Clancy mentioned the panel discussion that will take place at the December board meeting. We want to engage the board to see how they view the Gig economy and see if any of their businesses are moving towards hiring more Gig workers. Committee members agreed to identify potential speakers for this panel discussion.

**Adjournment**

With no other business, the meeting was adjourned at 4:24 p.m.
Welcome and Introductions
Mr. Patrick J. Eiding convened the meeting and reviewed the minutes from the last meeting.

Funding Opportunities
Ms. Kimberly McCaffrey provided a general overview of the PA Department of Labor and Industry funding opportunities released in October and November 2019. Ms. McCaffrey discussed multiple grants that Philadelphia Works and partners plan to apply for by the end of the calendar year along with a detailed overview of how funds have been used previously to support Philadelphia students, educators, and businesses. The Committee will be updated as needed upon funding awards for fiscal year 2020 and 2021.

Procurement Updates
Ms. McCaffrey and Ms. Farrah Farnese provided a high-level overview of Philadelphia’s youth workforce development system procurement priorities for program year 2020. Then the committee discussed specific procurement plans for WIOA Youth and TANF Youth. Ms. McCaffrey and Ms. Farnese reviewed details for program design/services, target populations, investment expectations, and projected timelines. The committee will continue to stay informed as Philadelphia Works and the Philadelphia Youth Network take next steps.

Action Item: Summer Employment (TANF YD)
Ms. Caffrey and Ms. Farnese reviewed all the recommended contracts for the TANF YD – Funded Summer Employment Programs. MOTION was made by Mr. Daniel Fitzpatrick and seconded by Ms. Waleska Maldonado. ACTION: The motion passed with unanimous consent and abstention from Ms. Armstrong.

Adjournment
Mr. Eiding adjourned the meeting at 11:59 a.m.
Action Items
Action Item:
Approval of the Financial Statements for the Three-Month Period Ended September 30, 2019

Action
The Executive and Finance Committees recommend approval of the financial statements for the three-month period ended September 30, 2019.

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

Recommendation
The Executive and Finance Committees recommend the board approve the Philadelphia Works’ financial statements for three-month period ended September 30, 2019.
Action Item:
TANF Youth Development Funds, Summer Employment Investment Contract Recommendations

Action
The Youth Standing Committee (YSC) and Executive Committee recommend that the Board approve the listed providers (see handout) to receive Temporary Assistance for Needy Families Youth Development (TANF YD) funding to operate WorkReady Summer contracts pending funding and slot allocations for the period February 1, 2020 through September 30, 2020, with up to two years of renewal options.

Background
In June 2019, the Philadelphia Works Board approved the YSC recommendation to continue investment of TANF YD funding for a portfolio of providers that implement WorkReady Summer employment programs across different models. To ensure workforce preparation occurs consistently across the workforce system, each model focuses on the acquisition of essential skills and mindsets outlined on the Career Development Framework including academic and technical skills, 21st century skills, character development, and reflective practice. Additionally, the employment process is designed to mimic real-world job seeking and job keeping competencies. The work-based learning experiences provide each participant the opportunity to develop and refine essential skills needed for the world of work.

Summer Employment Program Models
- **Career Exposure** programs build awareness about careers and post-secondary opportunities by allowing participants to explore personal interests, and the skills and experiences that careers require. This model specifically focuses on introducing long and short-term goal setting and providing opportunities to build research and community.
- **Service-Learning** programs engage participants in collective pursuits to address real-world issues or needs in the community and employ teaching and learning strategies designed for young people with an interest in civic service. Participants will work in groups to explore real-world challenges through research, reflection, and project development, as well as through direct service and/or advocacy.
- **Work Experience** programs engage participants in traditional entry-early level work experience in a specific industry. Participants interact regularly with a trained adult supervisor to complete assigned tasks that add value in the workplace.
- **Internship** programs engage participants in intermediate level work experiences that facilitates deep exposure to a chosen career, accelerates skill development, and allows young people to work closely with a trained, adult supervisor who serves in an instructional role throughout the duration of the experience.
- **Innovation Accelerator** programs, a new option for Summer 2020, brings diversity and innovation to the menu of summer employment options. Programs under this model will vary and may inform future program models.

Priorities for WorkReady Summer 2020:
- Connect summer opportunities to other career development activities
- Align opportunities with PYN’s Career Development Framework to support a continuum of high-quality experiences for young people
- Expand the reach of summer opportunities to youth who have the greatest need and least connection
- Support a variety of opportunities to meet the varied assets and needs of young people 12-24 in Philadelphia.
**TANF YD Investment Overview**

The chart below details the projected distribution of Fiscal Year 2021 funding for the TANF YD funded WorkReady summer employment program contracts:

*TANF-YD Investment (approximately $5.5 M)*

<table>
<thead>
<tr>
<th>Category</th>
<th>Percentage of Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Projected TANF-YD</td>
<td>100%</td>
</tr>
<tr>
<td>Total Indirect Amount</td>
<td>7%</td>
</tr>
<tr>
<td>Total Program Operations</td>
<td>31%</td>
</tr>
<tr>
<td>Total Youth Costs</td>
<td>62%</td>
</tr>
</tbody>
</table>

