



Board Meeting Briefing Book

Thursday, December 17, 2015

3:00 p.m. – 5:00 p.m.

Peirce College

1420 Pine Street

Philadelphia, PA 19102



Philadelphia Works Board Members

Board Members

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Comcast Cable Communications

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Vice Chair
PeopleShare

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Benefits Plus Consulting Group

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Diane Inverso
The Mayor's Commission on Literacy

Alan N. Rosenberg
Temple Health

Cheryl Feldman
District 1199C Training & Upgrading
Fund

Maia Jachimowicz
Mayor's Office of Philadelphia

Jay Spector
JEVS Human Services

Daniel Fitzpatrick
Citizens Bank of PA, NJ and DE

Margaret M. Jones
The Children's Hospital of Philadelphia

Peter Tubolino
Siemens Building Technologies

Donald Generals
Community College of Philadelphia

Gabriel Mandujano
Wash Cycle Laundry, Inc.

Bud Tyler
The EF Precision Group



Board Meeting Briefing Book

December 17, 2015

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Philadelphia Works Business Meeting

Thursday, December 17, 2015 3:00-5:00 PM

LOCATION: Peirce College, 1420 Pine Street, Philadelphia, PA 19102

Room(s) 51 and 52

Presiding: William Strahan

Agenda

	Welcome Remarks	William Strahan
I.	Opening Remarks & Consent Agenda	William Strahan /Mark Edwards
II.	Welcome to Peirce <ul style="list-style-type: none">Philadelphia Works UpdateBoard Meeting Minutes September 16, 2015Committee Minutes	James Mergiotti (p. 07-30) (p. 31-34) (p. 35-60)
III.	Major Project Report American Apprenticeship Grant Dawn McCray, Communities in Schools of Philadelphia Susan Thomas/ Makeeda Holley, District 1199C Training and Upgrade Fund	
IV.	Youth Council <ul style="list-style-type: none">Committee UpdateACTION: WorkReady Summer Procurement ProcessACTION: TANF Youth Development Year-Round Investment	Daniel Fitzpatrick (p. 61-62) (p. 63-64)
V.	Board Development <ul style="list-style-type: none">Committee Update	Andrea Agnew
VI.	Finance <ul style="list-style-type: none">Committee UpdateACTION: Financial Statements Three Months Ended Sept. 2015ACTION: Procurement PolicyACTION: Record Retention Policy	Regine Metellus (p. 65-66) (p. 67-68) (p. 69-76)
VII.	Research & Policy <ul style="list-style-type: none">Committee Update	Maia Jachimowicz
VIII.	Workforce & Economic Development <ul style="list-style-type: none">Committee UpdateACTION: Work Experience-Internship PolicyACTION: Customized Job Training PolicyACTION: Apprenticeship Policy	David Donald (p. 77-82) (p. 83-88) (p. 89-94)
IX.	Open Discussion	
X.	Closing Remarks	William Strahan
XI.	Adjournment	

Consent Agenda Items

Overview

The following items are on the Philadelphia Works Consent Agenda for December 17, 2015:

- Philadelphia Works Update (p. 07-30)
- September 16, 2015 Business Meeting Summary (p. 31-34)
- Committee Meeting Summaries and Reports for this Quarter (p. 35-60)

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 briefing book, or are available at www.philaworks.org.

The CEO Report, found within the Philadelphia Works Update, is designed as an executive summary of the Briefing Book. For more detail on matters found in the executive summary, please reference the related section of the book.

Minutes: September 16, 2015 Business Meeting

The Board is being asked to approve the draft minutes from the September 16, 2015 Business Meeting.

Committee Meeting Summaries

The Board is being asked to approve the committee meeting summaries included in today's board briefing book.

Employer Success Story



PTR Baler & Compactor Company is a neighborhood-based company recognized as a prime source of high quality balers and compactors backed by a locally-grown workforce. PTR Baler & Compactor is a founding member of the Southeast Regional Workforce Development Partnership (SERWDP), the Philadelphia Region's Advanced Manufacturing sector partnership. As a result of their contribution and participation in the SERWDP, dozens of their employees have received advanced training leading to wage gains, promotions, and industry-recognized credentials. PTR Baler & Compactor has provided leadership by serving on the sustainability, career pipeline, and advisory committees of the SERWDP.

While many companies have sought out suburban environs, PTR Baler & Compactor has chosen to remain in the Port Richmond section of the Philadelphia. Port Richmond has several pockets of poverty and blight. In spite of this, PTR has remained and made a commitment to recruit and hire from the local neighborhood. Their commitment to diversity has led to a workforce that reflects the diversity of the neighborhood and the surrounding city. The shop floor is filled with sounds of many languages and the faces of many nations. They have also partnered with the Thomas Edison High School, the neighborhood high school, to develop a welding co-op program that has trained and hired many of its current workforce.

PTR Baler & Compactor sources its staff almost exclusively from the PA CareerLink® system and utilized initiatives such as on-the-job training funds to provide additional training to new hires. This has reduced the level of turnover and has provided employees growth opportunities as PTR Baler & Compactor grows. Since 2013, PTR Baler & Compactor has **enrolled 41 jobseekers into its OJT program and hired 32 of these into permanent, full-time positions.** This year there are currently 10 individuals active in OJT. PTR also engages the Philadelphia Youth Network to provide opportunities for youth to enter the manufacturing industry. Additionally, PTR Baler & Compactor serves on the regional Career and Technical Education (CTE) advisory board, supporting the growth and efficacy of technical education and has hired over 20 youth from the Edison CTE welding program.

This year, PTR Baler & Compactor was recognized by the Anne E. Casey Foundation and the National Fund for Workforce Solutions as a **"Youth Workforce Champion"**. They received this award at the National Fund Conference.

Dashboard Metrics – July 1, 2015 through September 30, 2015

Unemployment in Philadelphia: 51,333– **6.8%** (September 2015)

Labor Market Participation: 686,006 (September 2015)

Key Performance Indicators - Funder Defined Metrics for the System

Out of 9 common measures, 5 were met; 1 exceeded 3 below goal. 

4 out of 5 2015 EARN Program performance benchmarks are below performance goals 

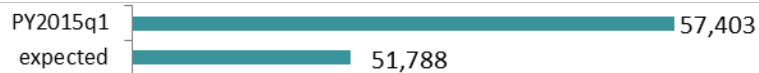
(data are not yet available on the EARN activities compliance rate performance – an additional measure for this program year)

Building a skilled and thriving workforce: these measures indicate if program services are on-target

Supply Side

On track:

- 14% more individuals visited PA CareerLink®



- WorkReady Summer participation increased by 21%

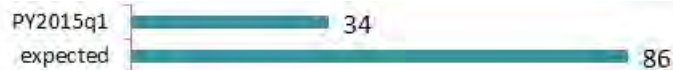


Below goals:

- EARN program enrollment declined by 8%.



- WIOA training enrollments are below goal



Demand Side

On track:

- New job orders in the system increased by 29%.



- New employers registered in the system increased by 37%



Gaining momentum:

- 34 hiring events took place at th PA CareerLink® centers.

Below goals:

- The system is low to provide direct services to employers.

Resources for our Work

The Pennsylvania State budget impasse delayed the release of funds in the workforce system. WIOA programs were able to continue services using carry-over funding and EARN Centers were funded by drawing money from the performance fund. Youth serving E3 Center programs and TANF-funded summer programs remained unfunded and delivered services operating on credit.

AVAILABLE PROGRAM FUNDING IN FY2016

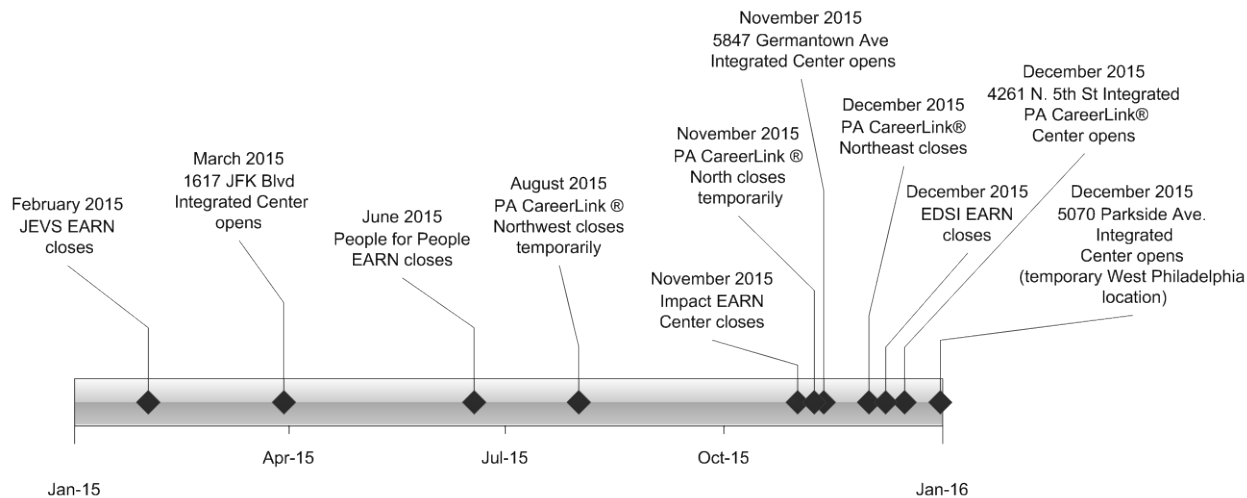


% EXPENDED AS OF SEPTEMBER 30, 2015



DW = Dislocated Worker ; *Reflects funding for the first quarter only.

Integration of the One-Stop and the EARN Systems



Philadelphia Works Update

Prepared for the Philadelphia Works Board
for the Period September - December 2015

Updates in this Report

CEO Report	Policy
Workforce Services Delivery Strategy	External Relations
Employer Engagement Activities	Human Resources
Research, Labor Market and Performance Management	Finance
	Compliance

CEO Report – Highlights of New and Ongoing Efforts

New Initiatives and Activities

White House TechHire – Philly TechHire

Philly TechHire continued to gain visibility and add partners to the collaborative. One of the more visible events was the Pitch Contest. The Philly TechHire Pitch competition had four teams sponsored by Comcast, City of Philadelphia, Randstad Technologies, and PNC Asset Management. These teams were non-traditional (without a 4 year IT degree) candidates that proposed creative solutions to selected challenges for portals or apps needed by the Free Library of Philadelphia. The winning team members are doing internships at the Free Library to implement their proposed solution. It was an exciting and well-received event, making television news that evening. Additional sponsors for the evening were PECO and the Judge Group. Other events such as monthly MeetUps and increased content for the website can be found at <http://phillyTechHire.org>.

Philly TechHire held a meeting on October 26, 2015 to generate strategies for the next 6 months. The group identified 4 strategies needed to move forward:

- Next series of trainings: Junior software developer
- The Fundraiser
- Special initiatives: Veterans, Candidates with criminal backgrounds
- Communication across dispersed efforts

The White House continued to provide resources to the TechHire communities across the country through Opportunity@Work, a consulting firm that is synergizing the findings across all the communities and working to identify best practices. On October 29, Philadelphia Works along with the Urban Technology Project presented to a national audience on the IT apprenticeship and how this will link to Philly TechHire. Chris Alfano from Jarvus joined the call as an employer who supports and promotes the

inclusion of apprenticeships in Philly TechHire. Philly TechHire partners were also able to review nationally available website content that is being released to local areas and a detailed study by Educate+Innovate that identified crucial skills needed by junior software developers. On November 17, 2015, the White House held a TechHire gathering and community summit in Baltimore, Maryland. At this meeting, U.S. Secretary of the Department of Labor, Thomas Perez, announced the TechHire H1-B funding opportunity. TechHire communities networked and shared their best practices and stumbling blocks.



Platform to Employment (P2E)

Platform to Employment (P2E) was created by a Workforce Development Board in Connecticut as a strategy to address the social challenges, emotional needs, and skill deficiencies of the long-term unemployed and to provide a means for effectively getting them back to work. P2E engages cohorts of approximately 25 individuals who meet specific criteria which can be defined by local Workforce Development Boards and could include: unemployed, aged 50+, dislocated or veterans.

Participants receive career coaching and guidance, resume-writing assistance, participate in mock interviews to address their professional needs, and they have access to free behavioral health services and financial counseling to address the personal needs that result from long-term unemployment. The goal is to place each participant who completes the job readiness and training program in a partially subsidized eight-week work experience that ultimately leads to full time employment for career seekers.

Philadelphia Works has decided to join Pittsburgh, PA, Chester County, PA, the State of Connecticut, San Diego, CA and Denver, CO by implementing P2E here in Philadelphia. Having identified JD-NEG funds as the funding source, Philadelphia Works will direct P2E resources to assist dislocated worker defined career seekers that are long-term unemployed and/or on the verge of exhausting their unemployment compensation benefits.

In cities where the P2E model has been implemented, an average of 80 percent of those who completed the job readiness and education components found a work experience. Of those that completed the eight-week work experience, 90 percent were hired full-time. Participants have been placed into careers ranging from administrative positions to accountants, international sales to H.R. specialists, and case managers to project coordinators in a wide array of industries including manufacturing, health care, non-profit and government.

Philadelphia Works is excited about this new partnership and looks forward to seeing similar successes with its own career-seekers.

Conversation with Employers to Hire Returning Citizens

Led by the Research and Policy Committee, Philadelphia Works convened employer partners and stakeholders for a conversation on hiring returning citizens (those formerly incarcerated), focused on employers' experiences, successes, concerns and how to mitigate risk. The November 5 event was a successful test of a peer-to-peer format. Planning is underway to replicate the conversation at two more employer events in early 2016. Special thanks to the speakers who shared their perspectives and resources: panelists Mr. Dan Amspacher, SEPTA; Jacqueline Gallagher, Obermayer Rebmann Maxwell & Hippel; board member Mr. Gabriel Mandujano, Wash Cycle Laundry; Ms. Marie Wagner, Brown's Family ShopRite; moderator Ms. Eva Gladstein, Mayor's Office of Community Empowerment and Opportunity; resource people, Mr. Joseph Osisek, Mayor's Office of Reentry Services; and Ms. Karen Forman, Philadelphia Commission on Human Relations.

American Apprenticeship Grant

Philadelphia Works was granted \$2.9 million for the Southeast PA Region Apprenticeship Initiative: Pathways for Opportunity Youth in Information Technology and Behavioral Health Careers. Our close partners on this grant include the 4 southeast workforce development boards, District 1199C Training & Upgrading Fund, Communities in Schools in Philadelphia and the School District of Philadelphia. Under this grant we will involve 500 young people in pre-apprenticeships and place 300 opportunity youth into apprenticeships over 5 years. The core of this grant is on system building to create strong pre-apprenticeships that will prepare young people to step into an apprenticeship. We will braid our WIOA funds to support the apprenticeships and focus some of the out-of-school youth funds on supporting the evolution of some of their programming. We've already made connections with another grant funded for manufacturing mechanics. Our goal is to grow an apprenticeship coalition, designate governance and help advance apprenticeships across the region. We are currently doing a candidate search for a regional apprenticeship director.

National Apprenticeship Week

President Obama designated November 1 through November 7 as National Apprenticeship Week. Philadelphia Works and our many partners across the region celebrated with a series of events meant to instruct employers on the value of apprenticeships and tell the story of successful apprentices and their movement along a career pathway. We announced 5 events on our website including:

The Finishing Trades Institute hosted an "Open House" on Monday November 2, 2015 to showcase their training center and answer questions from employers and potential apprentices.

Aker Philadelphia Shipyard hosted a "Career Technical Education Teacher Externship Program" on Tuesday November 3, 2015 to introduce Philadelphia School District CTE instructors to Aker's Registered Apprenticeship programs.

Communities in Schools in Philadelphia and the Philadelphia School District held a "10th Year Anniversary Event" for the Urban Technology Project's IT Apprenticeship. A new cohort of 10 apprentices signed in while another apprentice graduated with a journeyperson's certificate.

Boilermakers Local 13 -Philadelphia, PA hosted an Apprenticeship Open House Thursday November 5, 2015 to demonstrate their training capacity.

District 1199C Training and Upgrading Fund highlighted apprenticeships at their "Annual High School Health Care Career Fair" Friday November 6, 2015 that included hands-on introductions to healthcare careers.

Workforce System Highlights

No Wrong Door Update

The newly renovated integrated PA CareerLink® located at 5847 Germantown Avenue started serving customers and implementing the No Wrong Door Model on Monday, November 23, 2015. Operated by Impact Services, the Germantown Avenue CareerLink® served approximately 225 career seekers in its first two days of delivering services. Staff members at this location were trained in the integrated services delivery model beginning in mid-October. The integrated services PA CareerLink® slated to serve west Philadelphia career seekers will be operated by SerMetro and began implementing the integrated services No Wrong Door Model December 14, 2015. Initially, Philadelphia Works planned to deliver these services from 3901 Market Street. However, due to unforeseen renovation and construction challenges those services are being offered from 5070 Parkside Avenue. The PA CareerLink® providing career services to north Philadelphia communities will begin providing integrated services from 4261 N. 5th Street during the last week in December. The stand-alone PA CareerLink® North located at 990 Spring Garden Street was closed on Friday, November 13th; the stand-alone PA CareerLink® Northeast will suspend service delivery on December 18, 2015. Career seekers from the northeast will be able to access services from the integrated center at 4261 N. 5th Street. The stand-alone EARN Center located at 2701 N. Broad Street was transitioned to 5847 Germantown Avenue. As of December 31, 2015 all four integrated PA CareerLink® Centers will be opened and providing integrated services.

Youth Council Highlights

Last year (Program Year 2014: July 1, 2014 through June 2015), the WorkReady system served almost 11,000 young people between the ages of 14 and 21. This level depicts an increase of more than 800 youth compared to those served during Program Year 2013. More than 1,200 youth were supported with TANF Youth Development funding in year-round programs. Over 8,800 youth were served during the summer of 2015. Almost 800 young people were supported in year-round programming funded with Workforce Investment Act dollars. The November Council meeting was the Council's last convening under the leadership of Mayor Nutter. It served as an opportunity to reflect on not only last year's achievements, but also the Council's successes since 2008 (*please refer to the November 10, 2015 Youth Council Minutes*).

Budget and Policy Update

(Refer to the Policy section for reports on meetings with elected officials and specific policy work.)

State Budget Impasse

While negotiations among lawmakers continue, many of Philadelphia's workforce programs are functioning under strained operating budgets. Some workforce funding has been released and that has improved our outlook for the time being, however, we have heard that many contractors have resorted to scaling back or completely discontinuing programs and/or furloughing staff – our TANF youth system having taken the hardest hit. As a result, we have assessed our own financial status and have also developed a strategy on how we, as an organization, plan to communicate the message of our financial status to our staff and contractors, especially in light of the state's timeline of a budget by the end of December. We will continue to keep all of our stakeholders well-informed of our progress and also continue to work with our state association to provide awareness of our status in this precarious time.

Transition to the Workforce Innovation and Opportunity Act (WIOA)

State Plan: The Pennsylvania Department of Labor & Industry (L&I) has advised that the Pennsylvania Combined State Plan is under development and undergoing a series of revisions. L&I anticipates the plan will not be released until closer to the end of December with plans to submit the final version to the federal government in early 2016 after a 30 day comment period. As of now, L&I's plan to hold a series of regional forums across the Commonwealth to receive feedback on the state plan is also on hold.

Local Plan: L&I is working on guidance for local and regional plans and intends to be distributed by the end of the year. Based on this timeline, local and regional plans will be due by May 2016 so they may be ready prior to the full implementation year beginning July 1.

Regional Planning and Coordination: WIOA requires the state to designate regions for purposes of regional planning and to-date, Philadelphia has maintained that although we continue to work with our Southeast Pennsylvania partners in other capacities, we should be designated as a single-workforce-area region for purposes of regional planning and we submitted this perspective to the state on November 9. We have not yet received a formal response and await further guidance from the Commonwealth.

Local Designation: While WIOA provides a 2-year grandfather clause for local areas to request continued designation, L&I has advised that to some extent, they intend to condense the number of local workforce areas. L&I has requested for local areas to submit a formal letter by March 1, 2016 with an evaluation of 10 factors to justify their request. Philadelphia intends to request continued designation in our current capacity.

Board Membership

New and Retiring Members

On September 1, 2015 and October 1, 2015, respectively, Philadelphia Works welcomed the following individuals to the Board of Directors:

- James Nichols, Acting Regional Director, Bureau of Workforce Partnership and Operations, Department of Labor & Industry, representing the state Employment Service Office under the Wagner-Peyser Act
- Diane Inverso, Interim Executive Director, The Mayor's Commission on Literacy, representing adult education and literacy activities under WIOA Title II

Philadelphia Works is honored to have such exemplary individuals serve our Board and contribute their expertise to the workforce development system in the City.

The following board members have resigned from the Board of Directors:

- Dr. Judith Renyi, The Mayor's Commission on Literacy – effective September 30, 2015
- Margaret Jones, Executive Vice President and Chief Administrative Officer, Children's Hospital of Philadelphia – effective December 31, 2015

Philadelphia Works and the residents of Philadelphia express our deepest gratitude and appreciation to these members for their loyalty and dedication to improving the success of our City's job seekers and strengthening the workforce development system.

Other Highlights

KRA Lawsuit Update

The jury trial in the matter of *PWDC v. KRA* occurred between October 1, 2015 and October 13, 2015. PWDC called three witnesses: Dale Porter, CFO of PWI; Daniel Higgins, Commonwealth of PA, Bureau of Financial Operations, Audit Manager; and Kaiyilla Smith, former COO and General Counsel for PWI. KRA presented four witnesses: Knowlton Atterbeary, CEO of KRA; Ernest Jones, former CEO of PWDC; Melissa Merriweather, PWI's Director of Contracts; and Patrick Boxall, COO of KRA. On October 13, 2015 after deliberating for approximately 90 minutes, the jury rendered a verdict in favor of PWDC, finding that KRA breached the FY2008 and FY2009 contracts. It further concluded that KRA was liable to PWDC in the amount of \$161,151 as damages for the breach. Pursuant to the parties' prior agreement, the issue of whether KRA owes PWDC for its attorney's fees will be determined by the Judge in a separate hearing.

In November, KRA filed a post-trial motion requesting a reversal of the jury's decision, and expressed its intent to file other post-trial motions seeking reconsideration of the verdict. If all post-trial motions are denied, it is likely that KRA will file an appeal with the U.S. Court of Appeals for the 3rd Circuit. Therefore, as discussed above, any recovery of attorney's fees would be delayed until the Appellate Court renders its determination.

If successful at the conclusion of the appeal, which could be as late as 2017, Philadelphia Works anticipates the recovery of approximately \$1.1 million in attorney's fees, which includes pretrial, litigation and appellate fees.

Resource Development Update

New Grant Awards

This quarter Philadelphia Works received four new grant awards totaling more than \$4 million for regional efforts to: assist companies and workers impacted by reduced defense spending; develop a sector strategy and train workers for the business and financial services sector; build apprenticeship pipelines (see CEO Report) and enhance job seeker outreach through websites for Philly TechHire and Philadelphia Works. We also submitted two applications to the Commonwealth of Pennsylvania for funding consideration:

- Strategic Innovation Grant – In collaboration with Montgomery County, Philadelphia Works applied for \$250,000 to support the expansion of a Business/Financial Services Industry Partnership. The program will provide supportive services, train and place 40 dislocated workers and 20 youth, and build a pipeline of workers over the next 18 months in accounting, bookkeeping and related occupations and in IT occupations.
- Community Based Partnership Grant – Philadelphia Works applied for \$199,460 to expand access to workforce services in two neighborhoods through partnerships with the Lutheran Settlement House in lower Northeast Philadelphia and the Southwest Community Development Corporation in Southwest Philadelphia. The goals are to increase the variety and types of soft skill workshops and career supports, further develop the alignment and linkages with employers of the customer service programming at the Lutheran Settlement House to advance career seekers towards jobs along a career pathway, build increased support for computer-based job exploration and search and start an IT Academy to strengthen Southwest CDC residents' skills with computers.

Cumulative Grant Activity

Subsequent to the Board-approved Fiscal Year 2016 budget, Philadelphia Works has applied for and received the following competitive grants from the funders listed below in support of workforce development activities:

AMOUNT	FUNDER	IN SUPPORT OF	GRANT PERIOD
\$1,024,093	Commonwealth of Pennsylvania Department of Community and Economic Development	Program & Admin – For a regional collaborative, to organize and bring together the diverse resources of the 8-county region to serve employers and workers adversely affected by reductions in defense spending ; the project will develop strategies for coordinated outreach and engaging affected companies and workers with a single message; complete individual company diversification plans and dislocated worker career plans, and deliver direct services based on these	11/16/15 - 11/15/16

AMOUNT	FUNDER	IN SUPPORT OF	GRANT PERIOD
		plans.	
\$328,219	Commonwealth of PA Department of Labor & Industry	Program & Admin – Philadelphia, Bucks and Montgomery Counties received funds to develop a sector strategy around Business/Financial Services and Insurance than builds on existing resources and target the in-demand occupations in accounting, bookkeeping and IT; the program will provide supportive services and place 30 long-term unemployed dislocated workers.	Multiyear grant (2 years) 11/1/2015 06/30/2017
\$2,900,000	U.S. Department of Labor- (ETA)	Program & Admin- A regional project that will support the creation of new apprenticeships including a new Behavioral Health apprenticeship, expand the existing Computer Support Specialist/IT apprenticeship and strengthen the pipeline of opportunity youth who can be directed into apprenticeship programs. The program will serve 390 youth in pre-apprenticeships and 310 in Information Technology and Behavioral Healthcare Apprenticeships (500 in all activities).	Multiyear grant (5 years) 10/1/15 - 9/30/2020
\$20,000	Citizens Bank	Admin - to support the outreach by Philly TechHire and PA CareerLink® to job seekers, through enhancing and promoting the Philly TechHire website and creating a Philadelphia Works mobile website.	10/1/15- 9/30/16
\$20,000	United Way of SEPA	Admin – general operating support	07/01/2015 - 08/01/2016
\$35,068	Commonwealth of PA – Department of Labor & Industry	Program – Rapid Response Additional Assistance providing career services for dislocated workers , especially those receiving on-the-job training and other services through the Job-Driven National Emergency Grant	4/1/2015- 9/30/2016

AMOUNT	FUNDER	IN SUPPORT OF	GRANT PERIOD
\$100,000	Commonwealth of PA- Department of Labor & Industry	Program & Admin – This initiative will expand the Career Pipeline model established within the SERWDP, The School District, and PYN to provide career awareness and internship opportunities for youth to explore post-secondary career opportunities. The goal is to provide opportunities for youth at all levels of employment within the manufacturing and business services sectors. The funding will focus primarily on activities for middle and high school students, but also includes services for youth transitioning from high school (out of school youth).	04/2015 - 06/30/2016
\$272,900	Commonwealth of PA- Department of Labor & Industry	Program – Funding to develop and implement a multi-disciplinarily and integrated reshoring engagement model and provide resources to reshoring manufacturers by addressing their gaps through a multi-organizational team.	3/1/2015 - 6/30/2016
\$660,000	Commonwealth of PA- Department of Labor & Industry	Program and Admin – Job-Driven National Emergency Grant for on-the-job training and other services to long-term unemployed .	Multiyear grant (2 years) 7/1/2014 - 9/30/2016
\$5,360,280	TOTAL		

Workforce Services Delivery Strategy

PA CareerLink® Philadelphia

Integrated Service Delivery Update

Staff at all three new integrated PA CareerLink® Centers (Impact Services, SerMetro and Nueva Esperanza) were trained in the integrated services delivery model by Philadelphia Works beginning in October and ending in mid-December. Due to feedback and lessons learned from the first integrated services delivery staff training at PA CareerLink® Suburban Station, Philadelphia Works staff revised the curriculum and invited staff from JEVS (center provider) and EDSI (cross-center services provider) to

assist in the training. This winter, Philadelphia Works staff plan on providing the revised portions of the training curriculum to JEVS and EDSI staff in order to build their staff capacity.

Youth System

Youth Programming

In summer 2015, WorkReady served 8,812 youth across four program models: career exposure, service learning, work experience, and internships. This success, which surpassed the number of youth served in 2014, played a critical role in helping the City achieve Mayor Nutter's goal to create 10,000 summer jobs for young people. Models were funded with support from both public and private sectors including a substantial investment from TANF Youth Development funding. This year, more than 2,000 experiences were created by support from local businesses and philanthropies. Across the City, 67 organizations operated programs and 1,043 worksites offered experiences for young people. More than \$6 million were infused into the local economy through youth wages and incentives. Across program models, young people showed a 73 percent skill gain. Moreover, 88 percent of youth who completed a contextual learning component were eligible for elective credit through the School District of Philadelphia.

Employer Engagement Activities

Industry Partnerships

Southeast Regional Workforce Development Partnership

Philadelphia Works continues to guide and support the activities of Philadelphia-based Industry Partnerships (IPs). Governor Wolf's budget proposes increasing the amount of funding available for Industry Partnerships from \$ 1.1million to \$10.1 million. The Southeast Regional Workforce Development Partnership (SERWDP) submitted its application for continued funding and requested \$300,000 for FY2016 to support training and other activities for incumbent workers. The Partnership received notification from the Department of Labor & Industry that all Industry Partnership applications have been reviewed, however, due to the budget impasse IP funding has been placed on hold. In the interim SERWDP members voted to use employer sustainability funds (\$50,000) to cover the cost of needed training activities requested by members.

The SERWDP continues its monthly meetings and ongoing analysis of strategic priorities, career pathways, and industry specific training needs. We continue to provide technical support for regional Green Stormwater Infrastructure and District 1199C Direct Care Industry Partnerships.

New Partnership Development

In support of our strategic plan to increase services to small and medium-sized business and to create additional Industry Partnerships, Philadelphia Works was awarded \$328,219 in funding from the Commonwealth of Pennsylvania to create a new Industry Partnership in the Business and Financial Services sector. Adopting a sector strategy around the Business/Financial Services and Insurance

industry clusters that builds on existing resources and targets in-demand occupations, Philadelphia Works and its county partners, Montgomery County and Bucks County, seek to place 30 dislocated workers over 2 years in accounting, bookkeeping and related occupations and IT occupations and at the same time build a sector partnership that results in validated career pathways that serve all job seekers.

Business Engagement

General Update

The Philadelphia Works Business Engagement Team (BET) continues its ongoing efforts to increase visibility of the workforce system within the local and regional business communities. Informed by our strategic objectives, the BET continues to execute a comprehensive outreach strategy to cultivate new employer relationships. During this reporting period the BET and EDSI BSR teams have partnered to develop a five-step approach to initiate and sustain constructive employer relationships over time creating shared value by engaging employers early and often. This strategy will allow us to increase our market penetration and engage additional employers in the system. In alignment with our strategic objectives, the Business Engagement Team continues to conduct regular coordination meetings with PA CareerLink® leadership and Business Services Representatives, and the Cross Center Provider with a focus on outreach toward hiring within the Advanced Manufacturing, Energy, and Healthcare industry sectors. The outreach efforts of the BET remains focused on engaging small and medium-sized business within Philadelphia and the surrounding region through participation in regional career fairs and business association events. The BET continues to interface with our economic development partners, including the Philadelphia Industrial Development Corporation (PIDC), PHA, and the City of Philadelphia's Commerce Department to more closely align our outreach efforts with the City's business attraction activities.

Compact Updates

During the last quarter the following employers signed compacts with Philadelphia Works

Zivtech

Jason Roberts Metal Works

Grayson Sky

Urban Solutions

Carosella Design Build

Compact Activity

Compact Sign Date	Company	PA CareerLink® and TANF Hires	Job Orders Posted*	WorkReady Intern Hires 2015	WorkReady Intern Hires 2014
11/20/2014	Aker Philadelphia Shipyard		6	3	
5/6/2015	AlliedBarton	20	7		
11/13/2014	Allied Tube & Conduit		11		
8/29/2013	AmeriHealth Caritas	24	6	15	15
11/14/2014	Amuneal Manufacturing	1			
6/14/2013	Bancroft	1	1		
11/17/2014	Brown's Superstores	7	5	11	
5/4/2015	Burger King (701 W. Lehigh Ave)	2			
2/20/2015	Carmana Designs	3	2		
4/6/2015	Citizen's Bank	4	14	32	
10/22/2013	City of Philadelphia	18	32	100	100
7/15/2013	Comcast	8	94	55	55
10/18/2013	Drexel University	14	11	50	50
11/14/2014	Electro Soft**			1	
11/15/2013	Four Seasons Hotel		4		
11/14/2014	Hyundai Rotem	1	1	2	
12/23/2013	JEVS	27		9	
11/20/2014	K-Mart/Sears Holding (Fairless Hills)		3		
10/17/2013	KPMG		14	2	3
3/20/2013	Mercy Health System	4		5	5
11/15/2014	Packaging Progressions (PACPRO)**		10	1	
6/26/2013	PECO Energy	6	21	35	38
10/18/2013	Pennonni Associates			4	6
9/30/2013	PeopleShare	24	22		1
11/12/2014	Piasecki Aircraft**		2		
11/20/2014	PTR Baler	12	10		
10/11/2013	Reed Smith		7	1	1
10/15/2013	Santander Bank	1	12		
6/21/2013	Temple University Health System	1	55		
2/17/2015	United by Blue	7	3		
1/5/2014	Wash Cycle Laundry	2	11		
12/19/2014	WES Health System	3		4	
11/5/2015	Zivtech				
	Total:	190	364	330	274

Represents only those signer with activity.

