Thursday, June 18, 2020
9:00 – 11:00 a.m.

Philadelphia Works
One Penn Center at Suburban Station
1617 JFK Boulevard, 13th floor
Philadelphia, PA 19103
PHILADELPHIA WORKS
BOARD OF DIRECTORS

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
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Philadelphia Council AFL-CIO

Michelle Armstrong
School District of Philadelphia

Emily Bittenbender
Bittenbender Construction LP

Steven Scott Bradley
Bradley & Bradley Associates Inc.

Shari Brightful
PA Office of Vocational Rehabilitation

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

David Crossed
Navigate

Brigitte F. Daniel Esq.
Wilco Electronic Systems Inc.

Cheryl Feldman
District 1199c Training & Upgrading Fund

Beatriz Mirabal Garces
Garces Dental Group

Donald Generals
Community College of Philadelphia

Peter Gonzales
Welcoming Center for New Pennsylvanians

Ed Grose
Greater Philadelphia Hotel Association

John W. Lasky
Temple University Health System

Richard Lazer
Office of Mayor James F. Kenney

Gabriel Mandujano
Wash Cycle Laundry, Inc.

Norma Romero Mitchell
Benefits Plus Consulting Group

James Nichols
PA Bureau of Workforce Partnership and Operations

Douglas I. Oliver
PECO – Exelon Company

Peter Tubolino
Siemens Building Technologies

Thomas Tyler
The EF Precision Group

Esteban Vera, Jr.
Laborers’ Local #57

April Walker
Microsoft Technology Center

Christina Wong
Comcast Campus Content
PHILADELPHIA WORKS  
MEETING AGENDA  

June 18, 2020 | 9:00 – 11:00 A.M.  
Virtual meeting via Zoom  
Presiding: William Strahan, Chair  

Welcome and Special Reports  
I. Opening Remarks  
   William Strahan  

II. Consent Agenda  
   William Strahan  
   • Philadelphia Works Update  
   (p. 3-7)  
   • Board Meeting Summary, March 19, 2020  
   (p. 9-10)  
   • Committee Meeting Summaries  
   (p. 11-26)  

III. CEO Report  
   H. Patrick Clancy  
   • ACTION: Election of Philadelphia Works Board Officers  
   (p. 29-34)  

Action Items  
John Daly  
• ACTION: E-signature Policy  
   (p. 35-37)  
Patricia Blumenauer  
• ACTION: Initial Investment Strategy  
   (p. 39-42)  

Committee Actions  
Daniel Fitzpatrick  
I. Youth Standing Committee  
   • Committee Update  
   • ACTION: Approve the WIOA Youth and TANF Youth Development Policies  
   (p. 43-55)  
   • ACTION: Approve the list of providers for TANF Youth Development Funding, E³ Services  
   (p. 57-58)  

II. Finance Committee  
   Dale Porter  
   • Committee Update  
   • ACTION: Approve FY21 Operating Budget  
   (p. 59)  
   • ACTION: Approve Financial Statements for the Nine-month Period Ended March 31, 2020  
   (p. 61)  

Committee Updates  
H. Patrick Clancy  
I. Employer Engagement & Workforce Strategies Committee  
   • Committee Update  
   Timothy Smith  

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

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

Adjournment  
William Strahan
# Board Meeting Briefing Book

**June 18, 2020**

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CONSENT AGENDA ITEMS

Overview

The following items are on the Philadelphia Works Consent Agenda for June 18, 2020:

- Philadelphia Works Update (p. 3)
- March 19, 2020 Board Meeting Summary (p. 9)
- Committee Meeting Summaries and Reports for this Quarter (p. 11)

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

Philadelphia Works Update

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

Meeting Summary: March Board Meeting

The Board is being asked to approve the draft meeting summary from the March 19, 2020 board meeting.

Committee Meeting Summaries

The Board is being asked to approve the committee meeting summaries included in today’s board briefing book.
PHILADELPHIA WORKS
UPDATE

Updates in this Report
New Business
Workforce Development System-wide Highlights
Youth System Highlights
Outreach and Communications

New Business

Apprenticeships
Philadelphia Works partnered with Keystone Development Partnership (KDP) to develop curriculum and oversee the Apprenticeship Navigator Registered Apprenticeship Program (ANRA) in Southeast PA. The ANRA program uses the apprenticeship model to formally educate and train workforce development professionals in all aspects of Registered Apprenticeships and Registered Pre-Apprenticeship programs and how to support employers as an effective apprenticeship intermediary. Like all Registered Apprenticeship programs, the training included related technical instruction (RTI) courses conducted by apprenticeship experts and on-the-job learning (OJL) guided by apprenticeship mentors. The first cohort of the year-long ANRA program includes PA CareerLink® staff as well as other staff from aspiring and established apprenticeship intermediaries in SEPA’s six high-growth industries (IT, Business and Financial Services, Health and Human Services, Construction and Infrastructure, Manufacturing and Logistics, and Retail and Hospitality).

The apprenticeship program officially launched in September 2019, and since the stay-at-home order went into effect in March, KDP and Philadelphia Works have successfully transitioned many of the Related Technical Instruction modules to a virtual environment. Apprentices are on-track to complete the program by September 2020.

Additionally, in February 2020, the Pennsylvania Apprenticeship and Training Office was awarded the Pinnacle for Business Development Award at the National Association of State Workforce Agencies’ (NASWA) Winter Policy Forum in Washington, D.C. for their partnership with KDP to create and register this first nongovernmental workforce intermediary training in the country.

Workforce Development System-wide Highlights

COVID-19 Update
Following the stay-at-home order on March 16, 2020, the PA CareerLink® System in Philadelphia, along with youth workforce programs, were forced to shut down for in-person services. The systems had to make a quick shift to providing services virtually. Historically, programming has been developed with a focus on providing
quality, in-person services, so taking this leap on such short notice was a challenge, but one that Philadelphia Works and its partners were able to meet.

We were able to quickly expand the capacity of the PA CareerLink® toll-free line and information email to accept more requests and questions about a growing number of topics. Additionally, a COVID-19 resources page was quickly added to the website (https://www.pacareerlinkphl.org/COVID19/). This page provides general resources to Philadelphians served by the PA CareerLink® system and provides space for businesses to post immediate openings and connect job seekers to those openings.

PA CareerLink® staff remained connected to their customers through phone, email, and video chat. Much of the initial focus was on supporting customers through this challenging time while connecting them with resources to meet their basic needs, such as food access and housing concerns. As folks began to settle into this “new normal,” the focus on services shifted to utilizing this time at home to increase skills and better prepare for job search for when the City reopens. A virtual services page was developed on the PA CareerLink® website that focuses on these areas (https://www.pacareerlinkphl.org/resources/). Additionally, we developed policies and processes to allow for virtual registration into programs, which had not been formalized prior to this time.

Training providers and youth organizations were forced to be creative in their service delivery. We saw a successful shift to virtual services through video meeting platforms, learning management systems, and even instruction via phone when necessary. It has been impressive to see our partners make this shift, but even more impressive to watch participants continue to thrive in their services during this time.

As Philadelphia shifts to the yellow phase, we continue to plan reopening services. Sometime this summer, we anticipate allowing staff back into the PA CareerLink® Centers with services open by appointment only, practicing solid social distancing, and utilizing all safety measures. We plan to take what we have learned during this time to continue to utilize virtual service options, which will allow us to serve more individuals in more neighborhoods in the city. We also recognize that more access to technology and digital literacy continues to be a challenge in Philadelphia, so we are partnering with the City to address this.

We look forward to utilizing what we gained during a challenging time to grow and expand services throughout the city!

The Southeastern Pennsylvania Manufacturing Alliance (SEPMA)

The COVID-19 pandemic is ushering a host of challenges to local and regional manufacturers, especially those who depend on workers whose jobs cannot be carried out remotely. Despite these challenges, most of the SEPMA manufacturing companies have been able to keep their manufacturing operations running during the COVID-19 crisis. Many have shifted production lines to produce Personal Protection Equipment (PPE) to meet the rising demand in the region and the nation. The Partnership continues to offer training, consulting, and other business continuity services in support of its members business operations.

Hospitality & Entertainment Industry Partnership

The unprecedented COVID-19 crisis has presented several challenges and opportunities to the hospitality & entertainment industry. Hospitality & entertainment companies are exploring new ways to continue to provide a high level of competitive service without sacrificing the guest experience and the bottom line in an industry that thrives on creating personalized guest experiences. During the current economic lockdown, the industry is creating organizational safety and security task forces to develop plans for employee and guest safety alike.
Hotels, restaurants, and casinos face similar challenges, but also sector-specific challenges that are unique to their businesses. The restaurant industry is redrawing its dining room, bar, and kitchen floor plans to ensure that tables, chairs, and stations are at least six feet apart. The hotel sector is already writing standard operating procedures that include allowing 72-hour time periods to pass before a housekeeping attendant may service checked-out rooms, and rewriting protocol regarding bag handling and guest keycards to include measures that minimize the spread of infectious disease. Some hotel brands are exploring the use of thermal cameras used at guest entrances for noninvasive temperature checks. The trend is advancing toward a marriage of cleanliness and hospitality, a topic that will be addressed in the May 11, 2020 virtual meeting of the Hospitality & Entertainment Industry Partnership: COVID-19: What’s Next?

Youth System Highlights

**WorkReady Summer 2020 #STILLin4WorkReady!**

Philadelphia’s WorkReady Summer 2020 programming is in motion! WorkReady addresses the importance of youth employment by providing young people an opportunity to learn as well as allowing employers to gain new energy, creativity, and youth input at their companies. In summer 2020, Philadelphia is #STILLin4WorkReady and remains committed to ensuring young people are safe, healthy, and able to engage in workforce experiences. Due to COVID-19, Summer 2020 opportunities will be digital (computer and mobile friendly) and will focus on career exposure, financial literacy, and digital literacy, and brand identity.

The WorkReady Summer 2020 participant application is available now through the end of June at [workready.org](http://workready.org). Employers can partner with WorkReady Summer 2020 as investors and/or as worksites who host virtual internships. Employers also have the option to participate in career exposure activities such as employer panels, employer-led workshops, digital career days, etc. To get connected, please visit: [https://www.pyninc.org/forms/supportworkready](https://www.pyninc.org/forms/supportworkready) to complete an interest form or email Festo Okidi at fokidi@pyninc.org for more information.

**Outreach and Communications**

Remember to follow/connect with Philadelphia Works on social media and in the [PhilaWorks Newsroom](#):
Highlights:

Philadelphia Works’ Response to COVID-19 and Social Unrest:
Philadelphia Works played a significant role in Philadelphia’s response to COVID-19. The communications team worked closely with the City of Philadelphia and workforce system partners to share available resources to both career seekers and businesses. Our social media channels were updated daily with local resources related to workforce services as well as health, wellness, and financial assistance.

In addition to the leadership and support efforts around the impact of COVID-19, the communications team led the organization’s public response to the national outcry to address the social and racial disparities woven through the policies of socioeconomic and judicial systems across the country. You can see the full message here.

Philadelphia Works Newsletter
In April, Philadelphia Works published its first external newsletter. The newsletter highlighted a message from President and CEO, H. Patrick Clancy, a blog post regarding COVID-19, and resources for both employer and career seekers. The newsletter can be found here. The communications team is hoping to push out external newsletters quarterly to all stakeholders.

Analytics and Press Reports:

Website Analytics Snapshot
Based on available data from March 2, 2020 – June 5, 2020, there was a total of approximately 15.3k website sessions, a decrease of about 2k from the previous period, and approximately 12k unique users, a decrease of about 2k from the previous session. However, of those unique users, about 11.5k were first time visitors. Our bounce rate slightly increased, while the percent of new sessions dropped about 1.7k sessions.