**Procurement**

In August 2019, a Request for Proposals (RFP) was publicly released for the Summer Employment Programs portfolio. Prospective applicants were provided a detailed guide to submit a proposed scope of service and budget. Applicants were eligible to submit multiple applications for any of the five models within the summer employment programs portfolio. In October 2019, proposals were submitted, catalogued, and prepared for review by an independent review committee. An independent review committee reviewed all qualifying proposals submitted by utilizing a grading rubric that included:

- Organizational capacity and relevant experience
- Program components
- Alignment with RFP priorities
- Program quality
- Budget and budget narrative

**Recommendation**

Approve the recommended list of providers (see handout) to receive the TANF YD investment for WorkReady summer employment programs, pending available funding and slot allocations, for the period February 1, 2020 through September 30, 2020, with up to two years of renewal options.
Action Item:
Approval of the Updated Vision & Mission Statements for Philadelphia Works, Inc.

Action
The Philadelphia Works Board of Directors is asked to approve the updated mission and vision statements for Philadelphia Works.

Background
Through an in-depth communications audit, which has produced strategic communication goals, a solid rebrand, and the hiring of two communications professionals, it is unclear if the current mission statement of Philadelphia Works has been board approved. The same holds true for the current vision statement. Neither statement is published on current outreach material or the website.

The current mission and vision statements currently used, internally, by Philadelphia Works is:

**Current Mission Statement:**
Philadelphia Works connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace.

**Current Vision Statement:**
Philadelphia's workforce system will be among the most integrated, innovative, productive and transparent systems of its kind in the country.

The communications team and leadership seek approval from the Executive Committee to change the current mission and vision statement to the following board approved version:

**Updated Mission Statement:**
Philadelphia Works, Inc. develops and manages smart workforce solutions that respond to business needs and increase economic opportunity for all Philadelphia residents.

**Updated Vision Statement:**
A thriving Philadelphia workforce, a stronger local economy.

Recommendation
The Executive Committee recommends the board approve the updated mission and vision statements for Philadelphia Works, Inc. at the December 2019 board meeting.
Workforce System Quarterly Summary Report
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What Philadelphia Works Does:

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

For job seekers
If you are looking for a new job or opportunities to advance or change your career, you can connect with job search and training resources, including the four Philadelphia PA CareerLink® centers. Job seeker and Business services are detailed further at: www.philaworks.org.
Executive Summary: Program Year 2019 1st Quarter  
(June 1, 2019 through September 30, 2019)

Total visits to the Centers
• 790 WIOA customers were registered for individual services – up from the 1st quarter in Program Year 2018
• There were 10,671 total customers receiving universal services or WIOA individual services this quarter
• The EARN program enrolled 1,842 customers this quarter and served 1,703 carry over customers from Program Year 2018

Total enrollment in Training
• 138 WIOA customers were enrolled in On-the-Job Training, Vocational Skills Training or in an Individual Training Account
• 3 EARN customers were enrolled in On-the-Job Training – this is a new approach to place our EARN customers into a career pathway

Recruitment events at the PA CareerLink® centers continue to deliver job opportunities
• Out of over 350 openings the employers offered at in-center recruiting events, over 60 percent of positions were filled with PA CareerLink® customers.
Metrics for PA CareerLink® Philadelphia  
Program Year 2019 First Quarter (July 1, 2019 to September 30, 2019)  
In the first quarter of Program Year 2019, the PA CareerLink® Philadelphia system was fully operational as program integrated centers. In addition to the four PA CareerLink® Philadelphia centers, two satellite locations offered services to career seekers.

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

PA CareerLink® Philadelphia metrics are divided into four foci:
- Employer Customers
- Individual Customers
- Resource Utilization
- Operational Initiatives and Strategic Projects

During the first quarter of Program Year 2019 (July 1, 2019 to September 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 July 1, 2019 and September 30, 2019, 741 employers engaged with the PA CareerLink® Philadelphia system. This represents 2.4% 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.
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 July 1, 2019 and September 30, 2019, on-site events recruited for 358 job openings. 215 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

ON-THE-JOB TRAINING OPPORTUNITIES

WIOA ON-THE-JOB TRAINING RETENTION

EARN ON-THE-JOB TRAINING RETENTION

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

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

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

**Leveraged Resources** demonstrate how the centers partner with community resources to enhance services to their customers and are reported as cumulative membership income, earned from rent paid to the centers. There were no members in the first quarter.