** includes all postings for jobs in the 5-county area*

Last Updated 11/6/2015 sjv

*** Regional partner*



Research, Labor Market and Performance Management

System Performance and Local Labor Market Information

Performance of the System

As WIOA final rules and plan are being formulated, Philadelphia Works is still operating under WIA Common Measures for our performance until July 1, 2016. Our negotiated performance levels remain the same as last year. As common measures track our customers three months to six months after exiting from our system, we are reminded that services provided to these customers ended:

- December 31, 2014 for Adult and Dislocated Worker entering employment, Youth degree or credential attainment and Youth placement
- June 30, 2014 for Adult and Dislocated Worker retention and 6 months average earnings
- September 30, 2015 for testing of Youth literacy and numeracy gains

Under WIOA, the time lag will become greater between service delivery and outcomes measured.

For the first quarter of this program year (July 1, 2015 to September 30, 2015) Philadelphia met or exceeded 6 out of 9 measures. Missed measures include the Adult entering into employment rate and Youth Placement and literacy and numeracy gains. Youth measures for placement and literacy and numeracy gains are based on very few cases as youth tend to exit at the end of the program year. The system had 213 out of 387 adults that exited services between September 30, 2014 and December 2014 that found employment. 13 more placements would have been required to meet performance measures. Performance often improves through the year and we look forward to meeting measures for the year. Details on performance may be found in the Workforce System Quarterly Report in the appendices.

Local Labor Market Implications

In September 2015, the unemployment rate in Philadelphia City (6.8 percent) remains substantially above the rates for Pennsylvania (4.9 percent), the Philadelphia MSA (5.2 percent) and the nation (5.1 percent). The number of Philadelphians employed in the labor market increased to more than 639,000 while the number participating in the labor market decreased to less than 690,000 – down from the peak in 2012 of over 700,000 residents. While Pennsylvania employment is increasing faster than the nation, Southeast Pennsylvania continues to improve more slowly in 2015. The budget impasse has contributed to loss of opportunities in community and social services occupations along with other public administered positions in healthcare. The top numbers of openings are for Registered nurses, Management analysts, Marketing managers, Applications software developers and Web developers. Our current strategies around apprenticeships and the TechHire initiative as well as with our partnerships with healthcare institutions and agencies are well aligned with the demand for talent.

Research Update

State Legislation to Limit Liability when Hiring Returning Citizens

Philadelphia Works has seen an increased concern over the years by employers around liability when hiring workers from special populations. One such concern is around considering candidates who are returning citizens (those who were formerly incarcerated) and balancing non-discrimination with liabilities around negligent hiring, should there be a work-related offense after hire. Some states have adopted legislation that protects employers from negligent hiring lawsuits after hiring a returning citizen. Pennsylvania does not currently have such employer protections. 12 states have varying legislation that falls into 3 categories:

- Limit the use of an employee's criminal history as evidence during a trial unless the nature of the criminal history bears a direct relationship to the facts underlying the cause of action (e.g. Colorado; Minnesota);
- Establish a state-issued certificate which functions as a bond to protect the employer by a presumption of due care as long as the employer knew a candidate had such a certification at the time of hiring (e.g. Georgia; Illinois; North Carolina; Ohio; Tennessee) ;
- If the employer has complied with the law to conduct a criminal background investigation, the employer is presumed not to be held liable for negligent hiring under certain circumstances (e.g. Florida; Massachusetts; New York).

Find the full brief on our website www.philaworks.org.

Registered Apprenticeships

Philadelphia Works and our partners are increasingly engaging in developing registered apprenticeship opportunities (see the information on the American Apprenticeship grant earlier). Registered apprenticeships are workplace learning opportunities that mirror the labor-management apprenticeships of our trade union partners. In Pennsylvania, apprenticeships are registered with the Commonwealth Apprenticeship and Training Council and require a formal curriculum that spells out the competencies learned through the apprenticeship. At successful completion, registered apprentices receive formal "journeyman" certificates from the Commonwealth that are recognized nationally. A registered apprenticeship must be a minimum of 2000 hours of work-place learning and 144 hours of classroom-based learning. As competencies are learned and apprentices successfully complete exams to document these new skills, wage increases are guaranteed.

Employers benefit from registered apprenticeships in multiple ways: a starting apprentice often has a lower wage until the first set of competencies are developed and demonstrated; employers can customize the environment that skills are learned; as pre-apprenticeship pipelines form, there are reduced costs to recruitment; soon-to-retire employees can mentor and pass along institutional knowledge while the apprentice learns; apprentices develop loyalties to their employer and stay long-term; both employers and apprentices benefit from the clear pathway to achieving success on the job.

WIOA Policy Update

State Plan

The Pennsylvania Department of Labor & Industry (L&I) has advised that the WIOA Pennsylvania Combined State Plan is under development and undergoing a series of revisions. Given some anticipated changes, while they initially intended to release the state plan by November 28 for public comment, they foresee that they may not be able to release the draft until closer to the end of December with plans to submit the final version to the federal government in early 2016 after a 30 day comment period. As of now, L&I's arrangements to hold a series of regional forums across the Commonwealth (initially planned for November) to receive feedback on the state plan is also on hold.

Local Plan

L&I is working on guidance for local and regional plans and intends to distribute these by the end of the year. Based on this timeline, local and regional plans will be due by May 2016 so they can be ready prior to the full July 1, 2016 implementation year.

Regional Planning and Coordination

WIOA requires the state to designate regions for purposes of Regional Planning and to-date, Philadelphia has maintained that although we continue to work with our Southeast Pennsylvania partners in other capacities, we should be designated as a single-workforce area region for purposes of regional planning. On October 14, 2015, L&I announced that for purposes of Regional Planning, regions have been defined to mirror the PA Department of Community and Economic Development's (DCED) Partnerships for Regional Economic Performance (PREP) regions, which for Philadelphia means convening with Bucks, Berks, Chester, Delaware and Montgomery Counties. We retain our commitment to working closely with these counties on a number of important initiatives, as we have been doing for quite some time. However, the more formalized regional relationship under WIOA requires this work to include the local areas in the region to pool administrative cost arrangements and collectively agree on negotiated levels of performance as well as other provisions that may impact much of the local progress we have made to date. As a result, on November 9, in response to the requirement in WIOA states must identify regions after consultation with local boards and chief elected officials in the local areas, we respectfully provided our perspective that Philadelphia should be designated as a region comprised of one local area as permitted in WIOA 106(a)(2). We have not yet received a formal response and await further guidance from the Commonwealth.

Local Designation

While WIOA provides a 2-year grandfather clause for local areas to request continued designation, L&I has advised that to some extent, they intend to condense the number of local workforce areas. L&I has requested for local areas to submit a formal letter by March 1, 2016 with an evaluation of 10 factors to justify their request. Our statewide association, the Pennsylvania Workforce Development Association,

has adopted this issue as an important policy issue; Philadelphia intends to request continued designation in our current capacity.

Policy and Advocacy Highlights

Federal TANF Reauthorization

On July 9, 2015, the Human Resources Subcommittee of the House Ways and Means Committee released a draft discussion bill entitled the “Improving Opportunity in America Welfare Reauthorization Act of 2015” for stakeholders to weigh-in on some TANF reauthorization principles. On July 15, 2015, the committee held a hearing on the draft bill. While initially sponsors and leadership of the Ways and Means Committee sought to advance TANF/welfare reauthorization prior to its expiration in September, they did not meet this deadline given the number of federal Congressional priorities, including the budget. However, because the provisions’ content in the draft bill represent bipartisan compromise, it is likely that 1) the provisions in the draft bill will be close to what is issued in the released reauthorization legislation and 2) the legislation, once finalized, should move relatively quickly. Given these circumstances, Philadelphia Works presented the reforms proposed in the draft discussion bill to the PA CareerLink® Philadelphia Integrated System Operations meeting attendees on September 10, 2015 to gather and receive their comments and perspective so that we are able to provide informed feedback to Congress once they begin to act on TANF again.

Carl D. Perkins Career and Technical Education Act Reauthorization

The Carl D. Perkins Career and Technical Education Act (Perkins) provides over \$1 billion each year to secondary and postsecondary institutions in all 50 states to support career and technical education. Given the critical importance of this program, it has gained some momentum as both houses of Congress have recently taken action towards reauthorizing Perkins.

The Senate Committee on Health, Education, Labor and Pensions (HELP) committee, released eight principles for reauthorization of the Perkins Act on October 19, 2015:

1. Make it easier for States and locals to run their CTE programs to serve all students who desire to gain access to CTE coursework, including students with disabilities;
2. Increase access to, and support of, career counseling for all CTE students;
3. Maintain CTE as a formula program;
4. Align with ESEA and WIOA (where applicable) to improve the efficiency and effectiveness of the education and workforce development programs;
5. Support the expansion of public/private collaborations with secondary and post-secondary programs, including alignment with State or locally-determined in-demand industries and occupations;
6. Support efforts to integrate into and strengthen career pathways at the state and local levels;
7. Address unfunded programs;
8. Improve evaluation and research to support innovation and best practices.

Similarly, on October 27, 2015, the Education and Workforce Committee’s Subcommittee on Early Childhood, Elementary and Secondary Education held a hearing on ways to reform the Perkins Act and improve career and technical education to better serve students while recognizing the needs of the 21st century economy.

Meetings with Elected Officials

Ms. Kim and Mr. Edwards met with State Representative Curtis Thomas on September 16 regarding the status of the state budget and its impact on our services as well as our No Wrong Door model.

Representative Thomas provided insightful feedback on the unique needs of his district, as represented by zip code, for consideration as we expand the community connections component of the new service delivery model.

On October 19, Mr. Edwards met with PA Secretary of Labor & Industry Kathy Manderino, Deputy Secretary Diane Bosak and State Representatives Ed Neilson and Mike Driscoll, both elected officials from Northeast Philadelphia. The meeting was an opportunity for all parties to convene on the need for community connections in the Northeast region to meet the needs of job seekers and employers there, especially in light of the Northeast PA CareerLink® center’s upcoming relocation.

On November 9, Mr. Edwards met with State Representative Stephen Kinsey to discuss our ongoing No Wrong Door transition and the transitions taking place in the Northwest region of the city.

On November 24, 2015, Mayor Michael A. Nutter and Philadelphia Works board chair, Mr. Strahan, sent a letter to the chairs and ranking members of the Appropriations Committees in both the Congressional House and the Senate highlighting the work that Philadelphia has been able to accomplish as a result of federal workforce funding and requesting that Congress fund workforce and education programs at FY2016 authorized levels. This letter was part of a campaign coordinated by the US Conference of Mayors Workforce Development Council.

External Relations

Major Meetings and Partnerships

Our staff is committed to learning about best practices and aligning workforce services with education, literacy, human service and economic development activities. In this section, we report on significant milestones in our ongoing partnerships and important meetings and conferences attended by Philadelphia Works staff and board for the period August 15, 2015 – December 9, 2015.

New Appointments and Partnerships

(see CEO Report for new initiatives)

Mr. Edwards was appointed to the **Diversity Oversight Board for the Stadium Casino project** in South Philadelphia, which is projected to generate 750 permanent jobs. The board will monitor compliance with ambitious inclusion goals regarding minority and women businesses employment contained in the economic opportunity plan negotiated with the Philadelphia Office of Economic Opportunity.

Philadelphia Works is the lead agency overseeing a new grant from the Commonwealth to coordinate services across 8 counties for defense supply chain companies and workers impacted by reductions in US Department of Defense funding. On October 20, Dr. Shope Koppel and Ms. Hoffman attended a statewide grant kick-off meeting followed by the **Pennsylvania Defense Industry Assistance Forum** to learn about best practices and available services.

Ongoing Partnerships

On October 7, the **Philadelphia Reentry Coalition formally launched its “Home for Good” strategic plan** to reduce recidivism by 25% over five years using evidence-based risk needs and responsivity principles to provide services for returning citizens. Philadelphia Works will continue its leadership of the employment work group, which the Coalition will convene as part of its newly formed transitions team. Learn more at: <https://homeforgoodplan.wordpress.com/>

Mr. Edison Freire, Director Philadelphia School District, and Dr. Shope Koppel presented a webinar on the Urban Technology IT Apprenticeship on the **TechHire Learning Network** Call on October 29, 2015. These calls are attended by all the TechHire communities and provide information on how to advance access to jobs in IT for those without a 4-year college degree.

Ms. Samea Kim facilitated a session on WIOA and serving those with barriers to employment during the **Uniting to Fight Poverty Summit: Honest Conversations about Race, Inequality and Poverty** on November 20, also attended by Mr. Edwards and Ms. Hoffman. The summit also featured the release of the second Shared Prosperity progress report by the Mayor’s Office of Community Empowerment and Opportunity (CEO) and an address by Mayor Nutter. The progress report highlights our No Wrong Door initiative and American Apprenticeship grant award. Learn more at: <http://sharedprosperityphila.org/>

Mr. Edwards hosted **Mr. Patrick T. Harker, the new President and Chief Executive Officer of the Federal Reserve Bank of Philadelphia** and toured the integrated PA CareerLink® Philadelphia Suburban Station center on November 23. This was part of ongoing efforts to cultivate an institutional relationship that might result in joint research projects and programming.

Meetings and Conferences of Note

(see Policy section for meetings with public officials)

On October 7, 2015, Dr. Meg Shope Koppel presented a workshop on how WIOA funds might be used to help with college degree completion for the **Graduate! Network** at their annual convening. The Graduate! Network is a movement in 11 communities across the United States dedicated to helping those who started a college degree, complete a degree.

Philadelphia Works' business engagement team plus the PA CareerLink® Philadelphia business services team met with over 20 manufacturers and briefed them about workforce services at an October 21 **"meet and greet" event for local manufacturers** doing business in the Port Richmond and Kensington area, hosted by the Manufacturing Alliance of Philadelphia.

The **AARP Age-Friendly Summit** took place November 10, 2015 at the Barnes Foundation. Dr. Shope Koppel participated as part of the first panel, Civic Participation and Employment, moderated by former board member, John Chin.

Mr. Edwards moderated a panel at an event on **Youth Unemployment, sponsored by the Federal Reserve Bank of Philadelphia and the Annie E. Casey Foundation** held on December 2. He addressed the workforce-related challenges of young people (16-24 years of age) including the importance of early work experiences, including summer jobs and spoke about the upcoming opportunities for young people and employers to get involved in apprenticeships due to Philadelphia Works' new grant award.

Mr. Edwards was a panelist speaking at the December 7 **Comcast Diversity Summit** focused on age diversity in the workplace. He shared data on Philadelphia's workforce and highlighted some of the strengths and challenges faced by the youngest and oldest workers seeking to enter and remain in the workforce.

A number of senior staff participated in the annual statewide **Workforce Development Board Symposium** December 7-9.

Communications and Media Outreach

(See the Media Notebook for recent news clips)

The *Tribune* and *Philadelphia Business Journal* covered the announcement of the US Department of Labor \$2.9MM grant award to Philadelphia Works under the American Apprenticeship Initiative in mid-October, as did internet-based *PhillyVoice*, and FOX 29 aired the proclamation of National Apprenticeship Week in Philadelphia Nov 1-7.

Philly TechHire's Pitch Contest on September 30 was covered by ABC 6 and WPHL 17, with a comprehensive follow-up article on-line by *Technical.ly Philly* October 15.

We continue to implement our strategic marketing plan through the development of new communications tools to reach our business and stakeholder audiences. A 60-second commercial that introduces Philadelphia Works is nearing completion, as are "elevator speech" materials for the board

and staff. Staff are also developing recommendations for printed outreach materials to introduce Philadelphia Works and our portfolio of services to other stakeholders. The employer engagement subcommittee is overseeing the adoption of a Customer Relations Management tool to facilitate coordinated outreach and services for employers and the development of collateral materials.

Human Resources

The Director of Human Resources attended the 8th Annual Human Resources and Employment Law Conference sponsored by the Midatlantic Employers' Association (MEA). Speakers provided information on legal updates and hot topics.

The General Counsel & Compliance Officer and the Sr. Policy Associate attended a series of continuing legal education classes that relate to the work of Philadelphia Works and apply to the renewal of their attorney licenses.

Finance

All accounting and reporting to funding agencies were timely completed and submitted to the respective funding agencies for the quarter ended September 30, 2015.

Philadelphia Works financial position remains strong with current assets exceeding current liabilities by approximately \$1.0M. Philadelphia TANF EARN operations continue to operate at cost reimbursement levels resulting in a total cash advance from performance benchmarks achieved of \$9.1M. These advances represent performance benchmarks achieved in FY2014 and FY2013 for which cash has been received, however lack invested cost in order to be earned. The EARN system needs to accelerate investment in order to earn available revenue. Enhanced investment will most likely also result in increased EARN performance.

WIA operations are proceeding as expected, however investment in training related activities is less than expected.

Philadelphia Works continues to provide technical assistance regarding invoice management, accounting and reporting to Philadelphia Youth Network in order to ensure compliance with accounting and reporting requirements.

The Commonwealth of Pennsylvania has not passed the state budget for PY2015, Philadelphia Works FY2016. Philadelphia Works has sufficient cash available to fund the system through February 2016 and has extended vendor contracts through the end of the calendar year. Please see the Budget Impasse Memo in the financial information section of the book for a complete discussion on the budget impasse.

The organization annual audit for FY2015 is on-going; field work is scheduled to be completed in early January 2016. All work is going as planned.

Compliance

As a result of the budget impasse and the travel restrictions, the Commonwealth delayed its annual on-site monitoring visit for PY2014, which was previously scheduled for the week of August 24, 2015. The Commonwealth is currently conducting a desk review in lieu of an on-site visit. Programmatic documentation was submitted for review on December 4, 2015 and fiscal documentation will be submitted by the end of the year. PWI still await the results of the Commonwealth's previous audit from PY 2013.

In an effort to align with the new requirements set forth in the OMB Super Circular, the Compliance Department collaborated with the Finance Department to revise Philadelphia Works' Procurement and Record Retention policies. If approved by the Board, the new policies will be effective January 1, 2015 and implementation and training will commence in the next quarter.

The Compliance Department continues to be active in the procurement process of Philadelphia Works' contractors, including information technology and office service providers, in support of the renovation of the buildings to house the integrated service centers.

Finally, the Compliance Plan will be reviewed and updated in the next quarter to align with the new requirements of WIOA and to outline the innovative framework of the integrated workforce system in Philadelphia.

Welcome and Chair's Remarks

Mr. William Strahan brought the meeting to order at 9:00 AM. He expressed his appreciation to those present and for the hospitality of the Federal Reserve Bank, then yielded the floor to Mr. Mark Edwards for his CEO report.

Philadelphia Works CEO Report

Mr. Edwards began the CEO report by introducing new board members: Cheryl Feldman and Mayor Michael Nutter. He noted that a survey and media book had been distributed for board review. The survey captures performance measures for the board process and the media book profiles the work of the organization. Mr. Edwards mentioned that the CEO report serves as an executive summary of the organization's recent activities. The highlights included the progress related to the White House Tech Hire initiative whose representatives will report on their current needs at the present meeting. It was also reported that the Philadelphia Works Youth interns, part of the WorkReady summer program produced a summer yearbook depicting the young people's accomplishments in their internships. Current commitments revealed that the Work Ready Program produced more than 8,800 jobs this past summer and there is confidence in the forecast that the final numbers will be close to the Mayor's goal of 10,000. This year the state committed \$4 million to the success of the summer WorkReady program. Additionally, Board members had a high participation rate (over 90 percent) providing summer internships. Mr. Edwards thanked the members of the board who had a hand in this success.

The CEO underscored that the State Budget Impasse was deepening its impact on providers. Philadelphia Works implemented a plan to manage the impacts. To date, Philadelphia Works has paid all of the invoices for the previous year that have been properly submitted and supported. There were pre-emptive provisions made to pay the participants of the summer program. However, the State is not honoring expenses from Fiscal Year 2016 and therefore Philadelphia Works has been unable to make payments accordingly. The organization has issued a letter of intent to applicable service providers which allows for the continuation of services, with the understanding that they will be compensated once funds become available. Philadelphia Works remains in contact with providers to keep a pulse on their impact, offering consultation where appropriate. Mr. Edwards underscored the importance for continued communication about this distress to the State Department of Labor and Industry. Ms. Norma Romero Mitchell asked whether there was anything that the board members could do to foster resolution of the impasse. Mr. Daniel Fitzpatrick talked about the strains of the budget and its uncharacteristic duration. Mr. Pat Eiding echoed the position, underscoring the suffering

IN ATTENDANCE

Members:

Agnew, Andrea
Brightful, Shari
Donald, David
Edwards, Mark
Eiding, Patrick
Feldman, Cheryl
Fitzpatrick, Daniel
Generals, Donald
Greenberger, Alan
Grose, Ed
Hunt, Tracee L.
Jachimowicz, Maia
Jones, Margaret
Mandujano, Gabriel
Metellus, Regine
Nutter, Hon. Michael A.
Parente, Joseph
Rényi, Judith
Romero Mitchell, Norma
Rosenberg, Alan
Spector, Jay
Strahan, William (Chair)
Tubolino, Peter

Regrets:

Boyer, Ryan
Gillece, Jim
Grady, John
Pullen Ross, Nicole
Raju, Ajay
Tyler, Bud

Guests:

Buehler, Susan
Coleman, Waverly
Cross, Kelly
Fulmore-Townsend,
Chekemma J.
Gambone, Stephanie
Hart, Bill
Jameson, Chancy
Kavanaugh, Tom

brought to bear to the citizenry of the Commonwealth and the need to summon the elected officials to resolution. Board members and their affiliations were encouraged to call their government representatives to impress upon them the urgency and detriment of the budget impasse upon providers.

Mr. Edwards expressed his gratitude to the members leaving the board, notably, Joe Parente and John Grady for their years of service. Mr. Parente expressed his pleasure at having served on the board.

The CEO provided an update pertaining to the KRA lawsuit which is currently underway. Philadelphia Works leadership is actively engaged to address it and continue its conversation with the State Department of Human Services. In preparation for the outcome, Mr. Edwards mentioned that the State had agreed to offer some financial support in the event of settlement. With the last point, Mr. Edwards rested his CEO report.

MOTION: Mr. Strahan asked the committee to approve Mr. Edward's report.

ACTION: The motion passed unanimously.

Finance

Ms. Regine Metellus expressed that there were two actions being brought to the board for approval, financial statements for the year ended June 30, 2015 and for the one period ended July 31, 2015. Ms. Metellus reported that Fiscal Year 2015, which ended in June, was deemed fairly successful. The only shortfall was related to the TANF performance. On the cost reimbursement side, there is 100% utilization. Total assets for the organization grew to \$21 million, mostly due to receivables. Approval is requested for the unaudited financial statements for the year ended June 30, 2015. For July 2015, the organization received \$4 million in funding from the State related to youth programming, which will be reflected in the Fiscal Year 2016 results. Ms. Metellus also reported that the Finance Committee spent considerable time discussing the budget impasse, expressing paramount concern and readiness support for the workforce providers. In concluding her report, Ms. Metellus thanked Joe Parente for his *extraordinary* service since he was retiring from the Finance committee.

MOTION: The motion(s) were made to approve the financial statements for the year ended June 30, 2015 and the one month period ended July 31, 2015. Ms. Norma Romero Mitchell made the motion; it was seconded by Ms. Cheryl Feldman.

ACTION: The motion(s) passed unanimously.

Major Project Report: Tech Hire Initiative

Mr. Edwards introduced two of the leading employers of Philly TechHire: Ms. Kara Mancinelli from Randstad Technologies and Mr. Greg Payton from PNC Asset Management. Ms. Mancinelli mentioned that the TechHire initiative benefits the tech community as well as the whole of Philadelphia. Philly TechHire is a group of strategic local collaborators led by: Randstad Technology, PNC Asset Management, Comcast, LinkedIn, City of Philadelphia and Philadelphia Works. Mr. Payton suggested that the members of the White House Philly TechHire initiative are very passionate about providing leadership to develop world-class technology in Philadelphia. He promoted the IT Pitch Competition to take place on September 30 at the Barnes Foundation. It will provide IT and cyber job candidates the opportunity to develop their technical and presentation skills with the goal of providing solutions to challenges presented by the Free

Mancinelli, Kara
Payton, Greg
Ruka, Kanga
Styer, Alex
Wagner, Rebecca
Watkins, Sheila
Wentzel, Nate
West, Joe
Woods,, Nicki

Staff:

Bailey, Hugh
Burke, Marsha
Carter, Lori
Frazier, Johnetta
Goldsmith, Swanie
Hoffman, Sue
Jenkins, Tiffany
Jettison, Heloise
Johnson, Lisa
Kim, Samea
Kirby, Susan
Koppel, Meg Shoppe
Kozlowski, Joseph
Krasnisky, Suzanne
Merriweather, Melissa
Metellus, Carole
Nguyen, Hai
Porter, Dale
Randall, Rita
Shope Koppel, Meg
Vishnyakova, Anastasia
Winkle, Gail

Library of Philadelphia. The success of this endeavor will highlight the possibilities on nontraditional candidates for tech positions. Ms. Mancenilli said that a fundraiser will be held to support this effort. There will be an auction for which she requested contributions from board members. A question was raised as to the target group for this project. Ms. Mancinelli explained that candidates are those who do not have a four-year degree in computer science. The chair concluded this section by expressing three points of appreciation: the evolution and hard work of the Tech Hire committee, the response for the particular technological need in the workforce, and the collaborative link created between employees and employers.

Youth Council

Mr. Pat Eiding reported on the July meeting of the Council and presented one action item to the board. The highlights from the committee meeting included an update on WorkReady summer, a presentation on the Urban Technology Project, and a vote regarding year-round TANF Youth Development (TANF YD) contracts. WorkReady summer 2015 concluded with over 60 organizations operating programs and over 1,000 worksites serving as hosts. Philadelphia Works committed more than \$6 million to programs and jobs. Mr. Eiding reported that the School District of Philadelphia and Communities in Schools delivered a presentation on the Urban Technology Project which includes a pre-apprenticeship that helps high school graduates obtain industry certificates from Comp TIA, Apple, and Google etc... Mr. Eiding presented one action item to the board; a recommendation to delay the year-round TANF YD procurement process for one year in order to permit enough time for the Council to better assess the use of TANF YD funds in future years. Within the recommendation was a request to renew E³ Power Center contracts through June 30, 2017 and, at the same time, discontinue funding for YesPhilly and the Communities in Schools- Start on Success programs. The chair called for a motion in this vein.

MOTION: The motion was made by Ms. Andrea Agnew. It was seconded by Ms. Tracee Hunt. Ms. Cheryl Feldman, Mr. Jay Spector and Ms. Norma Romero Mitchell abstained.

ACTION: The motion passed.

Mayor Michael Nutter thanked all of the employers on the board and those present in the meeting on behalf of the City of Philadelphia. He praised the work that WorkReady, PYN, and Philadelphia Works had undertaken to achieve the City's goal of 10,000 jobs during the summer.

Board Development

Ms. Andrea Agnew introduced the new board members and offered a brief commentary on their backgrounds. The new members included, Ms. Shari Brightful, Acting District Administrator of the Office of Vocational Rehabilitation, Ms. Cheryl Feldman, Executive Director of District 1199C Training and Upgrade Fund, Mr. Daniel Fitzpatrick, President of Citizens Bank of PA, NJ and DE, who is currently the chair of the Youth Council and the Honorable Michael Nutter, Mayor of Philadelphia. Ms. Agnew also thanked Joe Parente and John Grady for their years of service to Philadelphia Works. There was no action requested.

Research and Policy

Ms. Maia Jachimowicz reported that the Research and Policy committee meeting focused on the change from WIA to WIOA to make sure that all board members and the greater community are aware and responsive to the changes, and that they provide the necessary feedback to the federal government. There are some proposed changes regarding TANF Re-Authorization at the federal level which could greatly benefit Philadelphia residents. The committee is working with staff to respond accordingly. A meeting will take place in October to afford an exchange between employers and prospective employers of returning citizens pertaining to best practices and experiences locally and nationally. The committee

also continues to be focused on the mayoral transition to make sure that the next administration is well aware of Philadelphia Works and its public workforce development system. Philadelphia Works hosted a briefing toward that end, with mayoral candidates. With regards to research, Ms. Jachimowicz praised and thanked those who helped to furnish the Jobs Commission Report. She further underscored that Drexel, Wharton and MIT are interested to propose pilot workforce approaches in Philadelphia, seeking to identify best practices. With regard to performance, the system has met all of its nine common measures for the fourth year in a row; it bears mentioning that placements are lagging, however, the system is quite strong despite substantial changes in legislation and the no wrong door strategy.

Mayor Nutter asked whether there existed a document that showcases the work of Philadelphia Works. Mr. Edwards responded that a document was in draft form. The Mayor then underscored the crucial importance for Philadelphia Works to present to the next mayoral administration the work that it has undertaken in the City of Philadelphia.

Workforce and Economic Development

Mr. David Donald began his report by making a comment on the importance of the work that the other Philadelphia Works' committees do and expressed praise for the staff who provide the framework for doing the work which ultimately leads to employment for the citizenry. He provided an update on No Wrong Door. He reiterated the closing and opening of the centers. *Watchdog* continues to oversee the remaining PA CareerLink® openings. Germantown Avenue will open on November 23, Market Street will open on December 14, and 5th Street will open on December 28. From the WIOA adjustments, the Philadelphia Works staff was shrewd to anticipate the changes and consequently prepared the appropriate and timely procedure manuals. Conversation ensued at the request of a board member to delineate the changes that occurred as a result of the new implementation: board composition and the number of its members, priorities of service, greater union representation, among others. Praise and caveats for this implementation were voiced.

Adjournment

With no other business on the agenda, the chair adjourned the meeting at 10:50am.

The next board meeting is scheduled for December 17, 2015.

Welcome and Chairs Remarks:

Ms. Andrea Agnew brought the meeting to order and made opening comments. She began by stating the meeting outcomes, which were to inform the Committee on the current board status and WIOA compliance, update the Committee on incoming and outgoing members and identify potential new members to serve on the Board and its Committees.

MEMBERS:

Andrea Agnew (Chair)
Maia Jachimowicz
Ajay Raju

STAFF:

Mark Edwards
Sharon Riley

WIOA compliance update and new board composition

Ms. Sharon Riley discussed the current board status in relation to WIOA and reported that we are in full compliance and all seats are filled with a total of 28 members. Private sector membership must be at 51% and we are currently at 52%. Likewise, the Labor/Apprentice category requires 20% of membership and we are currently at 21%.

Upcoming term end dates

There are several members whose terms will expire in the next two months. The terms of Ms. Regine Metellus, Mr. Alan Rosenberg and Ms. Tracee Hunt who represent the Private sector, and Mr. Mark Edwards who represents the Labor CBO sector will all expire in January of 2016. A discussion was held as to whether these members will be reappointed and the timing of the decision due to the change in the city's administration. Additionally, Ms. Meg Jones who represents the Private sector will be departing effective December 2015. Philadelphia Works will evaluate the current composition of the Board at the time of each member's expiration to ascertain whether reappointment and/or new appointments are appropriate.

Ms. Maia Jachimowicz brought up a point of interest for discussion regarding a potential conflict of interest with respect to Board Members service on other Boards. Mr. Edwards agreed that Philadelphia Works will do some due diligence on the nature of the potential conflict, and present to the committee a strategy on how we as a Board should behave when such conflicts arise. This information will be presented at the next committee meeting.

New business

Ms. Maia Jachimowicz suggested a further review into the diversity of our Board membership. Ms. Sharon Riley will provide the necessary data.

Mr. Mark Edwards presented two potential nominees from the Private sector to serve on the Board or alternatively, to serve on a committee until that opportunity presents itself. A discussion was held regarding these nominees and their respective bios that were submitted. The committee unanimously agreed to submit these names to the new Mayor for consideration to the Board. Ms. Meg Jones also has

a recommendation from CHOP to submit for consideration. That information will be presented at the next Board Development meeting.

Ms. Maia Jachimowicz offered to assist in working with the new Mayor's transition team to make the reappointments a top priority for the new administration.