More than half of our website traffic is direct, meaning most people type our URL in their browser. Our referral traffic is slightly down from the previous session; however, PA CareerLink® PHL remains the top referral source. Facebook remains the strongest social traffic platform.

Philadelphia Works Press Releases
Philadelphia is Still #ALLIN4WORKREADY (5/6/2020) WorkReady® Philadelphia partners remain committed to ensuring young people are engaged in workforce experiences.

Virtual Resources Now Available for All Philadelphia Career Seekers (4/30/2020). Priority resources available inside local PA CareerLink® centers are now accessible online.

Other Press, Media, and References: Instances where Philadelphia Works and/or staff were highlighted, mentioned, referenced, or quoted through public facing platforms:
• WHYY published a human-interest article titled, “Teens as ‘essential’ workers: How high schoolers stepped up for family during COVID-19.” The article quoted Philadelphia Works’ Chief Research Office, Meg Shope Koppel, whose team analyzed data that offered balance and perspective.
• Philadelphia Works is named as the manager of the Pennsylvania Department of Labor and Industry's State/Local Internship Program (SLIP) in the 6ABC new publication, “Philadelphia developing modified summer camp plans.” SLIP funding, through an investment from Philadelphia Works, will allow Philadelphia Parks & Recreation to provide 285 youth & young adults with an enhanced summer work experience.

• “Philly’s revised budget proposes eliminating the Office of Workforce Development,” an article published by Technical.ly Philly named Philadelphia Works as the City’s local workforce development board and expressed our continued partnership with the Department of Commerce in light of OWD disassembling.

• The Chamber published a “Member Perspective” from Philadelphia Works’ Ellen Metro, Business Engagement Representative, Hospitality. The perspective covered the importance of employers staying informed on regional workforce developments and guidance on how they can keep up with evolving needs during times of crisis.
Welcome

Mr. William Strahan called the meeting to order at 9:00 a.m.

CEO Report

Mr. H. Patrick Clancy provided a brief update on activities at Philadelphia Works. All the PA CareerLink® Philadelphia centers are closed due to the COVID-19 crisis. Staff is working with customers via telephone and computers. A page is being created on the PA CareerLink® web site for employers who are currently hiring. Mr. H. Patrick Clancy stated he is in constant communication with the State concerning unemployment insurance (UI). Residents can apply for UI even if furloughed or self-employed. We are working closely with our State partners to make sure our programs are in compliance and can plan for reopening in the future when it becomes safe.

Philadelphia Works applied for and received $1.5 million from the Commonwealth in Rapid Response funds. As this crisis unfolds, we will better understand what type of services customers will need and how we can best provide these.

Finance Committee

Mr. Dale Porter presented the financial statements for the six months ending December 31, 2019. Mr. Porter mentioned Philadelphia Works received $600,000 in November for adult and dislocated workers. This fiscal year continue to use EARN performance revenue from prior years. Less of this funding will be available for fiscal year 2021. This will affect the way services are provided to the community.

Mr. Porter presented the audit report. He mentioned the report is unmodified with no findings or questioned costs. The only addition to the report may be a footnote discussing the current status of stock market activity in America.

MOTION was made to approve financial statements for six months ending December 31, 2019 and GASB audit FY2019. ACTION: the items was approved unanimously.
Youth Committee

Ms. Kimberly McCaffrey provided an overview of the Youth Workforce Development request for proposal (RFP) released in December. Of the 26 proposals received, 11 were reviewed and scored by a team of 23. The RFP priorities are to support out of school youth ages 16 to 24 who have graduated or dropped out of high school. The recommended programs are a mix of programs to work with those youth. Some of the programs are work-based experience expenditures.

**MOTION** was made to approve the recommended list of programs as presented. **ACTION:** the motion was approved with one abstention.

Adjournment

With no further business to discuss, the meeting was adjourned at 9:33 a.m.
Chair Welcome

Mr. William Strahan called the meeting to order at 3:00 p.m. MOTION was made to approve the following agenda items: Executive Committee Meeting Summary of December 4, 2019; CEO report; Committee Reports and Action Items to be presented to the full board, and the draft Board Meeting Agenda for March 19, 2020. ACTION: all items were approved unanimously

CEO Report

Coronavirus

Mr. H. Patrick Clancy reported the PA CareerLink® North Philadelphia closed today with a re-open date of Monday, March 16. The closure is due to possible exposure to the coronavirus at the Nueva Esperanza school; which, occupies space in the same building. We notified the state and our critical partners. Signage was affixed to the main doors of the center. During the closure, the center will undergo a deep disinfectant cleaning.

Additionally, all PA CareerLink® Philadelphia centers are scheduled for deep cleaning immediately and continually monitored over the coming month.

As a precaution, all common areas in the Philadelphia Works office space will undergo a deep disinfectant cleaning tomorrow. Voluntary telecommuting for staff is in effect for the next 10 working days with a re-evaluation at the end of that period.

TANF Program

The commonwealth is once again redesigning the program effective July 1, 2020. Although the program is not receiving an overall increase of 10 percent, the cost reimbursement payment will increase from 65 to 75 percent. Additionally, the program focus will change from work first, to education and training first. However, earning the performance payment is still based on work related benchmarks with new modifications. Currently, the benchmarks are, initial placement; placement every month up to six months; earned credentials. The new benchmarks are, initial placement; six-month retention; 12-month retention; increased income after 12-months. Historical data across the commonwealth, confirms this model to be ineffective. At month four or five, benefits begin to scale down and individuals are not yet earning an income that can cover the loses. Often, this results in the individual quitting their job and returning to the system.

An additional change is a new requirement of a licensed professional counselor (LPC) available to each TANF customer at each center. Eighty percent of TANF recipients must speak to a counselor once a month. At the
rate of our caseload, the cost of LPCs is expensive and beyond our current capacity to fund. Over the past 2.5 years, we collaborated with the commonwealth to redesign the program to include a life skills coach to assist with life issues in general. In that scenario, the life skills coach will refer those individuals with mental health complications to an appropriate licensed professional.

Lastly, the County Assistance Office (CAO) will determine the individuals referred to us for education and training. This is based on the amount of time an individual is in the system. For those in the system five years or less, they will be referred to Philadelphia Works. Those with five years and one day or more will go to a WorkReady program.

With the July 1 effective date approaching, we will continue to negotiate the best program for the TANF population.

**SNAP Work Requirement for Able-Bodied Adults Without Dependents (ABAWD)**

As of April 1, 2020, the new federal law includes Philadelphia for the first time. In the past, Philadelphia’s high unemployment rate allowed for waivers. Based on the new federal law where the unemployment rate follows the region, not the county, Philadelphia’s ABAWD must follow specific requirements to receive $194.00 per month and food stamps: work 80 hours a month; volunteer 26 hours a month; attend school part-time; or, obtain a waiver.

A waiver identifies the inability of an individual to work and can be obtained from a medical professional or a social worker at the CAO. According to the healthcare system, Philadelphia can currently waive 11,000 people; however, that still leaves 25,000 remaining. There is a three-month grace period over 36 months. This means someone can be out of compliance and still receive food stamps for three months. If you take the three-month option upfront you will be deemed non-compliant after that period and no longer eligible for food stamps or the $194.00 per month. As April 1 draws near, we worry that the state outreach efforts may exhaust all the initial three months for some individuals who may never hear of the new regulations.

Of the remaining 25,000, the homeless population is the next level for the City to identify. However, the task will continue as Philadelphia is expecting 20,000 returning citizens each following year.

**Mercy Philadelphia Hospital**

Mercy Philadelphia, a 157-bed hospital located at 54th Street and Cedar Avenue, is closing. Potentially 900 workers will be impacted. Actual timeline for the closure is undisclosed at this time.

**Elwyn**

Elwyn is closing one of their programs in Philadelphia which will potentially impact 30 workers.

**New Grants Awarded**

The following funding has been awarded: $137,951 Business Education Partnership (BEP) Grant for in-school youth. Philadelphia Works, with its partners the Philadelphia Youth Network, STEAM Works Studio, the School District of Philadelphia, and employer partners, will provide career exposure to seventh and eighth-grade students. This project will engage students and build their families’ interest in middle-skill, high-skill and professional careers in high-priority industries; $125,000 Teacher in the Workplace grant which will enable teachers to visit local employers and learn the skills and industry trends to enhance their classroom instruction, student learning, and career readiness; $1,134,234 State/Local Internship Program (PA SLIP) which provides summer internships with local employers to give participants the real-world work experience and career-readiness skills they need to pursue future employment opportunities; $1.5 million Rapid Response funds; $30,000 TANF Youth 2017 Fund.
**Strategic Innovation Grants**

The PA Department of Labor & Industry (L&I) announced the availability of approximately $4 million of funding for Strategic Innovation Grant (SIG) awards of up to $300,000 each. This grant seeks applications to support initiatives across the Commonwealth that innovatively and creatively address barriers to employment. Applications will be submitted by March 27.

**Finance Committee**

Mr. Dale Porter provided details on the Auditor’s Report for the Years Ended June 30, 2019, and 2018. The report is in draft form until final approval at the March 19 meeting of the full Board of Directors for Philadelphia Works. To summarize, the auditor’s results are no findings and unmodified.

**MOTION** was made to approve the Independent Auditor’s Report “Draft” for the Years Ended June 30, 2019 and 2018. **ACTION:** the motion was approved unanimously.

Mr. Porter mentioned details of the unaudited financial statements for the six months ended December 31, 2019. According to our detailed activity, all is proceeding as intended.

**MOTION** was made to approve the Unaudited Financial Statements for six months ended December 31, 2019. **ACTION:** the motion was approved unanimously.

**Employer Engagement Workforce Strategies Committee**

Mr. H. Patrick Clancy noted next year’s investment strategy was discussed in general with a focused discussion on Individual Training Accounts (ITAs). Through contact with statewide colleagues, there appears to be an inordinate amount of Commercial Driver’s License (CDL) training. In the past, a CDL lead to lucrative employment as an over-the-road driver. However, the industry is changing due in part to automation. All individual training account programs along with cohort training will undergo a deep review. Our findings will be shared regionally. Moving forward, training cohorts must have employers ready to hire before the cohort is approved. This will ensure participants will move directly into training-related employment and not, out of need, take just any job. We have an obligation to our customers to provide more certainty and connectivity. A large time gap between training and employment is problematic for everyone.

**Youth Standing Committee**

Mr. Daniel Fitzpatrick stated good discussions by the committee on what will happen during the summer. There was also a recommendation to reconvene with Bill Hite for a high-level refresh on the Career and Technical Education (CTE) grant. Mr. Clancy noted that the grant gives students the opportunity to develop critical skills through a combination of classes and hands-on learning experiences, which allow them to apply academics to real-world problems.

Mr. Fitzpatrick mentioned during the last meeting the committee approved the recommended programs and providers for the WIOA Youth Funding and called for a review and approval of the provided chart.

**MOTION:** was made to approve: WIOA Youth Funding, Youth Workforce Development Services Contract Recommendations. **ACTION:** approval was unanimously.

**Adjournment**

With no further business, the meeting adjourned at 4:30 p.m.
Welcome

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

Employer Engagement Updates

This special installment of the Employer Engagement and Workforce Strategies committee meeting hosted by Mr. H. Patrick Clancy, President and CEO of Philadelphia Works, was expanded to give local employers a chance to hear what is going on in the city as well as ask questions to help them understand the resources that are available to their organizations and employees. A better conversation was held around the workforce system, what can be done, understand the concerns employers may have around the current down economy and help provide information and direction moving forward.

Office of Workforce Development

Ms. Heloise Jettison provided the following reports for the Office of Workforce Development (OWD) and the Workforce Professional Alliance (WPA).

The Office of Workforce Development was eliminated from the upcoming FY21 budget due to the impact of the coronavirus on the city.