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

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

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

### Cost per Customer

<table>
<thead>
<tr>
<th>PY</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>$68.46</td>
<td>$81.77</td>
<td>$77.23</td>
<td>$98.48</td>
<td>$86.09</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Philadelphia Works analysis of CWDS and other program information

### Leveraged Resources

<table>
<thead>
<tr>
<th>PY</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0</td>
<td>$166,729</td>
<td>$204,411</td>
<td>$289,972</td>
<td>$0</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Philadelphia Works analysis of program information

### Professional Development

<table>
<thead>
<tr>
<th>PY</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>268</td>
<td>313</td>
<td>81</td>
<td>207</td>
<td>141</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Philadelphia Works analysis of center data requests

### Unique Customers

<table>
<thead>
<tr>
<th>PY</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>11,555</td>
<td>10,330</td>
<td>10,933</td>
<td>7,021</td>
<td>8,907</td>
<td></td>
</tr>
<tr>
<td>1,707</td>
<td>1,796</td>
<td>1,904</td>
<td>1,929</td>
<td>1,764</td>
<td></td>
</tr>
<tr>
<td>2,237</td>
<td>2,129</td>
<td>1,979</td>
<td>2,021</td>
<td>1,811</td>
<td></td>
</tr>
</tbody>
</table>

**Source:** Philadelphia Works analysis of CWDS

### Customer to Staff Ratio

<table>
<thead>
<tr>
<th>PY</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>WIOA Customers per WIOA Staff</td>
<td>24</td>
<td>27</td>
<td>28</td>
<td>29</td>
<td>24</td>
</tr>
<tr>
<td>EARN Customers per EARN Staff</td>
<td>11</td>
<td>11</td>
<td>10</td>
<td>10</td>
<td>9</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 first quarter of program year 2019 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>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY2018</td>
<td>32.8%</td>
<td>33.6%</td>
<td>36.3%</td>
<td>26.4%</td>
<td>25.8%</td>
</tr>
<tr>
<td>PY2019</td>
<td>33.6%</td>
<td>36.3%</td>
<td>26.4%</td>
<td>25.8%</td>
<td>25.8%</td>
</tr>
</tbody>
</table>

Unique WIOA/Universal Customers

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY2018</td>
<td>13,262</td>
<td>12,126</td>
<td>12,837</td>
<td>8,950</td>
<td>10,671</td>
</tr>
<tr>
<td>PY2019</td>
<td>12,837</td>
<td>11,326</td>
<td>12,837</td>
<td>8,950</td>
<td>10,671</td>
</tr>
</tbody>
</table>

Unemployed in Philadelphia

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY2018</td>
<td>40,495</td>
<td>36,064</td>
<td>35,356</td>
<td>33,930</td>
<td>41,390</td>
</tr>
<tr>
<td>PY2019</td>
<td>35,356</td>
<td>33,930</td>
<td>41,390</td>
<td>25.8%</td>
<td>25.8%</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS and labor market information

### Literacy and Education

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY2018</td>
<td>87</td>
<td>72</td>
<td>80</td>
<td>96</td>
<td>93</td>
</tr>
<tr>
<td>PY2019</td>
<td>87</td>
<td>72</td>
<td>80</td>
<td>96</td>
<td>93</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of CWDS

### Services to ESL Customers

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY2018</td>
<td>483</td>
<td>511</td>
<td>495</td>
<td>623</td>
<td>454</td>
</tr>
<tr>
<td>PY2019</td>
<td>483</td>
<td>511</td>
<td>495</td>
<td>623</td>
<td>454</td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of center data requests

### IEP Goal Completion

<table>
<thead>
<tr>
<th>Year</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>PY2018</td>
<td>181</td>
<td>215</td>
<td>199</td>
<td>371</td>
<td>202</td>
</tr>
<tr>
<td>PY2019</td>
<td>181</td>
<td>215</td>
<td>199</td>
<td>371</td>
<td>202</td>
</tr>
</tbody>
</table>

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

Source: Philadelphia Works analysis of CWDS and labor market information

SERVICES TO ESL CUSTOMERS

Source: Philadelphia Works analysis of center data request

LITERACY/EDUCATION REFERRALS

Source: Philadelphia Works analysis of CWDS and labor market information

IEP GOAL COMPLETION

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

<table>
<thead>
<tr>
<th></th>
<th>PY2018</th>
<th>PY2019</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.
CUSTOMER OUTREACH METRICS SUMMARY

<table>
<thead>
<tr>
<th>CAO</th>
<th>PY2018 Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019 Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF customers showing to enrollment appointment after CAO call</td>
<td>843</td>
<td>531</td>
<td>439</td>
<td>417</td>
<td>490</td>
</tr>
<tr>
<td>TANF customers enrolling in EARN program after CAO call</td>
<td>741</td>
<td>429</td>
<td>380</td>
<td>325</td>
<td>415</td>
</tr>
<tr>
<td>Customer Engagement Team</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Home visits made</td>
<td>780</td>
<td>581</td>
<td>775</td>
<td>839</td>
<td>828</td>
</tr>
<tr>
<td>TANF customers showing to enrollment appointment after home visit</td>
<td>225</td>
<td>127</td>
<td>192</td>
<td>177</td>
<td>166</td>
</tr>
<tr>
<td>TANF customers enrolling in EARN program after home visit</td>
<td>182</td>
<td>94</td>
<td>188</td>
<td>130</td>
<td>142</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