Mr. Mark Edwards noted that he would like to increase participation on the Outreach and Resource Development, Human Resources and Board Development Committees. The nominees presented are candidates to participate in these committees and staff is also reaching out to existing Board members to solicit members.

Adjournment

The meeting was adjourned at 3:40 p.m.

Welcome & Agenda Overview

Due to Mr. William Strahan's delayed arrival, Mr. David Donald brought the meeting to order at 3:10pm. Mr. Donald called for a motion to approve the Executive Committee minutes from May 21, 2015. A **MOTION** was made by Mr. Pat Eiding and seconded by Ms. Tracee Hunt. An addendum to the minutes was introduced by Ms. Maia Jachimowicz regarding the second action item pertaining to the rationale for relocating responsibilities for OJTs. **ACTION:** The motion was approved by unanimous consent.

Philadelphia Works CEO Report

Mr. Mark Edwards gave his report on the particulars and the status of the organization, starting with the introduction of the new COO, Mr. Hugh Bailey. Mr. Bailey expressed his excitement about joining the Philadelphia Works team.

Mr. Edwards reported the organization's successes for Fiscal Year 2015. First of several accomplishments pertained to the preparations for launching WIOA, which included the grand opening in April, the Assistant Secretary of the Department of Labor's visit to the facility. Also mentioned, were the office closings and openings, of three remaining sites in November and December. In addition, the organization has met and exceeded all nine common measures as reported by the state of Pennsylvania. In Fiscal Year 2016, the organization will position itself to meet its goals from a place of transition to full implementation of the new operational model.

The second item of the CEO report was an update of the lawsuit. KRA vs. Philadelphia Works is scheduled for trial the week of September 28. A settlement hearing took place on July 21 where no agreement could be reached between the two parties. From an outstanding \$161,000, the KRA wanted to collect \$4.5 million. The magistrate judge reviewed the contracts and the summary judgment to issue a non-binding opinion on the trial prospects. A committee member raised a question whether reserves were allocated for the trial; the CEO replied that there were none. The Executive Committee's concluding strategy is to keep the State involved to identify a pool of resources that could be used in the event of an unfavorable outcome to the organization or to cover legal fees beyond its ability to pay, even if Philadelphia Works wins the case.

IN ATTENDANCE

MEMBERS:

Andrea Agnew
David Donald
Patrick Eiding
Tracee Hunt
Maia Jachimowicz
Regine Metellus
Nicole Pullen Ross
William Strahan (Chair)

REGRETS:

Susan Kirby

STAFF:

Hugh Bailey
Lori Carter
Mark Edwards
Meg Shope Koppel
Dale Porter
Rita Randall
Sharon Riley

The third item of the CEO's report mentioned that the State Budget Impasse is continuing to bring pressure to many organizations in the Commonwealth. Philadelphia Works is working to bring closure to all invoices from Fiscal Year 2015. The State is not dispensing any money for current Fiscal Year 2016, so the organization is not honoring any costs incurred during that time. Invoices are expected for July 2015; with priority given to Youth wages for the summer. With respect to the providers most impacted by the impasse, we will formulate a protocol for addressing the most urgent needs.

Lastly, the CEO reported on the Papal Visit in Philadelphia on September 26 and 27. Philadelphia Works will notify the Commonwealth that we will follow their lead and close Thursday, September 24 and Friday, September 25 and take Monday, September 28 as an inclement weather day and will notify impacted provider workers accordingly.

Committee and Ad Hoc Updates

Mr. Bill Strahan suggested that there was no need to get a full report from all of the committees. Therefore, the Executive Committee focused on actionable items.

Youth Council Mr. Patrick Eiding reported highlights from the July Youth Council meeting. Mr. Eiding presented one actionable item for consideration regarding an extension of TANF Youth Development funded E³ Centers for one year, through June 2017. This action also recommended the defunding of two programs, YesPhilly and Communities in Schools Start on Success, due to performance and misalignment with performance metrics. This recommended contract extension allows for more time to assess the best use of the TANF Youth Development Funds going forward. **MOTION:** Mr. Strahan made a motion to approve the E Center Contract extension; the motion was seconded by Mr. David Donald. **ACTION:** The motion passed with unanimous consent.

Workforce and Economic Development Mr. David Donald reported the committee's action item to request board approval for the Interim WIOA Adult Priority of Service. Ms. Jachimowicz noted that during the subcommittee meeting, the members explored the background and rationale for this and various policies put forth by the Committee. It was requested that a memo accompany policies so that committee members would contextualize the rationale for such policies, especially when changes occur. **MOTION:** Mr. Eiding made a motion for us to adopt the Interim WIOA Adult Priority of Service; it was seconded by Ms. Andrea Agnew. **ACTION:** The motion passed with unanimous consent.

The board also discussed the Supportive Services Policy. It facilitates providing work support (uniforms, shoes, licenses) to career seeking customers engaged in training. In addition there was discussion pertaining to public input relating to the policy. It suggested that vendors as well as the public have opportunities to offer opinions on Philadelphia Works' public support policies. **MOTION:** Mr. Eiding made a motion to recommend the Supportive Services Policy; it was seconded by Ms. Hunt. **ACTION:** The motion passed with unanimous consent.

Employer Engagement Subcommittee There were no questions or actions being requested.

Hardest to Serve Subcommittee Mr. Donald reported that the subcommittee wanted to add priorities of service to one policy currently under revision. In addition, there was interest to change the subcommittee's name to a name that was more positive and reflected barriers to employment as they

align with Philadelphia Works strategy. Mr. Edwards added that a name change would also align with the language in the law, “barriers to employment,” as opposed to “hardest to serve.” Otherwise, there was no action being requested.

No Wrong Door Mr. Donald underscored the wide array of information contained in Mr. Edwards’ comments as presented in the CEO report. Otherwise, no action was requested.

Outreach and Resource Development The chair mentioned that the meeting for the Outreach and Resource committee has yet to be held. No action was requested.

Board Development Ms. Andrea Agnew offered a summary of the July 14 subcommittee meeting. She recounted that members discussed excused absences and board engagement and found the board to be adequately engaged and fully compliant. There will be four new members joining the board, two current members’ terms will expire in September and two others in January. Otherwise, there was no new business or action requested.

Research and Policy Ms. Maia Jachimowicz reported regarding the board’s main priorities for the upcoming quarter. One priority is to continue providing education and feedback with respect to the WIOA transition and the State plan, another priority pertains to the ongoing term policy with respect to TANF regulation, and another concern was the hiring of returning citizens and the challenges that employers face. A session is being planned in October to focus on employers who have had success with this initiative and those interested in pursuing that possibility. Ms. Jachimowicz concluded her report by mentioning that the mayoral transition should continue to support the work of Philadelphia Works. There was no action requested.

Finance Committee Ms. Regine Metellus stated that the Finance Committee had not met yet. At the upcoming meeting in September, the organization’s financial statements will be reviewed and relayed to the board although they will still be unaudited. Two actions were being requested to bring to the board. One action was to present the statement for the year ending June 30, 2015; the other, was only for the month ending July 2015. **MOTION(S):** Mr. Strahan made the motions jointly to bring to the board the unaudited statements ending in June and the other for the month of July. Mr. Eiding seconded the motion. **ACTION(S):** The motions passed with unanimous consent.

Human Resources Committee Ms. Hunt stated that the most significant move from the Human Resources unit was to hire a new Chief Operating Officer. As of August 17, 2015, Mr. Hugh Bailey assumed the position. Otherwise, no action was requested.

Review the Draft Agenda for Board Meeting

Mr. Edwards mentioned that the draft agenda for the Board Meeting includes the CEO report and action items. He highlighted that Philly Tech Hire Employer Partners would present to the board. Pertaining to the items on the agenda, Mr. Dale Porter underscored that permission for the Finance Committee to present at the board meeting does not require an action. Mr. Eiding mentioned to the Executive Committee that he would need to leave the upcoming Board meeting early; however he will furnish a full report to the board before leaving. Dr. Meg Shope Koppel was asked to report on a visit that she and Ms. Anastasia Vishnyakova had in Chicago. They visited CareerBuilder and described some of their ventures.

Adjournment

At approximately 4:35pm, there being no new business before the committee, the meeting was adjourned. Mr. Strahan excused the Philadelphia Works staff and the executive session began.

Welcome and approval of prior meeting minutes

The quarterly Finance Committee was held on December 2, 2015. Motion to approve prior meeting summary minutes held on September 2, 2015 was approved.

Budget Impasse

Mr. Dale Porter indicated that Philadelphia Works communicated by email with vendors and staff regarding the impact of the budget impasse. This communication strategy was approved by the Executive Committee. During the impasse, Philadelphia Works has received TANF Adult performance funding from benchmarks achieved in prior years, however TANF Youth funding is impacted by the impasse because there are no current funds available. FY2016 WIOA funding 1st increments includes Adult, Dislocated Worker, Youth and Rapid Response fully available.

Operations Narrative and Financial Statements for three months ended September 30, 2015

Mr. Hai Nguyen presented the financial statements for the three-month period ended September 30, 2015.

The Statement of Financial Position indicates current assets totaling \$23mm compared to current liabilities totaling approximately \$22mm indicating a favorable current ratio greater than 1:1. Accordingly, we are able to meet our short term obligations.

EARN center operations have utilized 27 percent of cost reimbursement funds. EARN cost reimbursement invoices have been paid through September 30, 2015. WIA operations expect to spend 100 percent of the carryover funds from FY2015 in both Adult and Dislocated Worker by December 31, 2015.

Mr. Porter mentioned to the Finance Committee that we received two new direct grants for this fiscal year.

FY2016 Executed Contracts

A list of executed contracts was provided to the finance committee for disclosure purposes only. Such a list does not require Finance Committee or full Board approval.

Adjournment

Meeting was adjourned at 9:40 am.

IN ATTENDANCE

MEMBERS:

Ed Grose
Regine Metellus (Chair)

REGRETS:

Pat Eiding

STAFF:

Melissa Merriweather
Hai Nguyen
Dale Porter
Gail Winkle

Welcome and Review/Approval of January 28, 2015 Minutes

The Audit and Financial Compliance Sub-Committee meeting was held on October 20, 2015. Ms. Regine Metellus brought the meeting to order at 9:15am. She expressed that the purpose of the meeting was to discuss matters relating to the upcoming audit. Minutes from January 28, 2015 were voted and approved.

Presentation of Internal A-133 Audit – Mitchell & Titus

Mr. Steven Maher, partner with Mitchell & Titus (M&T), introduced his colleague, Ms. Alyssa Dhawan, the lead Acting Manager on Philadelphia Works' Fiscal Year 2015 audit, then reviewed the points of consideration for the upcoming audit of Philadelphia Works' financial statement and employee benefit plan. Field work is expected to begin in mid-November and end in early January. Mr. Maher walked the subcommittee through M&T's fiscal year 2015 audit approach. After delineating the work schedule and areas of focus, Mr. Maher asked the committee to respond with any additional ideas for audit consideration; none were noted.

Ms. Metellus asked whether the budget impasse would impact the audit procedures; the response was no. M&T does not anticipate any issues regarding their controls and substantive testing. The remainder of the conversation centered on concerns for other risk; none were anticipated. Philadelphia Works is considered a low-risk auditee.

Mr. Maher also underscored the role that the committee and board play in the organization's internal control. He indicated that Philadelphia Works has a well-documented process in place to ensure that appropriate controls are designed and operate effectively. Ms. Sharon Riley explained that the organization performs an internal audit of controls to assess its risk of non-compliance. Based on the aforementioned procedure, the organization revised its Procurement and Record Retention policies, which were reviewed by the Pennsylvania Department of Labor. Ms. Riley asked the Subcommittee to review and provide input into these updated policies.

Other Committee Business

Philadelphia Works informed the subcommittee that it had won its lawsuit against KRA.

Adjournment

With no further questions, the meeting was adjourned at 10:20am.

IN ATTENDANCE

MEMBERS:

Reese Blair
Regine Metellus
(Chair)

REGRETS:

Mark Edwards
Steven Glueck

GUESTS:

Alyssa Dhawan
Steven Maher

STAFF:

Carole Metellus
Hai Nguyen
Dale Porter
Sharon Riley

Subsequent Information

Mr. Steven Glueck, the Subcommittee Chair, is no longer employed with Eisner Amper, LLP; he currently works for BBD, LLP. He will retain his title as the Chair of the Finance Subcommittee.

Welcome & Agenda Overview

The meeting began at 3:04 p.m. Ms. Tracee Hunt welcomed everyone to the meeting.

July 28, 2015 Meeting Summary

Ms. Hunt asked if everyone had an opportunity to review the minutes. All in attendance had reviewed the minutes and Ms. Norma Romero-Mitchell found a typo. The typo will be corrected. **Motion:** Ms. Romero-Mitchell motioned, seconded by Ms. Hunt. **Action:** The motion passed with the correction.

3rd Year HR Operational Plan

Ms. Suzanne Krasnisky provided a general overview of the 3rd Year HR Operational Plan. Human Resources will focus on four areas, they are as follows:

- Improve employee communication – this will be done across the organization through multiple methods such as the Predictive Index, all staff meetings, and working closely with the business unit leaders
- Ensure overall compliance – review state, local, federal laws and update employee information manual; Senior Leadership and focus groups will be involved to review and provide feedback on the employee information manual
- Facilitate staff development and continuous improvement – partner with educational institutions and conduct lunch and learns
- Manage and administer benefit programs – review current and potential brokers for best service offered and look at healthcare trends to determine the best cost effective programs for employees and the organization

Ms. Hunt mentioned to Staff that they should ensure the broker has a strong knowledge level of ACA compliance and that the broker keeps Staff well informed as it relates to ACA compliance. Staff should have a separate ACA compliance timeline. Ms. Krasnisky informed the committee that the current broker shared an ACA compliance timeline with Staff during the benefits renewal process. Ms. Krasnisky will review the timeline to ensure we are on target.

The 3rd Year HR Operational Plan contains a lot of information and the committee requested additional time to review the plan. Staff will send a follow up email to ask the committee for their feedback on the plan. Once the committee provides their feedback, Ms. Krasnisky will send a summary email to the committee and further discussion can take place during the next meeting.

IN ATTENDANCE

MEMBERS:

Tracee Hunt (Chair)
Norma Romero-Mitchell

REGRETS:

Mark Edwards
Jim Gillece
Meg Jones

STAFF:

Suzanne Krasnisky
Maria Morton

ACTION ITEM: Staff will send the committee a follow up email regarding their feedback on the plan then compile a summary for the committee.

Educational Partnerships

Human Resources has partnered with Drexel University and Peirce College to help staff continue with their education and/or build stackable credentials. Drexel University provides up to a 40% discount depending on the program selected. Peirce College provides a 25% discount. The discounts for both institutions are applicable to employees and their immediate dependents. Philadelphia Works has a tuition reimbursement program but it's only applicable to employees. It is Philadelphia Works' hope that the tuition reimbursement and discounts from the educational institutions can benefit our employees financially and assist in order for employees to build on their skill sets. Ms. Romero-Mitchell commented that Community College of Philadelphia (CCP) is represented on the Philadelphia Works board and asked if Staff has reached out to CCP for a partnership. Ms. Krasnisky mentioned that she is trying to get a representative from CCP to come in and present to staff the programs they offer. Staff shared with employees information about CCP and the discount offered for Philadelphia residents.

New Hires

Philadelphia Works hired 2 employees in the month of August.

- Chief Operating Officer and Sr. Office Services Assistant – replacement positions

Ms. Krasnisky shared with the committee that there are a few positions open; however, Staff will not be recruiting due to the budget impasse. The positions are:

- 3 - Program Representatives; Youth Program (2) and WIOA Program (1)
- 1 - Manager of Programs; American Apprenticeship grant

Next Steps

Staff will create Key Performance Indicators (KPI) to support the operational plan and standard KPI. It will be discussed during the next scheduled meeting.

Adjournment

The meeting was adjourned at 3:24 PM by Ms. Hunt.

The next HR Committee meeting will be held on *TBD* from 3:00 PM. to 4:30 PM.

Welcome & Chair's Remarks

The Chair, Mr. David Donald, called the meeting to order at 9:08 a.m.

Work Experience and Internship Policy

Both, internships and work experiences provide a means for an individual to gain work experience, as well as help to better serve individuals who face barriers to employment. WIOA describes individuals with barriers to employment as ideal candidates for work experience as they are seeking long-term employment in an industry or occupation but do not have the necessary experience to qualify for entry-level employment. Similarly, an ideal candidate for an internship is an individual who has recently completed a training, educational program, Individual Training Account (ITA) or Job Specific Skills Training (JSST), in an industry but requires practical work experience to qualify for entry-level employment in the related field.

As a promise to better serve career seekers, Philadelphia Works has allocated funds, and created a Work Experience and Internship policy to help individuals gain the skills and experience needed to meet employer demands. *See full policy in the board book.*

The committee reviewed and discussed the policy and was asked to vote to approve it. Once approved by the W.E.D. committee, the Executive Committee will be requested to approve the policy before it is presented to the full board.

Motion: David Donald moved, seconded by Mr. Alan Rosenberg to approve the Work Experience and Internship policy. **Action:** The motion was passed with unanimous consent.

Apprenticeship Policy

The Workforce Innovation and Opportunity Act (WIOA) encourages apprenticeship as a strategy to promote career pathways for career seekers in specific occupations and a job-driven strategy for employers and industries. Apprenticeships are “earn and learn” opportunities, and a great way to gain and demonstrate competencies either over a period of time or at specific benchmarks in the program. Funding for Apprenticeship – based funding will support a combination of classroom and on-the-job training. Thus, this funding allocation can be utilized in concert with Individual Training Accounts (ITAs), On-the-Job Training (OJT), and Customized Job Training (CJT).

IN ATTENDANCE

MEMBERS:

Waverly Coleman
David Donald (Chair)
Donald Generals
Gabriel Mandujano
Jim Nichols (via phone)
Judith Rényi (via phone)
Alan Rosenberg

STAFF:

Hugh Bailey
Lori Carter
Denise Givens
Samea Kim
Susan Kirby

REGRETS:

Mark Edwards
Maia Jachimowicz
Dionisio Mignacca

OVERCOMING

BARRIERS

SUBCOMMITTEE:

Diane Inverso (via phone)
Rebecca Wagner

EMPLOYER

ENGAGEMENT

SUBCOMMITTEE:

Ed Gross

Apprenticeships are a vital component of training and employment services that the workforce system can provide to its customers, and therefore, Philadelphia Works has allocated resources, and created policy for this initiative. *See full policy in the board book.*

The committee reviewed and discussed the policy and was asked to vote to approve it. Once approved by the W.E.D. committee, the Executive Committee will be requested to approve the policy before it is presented to the full board. **Motion:** Mr. Donald Generals moved, seconded by Mr. Ed Gross to approve the Apprenticeship policy. **Action:** The motion was passed with unanimous consent.

Customized Job Training (CJT) Policy

Philadelphia Works adopts the WIOA Customized Job Training (CJT) Policy to guide the investment of WIOA Title I funds in CJT opportunities. CJT opportunities are ideally suited for individual or multiple businesses that plan to expand their operations and are seeking opportunity to hire new employees but have found the current workforce to be in need of additional specialized training. Customized training is: designed to meet the requirements of the employer; conducted with a commitment by the employer to employ an individual upon successful completion of the training; a training for which the employer pays for a significant portion. Philadelphia Works will contract with employers or training providers for CJT's, subject to procurement policies and procedures. *See full policy in the board book*

The committee reviewed and discussed the policy and was asked to vote to approve it. Once approved by the W.E.D. committee, the Executive Committee will be requested to approve the policy before it is presented to the full board. **Motion:** Mr. Donald moved, seconded by Mr. Alan Rosenberg to approve the Customized Job Training policy. **Action:** The motion was passed with unanimous consent.

City of Philadelphia's Minimum Self-Sufficiency Wage

As a result of the committee's previous discussion regarding the minimum OJT wage rate of \$13/hr. with or without benefits, it was suggested that Philadelphia Works consider tying the minimum OJT wage rate to a city, state, or federal standard. However, after discovering that the city's current wage is \$12/hr., Philadelphia Works would like to table the discussion until the next committee meeting scheduled for February 2016.

Integrated Center Update

5847 Germantown Avenue integrated center which will be operated by Impact Services is scheduled to open on November 23, 2015. **3901 Market Street** which will be operated by SerMetro, also known as SERCO, has experienced unforeseen delays due to significant construction issues. These delays will likely prevent the facility from being ready to accommodate integrated services in December 2015. As a contingency, Philadelphia Works will ensure the prescribed EARN and WIOA customers receive integrated services at a temporary site located at 5070 Parkside Avenue (currently EDSI EARN Center). **4261 N. 5th Street**, which will be operated by Nueva Esperanza, is currently under construction and is expected to operate as an integrated center by late December/January.

Commonwealth's WIOA State Plan

The W.E.D. committee will lead the Board's review of the draft WIOA State Plan. Because this process has a tight deadline, staff will review the plan first to create a summary of "green-line" and "red-line" items. That summary will be presented to the WED Committee and other board members who wish to volunteer

for this effort. Once the WED committee considers staff recommendations, a final draft will be sent to the full Board for review and submission to the Commonwealth.

Subcommittee Updates

Overcoming Barriers

The current process for making referrals between PA CareerLink® and adult education providers is being tested and seems to be going well. As a next step, the subcommittee will coordinate data sharing and shared metrics now that Philadelphia Works is adopting a new client tracking system.

To further reach and prepare those with barriers to employment, the subcommittee recommends that Philadelphia Works pilot a new approach that aligns WIOA with other literacy partners. The subcommittee will work with staff to plan a meeting to generate a program model for consideration as a pilot project. At their January meeting, the subcommittee will discuss ways to align workforce services to serve returning citizens.

In addition, the sub-committee members are ready to contribute to the board's review of the draft WIOA state plan, and encourage other board members to provide feedback as well.

Employer Engagement

The Customer Relationship Management (CRM) system selection process is progressing and is now in the testing phase. Additional information is forthcoming.

Outreach & Resource Development

The Outreach & Resource Development Committee is working on a resource development plan for Philadelphia Works to diversify funding for our strategic priorities and to build internal capacity by raising unrestricted funds. As a next step, the staff will prioritize the opportunities within both categories. Board members are encouraged to help connect staff to potential funders through our networks.

In Addition, the subcommittee approved a scorecard to track the progress of implementing 6 "brand management" strategies as detailed in our Strategic Marketing and Outreach Plan.

Adjournment

With no other business, the meeting adjourned at 10:25 a.m.



Employer Engagement Sub-Committee Meeting

Summary

Tuesday, October 13 , 2015 9:00-10:30 AM

Chair: Gabriel Mandujano

Welcome & Background

Mr. Gabriel Mandujano called the meeting to order at 9:05 am.

Introductions

The Committee members and staff introduced themselves.

Minutes

Quorum was not reached; therefore the minutes from the July 14, 2015 meeting will be moved for approval at the next meeting.

Integrated Centers Update

Ms. Jettison advised the North CareerLink center and Impact EARN center will close on November 13, 2015; letters to both customers and employers will be mailed on October 23, 2015. The Northwest CareerLink (Impact's team) will begin training half of their staff on October 19, 2015 the other half on November 16th. Letters to the customers and employers are scheduled to be mailed on November 3rd. The center will relocate to Germantown Avenue on November 23. Along with the letters, signs will be posted in the centers where services are being relocated. Philadelphia Works will issue a press release/public Announcement prior to the changes. Notifications will also be placed in the Philadelphia Works newsletter.

OJT Policy Update

If there is a career pathway that clearly demonstrates an increased wage to \$13.00 at the end of training, then OJT is the ideal vehicle for career seekers. Exceptions may be necessary in accordance with collected bargaining agreements. Dave Donald gave the Employer Engagement team latitude so to not impede with what this group is aiming to do. If 70% of the threshold of allocated funds is met, money can be carried over to the next year.

Mr. Mandujano suggested we alter the message regarding OJT's and pitch it as a "grant opportunity" to employers. We should market it more as an incentive for the employers as opposed to an incentive for the jobseekers. Another suggestion was to present it as a small business grant, providing the applicants with the guidelines and using the employers' training plans as the applications. Mr. Tubolino suggested running a focus group regarding what attracted them to the program and to explore the possibilities of engaging more employers. With Tim Smith's and EDSI's experience, reaching the remaining 30% should be attainable, provided the messaging is the same among all those presenting it.

IN ATTENDANCE

MEMBERS:

Ed Grose

Peter Tubolino

STAFF:

Barbara Stanford-Allen

Hugh Bailey

Maura Febbo

Heloise Jettison

Jamece Joyner

Shirley Vandever

Tim Smith

Regrets:

Pat Eiding

Luke Butler

Workforce Innovation and Opportunity Act Customized Job Training (CJT)

Hugh Bailey provided a summary of our Customized Job Training Policy. Philadelphia Works will issue a Request for Proposal for the training provider who will develop a training program that is consistent with needs of the employers. Philadelphia Works is revising the policy to make the process less cumbersome. Mr. Tubolino suggested customizing a vertical training program for all the hospitals in the area. Ed Grose suggested a similar approach for Hotel and Hospitality employers across the city. Mr. Mandujano clarified that an RFP for training providers will be sent out for each individual opportunity (industry need and the jobs being trained). The length of training will also depend on job necessity and employer needs. Ms. Barbara Allen clarified that only new hires are eligible for CJTs, whereas OJTs are available for employees already working but can benefit and advance within their company. She also reiterated the training is customized, as opposed to training that can be chosen from a catalog. The maximum budget for each individual is \$6,000.00.

Jamece Joyner provided more information about supervisory training at Community College of Philadelphia with funds available through Wed-Net.

Rapid Response Update

With recent plant closures in and around the area, Jamece Joyner provided a brief summary of Rapid Response. It is a job seeker service as opposed to a business engagement service. If an employer will be laying-off employees, they send a notification to the Commonwealth and the city to make them aware of the lay-off. Orientations to available services are available as information sessions. These occur as companies close. Most employers use our services as an Out placement process. There is also Lay-off Aversion, which is considered to be an employer service, for which we have funding.

CRM process

Ms. Vandever provided an update on the procurement of the CRM software. The choice has been narrowed down to two choices: Executive Pulse and Full Capacity Marketing. Executive Pulse is currently used by the state and can possibly be linked with the state. This would be more cost effective. Mr. Mark Edwards would like the CRM procurement team to reach out to other WDBs across the country to gather their feedback.

Meeting Schedule

Ms. Allen advised that our meetings have been held quarterly on the second Tuesday. There were no objections to continuing this schedule. The next EEC meeting will be held on Tuesday, January 12, 2016 at 9-10:30am.

Adjournment

The meeting adjourned at 10:30am.

Welcome, Introductions and Approve Minutes

Dr. Judith Rényi called the meeting to order at 10:35 am and requested a motion to approve the July 22, 2015 meeting minutes. A **Motion** was made by Ms. Diane Inverso and seconded by Ms. Rebecca Wagner. **Action:** The motion passed with unanimous consent.

Update on ongoing projects and new funding opportunities

Ms. Sue Hoffman updated the committee on recent activities related to serving people with barriers to employment: the board approved the supportive services and priority of service policies and is expected to approve a series of work-based learning policies in December; three integrated PA CareerLink® centers will be opening within the next two months; on November 5 the Research & Policy committee will host an event focusing on mitigating the risk for employers hiring returning citizens; Philadelphia Works received funding to build apprenticeship pathways for opportunity youth; a Work Readiness Inventory is now available to subcommittee members, with distribution and training expected in 2016. Ms. Inverso reported on the new processes for linking education services between PA CareerLink® and Title II providers. The current work involves identifying shared metrics and information sharing. Dr. Meg Shope Koppel reported that data systems are in flux, both at the state and local levels, with a new data system being rolled out by Philadelphia Works. She and Ms. Inverso will work together and update the committee on progress with data sharing.

Provide input on draft Work Experience policy

Ms. Susan Kirby reported on the new opportunity under WIOA to expand services, including work experience and internships. The subcommittee discussed the proposed work experience and internship policy, noting the positive opportunity for dual customers within Title II literacy and Title I workforce programs to earn while they learn. In response to Ms. Kirby stating that a high school diploma or GED would be required, subcommittee members recommended more inclusive language to refer to “U.S. based or Non-U.S. based high school diploma or the equivalent” and “English proficiency” and to use the term employability “competencies” rather than “skills”. The committee recommended use of a simple checklist of competencies for employers to use in identifying which ones would be measured for each internship. Subcommittee members were invited to attend the WED committee to provide additional input on this and the draft apprenticeship and customized job training policies.

IN ATTENDANCE

MEMBERS:

Bahiya Cabral-Johnson
Waverly Coleman
Diane Inverso
Catherine Miller
Jim Nichols
Joseph Osisek
Judith Rényi, (Chair)
Rebecca Wagner

STAFF:

Sue Hoffman
Susan Kirby
Rita Randall
Meg Shope Koppel

REGRETS:

Shari Brightful
David Donald
Mark Edwards
Peter Franks
Gary Green
Swanie Goldsmith
Peter Gonzales
William Hart
Maia Jachimowicz
Gabriel Mandujano
Dionisio Mignacca
Lorelei Narvaja
Larry Pace
Joe Parente
Alan Rosenberg
Wayne Trout

How does WIOA provide opportunities to pilot new approaches?

As background, the subcommittee reviewed a chart showing the funding, service levels and purpose for major sources of workforce funding delivered through the PA CareerLink® system. The ultimate goal would be to braid services across multiple funding streams to better serve those with barriers to employment, particularly the number of people without a high school diploma – which cuts across most of the categories of those with barriers. As a first step, the subcommittee wants to convene a brainstorming session or workshop with other board members and committees to develop recommendations for a pilot program that would address this population and could be included in the local WIOA plan. Criteria and initial recommendations for the WIOA planning process included: 1) identify various funding services and match services with our clients; 2) incorporate wrap around services to align funds properly; 3) identify sectors and specific occupations to best suit clients identified with barriers to employment; 4) include pre-vocational training, career pathways, internships and guidance as key components; 5) focus on common barriers and align resources accordingly. The committee will explore using an outside facilitator for this session, to be conducted in late December or early January. Ms. Inverso offered to share with the subcommittee the Department of Education’s documents regarding their vision for WIOA Title II and one-stop services.

How could Philadelphia Works organize existing services we oversee to best serve returning citizens?

Mr. Joseph Osisek shared his experience working with returning citizens and employers, recommending that services should focus on those released in the last three years, include work experience/internships and contextualized learning, consider career pathway options/training in automotive/logistics (because many healthcare and banking jobs are closed to people with certain criminal convictions) and those that align with training offered behind the walls.

Timeline for review of draft WIOA State Plan

Dr. Renyi reported that the release of the draft state WIOA plan will likely be delayed until December, but once available staff will highlight specific red light and green light issues for all committees to review along with links to the full plan, and will request responses. Dr. Renyi recommended that staff highlight parts of the plan that help, or fail to address, the subcommittee’s work.

Set priorities for next quarter

- Plan the brainstorming workshop to develop recommendations for a pilot program that could be included in the local WIOA plan. Staff will provide background based on best practices and relevant ideas from the white papers submitted as part of the state WIOA plan development.
- Review the staff summary of the red and green light issues in the draft WIOA state plan (with links to the full plan) and offer recommendations.

Wrap-up and Adjourn

The 2016 Board and Committee calendar dates will be distributed to the various committee chairs for approval. With no other business, Dr. Rényi adjourned the meeting at 12:00 pm.

Welcome, Introductions and Approve Minutes

Ms. Tracee Hunt called the meeting to order with a welcome and introduction of meeting attendees. Ms. Hunt requested a motion to approve the August 21, 2015 meeting minutes. A **Motion** was made by Mr. Alan Rosenberg and seconded by Ms. Hunt. **Action:** The motion passed with unanimous consent.

Resource Development Plan

Dr. Meg Shope Koppel discussed the draft Resource Development Plan intended to identify how Philadelphia Works will diversify its funding beyond formula funds, to meet our strategic and operational needs. The subcommittee reviewed the current sources of funds awarded through competitive grants along with a list of funding needs. The subcommittee appreciated the format and detail in the plan. Mr. Rosenberg recommended the second sentence of the Resource Development Plan include Board Members and Philadelphia Works Leadership, as they are the ambassadors, with the Outreach and Resource Development Committee to advise. The next step is for staff to recommend the top priorities and associated rationale for funding among all the strategic priorities and unrestricted fund needs. The prioritized lists will be reviewed at next quarter's meeting. Staff should also tell board members how they can help, through introductions to funders or other activities.

Strategic Outreach Plan Implementation

Ms. Sue Hoffman presented a new "scorecard" format for updating the subcommittee on the progress in implementing our strategic outreach plan. The subcommittee was comfortable with the new reporting format. She also reported on the progress over the last quarter, highlighting the new success stories on the website, a plan for creating a News & Events section of the website and a 60-second video under development. Mr. Alex Styer advised that Bellevue Communications is creating an editorial calendar to expand our social media presence.