Under the City’s Commerce Department, the Workforce Development Division will remain. This division will be led by Ms. Jettison and supported by her colleagues.

Commerce’s newly consolidated workforce division will work closely with Philadelphia Works and other workforce development providers to ensure a robust workforce training and placement system is in place to meet the escalated needs for employment as a result of COVID-19.

Areas of focus will include working with employers to understand and meet talent needs. Assist with ensuring a system for matching employers to dislocated workers. Upskilling of workers, especially in technology, and ensure Philadelphians have a work readiness for today’s new needs as well as the future.
Their aim continues to formulate a comprehensive workforce system that is innovative, effective, fair, and is informed by business.

**Workforce Professional Alliance**

The WPA continues to build, strengthen, and solidify itself as the response and answer to employer’s needs, even more now as a unified organized entity of workforce training providers at this time.

The WPA is focused on:

- Continuing the process of recovery and reopening for businesses. In addition to ensuring the WPA are continuing to support the workforce system through advocacy, impact, and professional development, they are also clear on the unified and collaborative approach that is needed across the city.

- Working on strengthening individually in order to remain whole and then move beyond to be able to pivot and provide services virtually and through any other means viable for vulnerable citizens.

- Working together to support what the City’s unified strategy is aimed towards to provide and reimagine the city; equity and access are key and creating workforce training that is focused on the specific skills needed now and in the next six to 12 months.

**Employer Needs Post COVID-19**

**Commerce Department**

Ms. Dawn Summerville discussed partnerships with PIDC and other economic development partners around the business relief fund and the quick work to provide emergency funds to businesses in need during the crisis. Commerce is supporting the Office of Emergency Management (OEM) to source verified organizations offering to provide personal protective equipment (PPE) for donation or procurement purposes. A collaboration with the Cover Aid PHL task force consisting of representatives from local hospital universities, manufacturers, government, and small businesses that provide solutions by manufacturing PPE to protect healthcare and staff workers due to the lack of supplies from the pandemic. Commerce has fielded phone calls from residents and businesses providing frontline support answering questions and providing information with the help of OEM instead of redirecting to other agencies. Commerce has also hosted a listening session with different industries. They are working with the Health Department to work on industry guides and reopening guidance to describe what to expect with reopening, and the new normal with innovation and a new way of thinking to move forward to secure and support city businesses.

Commerce, along with PIDC, and other partners are focused on their next steps called R-4 framework to help support businesses staying engaged with technical assistance and platforms. Partnerships and workforce are paramount to make it through the crisis.

**Mayor’s Office**

Mr. Manny Citron advises that the Mayor’s Office of Labor is the way the city interfaces with workers and the workforce. They deal with external work protection ordinances, internal grievances, and union negotiation with unionized workforces. With the current crisis, they have been working on emergency regulations, interpretations, and ordinances during the national emergency. The Office of Labor has also been in conversations with the Administration regarding worker and workforce priorities. An added task is that they are fielding questions from employers that are open and operating and essential workers that are open and operating due to the lack of information available.
Philadelphia Industrial Development Corporation (PIDC)
Ms. Anne Nevins announced a close collaboration between PIDC, the City’s Commerce Department and Philadelphia Works to ensure that the economic strategy and workforce strategy are aligned as we respond to the needs of the COVID-19 pandemic crisis and transition from it.

PIDC and the Commerce Department worked quickly to release a limited $13.3M business relief fund providing grants and loans to 2100 businesses of various sizes located across Philadelphia. These businesses had annual revenues of $500k or less. These funds allowed companies to maintain payroll and sustain entrepreneurs. The focus has shifted to the re-start and readiness planning for businesses especially those who had to close operations by providing clear actionable guidance and access to capital resources to support their reopening.

All of the business education, business support programming was been moved to a virtual format in March. They have delivered the programming online and then recorded all of the sessions that are now available for viewing at any time.

If there are needs around securing capital, restructuring, new equipment, executing new business strategies, business infrastructure, and small business support, employers should contact PIDC for assistance.

Philadelphia Works
Mr. H. Patrick Clancy gave thanks and showed appreciation to the Board of Directors for their continued support, the time invested to help Philadelphia Works move forward in these challenging times. Thank you for all that you do for us as a city.

Adjournment
With no other business to discuss, the meeting was adjourned at 10:26 a.m.
Welcome and Remarks

Ms. Norma Romero-Mitchell called the meeting to order at 3:09 p.m. MOTION was made by Ms. Romero-Mitchell to approve the February 25, 2020 meeting minutes. Mr. David Crossed moved to approve the minutes and Ms. Romero-Mitchell seconded the motion. ACTION: The meeting minutes were approved unanimously.

Ms. Romero-Mitchell opened the meeting by asking staff, how Philadelphia Works has responded to COVID-19 in support of customers system-wide. Ms. Sheila Boornazian outlined a few steps Philadelphia Works and PA CareerLink® center staff have responded:

- Links were created on the PA CareerLink® COVID-19 page to allow employers to post their open position and job seekers to apply for these positions. Philadelphia Works’ Communications department promoted the resource page via email blasts, internal and external newsletters, networks, and social media.
- The City had requested Philadelphia Works’ assistance in identifying 400 individuals to assist with the distribution of laptops and food to school students throughout Philadelphia. Staff utilized the “pool” of laid-off workers to connect them to this initiative.
- The staff has been focused on how to provide WIOA services remotely. We are working on a policy, to accommodate remote WIOA services and will be utilizing software that would allow our customers to register remotely. We are in the process of getting the policy approved by the State and testing the software. We are hoping to implement this new process by next week.

Our investment strategies have shifted to focus on purchasing technologies for our customers, specifically TANF customers that do not have access to technology and are unable to utilize remote services.

Diversity and Inclusion Update

Ms. Uva Coles, the consultant, has completed the first stage of the diversity and inclusion strategy. She met with Mr. Patrick Clancy and had a meet and greet with the executive team. In the next couple of weeks, she will meet individually with each executive team member. In the meantime, the staff is supplying Ms. Coles with data, metrics, and documentation she will need to determine Philadelphia Works’ current state and identify gaps and areas of improvement to support the strategy. Phase two will include analyzing the data gained from the perspective of the executive team and the climate survey that will be sent to employees. This information will inform the unbiased training she will create for Philadelphia Works.

Staff will create a council to support the sustainability of the strategy. They are determining how to create this council to ensure a fair process of participants’ selection. The council will not be driven by HR, but by the
organization with executive sponsorship. The committee recommended to consider the level of authority given to the council and possibly include inclusion in the annual reviews to help advance the strategy.

**Philadelphia Works Response to COVID-19**

Due to the swift action taken by the City, Philadelphia Works had very little time; however, by the end of the business day, March 16, 2020, every employee left the office with a laptop. Swift action from our IT Team along with the support of the HR Team got the job done! The IT team then worked tirelessly (remotely) to troubleshoot many issues. A week later of working remotely, fear and anxiety began to stir up in some employees. HR responded with tutorials, webinars, and other tools to sift through feelings of anxiety and encouraged open communication via Yammer. HR also provided managers tools for managing remotely and holding employees accountable. HR implemented EZ texting so that employees could enroll to receive emergency communication from Philadelphia Works.

**Preparedness and Response Plan**

The staff has been focusing on a draft responsive plan for returning to work. They have utilized information posted on the CDC and OSHA websites to create the plan. HR has also charged the management team to meet with their employees to discuss feelings and concerns about returning to work and reporting back to HR. This information will be incorporated into the plan to minimize fears.

**Staff Updates**

Staff continues to recruit and has successfully onboarded three of the five new hires remotely. Ms. Tiffany Jenkins took advantage of HR/Payroll software for new hires to complete all forms online. Their laptops were shipped with instructions and were ready for their first-day meeting. The staff has received positive feedback on the remote onboarding process.

**Adjournment**

With no other business, the meeting was adjourned at 3:46 p.m.
Welcome and Approval of Minutes

Ms. Heloise Jettison called the meeting to order at 9:03 a.m., followed by an introduction of meeting attendees and their organizations represented. MOTION was made to approve the minutes from February 21, 2020 pending a small correction (the minutes incorrectly stated that the Office of Vocational Rehabilitation was not taking new cases). ACTION: The motion was approved unanimously.

Impact of COVID-19

Ms. Patricia Blumenauer updated the committee on how Philadelphia Works and the PA CareerLink® centers have responded to the COVID-19 pandemic. Philadelphia Works and the Centers shifted to remote work in mid-March in what has been an overall smooth transition. Philadelphia Works is currently working on a plan to reopen the office on a timeline still to be determined, starting with small numbers of people practicing social distancing. The reopening of PA CareerLink® centers will be much slower since they are public-facing and were more difficult to transition to remote work due to lack of necessary equipment such as laptops.

When the Centers reopen, they will start as staff-only then move to appointment-only as customers are introduced. Efforts to disperse high volumes of traffic to the Centers once they reopen include temporary closure of Centers’ UC phones and operating several “community site” Centers at locations like libraries and recreation centers. Ms. Blumenauer assured the committee she would provide updates as Philadelphia Works gets more details and solidifies its plans. She also informed the committee that Centers have not received new TANF referrals since the shutdown but have continued to engage current customers remotely as much as possible (though TANF customers are not currently being held to their participation hours).

One-Stop Manager Transition Updates

Mr. Tyrone Hampton introduced Ms. Mackenzie Krott, Ms. Kristen Barry, and Ms. Brittany Dougherty of Thomas P. Miller and Associates (TPMA), the workforce and economic development consulting firm contracted to fill the One-Stop Operator role. Ms. Krott, the new One-Stop Director, shared more details of her professional background with the committee. Mr. Hampton updated the committee that he, TPMA, and the Philadelphia Works Finance department finalized and executed the One-Stop Operator contract last week. An onboarding plan is in place, including virtual meet-and-greets with all PA CareerLink Centers, partners, and internal stakeholders. Another priority is the renegotiation of the MOU agreements, for which an ambitious July deadline has been set. Mr. Hampton has met with the Philadelphia Works management team to map out the
renegotiation process, and Ms. Krott will send communications to the partners to begin the renegotiation process.

**Suggestions for New Committee Members**

Ms. Jettison directed the committee’s attention to the loss of many City colleagues due to budget cuts, and the subsequent need to fill committee member vacancies. Ms. Blumenauer advised that there are currently two open seats and no specific parameters for who must fill them, but it is important committee members understand big systems and are skilled at creating partnerships. Various committee members suggested representatives from Clarifi, Public Health Management Corporation (PHMC), or Single Stop at the Community College of Philadelphia (CCP) and agreed to send any further recommendations to Mr. Hampton. Ms. Jettison noted that the goal is to have two new members on board by the next quarterly meeting.

**Open Discussion and Next Steps**

**Access to Virtual Services**

Ms. Jettison opened the floor for discussion and started by asking the committee to consider how the committee can ensure it is reaching all areas of Philadelphia with our services – both residents and businesses. Committee members discussed widely disseminating video-capable laptops so customers can access virtual content but noted that, currently, access to computers is a barrier to using workforce services.

**Cleaning in Centers**

Upon reopening of PA CareerLink Centers, cleaning services will be modified to better control COVID-19; services like vacuuming may be neglected to focus on thoroughly sanitizing surfaces.

**Contact Tracing**

Ms. Blumenauer informed the committee the City is working to hire about 100 contact tracers through PHMC; these workers will receive virtual training and certification, which Philadelphia Works is supporting. Philadelphia Works will also be supporting funding for additional positions since research has shown that about 600 contact tracers are necessary given the city’s size and will assist with screening and recruitment.

**PA Smart Funding**

The state has rescinded Philadelphia Works’ PA Smart funding due to COVID-related budget cuts, so Philadelphia Works and committee members will need to move forward creatively.