Incentives Metrics Summary

<table>
<thead>
<tr>
<th></th>
<th>PY2018</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
<th>PY2019</th>
<th>Q1</th>
</tr>
</thead>
<tbody>
<tr>
<td>Program Participation</td>
<td>45</td>
<td>513</td>
<td>414</td>
<td>329</td>
<td>435</td>
<td>45</td>
<td>513</td>
</tr>
<tr>
<td>Program Engagement</td>
<td>5</td>
<td>0</td>
<td>0</td>
<td>5</td>
<td>33</td>
<td>5</td>
<td>33</td>
</tr>
<tr>
<td>Community Service Participation</td>
<td>15</td>
<td>16</td>
<td>4</td>
<td>10</td>
<td>2</td>
<td>15</td>
<td>16</td>
</tr>
<tr>
<td>Clearance/Exams</td>
<td>N/A</td>
<td>35</td>
<td>41</td>
<td>30</td>
<td>29</td>
<td>N/A</td>
<td>35</td>
</tr>
<tr>
<td>Employment (Countable Placement)</td>
<td>214</td>
<td>284</td>
<td>204</td>
<td>212</td>
<td>197</td>
<td>214</td>
<td>284</td>
</tr>
<tr>
<td>Employment Retention</td>
<td>1,412</td>
<td>1,055</td>
<td>846</td>
<td>834</td>
<td>780</td>
<td>1,412</td>
<td>1,055</td>
</tr>
<tr>
<td><strong>Total Incentives Distributed</strong></td>
<td><strong>1,691</strong></td>
<td><strong>1,883</strong></td>
<td><strong>1,509</strong></td>
<td><strong>1,420</strong></td>
<td><strong>1,476</strong></td>
<td><strong>1,691</strong></td>
<td><strong>1,883</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data

In the first quarter of program year 2019, a total of $104,577 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

### WIOA Title I Performance Outcomes PY 2019 Q1

<table>
<thead>
<tr>
<th>Reporting Period 7/1/2019 - 9/30/2019</th>
<th>Negotiated Level</th>
<th>Actual Performance</th>
<th>% of Goal Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Employment 2nd Quarter After Exit</td>
<td>73.0%</td>
<td>69.0%</td>
<td>94.5%</td>
</tr>
<tr>
<td>Adult Employment 4th Quarter After Exit</td>
<td>70.0%</td>
<td>70.1%</td>
<td>100.1%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Quarter After Exit</td>
<td>$5,400</td>
<td>$5,091</td>
<td>94.3%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>50.0%</td>
<td>23.8%</td>
<td>47.6%</td>
</tr>
<tr>
<td>Adult Measurable Skills Gain</td>
<td>Baseline</td>
<td>10.0%</td>
<td></td>
</tr>
<tr>
<td>Dislocated Worker Employment 2nd Quarter After Exit</td>
<td>75.0%</td>
<td>77.7%</td>
<td>103.6%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Quarter After Exit</td>
<td>76.0%</td>
<td>78.4%</td>
<td>103.2%</td>
</tr>
<tr>
<td>Dislocated Median Earnings 2nd Quarter After Exit</td>
<td>$6,700</td>
<td>$7,743</td>
<td>115.6%</td>
</tr>
<tr>
<td>Dislocated Worker Credential Attainment Rate</td>
<td>52.0%</td>
<td>26.9%</td>
<td>51.7%</td>
</tr>
<tr>
<td>Dislocated Worker Measurable Skills Gain</td>
<td>Baseline</td>
<td>13.1%</td>
<td></td>
</tr>
<tr>
<td>Youth Employment/Education Rate 2nd Quarter After Exit</td>
<td>65.0%</td>
<td>66.7%</td>
<td>102.6%</td>
</tr>
<tr>
<td>Youth Employment/Education Rate 4th Quarter After Exit</td>
<td>62.0%</td>
<td>64.2%</td>
<td>103.5%</td>
</tr>
<tr>
<td>Youth Median Earnings 2nd Quarter After Exit</td>
<td>Baseline</td>
<td>$2,450</td>
<td></td>
</tr>
<tr>
<td>Youth Credential Attainment Rate</td>
<td>65.0%</td>
<td>53.1%</td>
<td>81.7%</td>
</tr>
<tr>
<td>Youth Measurable Skills Gain</td>
<td>Baseline</td>
<td>43.5%</td>
<td></td>
</tr>
</tbody>
</table>
In addition to the above metrics, two additional performance measurements were introduced under WIOA: **Average Indicator Score** and **Average Program Score**. The Average Indicator Score looks at each indicator across all three programs (Adult, Dislocated Worker, and Youth), and gives the average of the Percent of Goal Achieved results. The Average Program score looks at each program and gives the average of the Percent of Goal Achieved results for each indicator. Each Average Indicator Score and Average Program score must meet 90 percent. For Program Year 2018, Philadelphia’s results were:

<table>
<thead>
<tr>
<th>Average Indicator Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Quarter After Exit</td>
<td>100.2%</td>
</tr>
<tr>
<td>Employment Rate 4th Quarter After Exit</td>
<td>102.3%</td>
</tr>
<tr>
<td>Median Earnings 2nd Quarter After Exit</td>
<td>104.9%</td>
</tr>
<tr>
<td>Credential Attainment</td>
<td>60.3%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Program Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>84.1%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>93.5%</td>
</tr>
<tr>
<td>Youth</td>
<td>96.0%</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.*

- Public Assistance/Low Income: 87.0%
- Older Individuals (55+): 22.0%
- Single Parent: 21.0%
- Ex-Offender: 17.4%
- Basic skills deficient: 6.8%
- Individual with disability: 2.5%
- Homeless: 0.5%
- Any Barrier: 94.1%

“The commonwealth has also established a Priority of Service policy for the WIOA Adult population. The priority categories and results for all new Adult registrations in the first three quarters of PY 2018 are indicated in the chart below.”