IN ATTENDANCE

MEMBERS:

Tracee Hunt (via phone)
Alan Rosenberg
Alex Styer

GUESTS:

Kanga Ndeto

STAFF:

Hugh Bailey
Maura Febbo
Sue Hoffman
Samea Kim
Meg Shope Koppel
Barbara Stanford-Allen

Ambassadors for the Workforce System – Elevator Speech

Mr. Rosenberg commented that the newly revised elevator speech had incorporated all the suggestions the subcommittee had made at its previous meeting including creating talking points for each of our major audiences. It will be a helpful tool for board members, so they can communicate a consistent message about the organization. Mr. Rosenberg recommended that an impact statement or a quantifiable piece of information be added to the elevator speech. Ms. Hoffman advised a collateral piece of material with quantitative information will be provided in the near future. Another tool under development is a 60-second video introducing Philadelphia Works. Once completed, the link will be posted on YouTube and our website. Ms. Hunt suggested that board members could also provide the video link in an email. She recommended that the video be presented at the Board meeting along with the elevator speech so board members can become familiar with these new tools and messaging.

Recent and Future Outreach Activities

Mr. Styer briefed the subcommittee on recent events and media coverage, as well as upcoming media outreach opportunities. Mr. Rosenberg asked that all press releases be sent to all Board members. The subcommittee also reviewed the social media and website metrics along with metrics on earned media, commenting on the growth of our audience and high value of TV/radio and newspaper coverage.

Priorities for Next Quarter

- Prioritize funding opportunities within the resource development plan for the sub-committee's review
- Finalize and post the 60-second video and present with revised elevator speech materials at the December 2015 board meeting
- Capitalize on success stories, incorporating them in our outreach materials and tactics
- Draft collateral material for Philadelphia Works using new messaging
- Enhance website and social media presence

Welcome and Review/Approval of July 15, 2015 Minutes

Ms. Maia Jachimowicz welcomed the committee and called the meeting to order at 10:35 am. Ms. Jachimowicz called for approval of the July 15 meeting minutes with two corrections by Mr. Tsiwen Law. **Motion:** Mr. Law moved to approve the minutes as corrected, seconded by Dr. Kate Shaw. **Action:** the motion carried unanimously.

Update on Legislative Engagement in Workforce Issues

Dr. Meg Shope Koppel presented an overview of the Quarterly Policy Update and TANF Reauthorization hand-outs. The TANF Reauthorization block grant was extended through September 30, 2015. Philadelphia Works will continue to monitor progress of our feedback from the September 10 meeting to Congress. Ms. Samea Kim will develop a policy position document to share with the committee as the legislative process develops.

We are awaiting the release of the state plan for WIOA implementation. Local plans will need to align with the state policy. The committee asked if there were any concerns about the forthcoming policy guidelines. One policy of concern is adoption of a 70 percent threshold for people who have proven barriers to employment in addition to income limits. This provision would likely cause documentation burdens on a thinly staffed system. Once the state plan comes out Dr. Shope Koppel encourages the committee to forward comments to Philadelphia Works. Ms. Jachimowicz suggested we invite state partners to our next forum once the plan comes out. Dr. Shope Koppel also reported that we are waiting for guidance on the planning process for WIOA around submitting both a local and regional plan. Our region has yet to be defined.

Other policy of interest is the Higher Education Extension Act of 2015 which extends the Perkins Loan program through fiscal 2016. The extension was approved by the Senate but is hung-up in Congress. This is essential legislation for many low-income college students. There may not be a decision until after the holiday season.

The committee also has an interest in how First Source is being implemented; Philadelphia Works will continue our tracking. In addition, our research indicates the provision may need to be amended. There are some proposals for revision being developed by City Council.

Update on the Conversation with Employers on Hiring Returning Citizens

The committee reviewed the draft agenda for the Conversation with Employers on Hiring Returning Citizens to be held November 5, 2015. The forum will be held at Philadelphia Works, we are anticipating 20-40 employers, board members, compact members, EARN program and WIOA Title I providers. The committee made suggestions for increasing the time from one hour to one and one-half hours to give time for discussion with the panel. Meeting materials will be provided to include links and additional resources from RISE and the Philadelphia Commission on Human Relations.

IN ATTENDANCE

Members:

Maia Jachimowicz
(Chair)

Tsiwen Law

Kate Shaw

Jay Spector

Bud Tyler (via phone)

Regrets:

Mark Edwards

Samea Lim

Sheila Watkins

Staff:

Yiyue Huangfu

Rita Randall

Meg Shope Koppel

Anastasia Vishnyakova

State Policies on reducing liabilities to hiring return citizens

Ms. Yiyue Huang reported on her research around state policies that reduce liabilities when hiring returning citizens. There were three types of state protections discussed: 1) Limit an employee's criminal history as evidence during a civil trial, 2) Establish a state-issued certificate which functions as a bond to protect the employer by a presumption of due care as long as the certificate was obtained at or near the time of hiring, 3) If the employer has complied with the law to conduct a criminal background investigation, the employer is presumed not to be held liable for negligent hiring under certain circumstances. Currently, Pennsylvania does not have any such employer protections related to negligent hiring of those with criminal records.

Economic Impact Scenarios

Ms. Anastasia Vishnyakova presented the economic impact measure on the investment in the system and the return on investment (ROI) developed by CareerSource South Florida and compared the data with available data for our local area. Two scenarios were calculated: 1) includes both full-time and part-time jobs plus some participants who might start working part-time (TANF). 2) Includes data from the Pennsylvania Department of Labor & Industry to capture wages and placement outcomes more completely. We are awaiting a data agreement with the state to fully capture needed data. In the meantime, it was decided that staff would calculate and present both ROI methodologies for Philadelphia at the next Executive Committee meeting for comment.

PA CareerLink® Philadelphia Consortium metric setting process

Dr. Shope Koppel reported going forward the Consortium section in the board book will begin to reflect the WIOA measures and the integrated centers data. Any committee members interested in attending the next PA CareerLink® Consortium meeting on November 10 are invited. An invitation will be forwarded.

Setting the priorities for the next quarter

- Continue to monitor WIOA particularly the focus on the state plan feedback
- Comments and feedback on the federal TANF policy
- Hiring Returning Citizens Employer Roundtable schedule on November 5
- ROI and Implementation analysis will be presented at the Executive Committee
- Transition to the new Mayoral administration after the November 3 election

Recap the Next Steps

- Dr. Shope Koppel will reach out to Mike Schurr to serve as training expert and Jacqueline Gallagher to serve as legal or human resources role. Also include Rue Landau, Esq. to serve as another legal expert on the panel. Dr. Shope Koppel and Mr. Jay Spector will work on this list and report back to the committee
- More fully develop the state negligent hiring protections findings in order to get feedback from the employers during the Hiring Returning Citizens roundtable
- Present the calculation of the Economic Impact data first scenario to Executive Committee on November 18
- For future meetings on hiring returning citizens we might want to attend other associations that meet on a regular basis and add this discussion on their agenda

Wrap-up

With no other business, Ms. Jachimowicz adjourned the meeting at 12:00 pm.



Philadelphia Council for College and Career Success

Quarterly Meeting Summary

Tuesday, November 10, 2015 8:30-10:30 AM
Chair: Dan Fitzpatrick

Welcome and Introductions

Dr. Lori Shorr, the Mayor's Chief Education Officer and Council Co-Chair, opened the meeting by providing a brief update on the current State budget impasse. Mr. Mark Edwards, President and CEO of Philadelphia Works gave an update on the health of Philadelphia's workforce system; welcomed Mr. Dan Fitzpatrick, President of Citizens Bank of PA, NJ, and DE, as a Presiding Council Chair and member of the Philadelphia Works Board; announced that Ms. Cheryl Feldman and Mayor Michael A. Nutter are new Philadelphia Works Board members; and introduced Philadelphia Works' Chief Operating Officer, Mr. Hugh Bailey.

Chair's Remarks

In September several new CTE programs opened throughout the School District of Philadelphia (SDP). Last year, more than 1,800 CTE students earned 3,420 industry credentials. Mayor Nutter and other city officials, businesses and philanthropies charged organizations to create 10,000 job opportunities for youth. The city achieved this goal. WorkReady served 8,812 youth. Local businesses and philanthropies supported over 2,000 slots. Programs were operated by 67 non-profits, and there were 1,043 worksites.

Presentation: Performance Update

Ms. Cheryl Feldman, Executive Director of District 1199c Training and Upgrading Fund, presented performance levels from *Workforce Investment Act* (WIA) Youth Common Measures. For the fifth consecutive year, Philadelphia met or exceeded all negotiated levels for WIA Youth Common Measures. WIA Common Measures currently track three performance metrics for youth ages 14-21 from the previous program year.

Ms. Chekemba Fulmore-Townsend, President and CEO of the Philadelphia Youth Network reviewed overall data from the WorkReady System. A total of 10,818 youth were served across year-round and summer programs (unduplicated). This is an increase of 865 from last year. This figure includes 8,812 youth served through WorkReady summer programs. More than 1,200 youth were served via TANF year-round programming including 988 youth in four E³ Centers with blended support from the Department of Human Services. More than 1,200 youth were served through TANF-Youth Development (TAND-YD) funded year-round programming including 988 youth served via four E³ Power Centers with blended support from the Department of Human Services. Last year, 771 youth were served in WIA-funded in-school and out-of-school youth program models.

Presentation: Council Success

IN ATTENDANCE

Mayor Michael A. Nutter

MEMBERS:

Jeffery Cooper
Maryum Darby-Madison
Cheryl Feldman
Cynthia Figueroa
Dan Fitzpatrick (Co-Chair)
Vanessa Garrett-Harley
Claire Greenwood
Dr. William Hite (Co-Chair)
Lisa Nutter
William Peebles
Dr. Lori Shorr (Co-Chair)
Sylvia Simms
Erik Solivan
Darren Spielman
David Wilson

DELEGATES:

Moira Baylson
Deborah Buhles
Nicole Fuller
Saxon Nelson
Ebony Wortham

STAFF AND GUESTS:

Michelle Armstrong
Hugh Bailey
Deborah Canty
Lori Carter
John Clayton
Mark Edwards
Chekemba Fulmore-Townsend
Stephanie Gambone
Anne Gemmell
Christina Grant
Otis Hackney
Laura Johnson
DeAndre Jones
David Kipphut
Jere Mahaffey
Sithi Pardeshi
Travis Saunders
Jane Shore
Simran Sidhu
Sharon Sweeney

Mr. Fitzpatrick cited the Council's work to build upon and refine a coordinated system with employers, schools, local government, system partners, and non-profits to prepare our city's youth to become the future, talented workforce of our region. Since 2008, the Council's accomplishments included:

- More than 105,000 WorkReady experiences created, including more than 12,000 experiences created by local businesses and philanthropies.
- Coordinated, citywide success was made possible through partnership and leveraged resources, including over \$105 Million in allocated federal funding leveraged by more than \$305 Million in local public funding and private funding.
- Via WorkReady, young people earned over \$42 Million in wages and incentives.

Dr. William Hite, Superintendent of SDP and Council Co-Chair, highlighted that Mayor Nutter made education a top priority in his administration with bold and ambitious goals and applauded Mayor Nutter's political will to aggressively address education. In 2015, the on-time high school graduation rate rose to 66%, a 13-percentage point increase since 2007. The six-year graduation rate rose to 70%, a 10-percentage point increase since 2007. Additionally, data recently released from Project U-Turn shows higher increases in targeted populations including Juvenile Justice and system-involved youth and young men of color. Several accomplishments achieved since 2008 include:

- More than 38,000 seats secured in the Multiple Pathways to Graduation portfolio, including Accelerated High Schools, Gateway to College, Educational Options, and E³ Power Centers.
- In 2015, SDP established the Opportunity Network, which builds upon and expand the work in the Multiple Pathways portfolio with both district and provider-run alternative education programs.
- More than 46,000 students participated in CTE programs, earning nearly 14,000 industry credentials.

Dr. Shorr cited the Council's collaboration to align strategies across models including new WIOA pathways and CTE, to support and promote postsecondary bridging. Accomplishments include:

- Since 2008, the FAFSA application completion rate increased by 24%.
- Philadelphia rose from 92nd to 71st largest U.S. cities with citizens holding 2- or 4-year degrees.
- Since 2010, PhillyGoes2College engaged more than 35,000 Philadelphians, and the Graduation Coach Campaign has trained over 5,600 coaches through in-person training camps.

Mayor Nutter thanked Council members, applauded the Co-Chairs for their dedication, and emphasized the importance of prioritizing education and citywide support of the Council's work.

Council Business Items

After concluding the public meeting, Ms. Nicole Fuller, Chair of the Practice and Performance Committee, provided an overview of the first recommendation regarding the reallocation of non-renewed TANF year-round funding across summer contracts. Mr. Fitzpatrick called a vote to approve.

Motion: Mr. William Peebles made a motion, seconded by Dr. Hite.

Action: The vote passed unanimously and will go to a Philadelphia Works Board for final approval.

The second recommendation voted on was regarding the option to renew TANF- funded contracts within the WorkReady summer programming models, as permitted by the Request for Proposal (RFP). Mr. Fitzpatrick then called a vote to approve.

Motion: Mr. Peebles made a motion, seconded by Mr. David E. Wilson.

Action: The vote passed unanimously and will go to a Philadelphia Works Board for final approval.

Conclusion

Mr. Fitzpatrick concluded the meeting. The 2016 quarterly Council meetings are scheduled for January 26; April 12; July 12; and October 11.

Action Item:
TANF-Youth Development Fund
Summer Investment – Procurement Process

Action

The Philadelphia Works Board is asked to approve the recommendation to allow procurement via renewal as opposed to issuing a new Request for Proposals, as permitted by the WorkReady Philadelphia Summer 2014 Programs Request for Proposals.

Background and Rationale

A WorkReady Summer 2014 Request for Proposals (RFP) was issued in fall 2013. Proposals were reviewed and approved. Contracts were approved to operate the following WorkReady Summer Employment Models:

- Service learning
- Work experience
- Internships

Over sixty providers citywide received contracts to operate WorkReady summer program models.

The WorkReady Philadelphia Summer 2014 RFP allows for the period of the initial program year and up to two years of contract renewal:

“This request for proposals is intended to cover a six-month period beginning April 1, 2014 and concluding September 30, 2014. At the recommendation of the Philadelphia Council for College and Career Success (the Council) and discretion of the Philadelphia Works Board, two optional one year extensions may be granted based on performance and the availability of funding.”

If approved, contracts will be processed for renewal instead of issuing a new RFP. Contracts in good standing will be recommended for renewal. These contract recommendations will be presented for review and approval in 2016 to both the Council and Philadelphia Works Board.

Recommendation

Approve the renewal procurement process for 2016 summer program contracts as allowed in the most recent WorkReady Philadelphia Summer Programs Request for Proposals (RFP); in lieu of issuing a new RFP.

Action Item:
TANF-Youth Development Fund
Year-Round Investment Reallocation

Action

The Philadelphia Works Board is asked to approve a recommendation to allow the reallocation of Temporary Assistance to Needy Families–Youth Development (TANF-YD) funds from contracts not approved for renewal to TANF-YD funded summer 2016 contracts.

Background and Rationale

In July 2015, Philadelphia Council for College and Career Success (Council) members approved a recommendation for an additional one-year renewal option for E³ Power Center contracts. This action was granted final approval by the Philadelphia Works Board in September 2015. The purpose for the renewal was to allow the Council adequate time to consider the most appropriate use of TANF-YD year-round funds given recent notable shifts at the federal and state levels and, at the same time, permit approved E³ Power Center contracts to continue for one additional year (July 1, 2016 to June 30, 2017). The upcoming year will be spent evaluating, planning and designing appropriate program options and begin procurement to those options.

In prior years, two additional contracts were supported with TANF-YD year-round funding. However, in July 2015, the Council voted not to recommend that these programs receive an additional one-year renewal option. Final approval was granted by the Philadelphia Works Board in September 2015. Details regarding the two programs appear below:

- YESPhilly facilitates academic and career readiness through a series of services including: re-connection to educational services, job-readiness training, subsidized employment, occupational-skills training, supports for placement in long-term educational and/or employment settings, aftercare, and transitional support after program completion for disconnected youth who have specific interests in digital media and technology. Last year, YESPhilly served approximately 65 youth. Fiscal Year 2015 TANF-YD Funding: \$344,403
- Communities in Schools – Start on Success (CIS-SOS) provides workplace exposure, mentoring, and work-skills development to in-school youth with physical, mental, or sensory disabilities. The program is designed to help students receiving special education services develop vocational and work-readiness skills to secure viable employment beyond high school and/or increase the success of students entering postsecondary education and training programs. Last year, CIS-SOS served approximately 30 youth. FY 2015 TANF-YD Funding: \$92,147

It is important to note that the Council gave significant consideration to the best appropriation of dollars as well as targeted performance issues regarding the continuation of program contracts. This feedback of performance issues from Council members and subcommittees informed the recommendation to

allow an additional one-year extension option to E³ Power Center contracts and to not allow the same extension to YESPhilly and CIS-SOS contracts. The following chart provides additional details:

Model – Provider		FY'13 (Ending June 30, 2013)				FY'14 (Ending June 30, 2014)			
		Youth	Credential	Placement	Skill Gain	Youth	Credential	Placement	Skill Gain
E3 Centers	E3 Southwest – CIS	114	Met	Met	Met	94	Met	Met	Not Met
	E3 North – Congreso	142	Met	Met	Met	198	Met	Met	Met
	E3 Center City – JEVS	Opened in September 2013				162	Met	Met	Met
	E3 West – The Bridge	144	Met	Met	Met	145	Met	Met	Not Met
YESPhilly		85	Not Met	Not Met	N/A	65	Not Met	Not Met	Met
CIS – Start on Success		29	Met	Not Met	N/A	30	Not Met	Not Met	N/A

The projected total TANF-YD funding that will no longer support YESPhilly and Communities in Schools – Start on Success contracts is approximately \$437,000. The Council is recommending that these TANF-YD dollars be reallocated across TANF-YD funded summer 2016 contracts. By doing so, this funding is more easily allocated and absorbed across contracts within summer models, as providers are accustomed to increasing the number of youth served annually as funding increases. Upon approval, providers will also have adequate time to plan for such increases.

With increased concern for maintaining support for in-school youth, allocating these TANF-YD funds toward summer 2016 programs will help meet this need, as the vast majority of summer program participants are in-school youth. In turn, funds can easily be reallocated to the portfolio of TANF-YD year-round funding if deemed appropriate. Upon approval, this reallocation of TANF-YD funds will serve an estimated 256 additional youth next summer at the current cost-per-slot projection.

Recommendation

Approve the reallocation of \$436,550 Temporary Assistance to Needy Families–Youth Development (TANF-YD) funds from contracts not approved for renewal to TANF-YD funded 2016 summer contracts.

Action Item:
Approval of the Financial Statements for the Three Months Ended
September 30, 2015

Action

The Philadelphia Works Board of Directors is asked to approve Philadelphia Works financial statements for the three month period ended September 30, 2015 as recommended by the Finance Committee.

Background

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

Recommendation

The Finance Committee recommends the board approve the Philadelphia Works' financial statements for the month ended September 30, 2015.

Action Item:
Approval of Philadelphia Works' Procurement Policies and Procedures

Action

The Philadelphia Works Board of Directors is asked to approve the Philadelphia Works Procurement Policies and Procedures ("the Procurement Policy.")

Background

The Procurement Policy of July 15, 2013 was revised in order to align with the new requirements set forth in the OMB Uniform Guidance and the Pennsylvania Department of Labor and Industry's Draft Financial Management Policy. The Procurement Policy provides a comprehensive overview of Philadelphia Works' procedures for the acquisition of program services and program related administrative costs as well as for the acquisition of goods and services that support the administrative functions of the organization. The Procurement Policy outlines, in part, the Request for Proposal (RFP) process and the selection from the Contractor Inventory.

Recommendation

Approve the revised Procurement Policy and authorize its implementation.

See the Appendices to review the revised draft Procurement Policy

Action Item:
Approval of Philadelphia Works' Record Retention Policy

Action

The Philadelphia Works Board of Directors is asked to approve Philadelphia Works' Record Retention Policy.

Background

Philadelphia Works' former Record Retention Policy was revised in order to align with the new requirements set forth in the OMB Uniform Guidance and the Pennsylvania Department of Labor and Industry's Draft Financial Management Policy. The Procurement Policy covers all of Philadelphia Works' records and documents of all fiscal and programmatic activities funded under WIOA and TANF. The Record Retention Policy contains the minimum requirements and timeframes for the retention of certain documents and how records should be destroyed in order to create efficiency, consistency and cost savings.

Recommendation

Approve the revised Record Retention Policy and authorize its implementation.

Record Retention Policy

I. Statement of Policy

This Record Retention Policy (“the Policy”) covers all of Philadelphia Works’ records and documents of all fiscal and program activities funded under the Workforce Investment Act (WIA), Workforce Innovation and Opportunity Act (WIOA) and Temporary Assistance for the Needy Funds (TANF.) The Policy contains the minimum requirements and timeframes for the retention of certain documents and how records should be destroyed. The Policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental destruction of records and to facilitate the operation of Philadelphia Works by promoting efficiency, preserving valuable storage space and decreasing costs. Philadelphia Works recognizes that the records it maintains for WIA, WIOA and TANF programs are State property and are maintained for State’s benefit.

II. Administration

The Compliance Officer shall administer this Policy and is authorized to make modifications to the Record Retention Schedule from time to time to ensure that it is in compliance with local, state, and federal laws and includes the appropriate document and record categories for Philadelphia Works. The Compliance Officer is also authorized to monitor internal compliance with the Policy and annually review the record retention and disposal program.

III. Suspension of Record Disposal in the Event of Litigation or Claims

No director, officer, employee, volunteer or agent of Philadelphia Works shall destroy, dispose of, conceal, or alter any record or document while knowing that it is or may be relevant to an anticipated or ongoing investigation or legal proceeding conducted by or before a federal, state or local governmental agency, including regulatory agencies, law enforcement agencies, and criminal and civil courts, or an anticipated or ongoing internal investigation, audit or review conducted by Philadelphia Works.

During the occurrence of an anticipated or ongoing investigation or legal proceeding, as set forth above, Philadelphia Works shall suspend any further disposal of documents until such time as Philadelphia Works, with the advice of counsel, determines otherwise. Philadelphia Works shall take such steps as necessary to promptly inform all staff of any suspension in the further disposal of documents.

IV. Record Storage and Accessibility

The Department of Labor and/or the Commonwealth or any of their authorized representatives have the right of timely and reasonable access to any books, records, papers or other records that are pertinent to the grant. (20 CFR §627.460(e)) Records shall also be made available to the public subject to *Philadelphia Works' Right to Know Policy*. (65 P.S. §§67.101-3014; 20 C.F.R. §627.463)

Records shall be maintained and stored in a manner which preserves the integrity and admissibility as evidence in any audit or proceeding. (20 CFR §627.460(d))

V. Sub-recipients

Philadelphia Works requires all Sub-recipients (hereinafter "Contractors") to include record retention procedures in its contractual agreement and will ensure compliance through monitoring. In the event of termination of the relationship with a Contractor, Philadelphia Works is responsible for the maintenance and retention of Contractor's records for those unable to retain them. Any property returned to Philadelphia Works must be accompanied by all original records or certified copies thereof pertaining to the property. Philadelphia Works prohibits Contractors from disposing of any records without the prior written consent of Philadelphia Works. (20 CFR §627.460)

VI. Retention Schedule

A. Financial Records

Philadelphia Works will retain all financial records pertinent to grants and agreements, including supporting documentation for a period of three (3) years following the date on which the annual expenditure report is submitted to the Commonwealth, or for awards that are renewed quarterly or annually, from the date of the submission of the quarterly or annual financial report. (29 CFR §97.42) These documents include but are not limited to:

- Check register and checks
- Bank deposits and statements
- Chart of accounts
- General ledgers and journals (includes bank reconciliations)
- Expense analysis/expense distribution schedules
- Invoices
- Accounts Receivables
- Petty cash vouchers

- Purchase orders
- Requisitions
- Vouchers for payments to vendors, employees, etc.
- Labor market analyses and reports

B. Property Records

Philadelphia Works will retain all nonexpendable property records for a period of three (3) years from the date of final disposition of property. Property records consist of purchase documents, inventory records, and disposition documents. (29 CFR §95.53)

C. Applicant/Participant Records

Philadelphia Works will retain all records applicant/participant records and supporting documentation pertinent to grants for a period of three (3) years following the date on which the annual expenditure report is submitted to the Department of Labor. (29 CFR §97.42).

D. All Other Documentation

All other documentation not specifically set forth above shall be maintained in accordance with **Exhibit A** below. If a document is not specifically set forth in Sections A-C above or Exhibit A below, the document must be maintained for a period of 7 years from the date of termination, closure of grant/audit, or last activity.

Exhibit A – Retention Schedule

File Category	Item	Retention Period
Corporate Records	Bylaws and Articles of Incorporation	Permanent
	Board and committee meeting agendas and minutes	Permanent
	Board member SOFI and Conflict-of-interest disclosure forms	3 years after board service ends
	Regulatory monitoring and all other external monitoring reports	7 years after closure of audit
	Correspondence – general	3 years
Finance and Administration (not specifically set forth in Exhibit A)	Contracts and agreements	7 years after all obligations end
	Internal Audit Reports	7 years after audit
	Financial statements (audited)	7 years after closure of audit
Insurance Records	Policies	3 years after expiration
	Accident reports	7 years
	Claims	7 years after last activity and/or settlement
Real Estate	Deeds and bills of sale	Permanent
	Leases (expired)	7 years after all obligations end
	Mortgages, security agreements	7 years after all obligations end
Tax	IRS exemption determination and related correspondence	Permanent
	IRS Form 990s	Permanent
	Charitable Organizations Registration Statements	Permanent
Human Resources	Employee personnel files	7 years after employee service
	Retirement plan benefits (plan descriptions,	Permanent

	plan documents)	
	Employee handbooks	7 years after use ends
	Workers comp claims	7 years after last activity and/or settlement
	Employment applications (not hired)	3 years
	IRS Form I-9 (store separate from personnel file)	Greater of 1 year after end of service, or 3 years
	Withholding tax statements	7 years
	Payroll records and timecards	7 years
Technology	Software licenses and support agreements	7 years after all obligations end

(This policy is effective as of the date of approval by the board on December 17, 2015)

Action Item:

Approval of Philadelphia Works' Work Experience and Internship Policy

Action

The Philadelphia Works Board of Directors is asked to approve a new Work Experience and Internship policy.

Background

The Work Experience and Internship Policy was drafted as a result of a new opportunity in the Workforce Innovation and Opportunity Act (WIOA) that allows Philadelphia Works to offer “internships and work experiences that are linked to careers” as an individualized career service. It provides parameters around types/quality of internships and work experiences that we will fund. This career service is one that we plan to offer with our individuals with barriers to employment in mind.

A Work Experience is a paid competency-based workplace experience designed to promote participant exposure to new careers, develop pre-employment competencies, reinforce soft skills, and build occupational knowledge and technical skills for individuals that require additional exposure in order to segue to a new industry or occupation.

- An ideal candidate is an individual with a barrier (or barriers) to employment or a priority of service participant who is seeking long-term employment in a particular industry or job but does not have the requisite experience to qualify for entry-level employment in the field.

An Internship is a paid workplace experience designed to promote participant exposure to initial or renewed careers and build occupational knowledge and technical skills for individuals who are transitioning from education or training to a new industry or occupation but lack the experience to gain entry-level employment in the applicable field.

- An ideal candidate is a participant who has recently concluded or will soon conclude a training or educational program in a particular industry but possesses a strong need for practical work experience to qualify for entry-level employment in the training- or education-related field.

All Work Experience and Internships must:

- Take place in a workplace for 8-12 weeks (exact duration will be set as appropriate for the participant), for 20-37.5 hours/week, at \$9-12/hour – not to exceed \$5,400;
- Help the participant gain the skills and experience to meet local employer demands; and
- Be related to a career choice and provide learning through work-based projects

Recommendation

Approve the Work Experience and Internship policy.

Work Experience and Internship Policy¹

Background

The Workforce Innovation and Opportunity Act (WIOA) offers ‘internships and work experiences that are linked to careers’ as an available individualized career service and not as a training service (20 CFR 678.430(b)) WIOA defines internships and work experiences as “planned, structured learning experience(s) that take place in a workplace for a limited period of time.” (20 CFR 680.170) Internships and work experience provide a helpful means for an individual to gain experience that leads to unsubsidized employment and are a means for delivering on WIOA’s promise to better serve individuals who face barriers to employment while allowing Philadelphia Works an opportunity to strengthen pre-existing investments.

Participant Eligibility

If one-stop center staff determine that individualized career services, including internships and work experience that are linked to careers, are appropriate for an individual to obtain or retain employment, these services must be made available to the individual. In order to be eligible for an internship or work experience, the individual must have a high school diploma or its equivalent, whether US based or non-US based. One-stop center staff must document the participant’s need for an internship/work experience and may use recent previous assessments by partner programs to determine if individualized career services would be appropriate. There is no sequence of service requirement for an individual to receive individualized career services. (TEGL 3-15)

WIOA provides a focus on serving individuals with barriers to employment as defined in WIOA section 3(24) and seeks to ensure access to these populations as outlined in the Philadelphia Works Priority of Service Policy. (TEGL 3-15)

- An ideal candidate for work experience is an individual with a barrier (or barriers) to employment or a priority of service participant (see *Philadelphia Works Interim Priority of Service Policy*) who is seeking long-term employment in a particular industry or occupation but does not have all of the requisite experience to qualify for entry-level employment in the field.
- An ideal candidate for an internship is a participant who has recently concluded or will soon conclude a training or educational program, including an Individual Training Account (ITA) or job specific skills training (JSST), in a particular industry but possesses a strong need for practical work experience to qualify for entry-level employment in the training- or education-related field.

Although Internships and Work Experiences are individualized career services, participants are eligible for Supportive Services as if they were enrolled in training, subject to funding availability. (e.g., up to the first half of the individual’s length of training for transportation)

¹ Some of the provisions throughout this policy are based on interim rules and guidance from the US Department of Labor, they may be subject to change upon the issuance of final regulatory guidance.

Employer Eligibility

An internship or work experience may be within the private for-profit sector, the non-profit sector, or the public sector ideally within an identified high-priority occupation.

Because internships and work experiences must be planned, structured learning experiences, the entity hosting the intern/work experience must designate an appropriate manager to provide supervision and feedback to the participant at regular intervals during the course of the program.

The entity hosting the intern/work experience should serve as the Employer of Record. In certain limited situations, the Philadelphia Works provider/contractor may serve as an Employer of Record.

Philadelphia Works will reimburse the entity hosting the intern/work experience for participant wages.

The internship or work experience will be guided by a Worksite Agreement, an agreement between Philadelphia Works, the employer, and the eligible WIOA participant, which will specify:

- the occupational and employability competencies the participant will achieve in the work experience,
- the relationship and responsibilities of all parties
- the evaluation process that will outline the progress of the participant at certain intervals,
- the training plan for the participant, and
- other necessary requirements.

The employer is under no obligation to offer regular employment to the participant subsequent to the conclusion of the work experience/internship program, although the work experience/internship is intended to provide employers with a pool of technically trained employees from which to fill future positions and reduce recruitment costs.

Participating employers must agree to cooperate with monitoring requirements as required by WIOA and adhere to all other applicable local, state and federal rules, regulations and administrative guidance. Labor standards apply in any work experience setting where an employee/employer relationship, as defined by the Fair Labor Standards Act, exists.

Program Requirements

Generally, all Internships and Work Experience must meet the following requirements. However, allowances may be offered for special workforce initiatives and programming as needed.

- Take place in a workplace for a limited period of time (20 CFR 680.170) defined as a minimum of 8 weeks up to 12 weeks. The exact duration will be set as appropriate for the participant's employment goals, background and skill level as reflected in the individual employment plan.
- Provide at least 20 hours a week but no more than 37.5 hours a week
- Help the participant gain the skills and experience to meet local employer demands
- Be related to a career choice and provide learning through work-based projects
- Pay at an hourly wage at the same rates as similarly situated employees or trainees, subject to the Fair Labor Standards Act, but must fall within \$9-\$12/hour.
- In sum, the maximum allotment for a participant's wage is \$5,400.

An internship or work experience may be a standalone career service or may be combined with training or other WIOA services.