**Next Steps**

Ms. Jettison summarized the committee’s next steps as follows:

1. Ms. Krott and Mr. Hampton will send communications to partners to schedule meet-and-greet sessions and to renegotiate MOU agreements.
2. If committee members have any additional recommendations for new committee members, they will send them to Mr. Hampton.

**Adjournment**

With no other business to discuss, the meeting adjourned at 9:54 a.m.
Welcome

The meeting was called to order at 3:03 p.m. Dr. Meg Shope Koppel welcomed committee members. The meeting summary was previously approved unanimously.

Challenges Opening Public Workforce Services

Philadelphia Works continues to expand services available to residents and businesses despite the City-wide shutdown. We are looking to provide virtual services for career seekers, and remote support for our vendors and the businesses that work with the PA CareerLink® centers. With so many people out of work due to the pandemic, we are doing all we can to determine the most impactful services we can offer. Some of the PA CareerLink® centers across the commonwealth are preparing to reopen.

Philadelphia may be the last city in the commonwealth to open PA CareerLink® services. Once the City reaches a point where it is safe, we will gradually reopen our offices and the PA CareerLink® centers. In the meantime, we will continue to raise additional funds for our services so we can help at scale. Both employers and our PA CareerLink® centers are concerned about social distancing and safety in the workplace. We are hoping to work with the City to develop a contact tracing program. This program will notify those who were in contact with someone infected with COVID-19.

The state receives a high volume of calls every day regarding unemployment compensation claims. Many people have unresolved unemployment compensation claims. We are not sure of the number of people filing an initial claim as the state has been slow to release these data. The state has yet to open the portal for the pandemic unemployment compensation system for those self-employed and contractor workers. Small businesses and self-employed workers are waiting for funding through other systems to help reduce unemployment during the pandemic. There is concern about the time it will take for residents and businesses to receive needed funds.

Making Opportunities More for Philadelphia

Dr. Meg Shope Koppel informed the committee she is doing a projection of middle-skill occupations using the federal framework of opportunity occupations, Burning Glass, and other software. She will look at industries, essential and non-essential businesses, most affected by the pandemic. The service and construction industries had the biggest impact. We want to look at staffing patterns and figure out where are the core areas where we might see some occupational opportunities for our customers.

Timelines of Projected Activity

We are unsure how long it will take for people to get back to work. Some industries have mostly closed, and some jobs may not return. Of those laid off, a percentage may be called back to work, but the volume is unknown. There may be a challenge for single parents, and households with small children returning to work due to issues with child-care. If one parent is called back to work, the other parent may have to stay home.
with the children. A transition to TANF is going to happen and that is going to be a challenge for a lot of families and youth. The summer youth WorkReady program is taking place; however, we are not able to increase the number of youths as planned.

Automation may happen sooner than we originally estimated. However, if companies get back to work swiftly, they may not go into automation at an accelerated rate. This will depend on how fast the virus is controlled and how soon contact tracing begins.

**Adjournment**

With no other business to discuss, the meeting adjourned at 4:00 p.m.
Welcome

Mr. Daniel Fitzpatrick called the meeting to order at 2:04 p.m. MOTION was made to approve the minutes from March 6, 2020 as distributed. ACTION: the motion was approved unanimously.

COVID-19 Program Update

Ms. Kimberly McCaffrey updated the committee on the status of Philadelphia Works’ year-round youth programs amidst the COVID-19 pandemic, all of which will remain operational in a virtual capacity. Flexibility from funders is allowing programs to be re-worked for a virtual experience, and updated processes and forms are being developed for a July 1 start.

Ms. Farrah Farnese updated the committee on COVID-19’s impact on WorkReady summer youth programs. Over one hundred programs will operate virtually in 2020 with a focus on career exposure, financial literacy, and digital literacy and brand identity.

Action Items

E³ Services

Ms. Farnese reviewed the providers recommended to receive TANF Youth Development funding to operate E³ Services contracts pending funding and slot allocations for the period October 1, 2020 through June 30, 2021, with up to two years of renewal options. MOTION was made to approve the list of providers as distributed. ACTION: The motion was approved unanimously.

Youth System Policies

Ms. McCaffrey reviewed the following policies which, if approved by the Youth Standing Committee and Philadelphia Works board, would go into effect on July 1, 2020: Youth Paid Work Experience, Youth Supportive Services, and Youth Payments for WIOA and TANF Youth Development. MOTION was made to approve the Youth policies as recommended and authorize implementation as of July 1, 2020. ACTION: The motion was approved unanimously.

Overview: Perkins V and Stakeholder Opportunities

Ms. Michelle Armstrong and Mr. Nicholas Gasis discussed an overview of the federal legislation shift to Perkins V. Ms. Armstrong explained that, in accordance with Perkins V, the Youth Standing Committee will no longer act as the Perkins Participatory Committee (PPC) since the PPC is no longer a requirement. However, all members of the Youth Standing Committee are invited to join the Comprehensive Local Needs Assessment (CLNA)
Committee to continue to inform the use of Perkins funds – some committee members have already joined the CLNA, and the invitation remains open. Despite this legislation change, the Youth Standing Committee will continue to discuss Career and Technical Education to ensure alignment with high priority occupations, inform strategies for CTE programming, and explore opportunities for partnership with the workforce system.

**Adjournment**

With no further business to discuss, the meeting adjourned at 3:32 p.m.
Action Items
**Action Item:**  
**Officer Election**

**Action**  
The Philadelphia Works Board of Directors is asked to vote on the following Board Officer positions: Chairperson, Vice Chairperson, Secretary and Treasurer. Officers serve a three-year term through June 2023.

**Background**  
Article 6.2 of the Philadelphia Works’ Bylaws requires officer elections to be held every three years in the fourth quarter. The Chairperson of the Board shall be elected by a majority vote of the Board membership from among those Directors appointed to represent business and the Vice Chairperson, Secretary and Treasurer shall be elected by a majority of the Directors.

The Board Development Committee submits the following nominations for consideration:

- William Strahan – Board Chair
- Daniel Fitzpatrick – Vice Chair
- Patrick Eiding – Secretary
- April Walker – Treasurer

The Board Development Committee will accept any other nominations from the membership prior to the vote.

**Recommendation**  
It is recommended that the above-mentioned members be elected to office by majority vote.
Bill Strahan leads the Human Resources function for Comcast Cable. He has responsibility for all aspects of Human Resources including talent, compensation, benefits, learning, employee, and labor relations.

Bill has been involved in various aspects of Human Resources work for over 35 years. He began his career with over a decade of work at Macy’s Department Stores and Riggs National Bank. The second decade of Bill’s work included practicing law in Washington, D.C. in the area of Compensation and Benefits – mostly in the context of mergers and acquisitions and in initial public offerings. For nine years, Bill was a consultant and manager at Mercer HR Consulting.

Bill holds a B.A. in Religion from Villanova University, and a Juris Doctorate from the George Mason University School of Law. He is an Active Member of the Virginia State Bar.

Along with his wife and two sons, Bill resides in Villanova, Pennsylvania. He serves as chair of the board of Philadelphia Works, an organization that connects employers to a skilled workforce and helps individuals develop the skills needed to thrive in the workplace, and chair of the board of the Emma Bowen Foundation, a leader in promoting young people of color for careers in media and technology.
Daniel K. Fitzpatrick, a commercial banking executive with more than 30 years of experience, is President of Citizens Bank’s Mid-Atlantic Region and Head of its National Industry Verticals.

He serves on Citizens Financial Group’s Executive Leadership Group, the company’s senior leadership team. Citizens Financial Group is headquartered in Providence, R.I.

Fitzpatrick, a native of Northeast Philadelphia, is a former chairman of the Greater Philadelphia Chamber of Commerce and serves on its executive committee, its Greater Philadelphia Energy Action Team, and its CEO Council for Growth. As chairman of the CEO Council’s Human Capital Working Group, Fitzpatrick has focused on collaborating with public, private and nonprofit partners to provide workforce development solutions and opportunities to disadvantaged populations. Fitzpatrick is also a member of the Board of the Allegheny Conference on Community Development and a member of the Heinz History Museum Board in Pittsburgh.

Fitzpatrick serves as vice chairman of Philadelphia Works, Philadelphia’s workforce development corporation, and is a member of the board of directors of the Philadelphia Convention & Visitors Bureau, The Wistar Institute and The Union League. Fitzpatrick serves on the board and executive committee of The Satell Institute. He is also a member of the executive board of Elementary Education for the Archdiocese of Philadelphia, and serves on the University of Pennsylvania’s Abramson Cancer Center Innovation Advisory Board and is a member of Children’s Hospital of Philadelphia’s Corporate Council. Fitzpatrick is a former member of the board of trustees of La Salle University and served on the advisory board of Drexel University’s College of Engineering.

As a result of Fitzpatrick’s community efforts, he and Citizens Bank have received numerous community awards from such organizations as the Police Athletic League Award, Philadelphia Academies Inc., the Greater Philadelphia YMCA, the Philadelphia Mural Arts Program, the Philadelphia Chinatown Development Corporation and the Welcoming Center for New Pennsylvanians. In 2016, Fitzpatrick was named an Emerging Icon in Financial Services by The Philadelphia Inquirer.

Fitzpatrick earned a bachelor’s degree in business administration from La Salle University and an MBA from Drexel University. He is a CPA and a Chartered Financial Analyst. Fitzpatrick lives in Philadelphia, PA, with his wife Beth and their four children.
Patrick J. Eiding is currently serving his sixth term as President of the Philadelphia Council AFL-CIO representing over 150,000 working families and 100 local unions in the Philadelphia area. Prior to first being elected President of the Council in January 2002, Eiding served for over 25 years as Business Manager and Financial Secretary of the Insulators and Asbestos Workers Local 14, covering Philadelphia and Southern New Jersey. Eiding has risen through the ranks of leadership throughout his career and currently serves as Secretary-Treasurer of the Philadelphia Building Trades Council; as a member of the Executive Council of the Pennsylvania AFL-CIO; and on the General Board of the National AFL-CIO. Eiding also represents the interests of working families by serving as an active member of numerous boards and commissions including the Philadelphia Area Labor Management Committee (PALM), the United Way of Greater Philadelphia and Southern New Jersey, the Urban Affairs Coalition (UAC), the Philadelphia Works, Inc., the Pennsylvania Workforce Development Board, Philadelphia Academies, Inc., The Graduate!Network, and Temple University Trustee. He has also served as a Commissioner on the Philadelphia City Planning Commission for the past 14 years.
April Walker is director of the Microsoft Technology Center in Malvern, PA. She oversees Microsoft’s state-of-the-art innovation center where corporations throughout greater Philadelphia are provided direction and tactical guidance in developing digital transformation strategies and solutions for their most complex business challenges. She is an accomplished executive with more than 25 years leading global organizations for some of the country’s largest media, financial services, technology, energy, and insurance companies. Walker is not only a proven enterprise leader, but also a technology champion, advocate, and a catalyst for driving cultural change for the advancement and inclusion of women and people of color in the STEM fields.
Action Item:
Approval of the Electronic Signature Policy

Action
The Executive Committee recommends approval of the Electronic Signature Policy for remote WIOA registration.

Background
Due to COVID-19, a number of Philadelphia Works staff worked collaboratively to draft an Electronic Signature Policy to facilitate WIOA registration virtually for PA CareerLink® customers. The policy allows customers to electronically sign the required WIOA enrollment documents during the eligibility process. The policy provides guidance for Philadelphia Works staff, partner staff, and customers to meet the state and federal guidelines regarding WIOA registration.