- Level 1 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Veteran/Eligible Spouse: 1.9%
- Level 2 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Non-Veteran/Eligible Spouse: 90.1%
- Level 3 - All Other Veterans/Eligible Spouse: 0.7%
- Level 4 - Long-Term Unemployed (Local Priority): 1.9%
- Level 5 - Not a Priority of Service Participant: 5.4%
## WIOA and EARN System Program Delivery Fiscal Summary: July 1, 2019 – September 30, 2019

### FY2020 Philadelphia Works Overall Funding Breakdown
*assuming flat budget*

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF</td>
<td>$31,000,000</td>
<td>$7,620,708</td>
</tr>
<tr>
<td>WIOA Youth</td>
<td>$6,500,000</td>
<td>$1,121,074</td>
</tr>
<tr>
<td>WIOA Adult</td>
<td>$6,300,000</td>
<td>$1,641,095</td>
</tr>
<tr>
<td>WIOA Dislocated Worker</td>
<td>$4,000,000</td>
<td>$777,041</td>
</tr>
<tr>
<td>US DOL</td>
<td>$3,000,000</td>
<td>$283,397</td>
</tr>
<tr>
<td>National Health Emergency Demonstration Grant–Opioid Crisis</td>
<td>$2,000,000</td>
<td>$197,528</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>$1,000,000</td>
<td>$291,119</td>
</tr>
<tr>
<td>Other Youth</td>
<td>$500,000</td>
<td>$480,932</td>
</tr>
<tr>
<td>PA smart</td>
<td>$280,000</td>
<td>$0</td>
</tr>
<tr>
<td>Lenfest Foundation</td>
<td>$75,000</td>
<td>$3,538</td>
</tr>
<tr>
<td></td>
<td><strong>$54,655,000</strong></td>
<td><strong>$12,416,431</strong></td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of financial data*

### FY2020 Philadelphia Works Service Delivery Investment Strategy
*(Adult Formula Funding Total Service Investment – TANF, WIOA Adult, DLW, & Rapid Response)*

<table>
<thead>
<tr>
<th>Budget Categories</th>
<th>Budget</th>
<th>YTD Expenditures</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrated System (PA CareerLink® system wide and One-Stop Operator)</td>
<td>$28,100,000</td>
<td>$5,998,927</td>
</tr>
<tr>
<td>Skills and Employer - Training Initiatives</td>
<td>$7,100,000</td>
<td>$1,331,797</td>
</tr>
<tr>
<td>Industry-focused Employer Engagement</td>
<td>$600,000</td>
<td>$50,000</td>
</tr>
<tr>
<td>Supplemental Services to Support Customers</td>
<td>$1,110,500</td>
<td>$218,499</td>
</tr>
<tr>
<td>Specialized Programs to Support Specific Populations</td>
<td>$1,350,000</td>
<td>$385,493</td>
</tr>
<tr>
<td>System Capacity Building and Professional Development</td>
<td>$700,000</td>
<td>$98,448</td>
</tr>
<tr>
<td></td>
<td><strong>$38,960,500</strong></td>
<td><strong>$8,083,163</strong></td>
</tr>
</tbody>
</table>

*Source: Philadelphia Works analysis of financial data*
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

Goal: 55%

Goal: 160

Goal: 70%

Goal: 70%
Performance of the EARN Program as of September 30, 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 4,238 unique individuals to the EARN program.
- The year-to-date enrollment rate was 42 percent. Of the 58 percent of customers not enrolled, 91 percent of clients were referral rejected because they did not report to the centers; four 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 1,842 customers and provided services to 1,703 carry-over customers from program year 2018. The total number of customers served was 3,545.
- The average monthly EARN caseload was 2,197.
- There were 685 total unconfirmed job placements. 58 percent of the placements were offered at 30 hours or more per week, with an average starting salary at $11.86 per hour.
- There were 357 job placements that met the DHS Placement Tier 1 criteria; 289 that met the Tier 2 placement criteria earning $10 per hour or more, 272 job placements that met the DHS Placement Tier 3 placement criteria, where TANF was closed due to employment income, and 894 that met the DHS monthly retention criteria working a minimum of 80 hours per month.
- There were 38 customers that met the DHS credential requirement, earning a certification or diploma in a high priority occupation.
CAO Referrals, EARN Enrollments and Active Caseload

County Assistance EARN Referrals

<table>
<thead>
<tr>
<th></th>
<th>PY18</th>
<th>PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Referrals</td>
<td>4,936</td>
<td>4,384</td>
</tr>
<tr>
<td>Rejections</td>
<td>2,357</td>
<td>1,842</td>
</tr>
<tr>
<td>Enrollments</td>
<td>2,579</td>
<td>2,542</td>
</tr>
</tbody>
</table>

EARN Enrollment Rate

<table>
<thead>
<tr>
<th></th>
<th>PY18</th>
<th>PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Enrollment Rate</td>
<td>47.8%</td>
<td>42.0%</td>
</tr>
</tbody>
</table>

Monthly Active Caseload

<table>
<thead>
<tr>
<th></th>
<th>PY18</th>
<th>PY19</th>
</tr>
</thead>
<tbody>
<tr>
<td>Monthly Active Caseload</td>
<td>2,450</td>
<td>2,197</td>
</tr>
</tbody>
</table>

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

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.