Definitions

High Priority Occupations are job categories, within selected industry clusters, that are in demand by employers, have higher skill needs and are likely to provide family-sustaining wages. (*Pennsylvania Department of Labor & Industry High Priority Occupations Policy*, dated May 2015)

Internships and work experiences that are linked to careers is defined as “planned, structured learning experience(s) that take place in a workplace for a limited period of time.” (20 CFR 680.170) Specifically, for purposes of this program:

- A **Work Experience** is defined as: a paid competency-based workplace experience designed to promote participant exposure to new careers, develop pre-employment and soft skills, and build occupational knowledge and technical skills for individuals who have recent experience but require additional exposure in order to segue to a new industry or occupation.
- An **Internship** is defined as: a paid workplace experience which is designed to promote participant exposure to initial or renewed careers and build occupational knowledge and technical skills for individuals who are transitioning from education or training to a new industry or occupation but lack the experience to gain entry-level employment in the applicable field.

Individual with a Barrier to Employment means a number of 1 or more of the following populations: displaced homemaker; low-income individuals; Indians, Alaska Natives, and Native Hawaiians; individuals with disabilities; older individuals; ex-offenders; homeless individuals; youth who are in or have aged out of foster care; individuals who are English language learners, individuals who have low levels of literacy, and individuals facing substantial cultural barriers; eligible migrant and seasonal farmworkers, individuals within 2 years of exhausting lifetime eligibility under part A of title IV of the Social Security Act; single parents (including single pregnant women); long-term unemployed individuals; other groups as determined by the Governor. (WIOA 101(24))

(This policy is effective as of the date of approval by the board on December 17, 2015).

Action Item:

Approval of Philadelphia Works' revised Customized Job Training Policy

Action

The Philadelphia Works Board of Directors is asked to approve the revised Customized Job Training (CJT) policy.

Background

The Customized Job Training (CJT) Policy was revised from a prior policy to align with the Workforce Innovation and Opportunity Act (WIOA) and address previously identified challenges. CJT is a training program previously offered by Philadelphia Works, however, we found that it was challenging to promote primarily because it requires employers to commit to hiring career seekers once they have completed the training which concerned employers. We also experienced challenges with identifying training providers. Our current policy attempts to address these concerns by: 1) giving employers opportunities to meet with trainees, especially after they have been pre-screened; 2) providing employers an option to offer internships to go towards the employer match/hire requirements and 3) offering contracts to training providers rather than multiple employers with an understanding that we will need to develop a short-term procurement process to provide this alternative.

- CJT opportunities are ideally suited for individual or multiple businesses that plan to expand their operations and are seeking the opportunity to hire new employees and have found the current workforce to be in need of additional specialized training.
- The maximum amount of CJT funding per participant is \$6,000 but a joint CJT-OJT contract is possible for up to \$8,000.
- An employer must contribute a match for a significant portion (not less than 50%) of the training.
- If an employer receives a CJT-OJT contract, he/she must match the funds expended for both opportunities but an in-kind match will only be permitted for CJT funds.

To contract with Philadelphia Works, an entity must commit or obtain a commitment to fill a certain number of slots with individuals who successfully complete the training, as outlined in the training contract.

- This commitment can be in the form of an immediate, qualifying full-time hire upon completion of the training or a full-time paid internship opportunity at the conclusion of the CJT. The wages paid during this internship period may act as a contribution towards the 50% cost match.
 - The internship must serve as a learning experience. The employer, with PA CareerLink® staff, can demonstrate this by specifying the competencies and learning elements that are to be achieved during the internship period and/or exhibiting the application of newly acquired skills.

Funding for this program derives from the 'Customized Job Training' line item, for which we have allocated \$150,000, in the Workforce Investment Strategy (approved June 2015) based on prior usage. Staff regularly revisit this report/line item and will shift funding from other areas where allocated dollars are not being fully spent.

Recommendation

Approve the revised Customized Job Training (CJT) policy.

Workforce Innovation and Opportunity Act Customized Job Training¹ Policy

Introduction

The Workforce Innovation and Opportunity Act (WIOA) defines “customized training” (CJT) as training that:

- Is designed to meet the special requirements of an employer
- Is conducted with a commitment by the employer to employ an individual upon successful completion of the training and
- For which the employer pays for a significant portion of the training.

Background

Philadelphia Works adopts this policy to guide the investment of WIOA Title I funds in CJT opportunities. The investment of funds will be driven by our strategic priorities, high priority occupations and related targeted industry clusters but most importantly by employers who have an unmet workforce need. While any employer that qualifies for CJT may be approved, CJT opportunities are ideally suited for individual or multiple businesses that plan to expand their operations and are seeking the opportunity to hire new employees but have found the current workforce to be in need of additional specialized training.

Fund Reimbursement

- The maximum amount of CJT funding per participant is \$6,000.
- The maximum amount of funding per participant for a CJT-OJT contract is \$8,000 with a maximum of \$6,000 for the CJT portion of the contract. If a qualifying employer receives a joint CJT-OJT contract, he/she must match the funds expended for both opportunities but an in-kind match will only be permitted for CJT funds.
- An employer must contribute a match for a significant portion (not less than 50%) of the training. The precise match percentage will be determined based on factors such as the size of the employer, the number of employees participating in training, wage and benefit levels of those employees (at present and anticipation upon completion of the training), relation of the training to the competitiveness of a participant and other employer-provided training and advancement opportunities.
- An employer match can be in-kind (such as classroom space, equipment use, use of materials/supplies, employee time etc.) or cash.
- While there is no cap on the amount of funds available to employers Philadelphia Works will review the amount expended on any one employer to ensure equitable distribution or for the purpose of prioritizing the investment of WIOA funds.

¹Some of the provisions throughout this policy are based on interim rules and guidance from the US Department of Labor, they may be subject to change upon the issuance of final regulatory guidance.

Participant Eligibility

CJT opportunities may be made available to employed and unemployed adults and dislocated workers who:

- 1) After an interview, evaluation or assessment and career planning², staff have determined that the individual is:
 - a. Unlikely or unable to obtain or retain employment that leads to economic self-sufficiency or wages comparable to or higher than wages from previously employment through career services;
 - b. In need of training services to obtain or retain employment leading to economic self-sufficiency or wages comparable to or higher than wages from previous employment and
 - c. Have the skills and qualifications to participate successfully in training services
 - d. Have selected a program of training services that is directly linked to the employment opportunities in the local area or the planning region, or in another area to which the individuals are willing to commute or relocate and
 - e. Are unable to obtain grant assistance from other sources to pay for training and
 - f. If training services are provided through the adult funding stream, are determined eligible in accordance with the State and local priority system. (20 CFR 680.210) The length of training is determined by the approved training plan.
- 2) Have a determination of need for training services as determined through the interview, evaluation, or assessment and career planning informed by local labor market information and training provider performance information, or through any other career services received.³

In addition to objective assessments, all CJT requests are subject to review by Philadelphia Works and must be reasonable based on factors such as funding availability, trainee experience, appropriate hourly wages, trainee needs, work experience and any other relevant factors. Customers of the PA CareerLink® centers who meet the eligibility requirements for training will have access to CJT opportunities.

While we prioritize Philadelphia residents, CJT trainees do not have to be a resident of Philadelphia.

Additionally, participants must be:

- Determined eligible for WIOA funding and training services
- At least 18 years of age
- A citizen or eligible to work in the United States
- Unemployed or underemployed: An individual is determined to be underemployed if:
 - the employee is currently working but not earning the self-sufficient training wage of \$13.00/hour (or its annualized equivalent) as determined by Philadelphia Works' local policy and
 - the customized training relates to the introduction of new technologies, new production or service procedures; upgrading to new jobs that require additional skills; or other appropriate purposes as identified by Philadelphia Works.

² When appropriate, a recent interview, evaluation or assessment may be used for the assessment purpose

³ There is no requirement that career services be provided as a condition to receipt of training services; however, if career services are not provided before training, staff must document the circumstances that justified its determination to provide training without first providing career services.

PA CareerLink® will conduct the pre-screen according to the qualifications necessary to complete the training program. Employers will have opportunities to engage with and screen trainees from the selected pool of PA CareerLink® customers during the training period to increase the likelihood that all trainees are selected once the training is complete.

Employer Eligibility and Requirements

Customized Job Training is available to individual or multiple employers seeking to train career-seekers for multiple positions.

Philadelphia Works will contract with employers or training providers for CJTs, subject to our Procurement Policies and Procedures. To contract with Philadelphia Works an entity must:

- Exhibit an employer’s hiring need; Philadelphia Works providers will conduct an analysis to assess the existence of a skills gap.
- Contribute a significant portion of funds for training.
- Commit or obtain a commitment to fill a certain number of slots with individuals who successfully complete the training, as outlined in the training contract. This commitment can be in the form of an immediate, qualifying full-time hire upon completion of the training or a full-time paid internship opportunity at the conclusion of the CJT period for a term that is sufficient to satisfy the cost-match requirements. The wages paid during this internship period may act as a contribution towards the 50% cost match.
 - If the employer offers an internship, the internship must serve as a learning experience. The employer, with PA CareerLink® staff, can demonstrate this by specifying the competencies and learning elements that are to be achieved during the internship period and/or exhibiting the application of newly acquired skills in the workplace.
- Cooperate with monitoring efforts as required by WIOA legislation and adhere to all other applicable local, state and federal rules and regulations.

Philadelphia Works will not contract training with employers that have previously exhibited a pattern of failing to obtain or provide continued long-term employment with wages, benefits and working conditions that are equal to those provided to regular employees who have worked a similar length of time and are doing the same type of work. If an employer lays off a CJT funded employee, Philadelphia Works will not refund that position or one similar to it within a three year period. The first year begins at the start of the new fiscal year that immediately follows the layoff date.

Employee Compensation

- Jobs for which CJT funds are received must meet the Philadelphia Works self-sufficiency minimum wage threshold of \$13/hour (without benefits) at a minimum of 30 hours per week, upon completing the CJT, with evidence that the position is on a career pathway towards higher level and/or higher paying jobs. (20 CFR 663.705)
- Individuals in CJTs must be compensated at the same rates, including periodic increases, as trainees or employees who are similarly situated in similar occupations by the same employer and who have similar training, experience and skills. Individuals must also be offered benefits and working conditions at the same level and to the same extent as other trainees or employees working a similar length of time and doing the same type of work. (20 CFR 667.272)

Regulatory Limitations and Prohibited Activities

- WIOA Title I funds must not be spent on:
 - Construction, purchase of facilities or buildings, or other capital expenditures for improvements to land or buildings; (20 CFR 683.235)
 - Sectarian activities; (20 CFR 683.255)
 - Wages of incumbent employees during their participation in economic development activities provided through a Statewide workforce investment system; (20 CFR 683.250(a)(1))
 - Public service employment, except to provide disaster relief employment, as specifically authorized in section 194(10) of WIOA; (20 CFR 683.250(a)(2))
 - Expenses prohibited under another Federal, State or local law or regulation; (20 CFR 683.250(a)(3))
 - Subawards or contracts with parties that are debarred, suspended, or otherwise excluded from or ineligible for participation in Federal programs or activities; (20 CFR 683.250(a)(4))
 - Contracts with persons falsely labeling products made in America; (20 CFR 683.250(a)(5))
 - Foreign travel; (20 CFR 683.250(b))
- Funds provided to employers for CJTs must not be used to directly or indirectly assist, promote or deter union organizing. (20 CFR 680.850)
- Funds must not be used or proposed to be used for the encouragement or inducement of a business or part of a business to relocate from a location in the United States if the relocation results in any employee losing his or her job at the original location. (20 CFR 683.260(a)(1))
- Funds must not be used or proposed to be used for any business or part of a business that has relocated from a location in the United States, until the company has operated at the new location for 120 days, if the relocation has resulted in any employee losing his or her job at the original location. (20 CFR 667.260(a)(2))
- A participant in an CJT will not be employed in or assigned to a job if:
 - Any other individual is no layoff from the same or any substantially equivalent job; (20 CFR 667.270(c)(1))
 - The employer has terminated the employment of any regular, unsubsidized employee or otherwise caused an involuntary reduction in its workforce with the intention of filling the vacancy with the participant; (20 CFR 667.270(c)(2)) or
 - The job is created in a promotional line that infringes in any way on the promotional opportunities of currently employed workers. (20 CFR 667.270(c)(3))
- A participant in a program or activity authorized under title I of WIOA must not displace (including a partial displacement, such as a reduction in the hours of non-overtime work, wages, or employment benefits) any currently employed employee (as of the date of the participation). (20 CFR 683.270(a))
- CJTs are not intended to impair any existing contracts for services or collective bargaining agreements. When a program or activity authorized under title I of WIOA would be inconsistent with a collective bargaining agreement, the appropriate labor organization and employer must provide written concurrence before the program or activity begins. (20 CFR 683.270(b))

(This policy is effective as of the date of approval by the board on December 17, 2015 and will not apply retroactively to CJT commitments that were made prior to the effective date).

Action Item:

Approval of Philadelphia Works' Apprenticeship Policy

Action

The Philadelphia Works Board of Directors is asked to approve the Apprenticeship policy.

Background

The Apprenticeship Policy is a new policy that was drafted as a result of the Workforce Innovation and Opportunity Act (WIOA) and the US Department of Labor's renewed emphasis on the use of Apprenticeship as a proven model for work-based training combined with employer-informed education. Given the new opportunities for Philadelphia Works to leverage resources for apprenticeships and our newly-awarded federal grant, we wanted to provide specific guidance on how our funding can be applied to support apprentice training models. As we conducted our initial outreach, we were unable to find other local areas who decided to develop a separate Apprenticeship Policy. Much of their apprenticeship content was segmented into other policies. While Philadelphia Works has funded apprenticeships in the past, we developed this policy to offer specific apprenticeship opportunities that are aligned with newly-released federal guidance around this topic and to affirm our support for the unique opportunities that apprenticeships provide.

Apprenticeships can be funded separately or in concert with the following workforce funding sources up to \$8,000:

- Individual Training Accounts (ITAs): Registered Apprenticeships now automatically qualify as an eligible training provider for whom we can expend ITA funding. Non-Registered apprenticeships must follow the Commonwealth's guidance in order to be approved for the Pennsylvania's Eligible Training Provider List (ETPL). Once approved for the list, we can utilize ITA funding to support these apprenticeships.
- On the Job Training (OJT): OJT funds may be applied when the employer and participant meets the requirements outlined in the Philadelphia Works OJT policy.
- Customized Job Training (CJT): CJT funds may be applied when the employer and participant meets the requirements outlined in the Philadelphia Works CJT policy.
- Subject to availability of funds, incumbent worker training may be used for upskilling apprentices

Funding: Funding for this program will vary but will derive from the line items listed above. We believe sufficient funding has been allocated to these programs to cover this new program but staff regularly revisit this report/line item and will shift funding from other areas where allocated dollars are not fully expended.

Recommendation

Approve the Apprenticeship policy.

Apprenticeship Policy¹

Background

Apprenticeships are an important component of training and employment services that the workforce system can provide to its customers and the Workforce Innovation and Opportunity Act (WIOA) encourages their use as a career pathway for job seekers and a job-driven strategy for employers and industries. (TEGL 03-15). Apprenticeships are a unique training where a combination of classroom and job-based training are required. Apprentices must gain and demonstrate competencies either over a period of time or at specific benchmarks in the apprenticeship program. When specific competencies are gained, as defined by the curriculum, the apprentice earns set increases in wages. The minimum time for a Registered Apprenticeship is 2,000 hours (approximately 1 year) and the minimum time in classroom training is 144 hours per year. Apprenticeships can be trade (nationally registered), Registered Apprenticeships (state registered) or company apprenticeships. Company apprenticeships must meet the criteria for learning, skill gain and wage increases to qualify under this policy.

Funding Apprenticeships and Registered Apprenticeships

There are several ways in which training funds may be used to support participation in registered apprenticeships (RAs) and apprenticeship models. Apprenticeships (federally or state registered) can be funded for a combination of classroom training and on-the-job training up to the maximum individual amount of \$8,000. Training may be done by the employer-of-record or a 3rd party contracted by the employer. This funding allocation can be made available to a single participant utilizing any of the available funding resources below:

- **Individual Training Accounts (ITAs):** Because of the presumption that allows RAs to be eligible for Pennsylvania’s Eligible Training Provider List (ETPL), an ITA may be developed for RA training. (TEGL 03-15)
 - In order for a non-registered apprenticeship to receive ITA funding, the training program must be on the state’s ETPL.
 - Philadelphia Works will develop an ITA contract with any RA Program Sponsor that administers an eligible registered or non-registered (but ETPL-approved) apprenticeship.
- **On the Job Training (OJTs):** An OJT contract may be developed with an apprenticeship program for training participants.
 - Philadelphia Works will develop OJT contracts with an employer. The OJT contract may be made to support some or the entire OJT portion of the apprenticeship program subject to the funding limitations outlined in the Philadelphia Works OJT policy. (TEGL 03-15)
 - In order for an apprenticeship to qualify for an OJT contract, the employer and participant are subject to the requirements outlined in the Philadelphia Works OJT Policy. Specifically:
 - An employer must certify that the position will meet the Philadelphia Works OJT self-sufficient wage of \$13/hour without benefits at a minimum of 30 hours per

¹ Some of the provisions throughout this policy are based on interim rules and guidance from the US Department of Labor, they may be subject to change upon the issuance of final regulatory guidance.

- Alternatively, apprenticeships must be able to show an actual career pathway progression by which an individual will attain self-sufficiency within a reasonable period of time.

- An employer must certify that the position will meet the Philadelphia Works self-sufficient wage of \$13/hour without benefits at a minimum of 30 hour per week with evidence that the position is on a career pathway towards higher level and/or higher paying jobs upon completing the CJT (or apprenticeship program).
- Alternatively, apprenticeships must be able to show an actual career pathway progression by which an individual will attain self-sufficiency within a reasonable period of time.

Apprenticeships as Eligible Training Providers

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Non-registered apprenticeships must meet the requirements of other eligible providers of training services in order to be included on Pennsylvania's ETPL. Pennsylvania Workforce System Guidance Number 02-2015 outlines the procedures that apprenticeship programs must follow to be included on Pennsylvania's ETPL.

Definitions

The term "registered apprenticeship program" means an apprenticeship program that is registered under the Act of August 16, 1937 (commonly known as the "National Apprenticeship Act"; 50 Stat. 664, chapter 663; 29 USC 50 et seq.).

"Registered Apprenticeship Program Sponsors" can be Eligible Training Providers, including:

- Employers who provide related instruction
 - Employers who use an outside educational provider: Employers can use two- or four-year post-secondary institutions, technical training schools or online courses for related instruction. The employer is the ETP and must identify their instructional provider.
 - Joint Apprenticeship Training Programs: These programs are made up of employers and unions. They have an apprenticeship training school where the instructional portion of the apprenticeship program is delivered. The training schools are usually administered by the union, in which case the union would be the ETP.
 - Intermediaries: Intermediaries can serve as program sponsors when they take responsibility for the administration of the apprenticeship program. They can provide expertise such as curriculum development, classroom instruction and supportive services, as appropriate. The intermediary is the eligible training provider and must identify the instructional provider if an outside organization is providing the educational portion of the apprenticeship. They include:
 - Educational institutions including two- and four-year post-secondary institutions or technical schools. In this model, the educational institution administers the program, works with employers to hire apprentices and provides classroom or online instruction for the apprenticeship program.
 - Industry associations that administer the program and work with employer/members and educational entities to implement the apprenticeship program; and
 - Community-based organizations that administer the program and work with employers, educational entities and the community to implement the apprenticeship program.
- (TEGL 03-15)

The term "recognized postsecondary credential" means a credential consisting of an industry-recognized certificate or certification, a certificate of completion of an apprenticeship a license recognized by the State involved or Federal Government, or an associate or baccalaureate degree. (WIOA 101(52))

The "Eligible Training Provider" is a provider of training services who has met the eligibility requirements to receive WIOA title I Adult and Dislocated Worker funds to provide training services to eligible individuals. (PA Workforce System Guidance Number 02-2015)

The "Eligible Training Provider List" is the commonwealth's statewide list of approved providers of training services who are eligible to receive WIOA title I-B funds. (PA Workforce System Guidance Number 02-2015)

(This policy is effective as of the date of approval by the board on December 17, 2015).

Appendices

The following documents can be found in this section:

- Reports from Affiliates
 - Philadelphia Youth Network (PYN).....99-100
 - PA CareerLink® and PYN Highlights.....101-102
 - PA CareerLink® Consortium.....103-104
- Finance Report.....105-120
- Procurement Policy.....121-142
- Workforce System Quarterly Summary Report.....143-186

Reports from Affiliates

- Philadelphia Youth Network
- PA CareerLink® and PYN Highlights
- PA CareerLink® Consortium

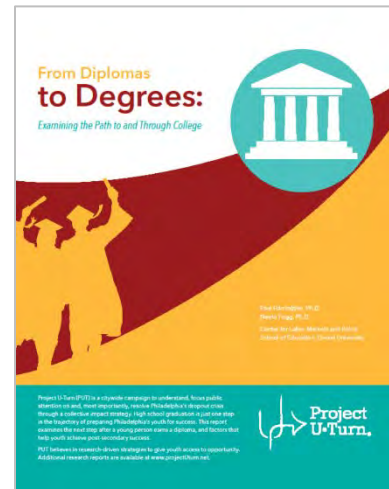


Youth Affiliate Report Philadelphia Youth Network December 2015

From Diplomas to Degrees: Examining the Path to and Through College

The Philadelphia Youth Network on behalf of Project U-Turn commissioned research from Dr. Paul Harrington and Dr. Neeta Fogg from the Drexel University Center for Labor Markets and Policy. The report, *From Diplomas to Degrees: Examining the Path to and Through College*, examines the next steps after a young person earns a diploma, and factors that help youth achieve post-secondary success.

Key findings from the report reveal that while 58% of the 2003-2004 ninth-grade cohort enrolled in college at some point between graduating high school and the spring of 2014, only 35% of those who enrolled in college attained a degree or were still in enrolled in college. The report's key findings highlight several factors that impact postsecondary success, including:



Timing - Students who immediately enrolled in higher education were more likely to earn degrees than students who delayed enrollment.

Level and Sector - The level and sector of the higher education institution in which students enroll revealed varying levels of continued enrollment and degree attainment.

Student Demographics – Student race and ethnicity has a surprising impact on post-secondary enrollment and completion. Additionally, English Language Learners (ELL) were more likely to complete college than non-ELL graduates.

High School Context and Student Behavior - Factors such as high mobility rates of students within a high school and low attendance decrease the likelihood of post-secondary success.

Academic Proficiency - Academic success such as GPA levels and PSSA scores had a varying impact on college enrollment, persistence, and completion.

The report includes concluding reflections crafted by Project U-Turn Collaborative members. From the study's inception, Project U-Turn has been committed to integrating the lessons learned through data analysis to increase the education attainment of Philadelphia youth, and will work as a collaborative with key stakeholders to determine next steps and recommendations.

The full report can be found at www.projectUturn.net and www.pyninc.org

Program Highlights, Collaborations and Success Stories
Reported by Philadelphia PA CareerLink® Centers and the Philadelphia Youth Network

Suburban Station CareerLink Cross Center Services

Hiring Event

Tim Styer of the Philadelphia Unemployment Project, referred Strategic Security Corporation, a large security firm, to the CareerLink® system for their large-scale hiring needs. The job development team and the business services representatives at Suburban Station CareerLink® jointly held pre-screening sessions to identify and prepare job seekers for employer expectations and the hiring event. On Monday, November 16, the employer reported with the resources to interview, conduct background checks, set up employee schedules, run new employee orientation and provide uniforms with offer letters. 58 job seekers were offered employment as a result of the job readiness efforts and the on-the-spot hiring process the employer was able to bring to the center. This story demonstrates the value of our system partners working together.

Community Connections

The Community Engagement and Outreach Team at CareerLink® developed a Community Connections Partnership with Penn State's Educational Opportunity Center (EOC) in April 2015. Since then, EOC has offered their services in career planning, financial aid, and college admissions to 594 jobseekers through the facilitation of 50 workshops at the CareerLink® Suburban Station. EOC can also be accessed by jobseekers for more detailed, individual services such as support in completing college applications and the Free Application for Federal Student Aid. CareerLink® finds this partnership to be highly valuable as both agencies support jobseekers using education to move upwards in their career pathways.

PYN and District 1199C Training & Upgrading Fund

Pennsylvania's first Community Health Worker Registered Apprentices preparing to graduate in early 2016

The District 1199C Training & Upgrading Fund and Philadelphia FIGHT are preparing to graduate Pennsylvania's first-ever class of Community Health Worker Registered Apprentices in February 2016, with a new class of CHW Apprentices to be enrolled with FIGHT in January.

On November 6, 2015, the Training Fund hosted a *Healthcare Career Fair* for Philadelphia public high school students, with a specific focus on healthcare Registered Apprenticeship as part of National Apprenticeship Week 2015. Brenda Bowens – an Apprentice Community Health Worker at FIGHT whose employment is supported by the Training Fund's H-1B Ready To Work grant – delivered the following biographical speech [*Note: abridge to fit 300-word maximum, full version available upon request*] to over 170 assembled students:

My name is Brenda Bowens, and I am a graduate of the District 1199C Training & Upgrading Fund. I have completed three programs through 1199C, and received a Presidential Award from the Behavioral Health Program in 2014. Through 1199C, I also had the opportunity to attend the Temple University/District 1199C Training Fund CHW training program and obtain employment as a Community Health Worker Registered Apprentice at Philadelphia FIGHT.

The Apprenticeship program at FIGHT has given me the right training and the opportunity to learn from others that are in the field of social work and case management. I

have learned from colleagues in the program how to support patients and clients in their own self-care. This Apprenticeship has allowed me to work with a team and be able to obtain help from them when I need it.

Being a Community Health Worker, I have the chance to serve those who do not feel that they have a voice. A barrier that the clients often face is being able to ask for help. As a CHW I aim to build rapport with them so they will feel comfortable in allowing me to assist them in attending medical appointments, making goal plans, finding resources such as shelter, food, school, jobs and even just being a listening ear. The CHW program has also given me a stable job and experiences with people that I will never forget. In their journey they may have never experienced someone to motivate, encourage and build confidence, self-esteem and self-worth. Through the Apprenticeship, I have become confident in using my own experiences and resources to better serve clients. I can be that person to intervene and help them in their journey to realize that they are worth it, and their circumstances do not define who they are and where they can go in life.

The Apprentice wage scale for Community Health Workers at Philadelphia FIGHT begins at \$12/hour (first 500 hours of on-the-job learning) before rising to \$13, \$14 and \$15/hour upon completion of 1000, 1500 and 2200 (full Apprenticeship) hours of on-the-job learning.

Summary of PA CareerLink® Philadelphia Consortium

Activities during the First Quarter of Program Year 2015

Service Delivery Activities

PCG/JobWorks continued to hold monthly “Quality Assurance” meetings with staff at each center. These meetings created a space for open discussion between the case management and business services teams with center management. Topics of discussion included reviews of monitoring reports, policy and process updates, and the ongoing transition to No Wrong Door.

Upon the closing of the Northwest Center in August 2015, PCG/JobWorks staff were redistributed to the North and Northeast centers. Northwest staff at these centers continued to serve Northwest customers, and partnered with the local offices staff to assist with their needs.

PCG/JobWorks continued to work with the new providers throughout the first quarter and coordinated regional conversations regarding business services and leadership. Additionally, PCG/JobWorks intensified its transition planning to prepare for backing out of the Philadelphia region and handing off responsibilities to Philadelphia Works and the new providers.

Governance (including strategic and operational activities that are tied to the WIB Operator Agreement)

During the first quarter, the consortium continued to meet with the new “No Wrong Door” contractors: JEVS, SERCO, Impact, Nueva and EDSI, in addition to the existing members: Bureau of Workforce Partnership & Operations (L&I), OVR and DHS.

Topics covered include:

Resource Sharing Agreement Budgets

Conversations are ongoing between the local fiscal staff and the Bureau of Workforce Development Administration in Harrisburg. The shared cost budgets which were effective in July of 2015 are in the process of being approved.

PA CareerLink Administrators

The Consortium continues to meet with the new PA CareerLink Administrators. In addition to Nicki Woods at PA CareerLink® Philadelphia – Suburban Station, they are:

Charles Jameson - PA CareerLink® Philadelphia Northwest

Wanda Carlo - PA CareerLink® Philadelphia North

Alexis Brown - PA CareerLink® Philadelphia West

Literacy Project

Members of the consortium have been working closely with the Mayor’s Commission on Literacy (MCOL) to finalize plans for integrating literacy programs with the PA CareerLink® centers. The Mayors Commission on Literacy and the Title II literacy providers continue to meet with the Consortium to develop the referral mechanism for customers who need up-skilling.

PA CareerLink Metrics

Philadelphia Works, in collaboration with the consortium continues to work towards creating a dashboard which will provide meaningful metrics to gauge and measure the overall health and performance of the system.

Performance of the PA CareerLink® Philadelphia Centers

In Q1, PCG/JobWorks completed 167 new WIOA registrations. Combined with the 200 registrations completed by JEVS Human Services at Suburban Station, the system finished the first quarter with 367 new WIOA registrations. The lower number of registrations in this quarter is related to a number of factors, including the introduction of new processes for WIOA and the closing of the Northwest Center in August 2015.

39 participants entered training in Q1. This number includes 28 OJTs, 6 ITAs, and 5 enrolled in partner-funded training programs. OJT employers included Communities in Schools, Philly Foodworks, and Zivtech. Factors that impacted the training number in Q1 include the closing of the Northwest Center in August 2015 and the transfer of OJT responsibilities from the Philadelphia Works Business Engagement Team to EDSI.

129 participants entered unsubsidized employment; 100 through direct hire opportunities and 29 upon the completion of OJT programs.

The Business Services team continued the process of restructuring under No Wrong Door. PCG/JobWorks and EDSI partnered their Business Services teams to work towards our common goals of serving the business community and our WIA/WIOA customer base.

Finance Report

To: Finance Committee
From: Dale F. Porter
Re: Budget Impasse
Date: November 25, 2015

As of today the Commonwealth of Pennsylvania has not passed the state budget for PY15, which is Philadelphia Works' FY16. Philadelphia Works has received formal awards and is able to draw funding from the Pennsylvania Department of Labor and Industry, (L&I). L&I WIOA funding includes adult, dislocated worker, youth, rapid response and other funding. During the impasse Philadelphia Works also receives TANF adult performance funding from benchmarks achieved in prior years. Philadelphia Works is not able to receive TANF adult or youth funding for FY16.

At year end Philadelphia Works was in possession of \$6.8M in TANF adult performance advances, with the approval of the Pennsylvania Department of Human Service, these advances are currently being used to fund the TANF adult system. No such relief is available for the TANF Youth system that continues to suffer during this budget impasse.

With available funding, Philadelphia Works has extended contracts with all adult, (TANF and WIOA) and WIOA youth providers through December 31st. No extensions have been executed for TANF Youth providers. Payments are being made to providers 60 days after service delivery. Payments for September's services were made on November 30th.

Philadelphia Works prepares cash flow projections on the 15th and 30th of each month, for senior leadership's review during the impasse, and monitors it's cash balance daily as a standard practice. Current analysis indicates, with the exception of TANF Youth, Philadelphia Works will be able to pay all obligations through February 2016.

Philadelphia Works has drafted a plan that has been reviewed and unanimously approved by the executive committee to notify all subcontractors and employees of the current status of the budget impasse, this communication will be distributed on December 1st. Additional steps will be taken if the impasse has not been resolved by December 15th.

MEMORANDUM

To: Finance Committee
From: Hai H. Nguyen
Date: November 25, 2015
RE: Operations Narrative


Enclosed for your review are the Unaudited Financial Statement of Position, Statement of Activities, and Cash-Flows for the Three Months Ended September 30th, 2015 for Philadelphia Works, Inc.

The Statement of Financial Position indicates current assets totaling \$23mm compared to current liabilities totaling approximately \$22mm indicating a favorable current ratio greater than 1:1. Accordingly, we are meeting our short term obligations.

EARN center operations have utilized 27 percent of cost reimbursement funds. EARN cost reimbursement invoices have been paid through September 30, 2015. WIA operations is on track to spend 100 percent of the carryover funds from FY2015 in both Adult and Dislocated Worker by December 31, 2015.

Analyses of administrative and programmatic operations have been included for your review among the highlights is the following:

- Co-location expenditures related to the opening of the integrated centers are funded by TANF performance and WIA carry-over monies.