Recommendation
The Executive Committee recommends the board approve the Electronic Signature Policy.
Policy and Procedural Guide for Program Enrollment, Eligibility Verification, Case Management, and Protection ofPersonally Identifiable Information (PII) During the COVID-19 Pandemic

Background and Purpose

In accordance with a memo dated April 2, 2020, from the Executive Deputy Secretary/Acting Deputy Secretary for Workforce Development, Philadelphia Works, Inc. (PhilaWorks) is issuing this policy and procedural guide for program enrollment, eligibility verification, case management, and protection of Personally Identifiable Information (PII) in order to minimize the effect of the COVID-19 pandemic on the provision of workforce services to the public. The guidance is limited to the period of required social distancing during the pandemic as required by the Governor and/or officials in the local area. Portions of this guidance may remain applicable after the conclusion of the pandemic; this will be addressed in future communications.

Program Enrollment: Electronic and/or digital signatures or signed self-attestations may be used in Workforce Innovation and Opportunities Act (WIOA), services enrollment, such as on the WIOA application. If this method is utilized, a copy of the email or other form of written notification being considered a customer’s electronic signature, must be signed by the assigned staff person and included in the electronic case file within Commonwealth Workforce Development System (CWDS) and in any existing paper case file. For an email to be considered as a customer’s electronic and/or digital signature, the email should originate from the email address provided in the WIOA application.

Eligibility Verification: Electronic and/or digital signatures on eligibility verification documentation are only allowable when using self-attestation or self-certification and only in cases where self-attestation or self-certification is allowable in accordance with PA’s WSG No. 04-2015, Change 1. Following this state guidance, self-certification is acceptable for out-of-school youth and limited to other eligibility verification after other sources are exhausted or in rare circumstances when documentation has been lost or is unattainable.

Case Management: Electronic and/or digital signatures are allowable when creating or updating an individual employment plan (IEP) or, in the case of WIOA Youth participants, an individual service strategy (ISS) or any other. If this method is utilized, a copy of the written notification must be signed by the case manager and entered into the electronic and paper case file. Electronic and/or digital signatures may include those on documents printed, signed and scanned for return by the customer. If a customer does not have the option of printing documents for a wet signature, the document may be emailed to the customer and upon review and approval, the customer may respond to said email stating acceptance of the document as submitted.
Protection of Personally Identifiable Information (PII): All communication from the case manager must be sent from approved work accounts and equipment only. Transmitting or storing Personally Identifiable Information (PII) on personally owned equipment, at off-site locations (e.g. employee’s home), and on personal email accounts is not permitted.
Action Item:
Approval of FY2021 Workforce Investment Strategy
Philadelphia Works

Action
The Philadelphia Works Board of Directors is asked to approve the FY2021 Workforce Investment Strategy, as recommended by the Employer Engagement and Workforce Strategies Committee and the Finance Committee.

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

Summary
Philadelphia Works is presenting an initial investment strategy for approval. Please note that due to current circumstances related to the covid-19 crisis, funding levels are subject to change. Additional funding may become available in the near future which will lead to expansion of the strategy.

The major areas of focus for the first quarter of FY 2021 will be on connection and reconnection to jobs, while training individuals to meet changing employer needs. As Philadelphia businesses begin to reopen, temporary/transition jobs and a continued focus on virtual/remote services will be key strategies for serving job seekers.

Service strategies will be evaluated on a consistent basis and will be shifted, as needed.

Areas of investment will include:
- Adult integrated workforce system
- Career readiness and employment connections for youth, including summer work
- Services for out of school youth
- Skill and employer-based training
- Industry-focused employer engagement
- Supplemental services
- Services for specialized populations
- Capacity building

Recommendation
Approve the FY2021 Workforce Investment Strategy
### Philadelphia Works-Fiscal Year 2021 Initial Investment Strategy

#### Adult Formula Funding

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<th>Integrated System</th>
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<tbody>
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**Adult Formula Funding Total** $37,783,508

#### Rapid Response Activities

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**Rapid Response Activities Total** $1,500,000.00
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**Action Item:**

**WIOA Youth and TANF Youth Development**

**Policy Approval**

**Action**
Per the Executive Committee and Youth Standing Committee (YSC) recommendations, the Board is asked to approve policies: Youth Paid Work Experience, Youth Supportive Services, and Youth Payments for WIOA and TANF Youth Development funded programs and authorize implementation as of July 1, 2020.

**Background**
Philadelphia Works, as the city’s local workforce development board, is accountable for compliance with federal, state, and local rules and regulations. Policies for WIOA and TANF funded programs are an essential part of ensuring compliance and accountability by setting clear parameters for local operations. They give guidance for program development, provide references, and help to ensure consistency between contractors.

Philadelphia Works staff reviewed local policies in PA and across the U.S. and have developed the following to support the youth workforce development system:

1) Youth Paid Work Experience
2) Youth Payments
3) Youth Supportive Services

Policies will be implemented at the start of Program Year 2020, July 1, 2020 and will be used ongoing to ensure compliance with federal, state, and local regulations. Philadelphia Works will review these policies regularly and make revisions as appropriate.

**Recommendation**
Approve the Youth policies as recommended and authorize implementation as of July 1, 2020.
Youth Paid Work Experience Policy

Background and Purpose
The Workforce Innovation and Opportunity Act (WIOA) and Temporary Assistance for Needy Families Youth Development Program (TANF YDP) establish paid and unpaid work experiences that have academic and occupational education as a component of the work experience as a program element to be made available to youth participants. Paid Work Experience (PWE) is defined as planned, structured learning experiences occurring in a workplace for a limited period of time.

Work experiences to be offered by youth programs in Philadelphia include the following categories:

- Summer employment opportunities and other employment opportunities available throughout the year;
- Pre-apprenticeship programs; and
- Internships and job shadowing.

Philadelphia Works subcontracts with providers to work in partnership with employers to offer PWE to youth and young adults directly. PWE should be offered to provide youth participants with opportunities for career exploration and skill development in their fields of interest. This policy outlines parameters for these experiences in the Philadelphia workforce area.

Participant and Employer Eligibility
A youth participant must be deemed eligible, enrolled in a program, and actively receiving services in accordance with state and federal regulations to participate in PWE. A participant’s Individual Service Strategy (ISS) should serve as the basis for identification of appropriate work experiences.

Employers in the public, private non-profit, or private sector are eligible. Participating employers must agree to cooperate with monitoring requirements as required and adhere to all other applicable local, state, and federal rules, regulations, and administrative guidance. Employers must also designate a manager to provide supervision and feedback to the participant at regular intervals during the program.

Program Requirements
Length of PWE
PWE should not exceed 26 weeks. In determining the appropriate length, consideration will be given to state guidelines, the academic and occupational skill level of the participant, prior work experience, and the participant’s employment goals.

Occupational Education Component
Occupational education and follow up about progress should occur throughout the work experience. The educational component may occur concurrently or sequentially with the work experience. This support may
occur inside or outside of the worksite. This may include contextual learning and information needed to understand and work in specific industry. Employers, providers, or a third party could offer this component.

**Youth Payments**

Compensation and payments associated with paid work experience must adhere to Internal Revenue Service guidelines and may be composed of wages, stipends, and/or incentives. Please refer to the *Youth Payments Policy* for more details. Payment methods and amounts must be approved by Philadelphia Works annually. To ensure alignment across the youth workforce system, maximum allowable hourly rates for paid work experiences must be based on prior achievements of each individual participant in terms of certifications earned, prior work experience, and program achievements. At the highest end of the pay scale are those work experiences with a direct connection to an individual’s career pathway and may require the attainment of an industry-recognized credential prior to activity. The maximum allotment for a participant’s PWE earnings is $5,400 per work experience opportunity.

**Employer Monitoring**

Providers are responsible for worksite recruitment. Providers must enter into a worksite agreement with each PWE employer prior to the start of PWE. Providers must identify the employer of record as appropriate and designate who is responsible for the employer-employee relationship with participants, including, but not limited to worksite monitoring, management of supervisor and youth clearances, and disbursement of youth wages. Worksite agreements, clearances, and youth time and wage records are subject to Philadelphia Works monitoring.

**Labor Regulations**

Labor standards apply in any work experience setting where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists. Work experience will not be made available to directly or indirectly aid in the filling of a job opening which is vacant because the former occupant is on strike, or is being locked out in the course of a labor dispute, or the filling of which is otherwise an issue in a labor dispute involving a work stoppage.

**Allowable PWE Costs**

Programs are required to budget and spend WIOA Youth and TANF Youth funds on work experience activities. Under WIOA, work experience is considered the most critical program element, subject to a minimum expenditure rate of 20% of programmatic funds allocated. Costs eligible for the work experience priority include youth wages, incentives connected to work experience-related goals, and costs associated with the development, management, and evaluation of work experiences.

Allowable work experience expenditures include the following:

- Wages/stipends paid for participation in a work experience;
- Staff time working to identify and develop a work experience opportunity, including staff time spent working with employers to identify and develop the work experience;
- Staff time working with employers to ensure a successful work experience, including staff time spent managing the work experience;
- Staff time spent evaluating the work experience;
• Participant work experience orientation sessions;
• Employer work experience orientation sessions;
• Classroom training or the required academic education component directly related to the work experience;
• Incentive payments directly tied to the completion of work experience; and
• Employability skills/job readiness training to prepare youth for a work experience.

References
• PA Department of Human Services and PA Department of Labor and Industry, Temporary Assistance for Needy Families (TANF) Youth Development Program, Summer and Year-Round Policy and Procedures Manual, PY 2020 – 2021
• U.S. Department of Labor Education and Training Administration, Training and Employment Guidance Letter (TEGL) 21-16
• Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, enacted July 22, 2014
• Workforce Innovation and Opportunity Act Regulations, 20 CFR Parts 678, 680, 683
• WorkforceGPS, Our Journey Together: Work Experience Activities Brief

Contact
All inquiries regarding this policy should be directed to the Philadelphia Works Youth System team, youth@philaworks.org.
Youth Payments Policy

Background and Purpose
The Workforce Innovation and Opportunity Act (WIOA) and Temporary Assistance for Needy Families Youth Development Program (TANF YDP) permits funds that are allocated to local areas to be used to provide payments to youth including wages, incentives, and stipends. Philadelphia Works contracts with providers to offer payments directly to youth. Youth payment type(s) paid by a provider will be based upon program design and participant needs as well as federal, state, and local rules and regulations. Plans for youth payments must be approved each program year by Philadelphia Works. Providers must correctly classify the payments. Understanding the difference between an incentive, stipend, and wage to correctly classify payments is critical since the misidentification of the payment will result in disallowed costs. This policy addresses the permitted uses of funds for youth payments in the Philadelphia workforce area.

Eligibility Requirements
A youth participant must be deemed eligible, enrolled in a program, and actively receiving services in accordance with state and federal regulations to receive youth payments (incentive, stipend, or wage). Additionally, incentive payments may be earned and disbursed to participants during follow-up services, for up to 12 months following program exit. A participant’s paid work experience, service delivery, and incentive plan should serve as a guide for youth payments.

Program Requirements
Wages
A wage is generally a payment for services rendered where an employer/employee relationship exists. This form of compensation is usually paid through a payroll system and is subject to the taxes applicable to the employer of record and participants. Paying a wage usually indicates that a program views the youth as an employee or a trainee. Paid work experiences and internships may fall under the Fair Labor Standards Act (FLSA). The FLSA implemented by the U.S. Department of Labor’s Wage and Hour Division requires that individuals must be compensated under the law for the services they perform for an employer. Wages associated with paid work experience must be paid based on hourly rates. Wage rates must be based on prior achievements of each individual participant in terms of certifications earned, prior work experience, and program achievements.

Stipends
A stipend is a predetermined, fixed payment for participation in workforce activities to help offset expenses during programming. Stipends may be awarded for attendance at college and career readiness training, occupational training, and academic instruction if participation is concurrent with participation in work experience activities. Stipends must be paid based on actual hours or days of attendance. Providers are responsible for documenting attendance in the activity as the basis of stipend payments. Stipend amounts
must be set by providers. Providers must have a Philadelphia Works approved Stipend Policy prior to the commencement of workforce programming.