**DHS EARN Monthly Placements**

**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.

**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.

**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.

**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.

**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.

*Source: DHS CWDS Reports as of 12/02/2019*
Unconfirmed monthly placements include initial placements and subsequent placements that may or may not meet the DHS placement definitions. These placements are reported to show the efforts of the system to place EARN customers. During the first quarter, the EARN system assisted with placing 640 unique individuals into 685 jobs. Fifty-eight percent of the placements are starting at 30 hours per week and 77 percent have a starting wage of $10.00 per hour.

*Source: Philadelphia Works analysis of EARN program data. Monthly placements are shown based on CWDS placement start date.*
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 one, July 1, 2019 – September 30, 2019, for youth programs that are operating during program year 2019.

YOUTH PROGRAM MODELS – OVERVIEW

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

- Opportunity Youth Without a Secondary Credential
- Opportunity Youth with a Secondary Credential
- Employment Connections for Opportunity Youth
- Career Readiness
- E³ Power Centers
- WorkReady Summer

For more detail about these models please email youth@philaworks.org or visit https://www.philaworks.org/workforce-services/young-adults/.
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 first quarter of fiscal year 2020, program year 2019.

YOUTH SYSTEM YEAR-ROUND FUNDING: FOR THE PERIOD FROM JULY 1, 2019 THROUGH SEPTEMBER 30, 2019

<table>
<thead>
<tr>
<th>TANF YD Funding</th>
<th>Budgeted</th>
<th>Expended</th>
<th>% Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>TANF Employment Connections</td>
<td>$3,804,937</td>
<td>$452,948.00</td>
<td>12%</td>
</tr>
<tr>
<td>TANF E3 Centers</td>
<td>$1,326,979</td>
<td>$379,287.00</td>
<td>29%</td>
</tr>
<tr>
<td>TANF Career Readiness</td>
<td>$4,470,087</td>
<td>$493,611.00</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total TANF</strong></td>
<td><strong>$9,602,003</strong></td>
<td><strong>$1,325,846.00</strong></td>
<td><strong>14%</strong></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>WIOA Funding</th>
<th>Budgeted</th>
<th>Expended</th>
<th>% Expended</th>
</tr>
</thead>
<tbody>
<tr>
<td>At-risk Youth In School</td>
<td>$90,156</td>
<td>$49,867.00</td>
<td>55%</td>
</tr>
<tr>
<td>Opportunity Youth Without Secondary Credential</td>
<td>$2,552,439</td>
<td>$520,414.00</td>
<td>20%</td>
</tr>
<tr>
<td>Opportunity Youth With Secondary Credential</td>
<td>$2,014,060</td>
<td>$286,054.00</td>
<td>14%</td>
</tr>
<tr>
<td>Pre-Apprenticeship Pilot</td>
<td>$740,022</td>
<td>$82,810.00</td>
<td>11%</td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td><strong>$5,396,677</strong></td>
<td><strong>$939,145.00</strong></td>
<td><strong>17%</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of fiscal data.
Program Year 2019 Performance Metrics

In this section, Philadelphia Works’ tracks youth who are enrolled and actively participating in the quarter in the current program year. Many WIOA and TANF enrolled youth remained active during the first quarter and received individualized, intensive services. More detail about youth who exited programs will be shared next quarter.

ENROLLMENT SUMMARY FOR WIOA PROGRAMS

Four hundred and 443 slots were allocated to serve youth and young adults in three WIOA-funded models: opportunity youth without a secondary credential, opportunity youth with a secondary credential, and pre-apprenticeship for opportunity youth. As of September 30, 2019, there have been two hundred and 243 youth and young adults enrolled in WIOA programs. 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></th>
<th>Total Slots Budgeted</th>
<th>Active (Year-to-Date)</th>
<th>Enrollment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>PY2019: Quarter 1</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity youth without secondary credentials</td>
<td>268</td>
<td>150</td>
<td>56.0%</td>
</tr>
<tr>
<td>Opportunity youth with secondary credentials</td>
<td>175</td>
<td>85</td>
<td>48.6%</td>
</tr>
<tr>
<td>Pre-Apprenticeship for opportunity youth*</td>
<td>45</td>
<td>8</td>
<td>17.8%</td>
</tr>
<tr>
<td><strong>Across all WIOA programs</strong></td>
<td>443</td>
<td>243</td>
<td>54.9%</td>
</tr>
</tbody>
</table>

*Note: Some participants may also be included in other two WIOA Youth models.
Source: Philadelphia Works analysis of program data.
ENROLLMENT SUMMARY FOR TANF YD EMPLOYMENT CONNECTIONS