Philadelphia Works Financial Statements and Funding Forecast for Three Months Ended September 30, 2015



Financial Statements and Funding Forecast

As of September 30, 2015

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PHILADELPHIA WORKS STATEMENTS OF FINANCIAL POSITION AS OF SEPTEMBER 30, 2015

	9/30/2015	9/30/2014
	Unaudited	Unaudited
ASSETS		
<i>Current Assets:</i>		
Cash	\$ 6,792,860	\$6,750,232
Accounts receivable - grants and contracts	15,953,170	14,387,720
Unbilled receivables	165,440	200,551
Prepaid Expenses	125,321	196,076
Other current assets	-	
Total current assets	23,036,792	21,534,579
<i>Property and Equipment:</i>		
Furniture and equipment	4,955	4,930,100
Computer equipment	143,844	3,573,133
Leasehold improvements	-	4,458,453
	148,799	12,961,686
Less: accumulated depreciation	(75,777)	(12,881,294)
Net property and equipment	73,022	80,392
Other Assets- Security & Other deposits	481,461	278,974
Total assets	23,591,275	21,893,945
LIABILITIES AND NET ASSETS		
<i>Current Liabilities:</i>		
Due to subrecipients	10,386,727	9,902,664
Accounts payable and accrued expenses	71,568	207,960
Accrued vacation	165,440	200,551
Advances	9,117,560	7,617,132
Due to Commonwealth of Pennsylvania	1,697,582	1,989,060
Other current liabilities	352,019	355,861
Total current liabilities	21,790,895	20,273,228
Due to State- Deposits	481,461	278,974
Total liabilities	22,272,356	20,552,202
<i>Net Assets:</i>		
Unrestricted Net Assets	1,215,389	1,230,845
Equity value of government funds	103,529	110,898
Total net assets	1,318,919	1,341,743
Total liabilities and net assets	23,591,275	21,893,945

PHILADELPHIA WORKS REVENUE ANALYSIS SEPTEMBER 30, 2015

	FISCAL YEAR 2016 BUDGET	9/30/2015 ACTUAL	9/30/2015 VARIANCE	
TANF				
TANF (Cost Reimbursement)	\$ 20,365,649	\$ 5,469,615	\$ (14,896,034)	Cost Reimbursement funds are 27% expended through the period ending September 2015
TANF (Performance)	10,966,119	-	(10,966,119)	
TANF Youth Subsidy (Summer Program)	2,106,755	2,106,755	-	
TANF YOUTH	7,369,910	3,263,183	(4,106,727)	Approximately 44% of the TANF youth spending occurred through the period ending September 2015
TOTAL TANF	\$ 40,808,433	\$ 10,839,552	\$ (29,968,881)	
WIOA				
WIOA YOUTH	5,091,597	390,461	(4,701,136)	
WIOA YOUTH CARRYOVER	942,493	942,493	-	
WIOA Youth Subsidy (Summer Program)	1,579,772	1,579,772	-	
WIOA ADULT CARRYOVER	1,269,284	1,050,550	(218,734)	WIOA Adult Carryover funds are not fully expended as of September 2015
WIOA ADULT 1ST INCREMENT	396,004	402,196	6,192	WIOA adult 1st Increment funds are not fully expended as of September 2015
WIOA ADULT 2ND INCREMENT	4,342,359	-	(4,342,359)	
WIOA DLW CARRYOVER	576,405	424,604	(151,802)	WIOA DLW Carryover funds have not been fully expended as of September 2015
WIOA DISLOCATED WORKER 1ST INCREMENT	378,520	179,924	(198,596)	WIOA DLW 1st Increment funds have not been fully spent as of September 2015
WIOA DISLOCATED WORKER 2ND INCREMENT	2,077,247	-	(2,077,247)	
WIOA DLW-WIOA TRANSITIONAL	147,545	24,626	(122,919)	WIOA Transitional funds have not been fully spent as of September 2015
WIOA JD-NEG	658,723	48,062	(610,661)	WIOA JD-NEG funds have not been fully spent as of September 2015
WIOA RAPID RESPONSE-CONJUNCTION W/JD-NEG	23,304	9,501	(13,803)	WIOA Rapid Response- JD-NEG funds have not been fully spent as of September 2015
WIOA RRAA PY'13 (FY16' Award)	31,178	-	(31,178)	WIOA RRAA funds have not been fully spent as of September 2015
WIOA RRAA PY'14 (FY16' Award)	195,098	-	(195,098)	WIOA RRAA funds have not been fully spent as of September 2015
WIOA Rapid Response 1ST INCREMENT	58,437	37,500	(20,937)	WIOA Rapid Response 1st Increment funds have not been fully spent as of September 2015
WIOA BEP	100,000	-	(100,000)	WIOA BEP funds have not been fully spent as of September 2015
TOTAL WIOA	\$ 17,867,967	\$ 5,089,690	\$ (12,778,277)	
OTHER	\$ 193,150	\$ 36,063	\$ (157,087)	Industry Partners, Temple HIP, United Way, Citizen
TOTAL	\$ 58,869,550	\$ 15,965,305	\$ (42,904,245)	

PHILADELPHIA WORKS UNAUDITED STATEMENTS OF ACTIVITIES SEPTEMBER 30, 2015

	September 30, 2015			September 30, 2014
	Training Program Services	Management and General	Total	Total
Support and Revenue				
TANF (Cost Reim/Youth)	\$ 10,003,987	\$ 835,565	\$ 10,839,552	\$9,152,980
TANF (Performance)	-	-	-	207,332
WIOA (Adult / DLW /RR / Youth, NEG)	4,717,867	371,822	5,089,690	1,632,450
Temple HIP	14,320	-	14,320	17,095
Other	-	21,743	21,743	121,069
Total support and revenue	14,736,175	1,229,130	15,965,305	11,130,926
Expenses				
Salaries	343,916	675,525	1,019,441	1,150,482
Fringe benefits	118,433	174,957	293,390	329,281
Total salaries and fringe benefits	462,349	850,482	1,312,831	1,479,763
Subrecipient services	13,991,620	-	13,991,620	8,901,969
Co-Location & Integration	13,002	-	13,002	74,183
Professional and consulting services	97,508	158,405	255,913	119,717
Facilities costs	86,917	126,810	213,727	327,618
Depreciation	7,369	-	7,369	21,838
Maintenance and System Support	28,821	21,115	49,936	26,670
Equipment and Software Purchases	3,441	6,060	9,501	10,370
Outreach/Marketing	-	1,089	1,089	-
Meetings, Conferences & Travel	5,596	10,441	16,037	19,402
Office supplies and printing	1,705	6,227	7,932	9,864
Telephone	4,127	6,260	10,387	20,053
Temporary Help	207	2,882	3,089	682
Employee Development	49	214	263	3,121
Office Expense	40,831	54,601	95,432	95,761
Other	-	-	-	1,471
Total expenses	14,743,543	1,244,586	15,988,129	11,112,481
Changes in net assets	(7,369)	(15,456)	(22,824)	18,445
Net assets, beginning of period	110,898	1,230,845	1,341,743	1,323,298
Net assets, end of period	103,529	1,215,389	1,318,919	1,341,743

PHILADELPHIA WORKS UNAUDITED STATEMENT OF CASH FLOWS AS OF SEPTEMBER 30, 2015

	9/30/2015	9/30/2014
	Unaudited	Unaudited
CASH FLOWS FROM OPERATING ACTIVITIES		
Change in net assets	\$ (22,824)	\$ 18,445
<i>Adjustments to Reconcile Change in Net Assets</i>		
<i>to Net Cash Provided by Operating Activities:</i>		
Depreciation	7,369	21,838
Loss on disposal of fixed assets		
<i>Changes in Assets and Liabilities:</i>		
Accounts receivable - grants and contracts	(1,565,450)	(2,735,189)
Unbilled receivables	35,111	-
Prepaid expenses	70,755	(147,888)
Other Current assets	-	(16,453)
State - Deposits	(202,487)	-
Due to subrecipients	484,063	(957,819)
Accounts payable and accrued expenses	(136,392)	(80,696)
Accrued Vacation	(35,111)	-
Due to Commonwealth of Pennsylvania	(291,478)	-
Due to State - Deposits	202,487	16,453
Advances	1,500,428	1,018,175
Other liabilities	(3,842)	(3,467)
Net cash provided by operating activities	42,629	(2,866,601)
CASH FLOWS FROM INVESTING ACTIVITIES		
Acquisition of property and equipment	-	30,506
Net (decrease) increase in cash	42,629	(2,836,095)
Cash, beginning of period	6,750,232	9,586,327
Cash, end of period	\$ 6,792,860	\$ 6,750,232

PHILADELPHIA WORKS PROJECTED COSTS – ADMIN FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2015

	YTD 9/30/2015 Actual	YTD 9/30/2015 Budget	YTD Actual to Budget 9/30/2015 Variance	Total 6/30/2016 Projected	Approved Admin Budget	YTD Proposed Variance vs. Approved Budget 6/30/2016 under (over) budget
Expenses						
Salaries	675,525	718,834	43,309	2,702,100	2,875,336	173,236
Fringe benefits	174,957	194,085	19,128	699,828	776,341	76,513
Total Salaries and Fringe Benefits	\$ 850,482	\$ 912,919	\$ 62,437	\$ 3,401,928	\$ 3,651,677	\$ 249,749
Professional and consulting services	158,405	99,790	(58,615)	393,620	399,160	5,540
Facility costs	126,810	134,189	7,379	507,240	536,756	29,516
Depreciation	-	-	-	-	-	-
Maintenance and System Support	21,115	4,818	(16,297)	84,460	19,273	(65,187)
Equipment and Software Purchases	6,060	15,000	8,940	24,240	60,000	35,760
Outreach	1,089	2,000	911	4,356	8,000	3,644
Meetings, conferences, and travel	10,441	4,810	(5,631)	41,764	19,240	(22,524)
Office supplies and printing	6,227	5,000	(1,227)	24,908	20,000	(4,908)
Telephone	6,260	9,500	3,240	25,040	38,000	12,960
Temporary help	2,882	2,125	(757)	11,528	8,500	(3,028)
Employee development	214	7,500	7,286	856	30,000	29,144
Office expense	54,601	29,539	(25,062)	218,404	118,157	(100,247)
Other	-	-	-	-	-	-
Total Operating Costs	\$ 394,104	\$ 314,272	\$ (79,833)	\$ 1,336,416	\$ 1,257,086	\$ (79,330)
Total Personnel and Operating Costs	\$ 1,244,586	\$ 1,227,191	\$ (17,395)	\$ 4,738,344	\$ 4,908,763	\$ 170,419

PHILADELPHIA WORKS PROJECTED COSTS – PROGRAM FOR THE THREE MONTHS ENDED SEPTEMBER 30, 2015

	YTD 9/30/2015 Actual	YTD 9/30/2015 Budget	YTD Actual to Budget 09/30/2015 Variance	Total 6/30/2016 Projected	Approved Program Budget	YTD Proposed Variance vs. Approved Budget 6/30/2016 under (over) budget
Expenses						
Salaries	343,916	413,439	69,523	1,375,664	1,653,754	278,090
Fringe benefits	118,433	111,628	(6,805)	473,732	446,514	(27,218)
Total Salaries and Fringe Benefits	\$ 462,349	\$ 525,067	\$ 62,718	\$ 1,849,396	\$ 2,100,268	\$ 250,872
Subrecipient services	13,991,620	10,415,863	(3,575,757)	37,966,481	41,663,451	3,696,970
Co- Location & Integration	13,002	300,000	286,998	52,008	1,200,000	1,147,992
Professional and consulting services	97,508	66,160	(31,348)	390,032	264,640	(125,392)
Facility costs	86,917	188,895	101,978	347,668	755,580	407,912
Depreciation	7,369	22,750	15,381	29,478	91,000	61,522
Maintenance and System Support	28,821	82,682	53,861	115,284	330,727	215,443
Equipment and Software Purchases	3,441	106,250	102,809	13,764	425,000	411,236
Outreach/Marketing	-	28,000	28,000	-	112,000	112,000
Meetings, conferences, and travel	5,596	25,750	20,154	22,384	103,000	80,616
Office supplies and printing	1,705	6,250	4,545	6,820	25,000	18,180
Telephone	4,127	23,000	18,873	16,508	92,000	75,492
Temporary Help	207	12,888	12,681	828	51,550	50,722
Employee development	49	4,500	4,451	196	18,000	17,804
Office expense	40,831	74,801	33,970	163,324	299,202	135,878
Other	-	-	-	-	-	-
Total Operating Costs	\$ 14,281,194	\$ 11,357,787	\$ (2,923,406)	\$ 39,124,775	\$ 45,431,150	\$ 6,306,375
Total Personnel and Operating Costs	\$ 14,743,543	\$ 11,882,854	\$ (2,860,688)	\$ 40,974,171	\$ 47,531,417	\$ 6,557,246

PHILADELPHIA WORKS STATEMENTS OF ACTIVITIES BY FUNDING SOURCE FOR THREE MONTHS ENDED SEPTEMBER 30, 2015 (UNAUDITED)

	TANF ADULT	WIOA	TANF YOUTH	Temple Hill	NEG &RR-NEG	Equity	Others	Total
Revenues								
Grants and Contributions	\$ 5,469,615	\$ 5,032,126	\$ 5,369,938	\$ 14,320	\$ 57,563	\$ -	\$ 21,743	\$ 15,965,305
Interest Income								
Total Revenues	5,469,615	5,032,126	5,369,938	14,320	57,563	-	21,743	15,965,305
Expenses								
Salaries	493,706	265,959	243,449	10,709	5,618	-	-	1,019,441
Fringe benefits	157,633	56,302	75,005	3,611	838	-	-	293,390
Subrecipient Services	4,447,538	4,545,998	4,946,977	-	51,107	-	-	13,991,620
Co- location & Integration	10,203	2,799	-	-	-	-	-	13,002
Professional fees and Consulting	156,753	67,120	13,178	-	-	-	18,863	255,913
Facility Cost	107,227	47,191	59,310	-	-	-	-	213,728
Depreciation expense	-	-	-	-	-	7,369	-	7,369
Maintenance and System Support	32,779	15,570	1,586	-	-	-	-	49,936
Equipment and Software Purchases	3,616	1,839	4,046	-	-	-	-	9,501
Outreach/Marketing	242	65	83	-	-	-	699	1,089
Mtgs, conferences, travel	5,143	3,341	866	-	-	-	6,687	16,037
Office Supplies and Printing	5,058	1,200	1,674	-	-	-	-	7,932
Telephone	5,545	3,114	1,727	-	-	-	-	10,387
Temporary Help	1,078	426	1,585	-	-	-	-	3,089
Employee Development	233	30	-	-	-	-	-	263
Office Expense	42,861	21,171	20,451	-	-	-	10,950	95,432
Others	-	-	-	-	-	-	-	-
Total Expenses	5,469,615	5,032,126	5,369,938	14,320	57,563	7,369	37,199	15,988,129
Net Income	\$ -	\$ -	\$ -	\$ -	\$ -	\$ (7,369)	\$ (15,456)	\$ (22,824)

Procurement Policy and Procedures



PROCUREMENT POLICIES AND PROCEDURES



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PROCUREMENT POLICIES AND PROCEDURES FOR ACQUISITION OF PROGRAM SERVICES AND PROGRAM RELATED ADMINISTRATIVE SERVICES

A. BACKGROUND AND AUTHORITY

The policies and procedures contained in this section are intended to comply with the general requirements of the Workforce Innovation and Opportunity Act (WIOA), the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200) (hereinafter the “Office of Management and Budget (OMB) Uniform Guidance”), 20 CFR Part 97, and the policies established by the Commonwealth of Pennsylvania, including but not limited to WIIN No. 2-00, Change 2 and the working draft of the Pennsylvania Department of Labor and Industry’s (L&I’s) Financial Management Policy dated July 2014. These policies and procedures apply to services paid for with Workforce Innovation and Opportunity Act, Temporary Assistance to Needy Families (TANF), Supplemental Nutrition Assistance Program (SNAP) Employment and Training, and other workforce development funding. These policies and procedures have been formally adopted by Philadelphia Works and serve as guidance in carrying out the specified procurement activities.

B. PURPOSE

The purpose of these policies and procedures is to ensure that:

- public funds under the control of Philadelphia Works are used efficiently and prudently in the purchase of program services;
- a full accounting is available and given for all procurements; and
- procurement transactions are carried out in accordance with the highest ethical standards and in a manner to provide open and free competition.

C. SCOPE

These policies and procedures apply specifically to the purchase of program services for customers of the workforce development system. These services include, but are not necessarily limited to the following:

- Assessment
- Counseling
- Training
- Basic Education and Literacy
- Supportive services
- Follow-up services

- Accounting and auditing
- Advertising, Marketing and Public Relations
- Technical Assistance and Training (staff related)
- Insurance and bonding
- Legal

D. GENERAL PROCUREMENT POLICY

It is the policy of Philadelphia Works that all procurement activities shall be conducted in a manner consistent with the standards set forth in the laws and regulations of the federal government and the Commonwealth of Pennsylvania. Accordingly, Philadelphia Works hereby adopts the following policy statements:

- No employees, officers, or agents of Philadelphia Works shall participate in the selection, award or administration of a contract in which Philadelphia Works funds are used where they, or to their knowledge, their immediate families or partners have a financial interest.
- Philadelphia Works officers, employees or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors or potential contractors. Disciplinary actions shall be applied to officers, employees and/ or agents who violate this rule.
- All evaluation panel members shall be required to complete and submit an independent, confidentiality review form and a Conflict of Interest form to Philadelphia Works prior to evaluating.
- Philadelphia Works shall avoid acquisition of unnecessary or duplicative items.
- All procurement transactions shall be conducted in a manner to provide open and free competition. A Request for Qualification (RFQ) and/or Request for Proposal (RFP) process will be used as a general rule. Advertisement shall include varied media and be as inclusive as possible. A reasonable response time shall be established.
- Philadelphia Works will conduct procurements in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographical preferences in evaluation of proposals, except where applicable law expressly mandates otherwise.
- Awards shall be made to a responsible contractor possessing the ability to perform successfully under the terms of the proposed procurement and whose responsive

offer is most advantageous to Philadelphia Works' program stewardship responsibilities. Consideration shall be given to such factors as contractor integrity, compliance with public policy, technical resources, fiscal accountability, record of past performance and cost. Solicitations shall clearly set forth all requirements that the contractor must fulfill in order for the offer to be evaluated. It shall also incorporate a clear and accurate description of the technical requirements for the materials, product or services to be procured. However such description shall not contain features which unduly restrict competition.

- Any and all offers may be rejected when in the best interest of Philadelphia Works program stewardship. A bidder has a right to appeal Philadelphia Works' decision through *Philadelphia Works' Contractor Appeal Policy*.
- Philadelphia Works will take all necessary steps to ensure that minority businesses, women's business enterprises and labor surplus area firms are used when possible.
- Philadelphia Works must provide notice to BWDA/L&I for procurements over \$3,000 (or \$2,000 in the case of acquisitions for construction subject to the Davis-Bacon Act.)
- Using the OMB Uniform Guidance as a guide, sole source procurements are allowed when: (1) service expertise is found in only one source; (2) there is public exigency or emergency that will not permit a delay resulting from competitive solicitation¹; (3) if, after written request by Philadelphia Works, the awarding agency expressly authorizes a noncompetitive proposal; or (4) after solicitation from a number of proposals, competition is determined inadequate. Sole source procurements must be justified in writing. Sole source procurements will be used only in limited cases.
- Requests from State or local funding sources to make directed awards shall include information about funder's selection process (for example use of the Commonwealth of Pennsylvania's Sole Source Selection Criteria), the scope of services to be performed and the demonstrated effectiveness and fiscal accountability of the awardee. Philadelphia Works will not enter into any agreements without detailed information on the factors listed above. Philadelphia Works must receive documentation demonstrating the above prior to awarding funds.

¹ Philadelphia Works defines this exigency as urgency with severe timing constraints (30 days or less to award funds) imposed by the funding source or if such delay would cause undue hardship to Philadelphia Works' operations.

- All Philadelphia Works contract documents issued prior to, during and after the RFP/RFQ or Sole Source process will contain the required and necessary procurement language, including but not limited to all pre-award policies (if applicable), grievance procedures, record retention policies, statewide list procedures (if applicable) etc.
- The Philadelphia Works' President and Chief Executive Officer (CEO) approves all awards \$1,000,000 or less, subject to all enumerated policies and procedures.
- Awards greater than \$1,000,000 require approval from a simple majority of the Finance Committee of the Philadelphia Works Board of Directors.
- Awards of \$3,000,000 or more require a simple majority approval of the Finance Committee and the full Philadelphia Works Board of Directors.

E. ORGANIZATIONAL AND DEPARTMENTAL RESPONSIBILITY

Unless a program is procured through the approved sole-source procedure, the procurement of program services is administered by a procurement panel which may include staff from the business unit initiating the procurement (hereinafter "requesting department") and the Contracts Department, board members, and when appropriate, representatives from outside agencies. However, no employee, officer or agent may participate in the selection process if he or she has a real or apparent conflict of interest. It is the responsibility of the requesting department to convene an appropriate procurement panel prior to any action requiring a Request for Proposal or other procurements exceeding \$3,000. The requesting department will act as the meeting manager (e.g. meeting logistics, etc.) Decisions concerning procurements must meet all tests described in this policy and subsequent procedures documents. In some instances, the procurement activity may also be reviewed and approved in consultation with the Compliance Officer prior to issuance of the proposal and/or contract.

The Contracts Department is accountable for ensuring each procurement action meets the tests described in this policy before issuing a contract to an outside contractor. The Contracts Department is also accountable for ensuring that grants used to fund procurements are separated and obligations do not exceed the grant amount. Notice of Obligation (NOO) information is reviewed by the Contract Managers and Director of Contracts to ensure the amount of the obligations does not exceed amount of the grant. Obligation information is reported monthly to the Chief Financial Officer (CFO). NOO information including the Catalog of Federal Domestic Assistance (CFDA) number and contract number are included on each contract. In addition, each Finance Account Liaison must ensure that sufficient grant funds are available to fund the contract, (i.e. total obligations do not exceed the grant amount.)

Philadelphia Works shall maintain records sufficient to detail the history of the procurement. The records will include, but are not limited to, the bid or RFP notice, evaluation score sheets, rationale for the method of procurement, selection of contract type, contractor selection or rejection, and the basis for the contract price.

Pursuant to Philadelphia Works' Compliance Plan, the Compliance Officer will conduct a periodic review of all existing contracts to ensure the proper procurement process was followed. If Philadelphia Works reviews its contracts and discovers an improper procurement, Philadelphia Works will take immediate steps to correct the deficiency by notifying the contractor and awarding agency, entering into a settlement agreement with the affected party to pay for goods or services received to date and subsequently following the proper procedures as set forth in this policy.

F. PROCEDURES

The requesting department initiates the procurement action with notification to the Contracts Department that either a Request for Proposal (RFP) or Request for Qualification (RFQ) is necessary. In unique circumstances as described above, a sole source process may be utilized.

Some funding sources have specific processes that must be incorporated into the generic steps listed below. For example, the Pennsylvania Department of Human Services (DHS) funding must be overseen by the Local Management Committee, in accordance with the Local Management Committee Agreement. In such cases the agreement procedures must be incorporated into the process described below.

G. REQUEST FOR QUALIFICATION/PROPOSAL PROCESS

1. Request for Qualification (if applicable)

Prior to issuing a RFP, a RFQ from interested parties may be obtained to evaluate the capacity of a provider. Philadelphia Works would only issue an RFP to those organizations that are approved in the RFQ process, provided below. The requesting department writes the content of the request using the RFQ outline format.

- An open and inclusive advertising campaign is conducted.
- A bidder's conference is optional and is the responsibility of the requesting department.
- The requesting department receives the proposals.

- The requesting department convenes a rating panel² which may include:
 - a representative from the Contracts Department;
 - business unit staff;
 - members of the Board of Directors and/or its subcommittees; and
 - other representatives as appropriate.
- The panel rates the proposals, using pre-established criteria, and makes a recommendation for allowing the providers to bid on an RFQ.
- Unsuccessful bidders may request a debrief conference to address their concerns and any deficiencies in their proposal that may have caused them not to be selected.

Philadelphia Works may also issue a RFQ to establish a List of Qualified Contractors as fully set forth in Section F of the “Procurement Policies and Procedures for Acquisition of Goods and Services that Support the Administrative Functions of Philadelphia Works” below.

2. Request For Proposal

After the conclusion of the RFQ process, if applicable, a RFP is issued to choose a qualified contractor. The RFP process is provided below.

- The requesting department writes the content of the request using the RFQ/RFP outline format.
- If there was not a RFQ, the requesting department conducts an open and inclusive advertising campaign. If there was a RFQ, the RFP would be extended only to those bidders previously approved in the RFQ process.
- A bidder’s conference is optional and is the responsibility of the requesting department.
- The requesting department receives the proposals.
- The requesting department convenes a rating panel³ which may include:
 - a representative from the Contracts Department;
 - business until staff;
 - members of the Board of Directors and/or its subcommittees; and
 - other representatives as appropriate.
- The panel rates the proposals, using pre-established criteria, and makes a recommendation for allowing the providers to bid on an RFP.
- Once approved, the requesting department negotiates funding terms.

² All members of the panel shall be independent, unbiased and possess no conflict of interest, potential or apparent, and will be required to complete a Confidentiality and Conflict of Interest Form prior to review.

³ All members of the panel shall be independent, unbiased and possess no conflict of interest, potential or apparent, and will be required to complete a Confidentiality and Conflict of Interest Form prior to review.

- Unsuccessful bidders may request a debrief conference to address their concerns and any deficiencies in their proposal that may have caused them not to be selected.

H. SOLE SOURCE PROCESS

The business unit utilizing the sole-source procurement method must indicate to the Finance Department that there is only one viable provider available to perform the required services or that the other factors requiring sole source procurement are met.

- The business unit documents the unique expertise of the provider and provides information on past performance success, fiscal accountability and capacity to deliver needed services.

OR

- The business unit notifies the Finance Department that it has received informal or formal notice that funding must be awarded within 30 days or less.

OR

- The cost of the service is less than \$3,000.

The information is submitted to the Finance Department for review; if all requirements are satisfied, the Finance Department will proceed with presenting the contract for approval. However, the President of Philadelphia Works must also approve the sole source selectee.

I. REQUEST FOR QUALIFICATIONS/PROPOSALS

OUTLINE/FORMAT

When issuing requests for proposals, the requesting department should use the standard format outlined below:

1) OVERVIEW

- Purpose of the RFQ/RFP
- Who is Eligible to Apply
- Critical Application Information

2) SCOPE OF SERVICES

- Background Information
- Service Requirements

3) APPLICATION PACKAGE

- Cover and Signature Page
- Proposal Narrative
- Proposal Budget
- Technical, Administrative and Fiscal Capacity

- Required Attachments

4) EVALUATION CRITERIA AND RATING SYSTEM

- Evaluation Process
- Approach
- Experience/Capacity
- Cost
- Technical, Administrative, and Fiscal Capacity

DRAFT

PROCUREMENT POLICIES AND PROCEDURES FOR ACQUISITION OF GOODS AND SERVICES THAT SUPPORT THE ADMINISTRATIVE FUNCTIONS OF PHILADELPHIA WORKS

A. BACKGROUND AND AUTHORITY

The policy and procedures contained in this section are intended to comply with the general requirements of the Workforce Innovation and Opportunity Act (WIOA), the Uniform Administrative Requirements, Cost Principles and Audit Requirements for Federal Awards (2 CFR Part 200) (hereinafter the “Office of Management and Budget (OMB) Uniform Guidance”), the OMB Circular, and the policies established by the Commonwealth of Pennsylvania, Department of Labor, including but not limited to WIIN No. 2-00, Change 2 and the working draft of the Pennsylvania Department of Labor and Industry’s (L&I’s) Financial Management Policy dated July 2014.

The policies and procedures contained herein have been formally adopted by Philadelphia Works. These policies serve as administrative guidance carrying out specified procurement activities.

B. PURPOSE

The purpose of these policies and procedures is to ensure that:

- the public funds under the control of Philadelphia Works are used efficiently and prudently in the purchase of administrative goods and services;
- a full accounting is available and given for all procurements; and
- procurement transactions are carried out in accordance with the highest ethical standards and in a manner to provide open and free competition.

C. SCOPE

These policies and procedures apply specifically to the purchase of goods and service that support the administrative functions of Philadelphia Works⁴. The particular types of goods and services include, but are not necessarily limited to, the following:

- Consumable Supplies
- Office Equipment and Furniture

⁴ However, routine renewals of monthly, quarterly and annual existing usage, licensing or maintenance fees that support the administrative functions of the organization, including but not limited to, software, telephone charges, internet provider charges, server maintenance costs, membership dues, etc. are not subject to this policy.

- Conference Management and Catering
- Management Consulting
- Technical Assistance and Training (Staff)
- Computer Hardware and Software
- Communications Equipment and Services
- Space and Facilities Rental, Leasing & Purchase
- Building Maintenance and Security

D. GENERAL PROCUREMENT POLICY

It is the policy of Philadelphia Works that all procurement activities shall be conducted in a manner consistent with the standards set forth in the applicable laws and regulations of the federal government and the Commonwealth of Pennsylvania.

- No employees, officers, or agents of Philadelphia Works shall participate in the selection, award or administration of a contract in which Philadelphia Works funds are used where they, or to their knowledge, their immediate families or partners have a financial interest.
- Philadelphia Works officers, employees or agents shall neither solicit nor accept gratuities, favors or anything of monetary value from contractors or potential contractors. Disciplinary actions shall be applied to officers, employees and/ or agents who violate this rule.
- All evaluation panel members shall be required to complete and submit an independent, confidentiality review form and a Conflict of Interest form to Philadelphia Works prior to evaluating.
- Philadelphia Works shall avoid acquisition of unnecessary or duplicative items.
- Philadelphia Works will conduct procurements in a manner that prohibits the use of statutorily or administratively imposed in-state or local geographical preferences in evaluation of proposals, except where applicable law expressly mandates otherwise.
- Awards shall be made to a responsible contractor possessing the ability to perform successfully under the terms of the proposed procurement and whose responsive offer is most advantageous to Philadelphia Works' program stewardship responsibilities. Consideration shall be given to such factors as contractor integrity, compliance with public policy, technical resources, fiscal accountability, record of past performance and cost.

- Solicitations shall clearly set forth all requirements that the contractor must fulfill in order for the offer to be evaluated. It shall also incorporate a clear and accurate description of the technical requirements for the materials, product or services to be procured however such description shall not contain features which unduly restrict competition.
- Any and all offers may be rejected when in the best interest of Philadelphia Works program stewardship. A bidder has a right to appeal Philadelphia Works' decision through *Philadelphia Works' Contractor Appeal Policy*.

E. ORGANIZATIONAL AND DEPARTMENTAL RESPONSIBILITY

The procurement of administrative goods and services shall be supervised and managed by the Finance Department and ultimately, the Director of Contracts and Chief Financial Officer. Responsibilities include the following:

- Processing departmental purchase requests;
- Classification of purchases according to the criteria contained herein;
- Identification and selection of contractors;
- Negotiation and execution of purchase orders and contracts;
- Monitoring the terms of PO's and contracts;
- Maintenance of Contractor Inventories;
- Ensuring that all procurements are documented;
- Maintenance of all procurement files and records; and
- Other responsibilities as assigned.

The CFO or an appointed designee will have the authority to approve and execute purchase orders that do not exceed \$3,000 (excluding contractual agreements). The President and CEO must approve purchases in amounts exceeding \$3,000. The CEO or CFO must sign any contractual agreement before execution.

F. PROCEDURES ON HOW TO PROCURE GOODS AND SERVICES FOR ADMINISTRATIVE FUNCTIONS

1) REQUEST FOR QUALIFICATION AND CONTRACTOR INVENTORY

Philadelphia Works may establish a List of Qualified Contractors ("Contractor Inventory") experienced in the following service areas:

- Consumable Supplies

- Office Equipment and Furniture
- Conference Management and Catering
- Management Consulting
- Computer Hardware and Software
- Communications Equipment and Services
- Research and other Professional Consultants

Philadelphia Works has the sole discretion to include additional service areas if necessary and appropriate.

The Contractor Inventory List may be established through the following RFQ process:

- The requesting department writes the content of the request using the RFQ format.
- An open and inclusive advertising campaign is conducted.
- A bidder's conference is optional and is the responsibility of the requesting department.
- The requesting department receives the proposals.
- The requesting department convenes a rating panel which may include:
 - a representative from the Contracts Department;
 - business unit staff;
 - members of the Board of Directors and/or its subcommittees; and
 - other representatives as appropriate.
- The panel rates the proposals, using pre-established criteria, and makes a recommendation for allowing the providers to bid on an RFQ.
- Unsuccessful bidders may request a debrief conference to address their concerns and any deficiencies in their proposal that may have caused them not to be selected.

Philadelphia Works may contact the qualified contractors listed on the Contractor Inventory on an "as, if and when requested" basis. Philadelphia Works may contact them directly or may request that they compete for an opportunity through the RFP process. Philadelphia Works may, its sole discretion, from time to time, use the Contractor Inventory in connection with projects or assignments. The criteria for selecting a contractor for each project or task will vary, depending upon the requirements of the applicable project or task and could involve requiring a contractor to have a certain demonstrated experience and proficiency level in one or more service areas depending on the specific requirements of the project or assignment.