Incentives
Incentive payments are allowable to youth participants for recognition and achievement directly tied to training, education, and work experience activities. Providers must have written procedures and a Philadelphia Works approved Incentive Plan in place regulating the award of incentives and must ensure incentive payments are tied to the goals of the specific program, outlined in writing before the commencement of the program, and clearly articulated to all program participants.

Benchmarks for incentive payments must be connected to measurable achievements by youth in the program. Common benchmarks include credential attainment, placement attainment, and placement retention. Values for incentive payments should be proportional to relative difficulty and effort required to make the achievement (e.g. obtaining a placement would be valued higher than achievement of a measurable skills gain). Benchmarks and their associated values must be established by the provider and approved each program year by Philadelphia Works.

Funds may not be used for incentive payments issued as motivation for activities such as recruitment, submission of documentation, or completion/review of an individual service strategy. Incentives may not include entertainment, such as movie or sporting event tickets or gift cards to movie theaters or other venues whose sole purpose is entertainment. Costs for entertainment, including amusement, diversion, and social activities and any associated costs are unallowable.

Tax Withholdings
When determining whether to pay taxes on youth payments local areas should adhere to IRS guidelines. IRS publication 525 provides information on taxable and non-taxable income. Please utilize references for further details.

Monitoring and Documentation
Youth payments are subject to Philadelphia Works monitoring. All youth payments must be aligned with federal, state, and local regulations and in accordance with the cost requirements contained in 2 CFR part 200. Providers are responsible for documenting the participant activity, youth payment, benchmark achievement (if applicable), and payment disbursement. Necessary documents are required to be submitted monthly to Philadelphia Works to validate these activities and expenses.

References
- U.S. Office of Management & Budget (OMB), Uniform Guidance, 2 CFR Part 200
- PA Department of Human Services and PA Department of Labor and Industry, Temporary Assistance for Needy Families (TANF) Youth Development Program, Summer and Year-Round Policy and Procedures Manual, PY 2020 – 2021
- U.S. Department of Labor Wage and Hour Division, Wages and the Fair Labor Standards Act
- U.S. Department of Labor Wage and Hour Division, Youth Employment Compliance Assistance Toolkit
• U.S. Internal Revenue Service, Publication 525 (2019), *Taxable and Nontaxable Income*
• *Workforce Innovation and Opportunity Act (WIOA)*, Public Law 113-128, enacted July 22, 2014
• *Workforce Innovation and Opportunity Act Regulations*, 20 CFR Parts 678, 680, 683

**Contact**
All inquiries regarding this policy should be directed to the Philadelphia Works Youth System team, youth@philaworks.org.
Youth Supportive Services Policy

Background and Purpose
The Workforce Innovation and Opportunity Act (WIOA) and Temporary Assistance for Needy Families Youth Development Program (TANF YDP) authorize funds that are allocated to local areas to be used to provide supportive services to youth participants. Supportive Services are defined as services that enable an individual to participate in workforce activities (20 CFR 681.570). These services can be essential to the success of youth enrolled in workforce development programming. This policy addresses the permitted uses of funds for supportive services in the Philadelphia workforce area.

Eligibility Requirements
A youth participant must be deemed eligible, enrolled in a program, and actively receiving services in accordance with state and federal regulations to receive support services. Additionally, supportive services may be offered as needed to participants during follow-up services, up to 12 months following program exit, for the purposes of supporting connection to and retention in post-program placements. A participant’s Individual Service Strategy (ISS) and Objective Assessment should serve as the basis for identification of needs.

Program Requirements
Supportive services are provided on the basis of need, as determined by the WIOA and TANF Youth program contractor(s). These services include, but are not limited to, the following:

- Linkages to community services;
- Assistance with transportation;
- Assistance with childcare and dependent care;
- Assistance with housing;
- Needs-related payments;
- Assistance with educational testing;
- Reasonable accommodations for youth with disabilities;
- Legal aid services;
- Referrals to healthcare or support with youth medical payments;
- Support with vital documentation;
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear;
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes; and
- Payments and fees for employment and training-related applications, tests, and certifications

Some supportive services are associated with a direct cost while others require the support of program staff to make referrals or provide assistance. Partnerships should be cultivated with private and public-sector agencies to leverage and increase the resources available to meet the needs of youth. Partners can include
programs or agencies such as those funded by the U.S. Departments of Labor, Health and Human Services, Housing and Urban Development, and Justice, as well as faith-based and community-based organizations. Referrals should be made to partners who can provide other needed services for the overall support and success of a young person. Providers are responsible for offering information regarding the availability of such services, coordinating services, and understanding referral processes and procedures to other applicable agencies offering supportive services before planning to provide supportive services funded by WIOA or TANF Youth.

Allowable Supportive Services Costs
Providers may budget for and spend WIOA Youth and TANF Youth funds on supportive services. Providers are responsible for supportive service costs including purchases from vendors to be disbursed to participants (e.g. SEPTA pass) and payments made to vendors on behalf of a participant (e.g. utility bill payment). All payments made for supportive services must be non-refundable. Providers must document the participant need, supportive service costs/payments, and disbursement. Necessary documents are required to be submitted monthly to Philadelphia Works to validate these services and expenses. The following are allowable costs including any local limitations if applicable:

- Assistance with transportation
- Assistance with childcare and dependent care: Any costs associated with childcare and dependent care must be approved by Philadelphia Works prior to payment.
- Assistance with housing: All costs that exceed $500 must be approved by Philadelphia Works prior to payment.
- Needs-related payments: All needs-related payments must be approved by Philadelphia Works prior to payment.
- Assistance with educational testing
- Referrals to health care or support with youth medical payments: All costs that exceed $100 must be approved by Philadelphia Works prior to payment.
- Support with vital documentation
- Assistance with uniforms or other appropriate work attire and work-related tools, including such items as eyeglasses and protective eye gear: Payments up to $200 per participant per program year.
- Assistance with books, fees, school supplies, and other necessary items for students enrolled in postsecondary education classes: All costs that exceed $500 must be approved by Philadelphia Works prior to payment.
- Payments and fees for employment and training-related applications, tests, and certifications: Fees for advanced training and industry certifications must be in alignment with high priority occupations. Certification costs are not allowed if the costs are included in the tuition of training. Employment and training related costs that exceed $200 must be approved by Philadelphia Works prior to payment.

This list is not exhaustive and supportive services costs outside of those listed above must be approved by Philadelphia Works prior to payment. These services and costs are subject to Philadelphia Works monitoring. No further limitations are placed on supportive services, provided the costs are reasonable, based on participant-needs identified in the participant’s ISS, and allowable under federal guidelines. While 20 CFR 680.900 may list additional examples of covered items, local areas have the authority to make policy and
administrative decisions and the flexibility to tailor the workforce system to the needs of the local community. As such, Philadelphia Works reserves the right to amend this policy as needed. Each program year Philadelphia Works will evaluate the demand for additional supportive services and will revisit this policy to fund other supportive services if a significant need arises for individuals to participate in applicable workforce activities.

References

- U.S. Office of Management & Budget (OMB), Uniform Guidance, 2 CFR Part 200
- PA Department of Human Services and PA Department of Labor and Industry, Temporary Assistance for Needy Families (TANF) Youth Development Program, Summer and Year-Round Policy and Procedures Manual, PY 2020 – 2021
- U.S. Department of Labor Education and Training Administration, Training and Employment Guidance Letter (TEGL) 21-16
- Workforce Innovation and Opportunity Act (WIOA), Public Law 113-128, enacted July 22, 2014
- Workforce Innovation and Opportunity Act Regulations, 20 CFR Parts 678, 680, 683
- WorkforceGPS, Supportive Services

Contact

All inquiries regarding this policy should be directed to the Philadelphia Works Youth System team, youth@philaworks.org.
Action Item:  
TANF-Youth Development Funding, E³ Services  
Contract Recommendations

**Action**
Per the Executive Committee and Youth Standing Committee (YSC) recommendations, the Board is asked to approve the listed providers (see handout) to receive TANF Youth Development funding to operate E³ Services contracts pending funding and slot allocations for the period October 1, 2020 through June 30, 2021, with up to two years of renewal options.

**Background**
With the support of Philadelphia Works, Inc. and the City of Philadelphia’s Office of Children and Families, the Philadelphia Youth Network (PYN) released a request for proposals in January 2020 to procure a network of high-performing youth serving organizations to implement neighborhood-based E³ services supporting education, employment and empowerment.

Per the guidance and input of a community of stakeholders, these services shifted away from a center-based approach to focusing on the supports and services needed via various programmatic approaches. The purpose of E³ Services is to prepare opportunity youth (young people between the ages of 16-24 who are out of school or work) for employment. Because of this unified focus locally, the following key goals were identified for the programs that will be funded via this investment:

- Provide employment preparation for youth and young adults, 16-24, with and without a secondary credential who are disconnected from school or work.
  - Requirement to serve 60 percent of youth without a secondary credential and 25 percent of youth must be juvenile justice involved.
- Provide paid work experiences and educational services based in the Intermediate phase of the Career Development Framework (CDF).
- Maintain a drop-in programmatic option for the population served.
- Focus on identifying and supporting the next step in a participant’s career pathway through individualized coaching and upskilling.
- Provide an intentional connection to and retention in positive “next step” along a participant’s career pathway.

**Procurement**
In January 2020, a Request for Proposals (RFP) was publicly released. Prospective applicants were provided a detailed guide to submit a proposed scope of service and budget. At the end of February 2020, proposals were submitted and catalogued. In March, proposals were prepared for review by independent reviewers. Those individuals reviewed all qualifying proposals submitted by utilizing a grading rubric that included:

- Organization Information
- Program Design
o Programmatic services (case management; upskilling/empowerment; paid work experience; transition and follow-up)

o Curriculum and Resources

o Target Population; recruitment and enrollment; youth with disabilities and English Language Learners

o Community partnerships

- Organizational Capacity
- Budget and Worksheet

**Recommendation**
Approve the recommended list of providers (see handout) to receive the TANF Youth Development investment for E³ Services, pending available funding and slot allocations, for the period October 1, 2020 through June 30, 2021, with up to two years of renewal options.
Action Item:
Approval of FY21 Operating Budget
Philadelphia Works

Action
The Philadelphia Works Board of Directors is asked to approve the Philadelphia Works proposed FY21 Operating Budget.

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

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

Budget Highlights
Total revenue of $57,654,512 is available for FY21:

- $25,253,123 TANF adult funding
- $ 6,218,101 WIOA adult funding
- $ 5,721,067 WIOA dislocated worker funding
- $ 6,581,891 WIOA youth funding
- $11,122,830 TANF youth

The above analysis represents a 19.4 percent decrease in TANF adult funding, a less than 1 percent decrease in WIOA adult funding, an approximate 30 percent increase for WIOA dislocated worker funding and level funding for WIOA youth and a 4.5 percent decrease in TANF youth funding all other funding amounts are estimates of carryover funding from prior year awards.

Recommendation
Approve the FY21 Operating Budget.
Action Item:
Approval of the Financial Statements for the Nine-Month Period
Ended March 31, 2020

Action
The Executive and Finance Committees recommend approval of the Financial Statements for the nine-month period ended March 31, 2020.

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

Recommendation
The Executive and Finance Committees recommend the board approve the Philadelphia Works’ Financial Statements for nine-month period ended March 31, 2020.
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Summary of Metrics

Program Year 2019 Third Quarter

January 1, 2020 to March 31, 2020

Employment in Philadelphia 685,302
Unemployment in Philadelphia 52,470
Unemployment Rate 7.1%
Labor market Participation 737,772

Bureau of Labor Statistics: March 2020

On March 16, 2020 at 5:00 pm, Philadelphia City went to shutdown to slow the spread of the coronavirus and resulting COVID-19 illness. The statistics in this quarterly report were impacted for only the last two weeks of the quarter, January 1, 2020 through March 31, 2020. The impacts of the economic shutdown were sudden and severe. PA CareerLink® centers were closed across Pennsylvania. We would remind the reader that these impacts are largely outside the data presented in this report.