During program year 2018 and 2019, 1,120 slots were allocated to serve youth and young adults in four target populations (youth identified as having an intellectual disability and/or Autism, youth aging or ages out of foster care, youth who have adjudicated, and youth who have graduated from Philadelphia CTE) through twelve year-round TANF YD-funded programs. As of September 30, 2019, there have been 733 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>PY2019: Quarter 1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth identified as having a disability</td>
<td>60</td>
<td>37</td>
<td>61.7%</td>
</tr>
<tr>
<td>Youth aging or aged out of foster care</td>
<td>600</td>
<td>286</td>
<td>47.7%</td>
</tr>
<tr>
<td>Youth who have been adjudicated</td>
<td>265</td>
<td>221</td>
<td>83.4%</td>
</tr>
<tr>
<td>Youth who graduated from Philadelphia CTE</td>
<td>195</td>
<td>189</td>
<td>96.9%</td>
</tr>
<tr>
<td><strong>Across all Employment Connections programs</strong></td>
<td><strong>1120</strong></td>
<td><strong>733</strong></td>
<td><strong>65.4%</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data.

TANF E³ CENTERS CLIENT ACTIVE CASELOAD

During the first quarter of program year 2019, approximately two hundred and 228 participants were active in E³ Center programs. E³ Centers are responsible for maintaining an active caseload of at least 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 education or employment activities during this time period.

Source: Youth Programs Intermediary and Philadelphia Works analysis of program data.
Report on WorkReady Summer 2019

WorkReady Summer models offer educationally enriched work opportunities to in-school and out-of-school youth ages 12-24 years old. Participants complete a six-week (120 hour), paid work experience in one of four program models: career exposure, service-learning, work experience, and internships (learn more: http://www.workready.org/). Reports on WorkReady Summer programs are provided only once a year in December. While trends on program enrollment are shown below, slot levels depend on the availability of funds. Retention and completion of TANF-funded youth slots is a performance metric for WorkReady Summer programs.

- Over nine million dollars was invested in the WorkReady Summer 2019 programs managed by PYN.
- 7,152 youth participated in the WorkReady Summer 2019 programs managed by PYN.
- Average completion rate across all programs was eighty-two percent (82%).

WORKREADY SUMMER ENROLLMENT

This year WorkReady Summer continued to serve thousands of youth and young adults through summer employment opportunities. Of the 7,152 youth who participated in WorkReady Summer 2019, 3,674 opportunities were supported by TANF YD funds. Philadelphia Works also invested funds through grants such as Business Education Partnership and the State/Local Internship Program (SLIP).

WORKREADY SUMMER 2019 ENROLLMENT

SUMMARY OF WORKREAT SUMMER 2019 FUNDING SOURCES

<table>
<thead>
<tr>
<th>Source</th>
<th>Summer 2017</th>
<th>Summer 2018</th>
<th>Summer 2019</th>
</tr>
</thead>
<tbody>
<tr>
<td>Service Learning</td>
<td>1,499</td>
<td>1,138</td>
<td>1,278</td>
</tr>
<tr>
<td>Work Experience</td>
<td>1,318</td>
<td>1,526</td>
<td>2,290</td>
</tr>
<tr>
<td>Internships</td>
<td>642</td>
<td>1,731</td>
<td>421</td>
</tr>
<tr>
<td>Career Exposure</td>
<td>421</td>
<td>780</td>
<td>127</td>
</tr>
<tr>
<td>Other</td>
<td>0</td>
<td>127</td>
<td>153</td>
</tr>
</tbody>
</table>

Source: Youth Programs Intermediary and Philadelphia Works analysis of program data.
Source: Youth Programs Intermediary and Philadelphia Works analysis on WorkReady Summer 2019.
Youth Programs Intermediary Technical Assistance

Since July 1, 2018, a new role, the Youth Programs Intermediary, was established 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.

This quarter PYN hosted a two-day retreat for year-round providers. Day one included two three-hour sessions about humanistic youth retention, engagement, and restorative practices. Day two included a morning session introducing critical financial literacy and how to rapidly prototype programmatic ideas for implementation. Then providers participated in an interactive lunch that built upon learnings from day one. In the afternoon on day two, providers were introduced to the Weikart Center’s Youth Program Quality Assessment (YPQA).

PYN also hosted a one-hour webinar for E³ provider staff that continued to discuss of the YPQA including the tool, process, and the timeline for the upcoming program year. Additionally, PYN delivered training webinars and one-on-one in-person sessions for enrollment, service delivery, and data entry (PYNDEX and ETO).

To support summer employment providers, eight Program Quality Coaches assisted with implementing project-based learning and ensuring programming quality across providers. Providers were also offered assistance with the clearance process, placing and paying their participants, and troubleshooting any enrollment/payroll issues.