The CFO or an appointed designee will maintain a comprehensive Contractor Inventory, which will contain all relevant and necessary information about companies and organizations that are interested in and capable of providing administrative goods and services. The Contractor Inventory shall contain a wide selection of organizations that exhibit diverse

ownership and employee characteristics that will allow free and open competition. For example, Philadelphia Works will ensure that the Contractor Inventory contains small, minority and women-owned businesses as well as larger, regional and national firms. The Contractor Inventory shall also contain both union employers and non-union labor. The CFO or an appointed designee will also ensure that prospective contractors who have been suspended or debarred from contracting with the federal government pursuant to the provisions outlined in Executive Order 12549, "Debarment and Suspension," will not be included in the inventory.

The organizations contained in the Contractor Inventory will be considered by Philadelphia Works for a period of five (5) years from the date of its successful RFQ. However, Philadelphia Works has the sole discretion to remove a contractor from the Contractor Inventory for unsatisfactory performance or failing to meet the requirements for remaining on the Contractor Inventory as may be set out in the RFQ or as may be communicated by Philadelphia Works from time to time.

2) DETERMINATION AND DOCUMENTATION

(a) Request to Purchase/Requisition Form

Procurement transactions will begin with a written "Request to Purchase" (Requisition Form) that originates with the department or staff requesting the goods or services (hereinafter "requesting department"). The request will be in the form of an interdepartmental memorandum to the CFO or an appointed designee from the respective department head.

The Requisition Form memorandum must contain, at a minimum, the following information:

- (1) The item, product or service to be purchased;
- (2) For tangible goods: a generic description of the item, including specifications, capacities, and capabilities.
- (3) For Services: A description of the type of service, scope of work and intended work products.
- (4) A statement as to why the product or service is necessary to the department or individual staff member in carrying out assigned responsibilities;
- (5) A brief statement of how the product or service will benefit Philadelphia Works and/or the particular program;
- (6) A list of known sources of the item or service, taken from the contractor inventory or published catalogs and price lists. If a specific product (brand name)

or contractor is preferred, the request must include a justification of that preference;

- (7) An estimate of the cost or price of the item or service; and
- (8) An indication of when the item or service is needed.

(b) Need, Benefit, Permissibility and Budget Authority

Upon receipt of the completed memorandum, the CFO or an appointed designee will review the document for completeness against items 1-8 above, and verify that it has the approval of the requesting department head. It is not the responsibility of the CFO to determine the need, benefit, or budget authority of the requested purchase. It is the responsibility of the CFO to ensure that these determinations have been made by the requesting department head and clearly stated on the Requisition Form. Specifically, the CFO or an appointed designee must verify that:

- 1. Grantor Agency prior approval, if required, has been received;
- 2. The cost of the item is allowable pursuant to all applicable federal and state regulations, including the OMB Uniform Guidance.

The CFO may return the Requisition Form to the requesting department for additional information or clarification if such action, in his or her judgment, is warranted. If all criteria are satisfied, the CFO will indicate such and forward the request to the CEO or an appointed designee.

Disapprovals by either the CEO or CFO will be returned to the requesting department with a full written explanation of the basis for denial.

3) CLASSIFICATION

When the Requisition has been approved by the appropriate authority, the CFO or his/her delegate will classify the purchase according to the following dollar thresholds and other conditions:

- “Micro-Purchases:” If the intended procurement is projected to not to exceed \$3,000 and the needed supplies or services are available from a variety of contractors at comparable prices.

- “Small Purchase”: If the intended procurement is relatively simple and informal, is projected to cost less than the Simplified Acquisition Threshold⁵ set by the Federal government and contains an adequate number of qualified contractors of the item as determined by the Contracts Director in conjunction with the CFO.
- “Sealed Bids (Formal Advertising)”: If the intended procurement is projected to exceed the Simplified Acquisition Threshold, a complete, adequate and realistic purchase description is available, two or more qualified contractors from the inventory exist, if applicable, and the contract is an anticipated firm fixed price contract.
- “Competitive Proposals”: If the intended procurement is projected to have a unit cost \$3,000 or more, the conditions are not appropriate for the use of sealed bids and the contractor inventory, if applicable, and contains two or more qualified contractors with competitive prices.
- “Non-Competitive Proposals (Sole Source): If the intended procurement is projected to exceed \$3,000 and at least one of the following criteria apply:
 - Service expertise is found in only one source;
 - A public exigency or emergency with severe timing constraints exists;
 - If expressly authorized by the awarding agency after written request or competition is determined inadequate after solicitation from a number of proposals. business until staff; or
 - Competition is determined inadequate after solicitation from a number of proposals.

4) SOURCE IDENTIFICATION

Once the Requisition Form has been approved and classified by size and source, the requesting department will identify prospective contractors in accordance with the following:

- Micro-Purchases: The Contractor Inventory is searched for the product or service specified in the Requisition Form, together with established prices, fees or rates. A contractor is identified on the basis of availability, most appropriate quality and best (not necessarily lowest) price. If selection was based on a higher priced contractor, Philadelphia Works must provide written justification to substantiate the decision. Justified preferences or products or contractors will be honored by the CFO or an appointed designee if corresponding quality, specifications and price are competitive with respect to other sources.

⁵The Simplified Acquisition Threshold is currently set at \$150,000 but will be adjusted for inflation.

- Small Purchases: The Contractor Inventory is searched for the product or service specified in the Requisition Form to ensure that an adequate number of qualified contractors are in the inventory and that their prices, fees or rates are comparable.

Although a price analysis is not required, if there are two or more contractors included in the inventory for the specified product or service, the responsible business unit may issue a “Request for Quotes” to the identified contractors to determine which are interested and capable at that particular time.

If the Requisition Form contains a justified preference, and that preference (product or contractor) is within a competitive range, the responsible business unit may contact that contractor directly.

- Sealed Bids: If there are two or more qualified bidders, the requesting department will publicly advertise to an adequate number of suppliers, which may include contractors in the current inventory.
- Competitive Proposals: From the specifications and other requirements for the goods or services in request to purchase, the responsible business unit will prepare a RFP (for services only or a combination of goods and services) or an RFQ (for tangible goods only). The RFP or RFQ will be sent to the contractors listed in the inventory under the particular category of goods/services.

5) SOURCE SELECTION

Once the qualified contract(s) for a particular product or service have been identified in accordance with the “Source Identification” procedures outlined above, Philadelphia Works will select the most appropriate contractor in accordance with the following:

- Micro-Purchases: Selected on the basis of availability, reasonable quality and best price. Justified preferences will be honored if quality and price are within competitive range.
- Small Purchase: Selected on the basis of contractor qualifications, price, fees or rates as stated in the Contractor Inventory; or on the basis of the preference justified in the Request to Purchase, provided contractor/product specifications and price are within a competitive range.
- Sealed Bids: Selected on the basis of lowest submitted price.

- Competitive Proposal: Selected on the basis of potential contractor's response to RFQ/RFP in meeting the requirements and specifications in the Requisition Form. Criteria for selection must be stated in the solicitation instrument.

The requesting department head may specify in the Requisition Form that an appropriate department staff member be included in the evaluation and selection process.

6) NEGOTIATION & AWARD

Once the qualified contract(s) for a particular product or service have been identified in accordance with the "Source Selection" procedures outlined above, Philadelphia Works will negotiate and/or award the contract in accordance with the following:

- Micro-Purchases will be transacted through a purchase order. Micro-purchases are not subject to negotiation requirements unless, in the judgment of the requesting department, such negotiation is in the best interest of Philadelphia Works.
- Small Purchases of non-expendable personal property (tangible goods) will be transacted through a purchase order. Small Purchases of professional services, or a combination of goods and services, will be transacted through a letter contract and may be negotiated from the Requisition Form. At a minimum, negotiated items must include (for services) the scope of work, work products, delivery/completion schedules, fees and expenses.

Such purchases are not subject to negotiation requirements unless, in the judgment of the requesting department, it is in the best interest of Philadelphia Works to do so.

For combinations of goods and services, negotiated items include the above factors in addition to the costs/prices of the goods, warranty repairs/maintenance and shipping/handling costs.

- Sealed Bid Purchases will be transacted through a letter contract.
- Competitively Proposed Purchases of goods and services will be transacted through a fixed-price contract with payables in either lump-sum, fixed-unit or fixed fee arrangement and may be negotiated from the Requisition Form, RFQ and/or RFP.

At a minimum, negotiated items must include (for services) the scope of work, work products, delivery/completion schedules, fees and expenses. For combinations of goods

and services, negotiated items include the above plus the costs/prices of the goods, warranty repairs/maintenance and shipping/handling costs.

7) RECORDKEEPING

The CFO or an appointed designee must maintain the appropriate records for each purchase of service or goods. The following are suggested documents that would satisfy this requirement; these documents are used only if applicable.

- Contractor Inventory Solicitation Letter
- Contractor Inventory Questionnaire
- Requests to Purchase
- Solicitations (RFQs, RFPs)
- Purchase Orders
- Letter Contracts
- Fixed-Price Contracts

Workforce System Quarterly Summary Report



Workforce System Quarterly Summary Report

December 17, 2015





Workforce System Quarterly Summary Report

December 17, 2015

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Summary: First Quarter Program Year 2015 (July 1, 2015 through September 30, 2015)

The system is more in demand while challenges slow activity

- The Pennsylvania State budget impasse created inefficiencies across the system (see the Memo to the Finance Committee on pg. 107)
- Total average enrollment rate at EARN Centers was 42 percent during the first quarter, below 50 percent enrollment rate during the previous year with fewer referred clients reporting. (pg. 159)
- Visits to the PA CareerLink® centers increased significantly this quarter (pg. 151)

PHILADELPHIA WORKFORCE SYSTEM FINANCIAL SUMMARY IN FY2016Q1

	Budget	Expenditures Year-to-Date	% Expended Year-to-Date
WIOA Adult and Dislocated Worker Training Funds			
Training	\$1,669,000	\$274,910	16%
Center Services	\$3,641,700	\$1,311,507	36%
EARN System			
EARN and JSST Cost Reimbursement	\$17,027,472	\$3,215,233	19%
EARN and JSST Performance*	\$10,966,119	\$0	n/a
Youth System			
WIOA Year-Round Programs**	\$754,690	\$536,348	71%
TANF-funded programs	\$4,684,924	\$606,791	13%
Summer TANF funding	\$4,198,774	\$4,148,773	99%
Summer WIA Rapid Response	\$1,507,964	\$1,507,964	100%

*Spans multiple years; ** WIOA funding is for the first quarter only

Areas of Strength

- Use of the PA CareerLink® Philadelphia system continues to grow
- Averages wages in the EARN Program remained over \$10.00 an hour through this quarter
- Employers continue to find value in the system; registering in JobGateway and entering opportunities
- Our summer WorkReady Youth program provided employment to 8,812; a total of 10,818 summer youth jobs were supplied by WorkReady, corporations and foundations.

AREAS OF STRENGTH DURING THE FIRST QUARTER

Areas of Strength	Outcome	Expected Outcome/ Last Year Trend
Number of participants in one-stop system	57,403	51,788
Average wages in the EARN Program remain above \$10 perhour	\$10.60	\$9.50
New employers in the system	178	130
Number of youth served during WorkReady Summer 2015	10,818	7,260

Areas of Concern

- The count of all placements are down in the EARN Program through this quarter
- Placement into training for both On-the-Job Training and Individual Training Accounts funded by the WIOA Program was slow
- Youth TANF activities continued even as the budget impasse affected contracting and payments (pg. 179)

AREAS OF CONCERN DURING THE FIRST QUARTER

Areas of Concern	Outcome	Expected Outcome/ Last Year Trend
Enrollment rate at EARN centers	42%	50%
Number of training enrollments in OJT and in ITA opportunities	34	86
Youth TANF Caseloads into Year-Round TANF-funded programs	249	361

Development of the Metrics

Aside from the common measures, which are measures of performance defined by the Federal Employment & Training Administration, the metrics in this report were determined locally. In all cases, there were discussions between members of the workforce development board, their staff, and the entity who would be responsible for reporting and meeting metrics. This report documents the evolution of providing transparency and accountability across the system. Over the past years, Committees of the Philadelphia workforce board worked to build information streams that would identify problem areas in the system and celebrate strengths. Partners required to report information are:

- **The WIOA Title I Providers manage Title I adult and dislocated worker services for residents and employers.**
- **The Philadelphia PA CareerLink® Operator Consortium – partner management of the one-stop centers**
- **The YouthWorks Administrator – Philadelphia Youth Network manages WIOA Title I and TANF youth activities**
- **The EARN program services providers – Philadelphia Works manages these to provide services to adult TANF clients**

- **Integrated Centers measures – EDSI manages cross-center operations and JEVS Human Services manages the first integrated center that started operations on April 1, 2015. New providers will enter the system through the end of the calendar year.**

Some of the WIOA Metrics were specified and tracked according to the WIOA Title I Provider contract, while other metrics are monitored for trends. Some of the metrics in this report for the Philadelphia PA CareerLink® Operator have goals that are yet to be determined. Therefore these metrics are tracked, but not benchmarked until more information has been collected. Others, such as those in the EARN Program are under revision given changes in the way reimbursement may be paid. Commonwealth required performance and metrics identified by the Local Management Committee are included in this report. During calendar years 2015 and 2016 the system will go through a transition to the integrated center model. EARN Centers and PA CareerLink® one-stop centers will transition to the new blended services model. While the system goes through the transition, we will track measures for both EARN Centers, WIOA customers, PA CareerLink® Consortium measures, and integrated center measures. This work continues as a dynamic process.

Philadelphia Local Workforce Development Area

Program Year 2015—July 1, 2015 to June 30, 2016

What This Report Includes

The following report is a quarterly look at the Philadelphia workforce system –those parts funded through Workforce Investment and Opportunity Act (WIOA) allocations and through the Temporary Assistance for Needy Families (TANF). WIOA is a federally legislated program that superseded WIA Act of 1998. Funds are distributed to the States and then allocated to local areas for strategic use in services to disadvantaged adults, dislocated workers, disadvantaged youth, and for services to employers who hire these workers. WIOA requires local control over the use of funds. The Mayor’s appointed Workforce Development Board must monitor and provide oversight for WIOA related activities as well as advance system-building, guide collaboration and coordination with partners, and build strategic policy to address the workforce needs in the City of Philadelphia.

TANF funds flow through the workforce system to support youth programming and the Employment and Retention Network (EARN) centers. Philadelphia Works administers funds from the Pennsylvania Department of Public Welfare for the EARN Program to place those receiving benefits into employment. TANF youth funding supports the E3 Centers throughout the city and summer work experiences.

Other funds reflected in this report are: Wagner-Peyser funds, that support the PA CareerLink® facilities and provide state staff to deliver core services and industry partnership training funds, funded through the Pennsylvania budget.

What Philadelphia Works Does:

For employers and businesses

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

Employer services line: 800-892-2288 or business@philaworks.org.

For job seekers

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

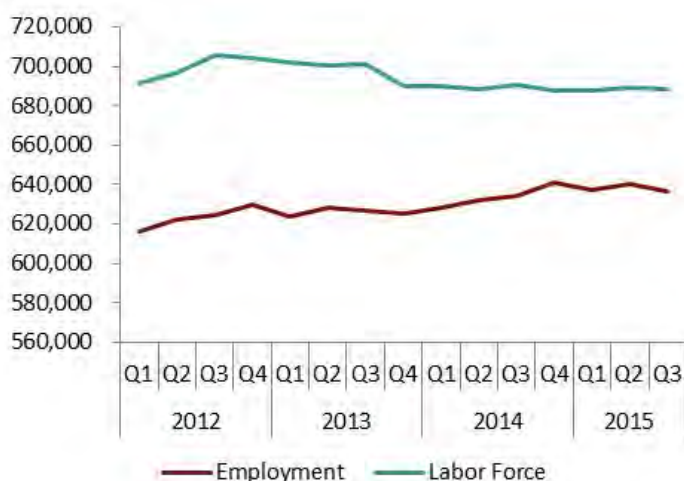
Philadelphia Local Workforce Investment Area

Program Year 2015—July 1, 2015 to June 30, 2016

Local Labor Market Conditions and Numbers Served

Labor Demand and Supply

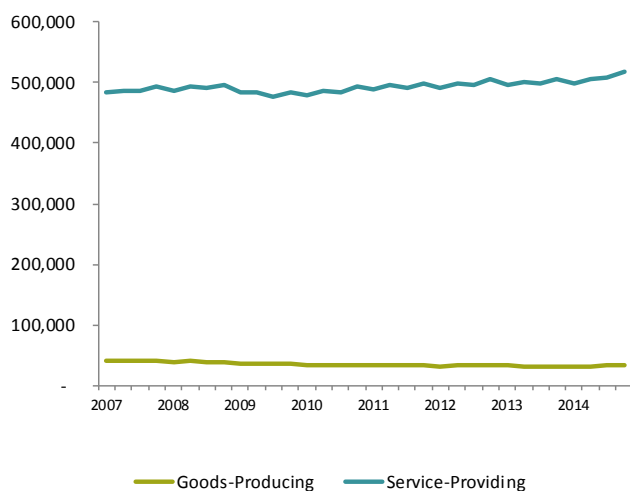
PHILADELPHIA TOTAL EMPLOYMENT AND LABOR MARKET PARTICIPATION



Calendar Year	Qtr	Unemp.	PA CareerLink® Visitors	Ratio
2013	Q1	78,142	25,615	33%
	Q2	72,094	26,432	37%
	Q3	74,850	41,239	55%
	Q4	64,645	35,994	56%
2014	Q1	62,199	32,641	52%
	Q2	55,865	18,163	33%
	Q3	56,479	51,788	92%
	Q4	46,133	34,238	74%
2015	Q1	50,147	33,502	67%
	Q2	49,357	29,932	61%
	Q3	51,792	57,403	111%

Source: BLS LAUS, CWDS

PHILADELPHIA PRIVATE SECTOR EMPLOYMENT BY GOODS PRODUCING AND SERVICE PRODUCING



Industry	2007	%	2014	%
Goods Producing				
Natural Resources and Mining	Not Disclosed			
Construction	11,553	2%	10,486	2%
Manufacturing	28,312	4%	21,507	3%
Service Producing				
Trade, Transp., and Utilities	84,492	13%	87,984	14%
Information	12,567	2%	10,757	2%
Financial Activities	46,026	7%	39,577	6%
Professional and Business Serv.	81,978	13%	82,895	13%
Education and Health Services	183,433	29%	197,969	31%
Leisure and Hospitality	57,983	9%	66,482	10%
Other Services	21,779	3%	21,875	3%
Government				
Federal Government	32,081	5%	29,644	5%
State Government	10,678	2%	10,822	2%
Local Government	61,265	10%	60,933	10%
Total	632,147		640,987	

Source: U.S. BLS Quarterly Census of Employment and Wages; Goods Producing and Service Producing. Calendar years are used in the tables and charts

Common Measures: Federally Mandated

These measures are defined by the federal government. Levels for local areas are set by the Pennsylvania Department of Labor & Industry. Common measures lag activity by up to 18 months. Performance goals (the shaded area) are considered met if the local area achieves 80 percent or higher of the goal. In the first quarter of program year 2015, the system failed to achieve the expected outcome for 3 measures, though youth activities are often slow in the first quarter. While the system is enrolling new WIOA clients starting with July 1, 2015, the WIA common measures will be reported for one year as the measures capture outcomes after 3 – 18 months of service delivery.

WIA COMMON MEASURES SUMMARY FOR PY2015 Q1

Measure	# with successful outcome	Goal	Performance	% of goal achieved
WIA adult entered employment rate within 3 months	213	73%	55%	75%
WIA adult retention at 6 months following placement	346	84%	81%	96%
WIA adult average wages over 6 months	346	\$12,500	\$12,007	96%
WIA dislocated worker entered employment rate within 3 months	293	74%	64%	87%
WIA dislocated worker retention at 6 months following placement	187	90%	87%	97%
WIA dislocated worker average wages over 6 months	187	\$15,500	\$15,146	98%
Youth placement into post-secondary, military, or employment	17	65%	49%	75%
Youth rate of degree or certification attainment	21	90%	91%	101%
Youth rate of score at or below an 8th grade level showing gains in literacy	62	64%	48%	76%

Local Performance

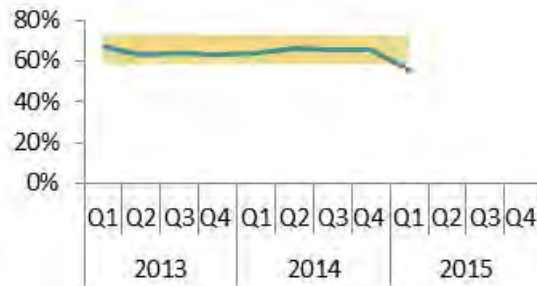
These performance metrics apply only to those served by the public workforce system and who are WIA registered. The number of WIA registered job seekers is between 5 and 10 percent of the total unique persons served each year.

WIA adults are all individuals 18 or older who required special assistance such as outreach, job search and placement services, and labor market information. WIA youth programs serve low-income youth ages 4-21 who face barriers to employment. A dislocated worker:

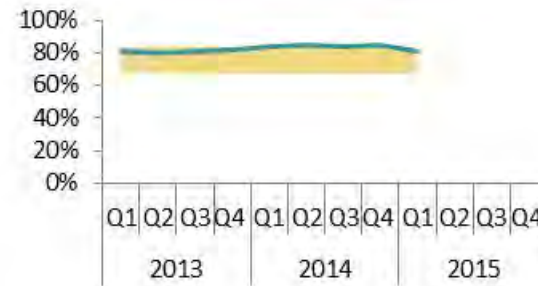
- Has been terminated or laid off, or has received a notice of termination or layoff from employment;
- Is eligible for or has exhausted unemployment insurance;
- Has demonstrated an appropriate attachment to the workforce, but not eligible for unemployment insurance and unlikely to return to a previous industry or occupation;
- Has been terminated or laid off or received notification of termination or layoff from employment as a result of a permanent closure or substantial layoff;
- Is employed at a facility where the employer has made the general announcement that the facility will close within 180 days;
- Was self-employed (including employment as a farmer, a rancher, or a fisherman) but is unemployed as a result of general economic conditions in the community or because of a natural disaster; or
- Is a displaced homemaker who is no longer supported by another family member.

WIA ADULT:

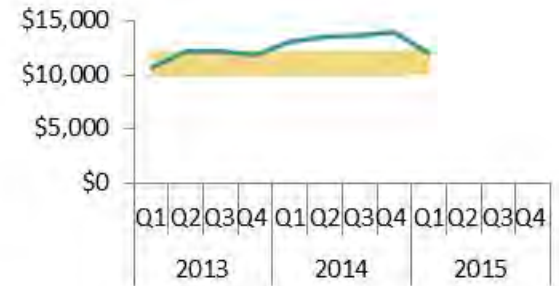
ENTERED EMPLOYMENT



RETENTION

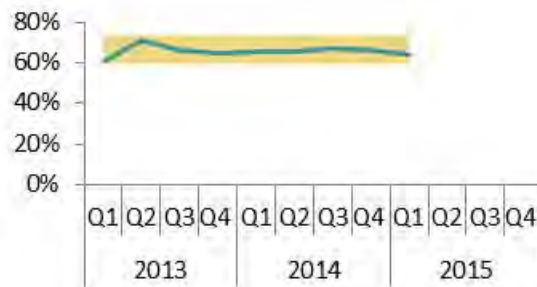


AVERAGE 6 MONTH WAGES

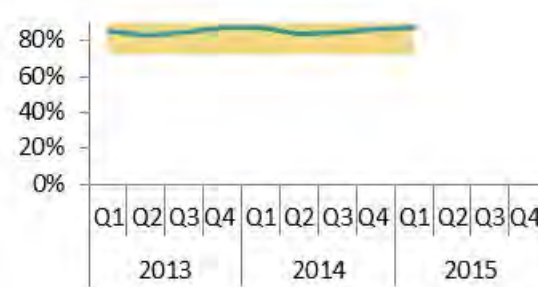


WIA DISLOCATED WORKER:

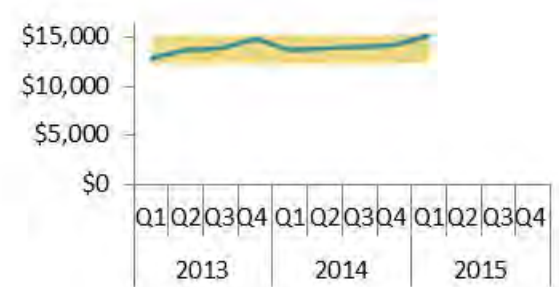
ENTERED EMPLOYMENT



RETENTION



AVERAGE 6 MONTH WAGES



WIA YOUTH:

PLACEMENT



CERTIFICATION ATTAINMENT



LITERACY GAINS



= expected performance level (80-100% of goal) = performance level

WIOA System Fiscal Summary

The information below reflects use of WIOA Formula funds and special grants. The Job Seeker Services funds reflect only WIOA and not Wagner-Peyser funds in the local PA CareerLink® system. JD NEG funding was awarded for on-the-job training for dislocated workers and spans multiple years. The system carried over approximately \$1,8 million in funding from the fiscal year 2015, and has spent 80 percent of these funds in the first quarter with some of the expenditures showing in funds expended year-to-date category.

OVERVIEW OF SYSTEM FINANCES

WIOA Funding	FY2016 Proposed Budget	Funds Expended Year-to- Date	Percent of Budget Expended	Number Served Year-to- Date
Training: OJT	\$820,000	\$ 184,395	22%	
Training: CJT	\$150,000	\$ -	0%	
Training: ITA	\$300,000	\$ 69,440	23%	
Training: supportive services	\$100,000	\$ -	0%	
Training: pre-vocational services	\$199,000	\$ -	0%	
Training: direct placement for new immigrants	\$100,000	\$ 21,075	21%	
Training Total	\$1,669,000	\$274,910	16%	34
Integrated Center Services	\$1,903,638	\$ 426,818	22%	
Cross-center services provider	\$606,680	\$ 83,505	14%	
Philadelphia PA CareerLink® Services	\$1,131,382	\$ 801,184	71%	
Center services total	\$3,641,700	\$1,311,507	36%	59,069
Philadelphia Works Operations	\$1,164,017	\$ 291,004	25%	
Administrative and Support services	\$719,413	\$ 179,853	25%	
Total WIOA Title 1 Adult & Dislocated Worker Investments	\$7,194,130	\$2,057,274	29%	
\$1,845,689 were carried-over funding from FY2015; 80% have been spent year to date.				
Special Grants: JD NEG*	\$660,000	\$ 49,339	7%	

*The grant spans multiple years.

Industry partnership activities are funded by the Commonwealth of Pennsylvania (shown as training funds) and competitive grants from funders in support of workforce development. Funding for the industry partnership for fiscal year 2016 has not been awarded as of this writing.

Integrated Centers Metrics

The first integrated center, PA CareerLink® Suburban Station, funded by a combination of WIOA, TANF, and Wagner-Peyser streams opened in April 2015. Three more centers are scheduled to open during the program year 2015 as the system transitions to the integrated center model. The system works to fulfill performance requirements tied to outcomes for WIOA and TANF participants as well as deliver quality services to the employers. Until the system has fully transitioned to the integrated model, we will report outcomes for participants and employers served both at the EARN Centers, one-stop centers operating under the old model, and the integrated centers. The system codified key metrics in the provider contracts, making providers accountable for services to WIOA and TANF participants. WIOA performance metrics are described in the WIOA system-wide section of the report and EARN measures are shown in the EARN Program report.

Integrated Centers and Cross-System Services

The Cross Center Services provider works in collaboration with integrated center services staff, state employees, and staff at EARN and one-stop centers that are gearing to transition to the integrated center model to deliver services to the employer community and implement system-wide innovations such as building community connections and introducing digital technologies. The first quarter metrics refer to activities at the PA CareerLink® Suburban Station.

- Cross Center Services provider hosted 34 in-center hiring events. The yearly goal is 194 events across all centers.
- The provider works to improve the show rate for EARN customers – increasing the rate of individuals coming to centers following referrals and, consequently, improving the enrollment outcome to

achieve 58 percent enrollment. During the first quarter, the show rate was 57 percent.

Report on Community Connections and Digital Strategies

During the quarter, the WIOA Title I Provider, PCG, transitioned the community connections partners' network building activities to the Cross Center Services contractor. To promote community connections, the Cross Center Services contractor distributes a packet of information to potential partners which includes a frequently asked question fact sheet, the community connections partner agreement, and other PA CareerLink® collateral. As part of the onboarding process, the Cross Center Services contractor provides training to partners who have executed agreements on how to access Job Gateway® (the interface for employers and job seekers) and EMSI Career Coach (a career exploration platform). In total, the Cross Center Services contractor has 3 dedicated staff who are leading this effort as well as implementing the community engagement and outreach activities. There are also staff dedicated to the digital strategies. During the quarter the Cross Center Services contractor worked in concert with Philadelphia Works to finalize the system to track referrals between PA CareerLink® and community connections partners. Additionally, as part of the digital strategy, a marketing texting program was piloted by the WIOA Title I Provider, PCG, which will be used by the Cross Center Services contractor as well as the integrated center services contractors to engage customers who were transitioned to the new integrated system providers. The Cross Center Services contractor also spent the quarter developing its strategies for video content to on the system's YouTube channel and social media platforms. As of this writing, 9 participant success stories are featured on Philadelphia Works website.

WIOA System-Wide Performance Metrics

The system-wide goal is to provide services to over 2,500 individuals newly enrolled in WIOA during the program year 2015. The system set goals for training enrollments and placements. All providers serving WIOA participants are responsible for federally mandated common measures.

The system tracks both performance and trend measures to better understand outcomes for job seeker and employer customers.

- Basic job search services are available to all individuals visiting one-stop centers. Individuals registered to receive WIOA services face barriers to employment and might require a more extensive set of services to help with a successful placement. Career counseling, skills training, placement services and other services are offered to those participants. The system will track the percent of individuals with barriers enrolled in WIOA after complete data becomes available in the system of record.
- WIOA-registered participants can be enrolled in training: on-the-job training programs that provide training to new hires or individual training accounts that allow individuals to enroll into training for occupations in high demand. The system sets enrollment goals as reported in the table below. The system

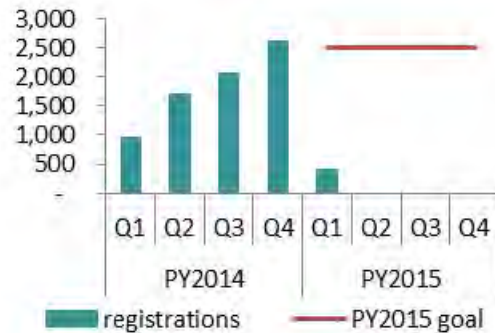
also monitors training outcomes such as percent of participants receiving industry-recognized credentials following training completion and percent of training completers entering employment in occupations related to training for trends.

- The system tracks placement outcomes for WIOA participants and monitors wages. Median wages for individuals entering placements are expected to be at or above the living wage in Philadelphia - \$13 per hour.
- The system monitors services to employers by identifying new employers using the public workforce system and tracking number of new job orders employers enter. The system also looks at the value-added services such as number of employers who received direct assistance from center staff, number of employers with repeat direct services, and number of hiring events at the centers. The value-added measures will be tracked as the system establishes the data entry procedures for capturing employer services.