Metrics for PA CareerLink® Philadelphia

Program Year 2019 Third Quarter

January 1, 2020 to March 31, 2020

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

Job Business Resource and Referral Center
7555 Castor Avenue
Philadelphia, PA 19149
(215) 473-3630
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 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 who received PA CareerLink® Philadelphia services or used the state-wide on-line public workforce system, PA CareerLink®, for posting job orders in each quarter. Between January 1, 2020 and March 31, 2020, 1,111 employers engaged with the PA CareerLink® Philadelphia system. This represents 3.6 percent of Philadelphia payroll employers.

The Job Order Fill Rate 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.

Source: Philadelphia Works analysis of CWDS and labor market information
An additional set of metrics are specific to the performance of the cross-center services team in the PA CareerLink® Philadelphia centers, who provide services to connect employers with customers.

The **Job Hire Rate from On-Site Recruitments** is defined as the percentage of job openings that are filled by career seekers who attend on-site recruitments. Between January 1, 2020 and March 31, 2020, on-site events recruited for 99 job openings. 169 attendees of recruitment events were hired for these positions. The job hire rate for some quarters is over 100 percent because some large employers hired for more positions than were initially advertised at recruitment events.

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

The **On-the-Job Training Retention** metrics measure the ratio of WIOA and EARN On-the-Job Training (OJT) opportunities that have completed and ended with the customer continuing employment with the employer. OJTs with pending outcomes at the time of this report are not included in these calculations. Note: Program completion dates moved across quarters. PY2019 Q2 dates have been updated to reflect these changes.
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. In this quarter it rose as centers closed to customers March 17, 2020 due to the COVID-19 shutdown and all staff were retained.

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. Note: There were no members in the first quarter program year 2019.

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. Data from the West PA CareerLink® Philadelphia center are missing due to access to records following the COVID-19 shutdown.

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

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

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

Source: Philadelphia Works analysis of CWDS and labor market information

LITERACY/EDUCATION REFERRALS  

Source: Philadelphia Works analysis of CWDS and labor market information

SERVICES TO ESL CUSTOMERS  

Source: Philadelphia Works analysis of center data request

IEP GOAL COMPLETION  

Source: Philadelphia Works analysis of center data request
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.

As of March 17, the Unemployment Compensation phone was no longer available after the centers closed. We do not anticipate this phone will be reactivated as the centers reopen in the next program year.

CUSTOMERS USING THE DIRECT LINE TO THE UC SERVICE CENTERS IN THE PA CAREERLINK® PHILADELPHIA CENTERS, JAN. 2018 – MAR. 2020

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

January 1, 2020 – March 31, 2020

The Pennsylvania Department of Labor & Industry Center for Workforce Information and Analysis (CWIA) released the results under WIOA for Program Year 2019.

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 adjust 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 2019 YEAR-TO-DATE

<table>
<thead>
<tr>
<th>Reporting Period 1/1/2020 - 3/31/2020</th>
<th>Negotiated Level</th>
<th>Actual Performance</th>
<th>% of Goal Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult Employment 2nd Qtr After Exit</td>
<td>73.0%</td>
<td>69.8%</td>
<td>95.6%</td>
</tr>
<tr>
<td>Adult Employment 4th Qtr After Exit</td>
<td>70.0%</td>
<td>68.3%</td>
<td>97.6%</td>
</tr>
<tr>
<td>Adult Median Earnings 2nd Qtr After Exit</td>
<td>$5,400</td>
<td>$5,215</td>
<td>96.6%</td>
</tr>
<tr>
<td>Adult Credential Attainment Rate</td>
<td>50.0%</td>
<td>45.1%</td>
<td>90.2%</td>
</tr>
<tr>
<td>Adult Measureable Skills Gain</td>
<td>Baseline</td>
<td>18.6%</td>
<td></td>
</tr>
<tr>
<td>Dislocated Worker Employment 2nd Qtr After Exit</td>
<td>75.0%</td>
<td>77.8%</td>
<td>103.7%</td>
</tr>
<tr>
<td>Dislocated Worker Employment 4th Qtr After Exit</td>
<td>76.0%</td>
<td>78.6%</td>
<td>103.4%</td>
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<tr>
<td>Dislocated Median Earnings 2nd Qtr After Exit</td>
<td>$6,700</td>
<td>$8,129</td>
<td>121.3%</td>
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<tr>
<td>Dislocated Worker Credential Attainment Rate</td>
<td>52.0%</td>
<td>37.0%</td>
<td>71.2%</td>
</tr>
<tr>
<td>Dislocated Worker Measurable Skills Gain</td>
<td>Baseline</td>
<td>10.5%</td>
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</tr>
<tr>
<td>Youth Employment/Education Rate 2nd Qtr After Exit</td>
<td>65.0%</td>
<td>66.5%</td>
<td>102.3%</td>
</tr>
<tr>
<td>Youth Employment/Education Rate 4th Qtr After Exit</td>
<td>62.0%</td>
<td>70.4%</td>
<td>113.5%</td>
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<tr>
<td>Youth Median Earnings 2nd Qtr After Exit</td>
<td>Baseline</td>
<td>$2,625</td>
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</tr>
<tr>
<td>Youth Credential Atainment Rate</td>
<td>65.0%</td>
<td>78.3%</td>
<td>120.5%</td>
</tr>
<tr>
<td>Youth Measurable Skills Gain</td>
<td>Baseline</td>
<td>52.8%</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 2019, Philadelphia’s results were:

<table>
<thead>
<tr>
<th>Average Indicator Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment Rate 2nd Qtr After Exit</td>
<td>100.6%</td>
</tr>
<tr>
<td>Employment Rate 4th Qtr After Exit</td>
<td>104.8%</td>
</tr>
<tr>
<td>Median Earnings 2nd Qtr After Exit</td>
<td>108.9%</td>
</tr>
<tr>
<td>Credential Attainment</td>
<td>93.9%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Average Program Score</th>
<th>Score</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adult</td>
<td>95.0%</td>
</tr>
<tr>
<td>Dislocated Worker</td>
<td>99.9%</td>
</tr>
<tr>
<td>Youth</td>
<td>112.1%</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 Program Year 2019. Note that some customers have multiple barriers:

- Public Assistance/Low Income: 86.6%
- Older Individuals (55+): 20.9%
- Single Parent: 20.1%
- Ex-Offender: 17.9%
- Basic skills deficient: 6.1%
- Individual with disability: 2.9%
- Homeless: 0.8%
- Any Barrier: 93.7%

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 during Program Year 2019 are indicated in the chart below:

- Level 5 - Not a Priority of Service Participant: 6.3%
- Level 4 - Long-Term Unemployed (Local Priority): 2.4%
- Level 3 - All Other Veterans/Eligible Spouse: 0.4%
- Level 2 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Non-Veteran/Eligible Spouse: 87.7%
- Level 1 - Low Income/Public Assistance/Underemployed/Basic Skills Deficient/Veteran/Eligible Spouse: 3.1%
WIOA and EARN System Program Delivery Fiscal Summary: July 1, 2019 – March 31, 2020

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>$23,462,246</td>
</tr>
<tr>
<td>WIOA Youth</td>
<td>$6,500,000</td>
<td>$3,795,286</td>
</tr>
<tr>
<td>WIOA Adult</td>
<td>$6,300,000</td>
<td>$5,084,710</td>
</tr>
<tr>
<td>WIOA Dislocated Worker</td>
<td>$4,000,000</td>
<td>$2,785,291</td>
</tr>
<tr>
<td>US DOL</td>
<td>$3,000,000</td>
<td>$717,852</td>
</tr>
<tr>
<td>National Health Emergency Demonstration Grant–Opioid Crisis</td>
<td>$2,000,000</td>
<td>$633,396</td>
</tr>
<tr>
<td>Rapid Response</td>
<td>$1,000,000</td>
<td>$338,757</td>
</tr>
<tr>
<td>Other Youth</td>
<td>$500,000</td>
<td>$598,048</td>
</tr>
<tr>
<td>PAsmart</td>
<td>$280,000</td>
<td>$204,575</td>
</tr>
<tr>
<td>Lenfest Foundation</td>
<td>$75,000</td>
<td>$12,479</td>
</tr>
<tr>
<td></td>
<td><strong>$54,655,000</strong></td>
<td><strong>$37,633,269</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>$19,314,473</td>
</tr>
<tr>
<td>Skills and Employer - Training Initiatives</td>
<td>$7,100,000</td>
<td>$3,312,222</td>
</tr>
<tr>
<td>Industry-focused Employer Engagement</td>
<td>$600,000</td>
<td>$150,000</td>
</tr>
<tr>
<td>Supplemental Services to Support Customers</td>
<td>$1,110,500</td>
<td>$630,082</td>
</tr>
<tr>
<td>Specialized Programs to Support Specific Populations</td>
<td>$1,350,000</td>
<td>$993,736</td>
</tr>
<tr>
<td>System Capacity Building and Professional Development</td>
<td>$700,000</td>
<td>$611,603</td>
</tr>
<tr>
<td></td>
<td><strong>$38,960,500</strong></td>
<td><strong>$25,012,116</strong></td>
</tr>
</tbody>
</table>

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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  Literacy Referrals

% Who complete training and attain a credential  Placements
Performance of the EARN Program as of March 31, 2020

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

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

Highlights of the EARN System

- The Philadelphia County Assistance Offices (CAO) referred 8,398 unique individuals to the EARN program through the third quarter of this program year.
- The year-to-date enrollment rate was 41 percent. Of the 59 percent of customers not enrolled, 86 percent of clients were referral rejected because they did not report to the centers; 8 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, and TANF closure of the case.
- The EARN system enrolled 4,222 customers cumulatively through the third quarter and provided services to 1,703 carry-over customers from program year 2019. The total number of customers served was 6,125.
- The average monthly EARN caseload was 2,111.
- There were 1,691 total unconfirmed job placements. 55 percent of the placements were offered at 30 hours or more per week, with an average starting salary at $11.88 per hour.
- There were 853 job placements that met the DHS Placement Tier 1 criteria; 741 that met the Tier 2 placement criteria earning $10 per hour or more, 783 job placements that met the DHS Placement Tier 3 placement criteria, where TANF was closed due to employment income, and 2,689 that met the DHS monthly retention criteria working a minimum of 80 hours per month.
- There were 123 customers that met the DHS credential requirement, earning a certification or diploma in a high priority occupation.
COUNTY ASSISTANCE (CAO) Referrals, Enrollments and Caseload

CAO REFEALS

ENROLLMENTS

ENROLLMENT RATE

MONTHLY ACTIVE CASELOAD

Source: Philadelphia Works analysis of EARN program data and Department of Human Services CWDS Reports.
Department of Human Services (DHS) EARN Performance Metrics
July 1, 2019 – March 31, 2020

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 Monthly Placements, Retention and Credentialing

<table>
<thead>
<tr>
<th>DHS Performance Metrics</th>
<th>Q1</th>
<th>Q2</th>
<th>Q3</th>
<th>Q4</th>
</tr>
</thead>
<tbody>
<tr>
<td>Job Placement Tier 1</td>
<td>327</td>
<td>351</td>
<td>175</td>
<td></td>
</tr>
<tr>
<td>Job Placement Tier 2</td>
<td>289</td>
<td>301</td>
<td>151</td>
<td></td>
</tr>
<tr>
<td>Job Placement Tier 3</td>
<td>272</td>
<td>320</td>
<td>191</td>
<td></td>
</tr>
<tr>
<td>Monthly Retention</td>
<td>894</td>
<td>1024</td>
<td>771</td>
<td></td>
</tr>
<tr>
<td>Credentialing</td>
<td>38</td>
<td>56</td>
<td>29</td>
<td></td>
</tr>
</tbody>
</table>

Source: DHS CWDS Reports as of 06/02/2020

The **DHS Placement Tier 1** 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.