<table>
<thead>
<tr>
<th>Youth Program Model (WIOA &amp; TANF)</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity youth w/o secondary credential</td>
<td>12</td>
<td>4</td>
</tr>
<tr>
<td>Opportunity youth with secondary credential</td>
<td>12</td>
<td>5</td>
</tr>
<tr>
<td>Pre-Apprenticeship</td>
<td>12</td>
<td>1</td>
</tr>
<tr>
<td>E³ Centers</td>
<td>38</td>
<td>45</td>
</tr>
<tr>
<td>WorkReady Summer</td>
<td>1084</td>
<td>254</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1158</strong></td>
<td><strong>309</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.
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, ApprenticeshipPHL, 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
  ◦ 125 Total Pre-Apprentices
    44 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)
  ◦ 3 Registered Apprenticeship Programs
    ▪ District 1199C Training & Upgrading Fund Direct Support Professional
    ▪ Devereux Advanced Behavioral Health Direct Support Professional
    ▪ Bucks County Intermediate Unit Registered Behavior Technician
  ◦ 69 Total Pre-Apprentices
    23 Total Apprentices

• Retail Pharmacy Technician

82
- 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)
- 33 Total Pre-Apprentices
  - 8 Total Apprentices

**ADDITIONAL APPRENTICESHIP 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 have been fully expended.
- 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 launched the first cohort of the Apprenticeship Navigator Registered Apprenticeship (ANRA) program. The ANRA program is training workforce development professionals and organizations in all facets of becoming and operating as apprenticeship intermediaries in the SEPA region and includes 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 are included in the first ANRA program cohort.
Pictured: Einstein Healthcare Network apprentices
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:
For one year the Boeing Grant, training outcome goals were exceeded, particularly for incumbent worker training. Eighteen individuals were placed in OJT, 16 completed training and 13 received wage increases, one terminated for due cause by the employer, one 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. The project was funded for year two and received an additional $25,000 for exceeding performance goals bringing the total amount for year two to $77,842.00. Thus far the program has placed eight individuals in OJT’s and 12 incumbent workers are receiving skills upgrading.

SEPMA also received a PA smart 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. The program has trained 291 incumbent workers and placed 26 individuals in OJT's from the Manufacturing Boot camp.
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.

Outcomes to date:
- 94 Educators engaged
- 15 Employers engaged
- 19 externship/professional development sessions offered
Business Education Partnership: $120,000
Funded by PA Department of Labor and Industry: 1/1/2019 through 6/30/2020
Philadelphia Works, the Philadelphia Youth Network (PYN) and the School District of Philadelphia (SDP) along with our engaged employers in Transportation & Logistics, Healthcare, and Business & Financial Services will provide career exposure to about 150 students in 7th grade advancing to 8th grade during the grant period. Our efforts will advance the SDP efforts to attract more students into high quality programs in Career & Technical Education (CTE) high schools and support the strategic vison of the City of Philadelphia’s workforce strategy, Fueling Philadelphia’s Talent Engine.

The transition from Middle School to High School is a critical juncture for students. We plan to support building intentional goals for academic and occupational study. Through this career exposure demonstration project, we will engage students and build their families’ interests in middle-skill, high-skill and professional careers in the three identified target industries. We will gain an opportunity to both excite students and their families about the occupational programs and build an understanding of the need to plan a pathway through technical and math courses during high school. This is a concerted effort to organize and build a specific process with defined elements that will better support the transition from Middle School to High School, encourage enrollment into CTE programs, and include employers in early exposure for students to support informed connections to career pathway planning.

Outcomes to-date:
- 4 career exposure trips have occurred
- 5 middle schools are participating
- 84 students participated in summer employment opportunities
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 eight-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. 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.

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.

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).
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 were convened over a period of months in 2018 and 2019 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 inbound and outbound sales positions within Comcast. Philadelphia Works and Comcast signed the contract for the project in November 2019. Philadelphia Works is currently writing the RFP to procure a training provider. We anticipate launching the program during the early part of 2020.
Opioid Grant
7/1/2018 through 6/30/2020

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. Philadelphia Works has provided technical assistance and data entry training to providers to ensure our regional performance is captured in CWDS.
Women in Apprenticeships and Nontraditional Occupations (WANTO)
Funded by Chicago Women in Trades through a grant from the US Department of Labor: 10/01/2018 through 9/30/2019

This grant focused on strategic planning and piloting new approaches to recruitment and retention of women in construction, manufacturing and transit careers. It succeeded in launching an ongoing regional initiative, branded as the Women in Nontraditional Careers (WINC) project.

The initiative was led by Chicago Women in Trades. Locally, Philadelphia Works partnered with Keystone Development Partnership, AFL-CIO Philadelphia Council, PhilaPOSH and SEPTA.

FINAL OUTCOMES:

- Developed six hours of supplemental curriculum for manufacturing training pipeline programs, to bring gender awareness into the co-ed classroom and provide opportunities for women trainees to support one another. Curriculum was successfully piloted by the manufacturing boot camp sponsored by Philadelphia Works and the Southeast PA Manufacturing Alliance (SEPMA) in Spring 2019.
- Organized a 200-person stakeholder community of tradeswomen, unions, apprenticeship coordinators, industry experts and employers, workforce professionals, educators and training providers, funders and advocates, who participated in a series of planning meetings and a day long learning institute.
- Attracted over 60 stakeholders to the WINC Institute on September 14, 2019 to share experiences, learn best practices for recruitment and retention, and plan for future activities.
- Created new outreach and educational tools, including a logo, webpage and flyer. Learn more at wincproject.org
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/
One Penn Center at Suburban Station
1617 JFK Boulevard, 13th floor
Philadelphia, PA 19103
P: 215-963-2100
F: 215-567-7171
www.philaworks.org