The **DHS Placement Tier 2** definition requires clients to meet the Placement Tier 1 definition and earn $10.00 per hour or more at any point during the enrollment period.

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.

The **DHS Monthly Retention** definition is achieved 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.

To meet the **DHS Credential** definition, a 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.
Youth System Report

Program Year 2019 Third Quarter

January 1, 2020 to March 31, 2020

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 12 through 24 years old primarily using WIOA, TANF Youth Development, and other grant funds. Our delivery system provides high quality services for youth and young adults focused on career exploration and guidance, continued support for educational attainment, opportunities for skills training in in-demand industries and occupations and culminating with employment or enrollment in post-secondary education. This report presents data on quarter three, January 1, 2020 – March 31, 2020, 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 third quarter of fiscal year 2020, program year 2019.

Youth System Year-Round Funding: July 1, 2019 Through March 31, 2020

<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>1,934,773.00</td>
<td>51%</td>
</tr>
<tr>
<td>TANF E³ Centers</td>
<td>$1,326,979</td>
<td>1,047,048.00</td>
<td>79%</td>
</tr>
<tr>
<td>TANF Career Readiness</td>
<td>$4,470,087</td>
<td>1,984,401.00</td>
<td>44%</td>
</tr>
<tr>
<td><strong>Total TANF</strong></td>
<td><strong>$9,602,003</strong></td>
<td><strong>4,966,222.00</strong></td>
<td><strong>52%</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>52,628.00</td>
<td>58%</td>
</tr>
<tr>
<td>Opportunity Youth without</td>
<td>$2,552,439</td>
<td>1,649,054</td>
<td>65%</td>
</tr>
<tr>
<td>Secondary Credential</td>
<td>$2,014,060</td>
<td>584,936.00</td>
<td>29%</td>
</tr>
<tr>
<td>Pre-Apprenticeship Pilot</td>
<td>$740,022</td>
<td>356,600.00</td>
<td>48%</td>
</tr>
<tr>
<td><strong>Total WIOA</strong></td>
<td><strong>$5,396,677</strong></td>
<td><strong>2,643,218.00</strong></td>
<td><strong>49%</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program 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 third quarter and received individualized, intensive services.

Enrollment Summary for WIOA Programs
Four hundred and eighty-eight (488) 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 March 31, 2020, there have been 391 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>PY2019: Quarter 3</th>
<th>Enrollment Rate (WIOA Youth Programs)</th>
<th>Total Slots Budgeted</th>
<th>Active (Year-to-Date)</th>
<th>Enrollment Rate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opportunity youth without secondary credentials</td>
<td>268</td>
<td>256</td>
<td>95.5%</td>
<td></td>
</tr>
<tr>
<td>Opportunity youth with secondary credentials</td>
<td>175</td>
<td>112</td>
<td>64.0%</td>
<td></td>
</tr>
<tr>
<td>Pre-Apprenticeship for opportunity youth*</td>
<td>45</td>
<td>23</td>
<td>51.1%</td>
<td></td>
</tr>
<tr>
<td>Across all WIOA programs</td>
<td>488</td>
<td>391</td>
<td>80.1%</td>
<td></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 March 31, 2020, there have been 885 youth 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 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 3</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Youth identified as having a disability</td>
<td>60</td>
<td>49</td>
<td>81.7%</td>
</tr>
<tr>
<td>Youth aging or aged out of foster care</td>
<td>600</td>
<td>363</td>
<td>60.5%</td>
</tr>
<tr>
<td>Youth who have been adjudicated</td>
<td>265</td>
<td>257</td>
<td>97.0%</td>
</tr>
<tr>
<td>Youth who graduated from Philadelphia CTE</td>
<td>195</td>
<td>216</td>
<td>110.8%</td>
</tr>
<tr>
<td><strong>Across all Employment Connections programs</strong></td>
<td><strong>1120</strong></td>
<td><strong>885</strong></td>
<td><strong>79.0%</strong></td>
</tr>
</tbody>
</table>

Source: Philadelphia Works analysis of program data.

TANF YD E^3 Centers Client Active Caseload

During the third quarter of program year 2019, approximately 229 participants were active in E^3 Centers. E^3 Centers are responsible for maintaining an active caseload of at least 195 each quarter. Members continued to participate in education, empowerment, and employment activities at three centers operating across the city. Most active participants participated in education or employment activities during this time period.

Source: Youth Programs Intermediary & Philadelphia Works analysis of program data.
Youth Program 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. Capacity building and technical support activities (TA) are tracked and reported quarterly. During this quarter, PYN provided technical assistance and training support to year-round and summer programs.

In February 2020, PYN hosted two sessions about Trauma-Informed Care for twenty program staff. PYN also hosted a one-day Provider Retreat that 35-program staff attended. The Retreat covered program strategies as well as supports for staff. PYN also continued to work with programs utilizing the Weikart Youth Program Quality Assessment (YPQA) tools. PYN facilitated multiple one-to-one sessions with programs during this quarter.

In regard to technical assistance, PYN continued to provide supports for E³ Center providers. As new staff were onboarded, PYN provided training related to CASAS testing, job readiness training, and privacy/confidentiality. PYN also provided additional sessions for all Center staff about the electronic system of record, placements, and outcomes validation.

Summer providers began their orientation and training this quarter for Summer 2020 activity. In March 2020, providers attended a comprehensive orientation hosted by PYN. Agenda topics included: WorkReady Ambassadors, Recruitment, Eligibility & Enrollment, Privacy, Forms, Sterling Clearances, Worksites Recruitment & Registration, and Embedded Learning & Project-Based Learning. Providers had opportunities to ask questions and interact with each other. Ongoing technical and programmatic support will be provided over the next quarter.
# Technical Assistance Delivered to Youth Programs in Program Year 2019

<table>
<thead>
<tr>
<th>Youth Program Model (WIOA &amp; TANF YD)</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
<th>Hours of Training Delivered</th>
<th># of Staff Trained</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>PY19: Quarter 3</td>
<td>PY19: Year to Date</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity youth w/o secondary credential</td>
<td>15  29  45  55</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Opportunity youth with secondary credential</td>
<td>22  45  57  81</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Pre-Apprenticeship</td>
<td>0   0   12  1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>E³ Centers</td>
<td>57  36  148  95</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WorkReady Summer</td>
<td>21  306 1105 560</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>115</strong>  <strong>416</strong>  <strong>1367</strong>  <strong>792</strong></td>
<td></td>
<td></td>
<td></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

January 1, 2020 – March 31, 2020

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: 10/15/2015 through 09/30/2020

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
  - 132 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
  - 90 Total Pre-Apprentices
    - 32 Total Apprentices

- **Retail Pharmacy Technician**
  - 1 Pre-Apprenticeship Program
    - CVS Health Retail Pharmacy Technician Pre-Apprenticeship (managed by Philadelphia Youth Network)
  - 1 Registered Apprenticeship Program
    - CVS Health Retail Pharmacy Technician (partnering with Philadelphia Youth Network)
  - 34 Total Pre-Apprentices
    - 14 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.

- 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. These funds expire June 30, 2020.

- Philadelphia Works on behalf of ApprenticeshipPHL also received an Apprenticeship Extension Grant through the Pennsylvania Department of Labor & Industry for $30,453. These funds are for updating outreach for the collaborative.
Boeing 2.0 Training Grant: $111,312.50
Funded by The National Fund for Workforce, Boeing Corporation & JOIN Solutions: 6/1/2018 through 12/31/2020

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 received a no cost extension given the economic slowdown and now extends to December 31, 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 is well on the way to meeting goals for the second year.

<table>
<thead>
<tr>
<th>Outcomes are presented as unduplicated individuals</th>
<th>Year 2 Goals</th>
<th>Outcomes to Date</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Careerseekers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td># careerseekers served</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td># careerseekers enrolled in OJT</td>
<td>10</td>
<td>6</td>
</tr>
<tr>
<td># careerseekers completing OJT</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td># / % careerseekers hired full time after completing OJT</td>
<td>10</td>
<td>5</td>
</tr>
<tr>
<td><strong>Incumbent Workers</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td># incumbent workers served</td>
<td>10</td>
<td>12</td>
</tr>
<tr>
<td>% incumbent workers served who are either low-income, women, or persons of color</td>
<td>50%</td>
<td>65%</td>
</tr>
</tbody>
</table>

PA SMART

The IP Convening and Implementation Grants were fully expended. The Partnership provided incumbent worker training to 347 individuals and awarded 300 industry recognized credentials.

Additionally, the SEPMA was able to provide Business Growth Consulting Services to member companies.
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:
- 107 Educators engaged
- 22 Employers engaged
- 28 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 vision 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:

- 5 middle schools are participating
- 84 students completed summer employment opportunities
- 65 CTE high school students participated in a peer-to-peer session with 398 middle school students

Most programming scheduled for this quarter has been postponed due to COVID-19. Philadelphia Works will continue to work with partners to determine how to shift these offerings to meet the needs of the students and their families.
Pay for Success Model: Technical Assistance
Supported by Social Finance and Sorenson Institute
Funded: 08/01/2018 through 12/31/2022

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 completion of achievements outlined and determined by the partnership.

The 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 public sector funders.

Partners providing technical assistance: Comcast, 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. Due to the impact of Covid-19, Philadelphia Works and Comcast continue strategic discussions to shift project design parameters, as necessary. We anticipate launching the first cohort within the next several months.
Opioid Grant
Funded by the Pennsylvania Department of Human Services
Funded: 07/01/2018 through 06/30/2020

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 training has been provided to over 400 participants. Philadelphia Works provides ongoing data technical assistance and training to ensure our regional performance is captured in CWDS. The grant recently received a period of performance extension for fiscal year 2021. Due to the impact of Covid-19, service delivery, workshops and employer and customer outreach efforts are all being facilitated virtually.
Women in Apprenticeships and Nontraditional Occupations (WANTO)
Funded by Chicago Women in Trades through a grant from the US Department of Labor Women's Bureau: $47,594; 10/01/2019 - 9/15/2020

This grant was renewed for a second year based on the first year’s success in launching an ongoing regional initiative, branded as the Women in Nontraditional Careers (WINC) project. Its mission is to support, increase and advance the participation of women in construction, manufacturing, and transit careers in the Philadelphia region.

WINC is staffed by Philadelphia Works and led in collaboration with AFL-CIO Philadelphia Council, PhilaPOSH and SEPTA, with technical assistance from Chicago Women in Trades’ National Center for Women’s Equity in Apprenticeship and Employment.

UPDATE 3/1/2020 – 5/31/2020:

Due to COVID-19, WINC has made major shifts to transition all activities from in-person to on-line environments.

- Created a live webinar for high school young women considering nontraditional Career and Technical Education (CTE) programs, delivered at Universal Audenried Charter High School on May 29, 2020. Two tradeswomen members of the WINC Speaker’s Bureau participated in a lively interchange with school staff and students. WINC anticipates that the recording will be a valuable resource for educators and families.

- Decided to create a podcast series to deliver career advice for girls and young women in a virtual format.

- WINC’s “Rosie postcard” (see image) will become an animated and interactive resource

Learn more at https://www.philaworks.org/winc/
Thank you to all the staff who contributed to the production of this book.

Thank you to our administrative and service delivery partners:

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 Thomas P. Miller & Associates.

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

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F: 215-567-7171

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