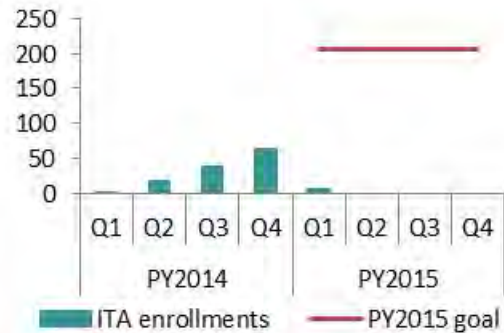
WIOA SYSTEM-WIDE PERFORMANCE METRICS OUTCOMES

WIOA System-Wide Metrics	PY2015q1 Outcome	Expected Outcome in Quarter	Expected Outcome in PY2015	Status
# of new WIOA registrations	402	625	2,500	below goal
#of WIOA ITA enrollments	6	52	206	below goal
#of WIOA OJT enrollments	28	35	139	near goal
#of WIOA placements	149	188	750	near goal
Median wages for new placements	\$12.50	>= \$13	>= \$13	below goal

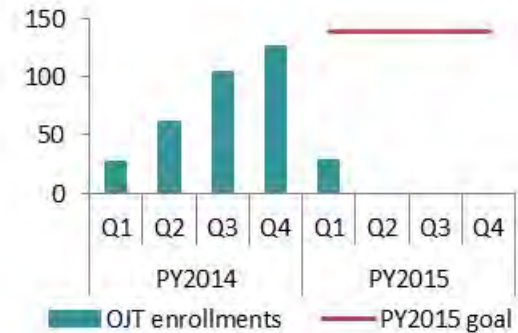
REGISTRATIONS



TRAINING ENROLLMENTS (ITA)



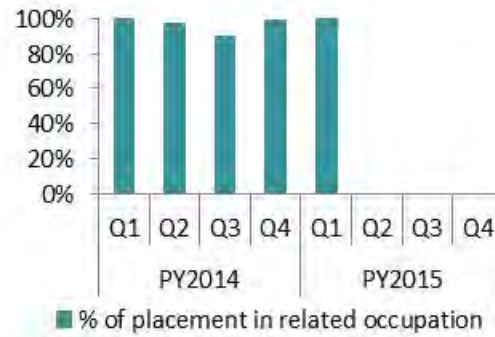
TRAINING ENROLLMENTS (OJT)



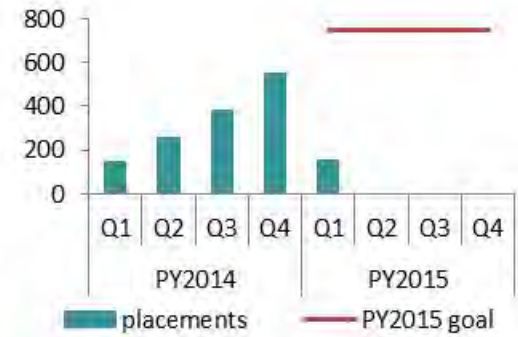
% OF TRAINING RESULTING IN CREDENTIAL*



% OF PLACEMENTS IN RELATED OCCUPATIONS*



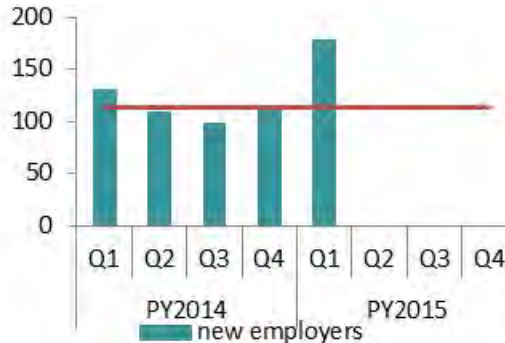
OF PLACEMENTS



MEDIAN WAGES



OF NEW EMPLOYERS*



OF NEW JOB ORDERS*



Note: registrations, training enrollments are placements are reported cumulatively. Asterisk (*) indicates metrics tracked for trends only.

Financial Summary and Performance of the EARN Program as of September 30, 2015

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 Program 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 Job Specific Skills Training (JSST) which offers focused skill training services. JSST is a viable option supporting the EARN Program's goal of self-sufficiency, financial independence and customer choice. The EARN Program's vocational training program offers comprehensive, industry specific skills development in several key occupational sectors to include: retail, customer service, allied healthcare, security services, culinary arts, residential/counseling services, childcare, and commercial driver's license (transportation).

Highlights of the EARN Program

- The EARN Program had 2,555 new enrollments and provided services to 3,068 carry-over clients from program year 2014. Total number of clients served is 5,623.
- Total average enrollment rate at EARN Centers was at 42 percent during the first quarter, below 50 percent enrollment rate during the previous year. Of those rejected, 77 percent failed to report during program year 2015, above 74 percent failing to report during the same time in the program year 2014.
- There were 1,115 total job placements of all types for **July 2015 through September 2015**. 49 percent of those placements were for 30 hours or more per week. 315 confirmed placements are reported for July through August 2015.
- As of September 2015, cumulative placements and retention outcomes were below the expected levels.

EARN Program Fiscal Summary

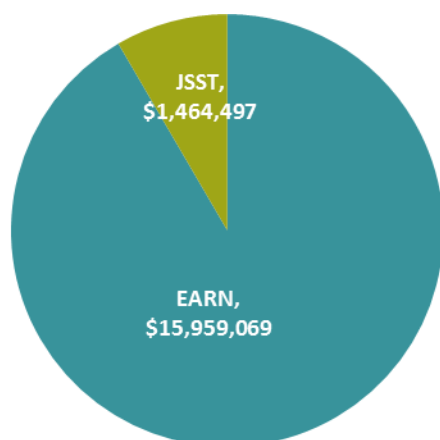
- Year-to-date expenses include actual invoices submitted and accruals through September 2015.
- Year-to-date the EARN and Integrated Centers have spent 18 percent of their cost reimbursement budget and the JSST providers have spent 25 percent of their budget.
- Accrued performance earnings will be paid upon receipt of funds and validated information from the Pennsylvania Department of Human Services (DHS), and documented expenses from the providers.

- The State budget impasse delayed the release of the TANF funding into the system. TANF performance reimbursement funding remaining in the system from the previous fiscal year was used to fund activity during the first quarter.

EARN AND JSST BUDGET AND UNAUDITED ACCRUED EXPENDITURES DURING JULY 1, 2015 THROUGH SEPTEMBER 30, 2015 (FY2015) – YEAR-TO-DATE

Budget Categories	Budget	YTD Accrued Expenditures	YTD Budget to Expenditures Variance	% Expended
Cost reimbursement				
Integrated Centers & EARN Centers	\$15,959,069	\$2,949,087	\$13,009,982	18%
JSST	\$1,068,403	\$266,146	\$802,257	25%
Cost reimbursement total	\$17,027,472	\$3,215,233	\$13,812,239	19%
Performance reimbursement (spans multiple years)				
Integrated Centers & EARN Centers	\$10,034,522	\$0	\$10,034,522	n/a
JSST	\$931,597	\$0	\$931,597	n/a
Performance reimbursement total	\$10,966,119	\$0	\$10,966,119	n/a

EARN PROGRAM COST REIMBURSEMENT BUDGET



% OF COST REIMBURSEMENT FUNDS EXPENDED YEAR-TO-DATE



Source: Philadelphia Works analysis of EARN fiscal data

Active Caseload, Enrollment Rate, and Referral Rejection Rates

The number of newly enrolled clients and carry-over clients determine the volume of services delivered at the centers.

- In program year 2015, the system received 6,287 referrals year-to-date.
- 2,555 clients were enrolled during July 1, 2015 through September 30, 2015. The total caseload including carryovers from program year 2014 was 5,623 customers. The average monthly caseload was 3,994. The number of enrolled clients and total caseloads were lower compared to the previous year's levels.

- The year-to-date enrollment rate was 42 percent. The enrollment rate was lower compared to previous program year. Of the 58 percent of customers not enrolled, 77 percent of clients were referral rejected because they did not report to the centers; 13 percent of clients were not enrolled due to not cooperating with EARN policies; and the remaining customers were rejected for other reasons.

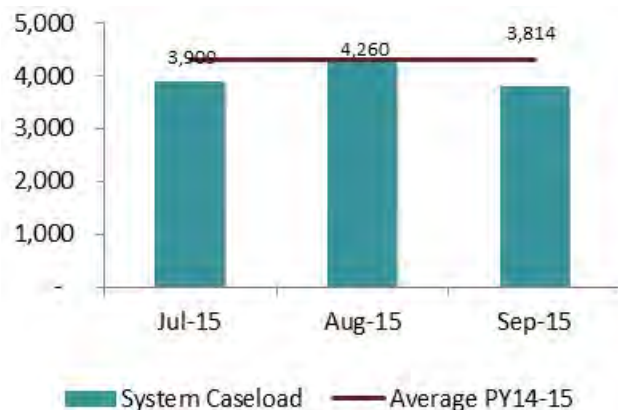
NEWLY ENROLLED CLIENTS



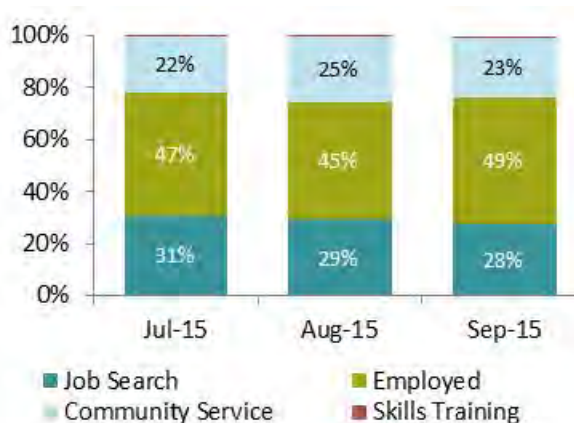
ENROLLMENT RATE (%)



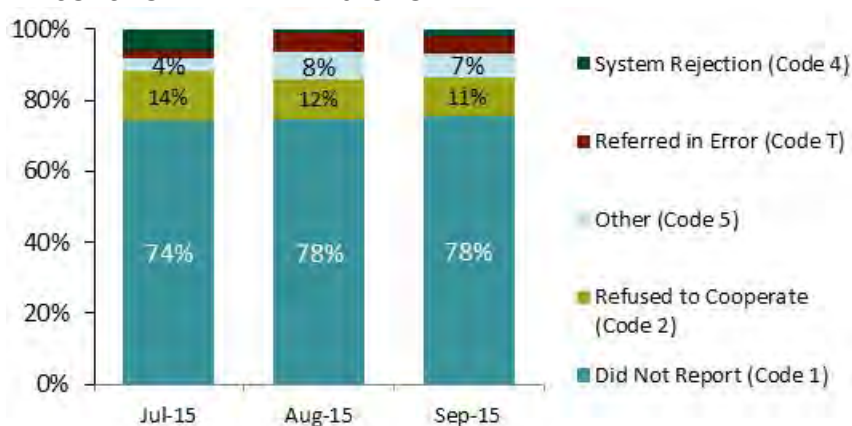
ACTIVE CASELOAD



STATUS OF ACTIVE CLIENTS



REASONS FOR REFERRAL REJECTION



Source: Philadelphia Works analysis of EARN program data.

EARN Program Performance Summary

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

- The **placement rate goal** for program year 2015 is to place 50 percent of enrolled clients into jobs. The enrolled count includes clients that were enrolled and not employed in program year 2014 and carried over into the program year 2015 individual model. The new placement goal definition requires clients to obtain unsubsidized employment working a minimum of 80 hours in a four consecutive work period. The four week period must begin within the 180 days of the enrollment date. Unconfirmed placements are reported to show the efforts of the system to place clients until the confirmed placements numbers are available. Assuming that the system enrolls 12,142 clients in program year 2015, EARN centers are expected to place at least 506 clients per month on average to achieve the placement goal. There were 1,115 total unconfirmed job placements of all types for July 2015 through September 2015.

UNCONFIRMED PLACEMENTS

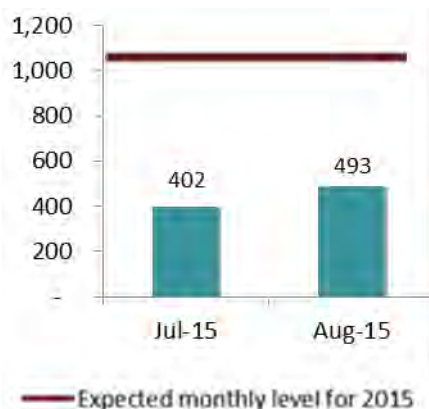


CUMULATIVE CONFIRMED PLACEMENTS



Source: Philadelphia Works analysis of EARN program data. Monthly placements are shown based on CWDS placement start date.

CUMULATIVE CONFIRMED RETENTION OUTCOMES



Source: Department of Human Services CWDS Reports.

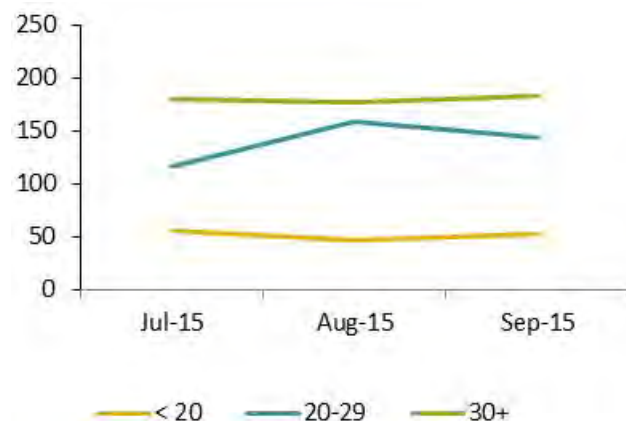
- The system's **retention goal** is to ensure that 30 percent of enrolled clients stay in their jobs. After a client meets their placement goal, they must be employed at least 80 hours for four consecutive weeks and maintain employment in any given calendar month for up to 12 consecutive months following the placement month to be considered retained. Program year 2015 goal is to achieve 43,711 retention outcomes, calculated for each client staying employed during each month of the year following placement. As of September 2015, the system achieved 895 retention outcomes that met the performance definition.
- **Activity compliance rate** is reported as percent of clients enrolled in a core activity. The goal is to keep 65 percent of enrolled clients in core activity. Activity compliance rate numbers are not available at this time.

Other Metrics of Interest

The LMC committee monitors average wages, hours offered in unconfirmed placements, and occupations of EARN clients.

- The majority of placements are in jobs offering 20 to 29 hours per week.
- Average wage for placements made during July 2015 through September 2015 are higher than the placements in program year 2014 at \$9.46 per hour.
- Top occupations for unconfirmed placements were cashier, home health aide, and security guard.

NUMBER OF PLACEMENTS BY HOURS OFFERED



AVERAGE WAGE



Source: Philadelphia Works analysis of EARN program data.

TOP OCCUPATIONS IN UNCONFIRMED PLACEMENTS IN PROGRAM YEAR 2015 YEAR-TO-DATE

Occupation	PY 2015 YTD	% of Total of YTD
Cashiers	150	13%
Home Health Aides	112	10%
Security Guards	67	6%
Maids and Housekeeping Cleaners	63	6%
Customer Service Representatives	61	5%
Retail Salesperson	52	5%
Nursing Assistants	45	4%
Personal Care Aides	42	4%
Teacher Assistants	32	3%
Marking Clerks	29	3%

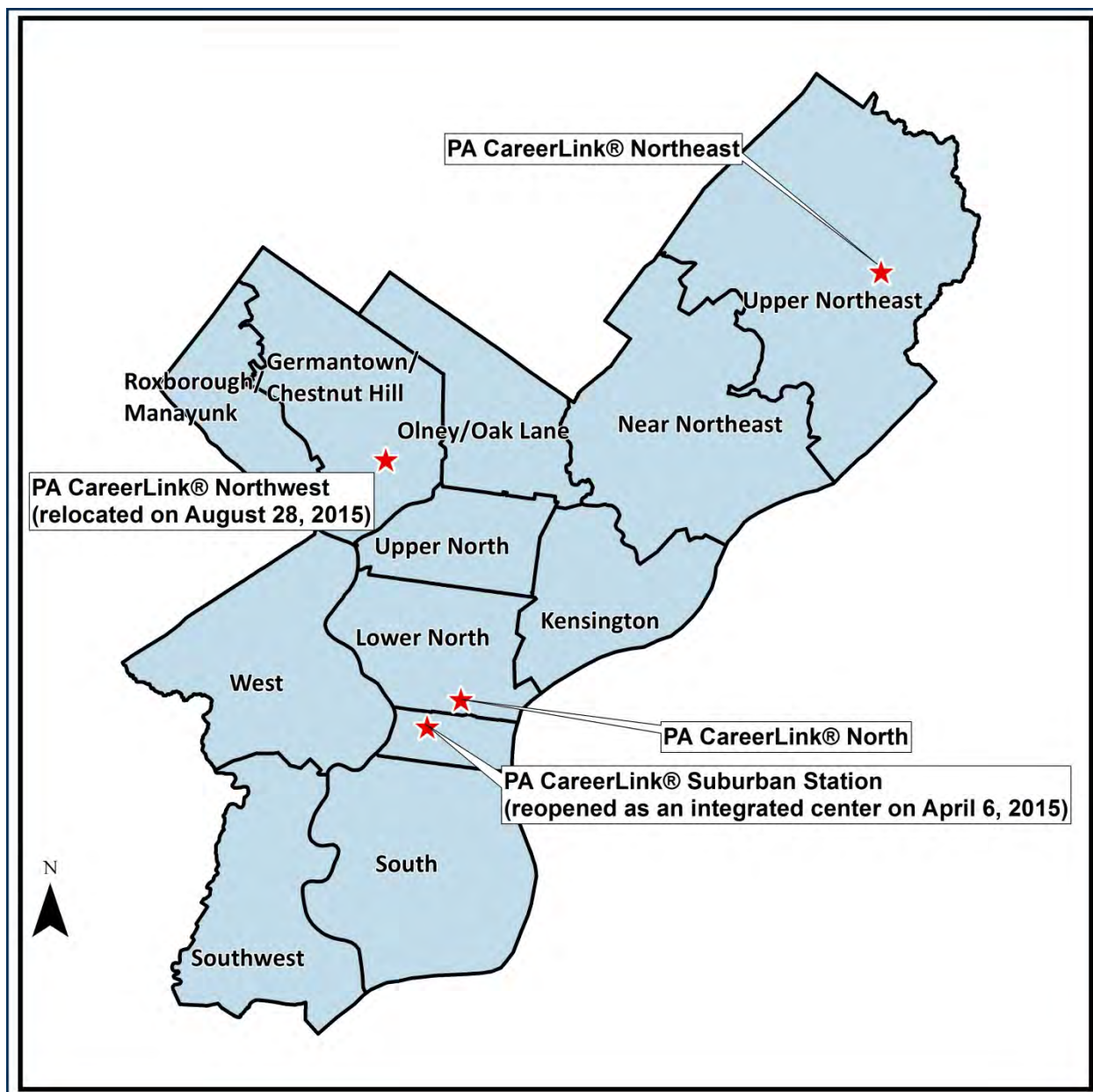
Source: Philadelphia Works analysis of EARN program data.

Metrics for PA CareerLink® Philadelphia

Program Year 2015 First Quarter (July 1, 2015 – September 30, 2015)

Currently, three PA CareerLink® centers are located in Philadelphia. Two (Suburban Station and North) act as city-wide centers; attracting job seekers from throughout the city. The Northwest center closed in August 2015. The remaining center (Northeast) attracts the majority of their participants from its service area. Starting on April 6, 2015, Suburban Station operates as an Integrated Center serving both WIA and EARN participants.

PA CAREERLINK® CENTERS IN PHILADELPHIA COUNTY



PA CareerLink® Philadelphia Metrics

Through a facilitated process, members of the PA CareerLink® Philadelphia Operator Consortium (“the Consortium”), members of the Philadelphia workforce investment board and their staff determined a new set of measures to be tracked starting with program year 2011. The goal was to identify measures that are within the sphere of influence of the Consortium.

PA CareerLink® Philadelphia metrics are divided into four foci:

- Employer Customers;
- Individual Customers;
- Resource Utilization; and
- Operational Controls.

During the first three quarters of program year 2014 (July 2014 through April 2014), PA CareerLink® Suburban station was closed for renovations and was excluded from the data reported during this period. On April 6, 2015 PA CareerLink® Suburban Station re-opened as an integrated center serving both EARN and WIA participants. At this time, two metrics for the PA CareerLink® Suburban Station are tracked in this report, Cost per Customer and Professional Competencies. These metrics are included to depict the startup performance of the integrated center. More integrated center metrics will be added in future reports.

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. The Consortium tracks the following employer-customer metrics:

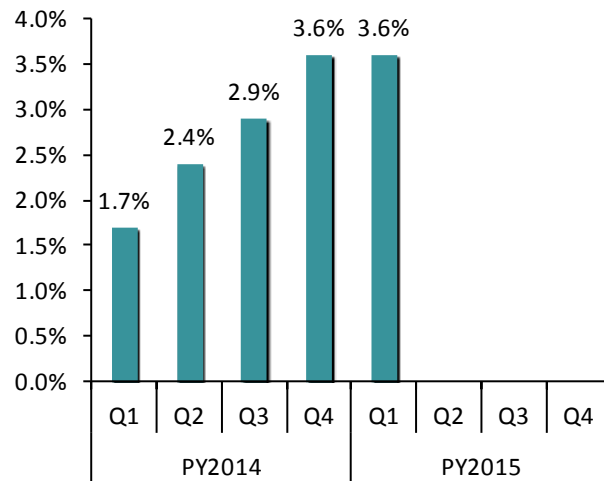
- Employer satisfaction;
- Employer market share;
- Engagement in the system;
- Repeat usage rate;
- Job order fill ratio;
- Time to fill job orders.

SERVICES TO EMPLOYER CUSTOMERS METRICS SUMMARY

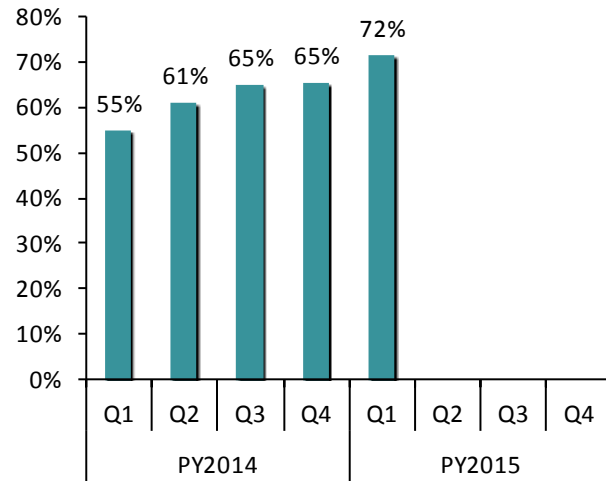
The **Employer Satisfaction** metric proposes to show employers’ satisfaction with services and assess the system’s relevancy to the community. The Consortium proposed to track employers’ overall satisfaction with services including customer service, one-on-one job search assistance, workshops, and resources. The employer satisfaction surveys have a very low response rate and require a revision of the survey format. Philadelphia Works is pursuing a contract with a third-party provider to supervise the surveys. Data from the employer satisfaction survey are not reported due to the low response rate.

	PY2014				PY2015
	Q1	Q2	Q3	Q4	Q1
Employer Market Share	1.7%	2.4%	2.9%	3.6%	3.6%
Engagement in the System	55%	61%	65%	65%	72%
Repeat Usage Rate	55%	59%	63%	66%	67%
Job Order Placements by Staff	10	13	10	16	25
Job Orders Entered by Staff	1,326	611	510	728	1,330

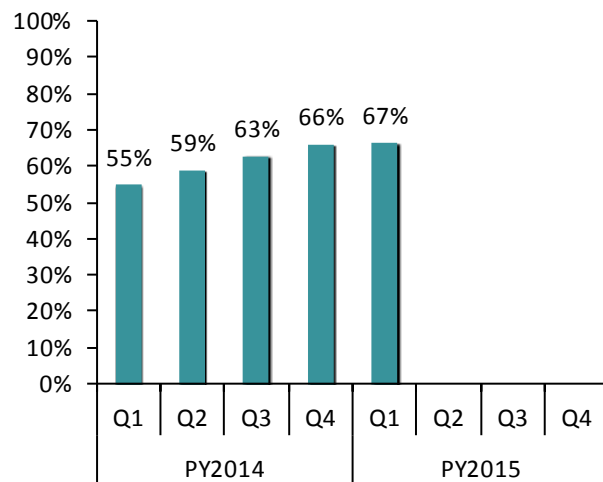
EMPLOYER MARKET SHARE



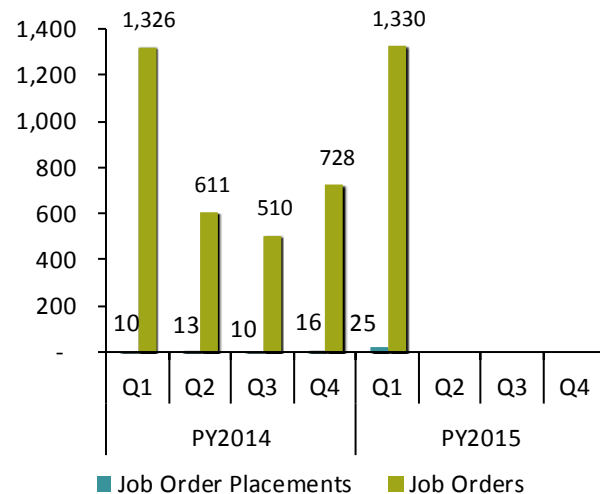
ENGAGEMENT IN THE SYSTEM



REPEAT USAGE RATE



JOB ORDER FILL RATIO



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

The **Engagement in the System** and **Repeat Usage Rate** metrics track repeated employer usage of JobGateway.

Employer Engagement is defined as a percentage of employers that posted a job order in JobGateway in the current quarter that also posted a job order during the four previous quarters. 561 employers posted a job order from July 1, 2015 through September 30, 2015, and of those employers, 401 also posted job orders during the four prior quarters – the period from July 1, 2014 through June 30, 2015. 71.5 percent of employers re-engaged with the system in the first quarter of program year 2015.

Repeat Usage Rate is defined as a percentage of employers that receive services or post job orders in the current quarter that also received business services or posted job orders during the previous year. 704 employers posted a job order or received services from July 1, 2015 through September 30, 2015 and, of those employers, 468 also posted job orders or received services during the four prior quarters – the period from July 1, 2014 through June 30, 2015. 66.5 percent of employers were repeat users within the system in the first quarter of program year 2015.

The **Job Order Fill Ratio** and **Time to Fill Job Orders** metrics track whether employer needs are effectively met by the one-stop system. Job order fill ratio is reported as the ratio of staff-assisted placements to staff-entered job orders.

The **Time to Fill Job Orders** metric proposes to track the time the job order was posted in JobGateway and the time taken to filling the position. The average time of staff-assisted job order placements could provide information on matching qualified job seekers with employers. The metric is not reported due to difficulties of identifying time of placement for job orders with multiple positions and working with the time stamp data. The metric will be revised in the near future.

Resource Utilization

Measures of resource utilization examine whether centers have sufficient and diverse resources to continue operation effectively. The following metrics are tracked:

- Cost per customer;
- Leveraged resources;
- Customer to staff ratio (WIOA services);
- Customer to staff ratio (“Core” services);
- Professional competencies.

RESOURCE UTILIZATION METRICS SUMMARY

	PY2014				PY2015
	Q1	Q2	Q3	Q4	Q1
Cost per Customer	\$33.65	\$31.62	\$33.88	\$33.12	\$37.03
Leveraged Resources	\$1,614	\$1,614	\$6,456	\$10,408	\$0
Number of WIA Customers per One Staff Person	29	23	28	16	2
Number Of "Core" Customers per One Staff Person	1,647	792	934	1,286	1,286
Professional Competencies	55	29	45	46	62

The **Cost per Customer** metric shows the amount of funds needed to serve one-stop customers. The metric is calculated by dividing the cost of operations by the number of aggregate customers served by each center.

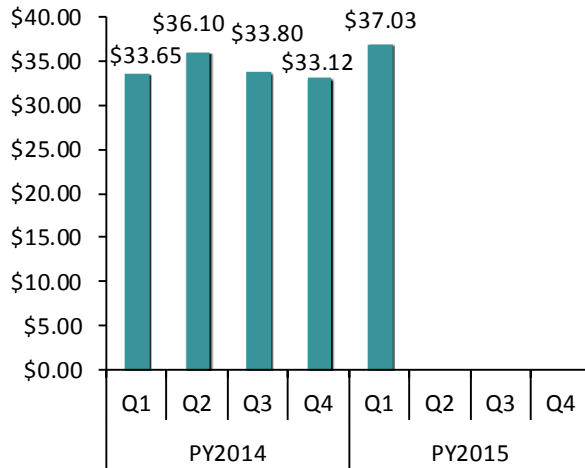
Leveraged Resources demonstrate how the centers partner with community resources to enhance services to their customers. Leveraged resources are reported as cumulative membership income. Leverage resources were not tracked during the first quarter of program year 2015 because membership agreements have not been finalized.

The membership income is earned from renting out a space to PA CareerLink® Philadelphia Center Members. Memberships pay a monthly installment during the term of Membership Agreement. Membership income is earned at PA CareerLink® through a shared cost. Therefore, the income must be distributed to all Partners. The earning, allocation, and use of membership income must be reported on the RSABW (Resource Sharing Agreement Budget Worksheet).

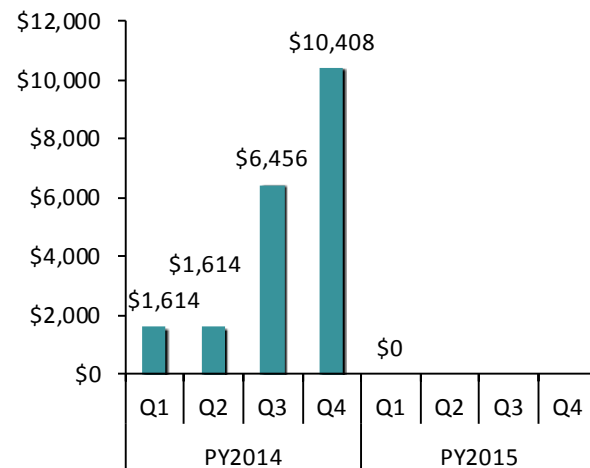
The **Customer to Staff Ratio** tracks how many staff available to deliver services to one-stop customers receiving "Core" (including basic job search assistance) and WIOA services (including a broader set of services to help with successful job placement).

The **Professional Competencies** metric tracks the number of one-stop staff that have increased their work competencies by attending workshops, seminars, or conferences.

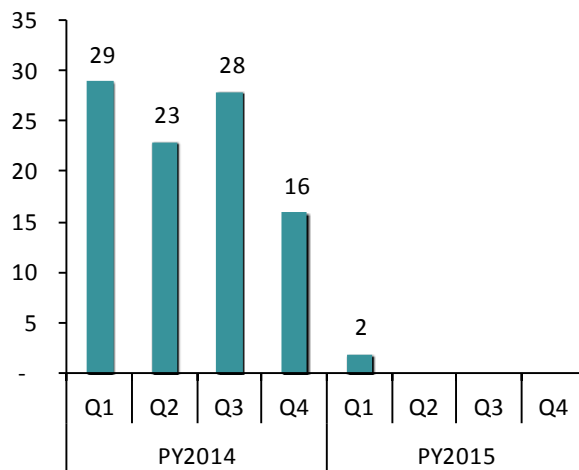
COST PER CUSTOMER



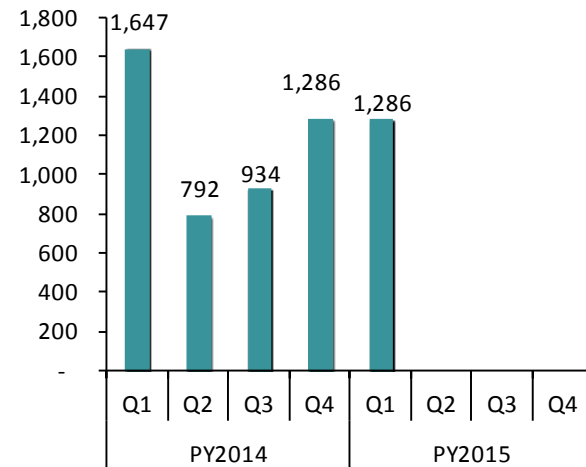
LEVERAGED RESOURCES



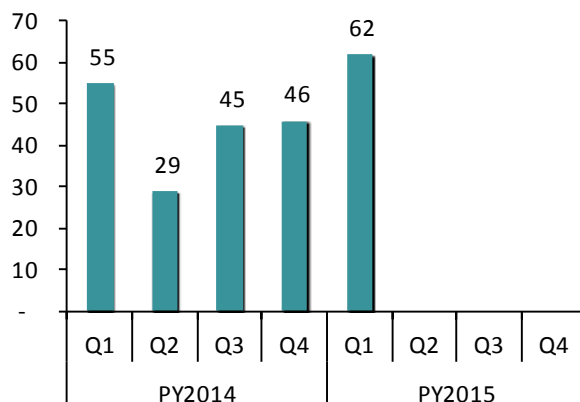
NUMBER OF WIA CUSTOMERS PER ONE STAFF



NUMBER OF "CORE" CUSTOMERS PER ONE STAFF



PROFESSIONAL COMPETENCIES



Outcomes for Individual Customers

Metrics that measure outcomes for individual customers track service delivery to job seekers, referred to as “participants” within the PA CareerLink® system. Participants receive a basic set of Core services including, but not limited to, job search assistance, job referral or placement assistance. Job-seeking participants registered to receive WIA services must face specific barriers to employment that often require a broader set of services to help with successful job placement. To ensure the quality and quantity of services for individual customers, the Consortium proposed the following metrics:

- Participant satisfaction;
- Participant market share;
- Average Earnings and Entered Employment Rate: Labor Exchange;
- Average Earnings and Entered Employment Rate: WIA Adult and Dislocated Worker;
- Training referral rate;
- Literacy and education referrals;
- Staff-assisted placements.

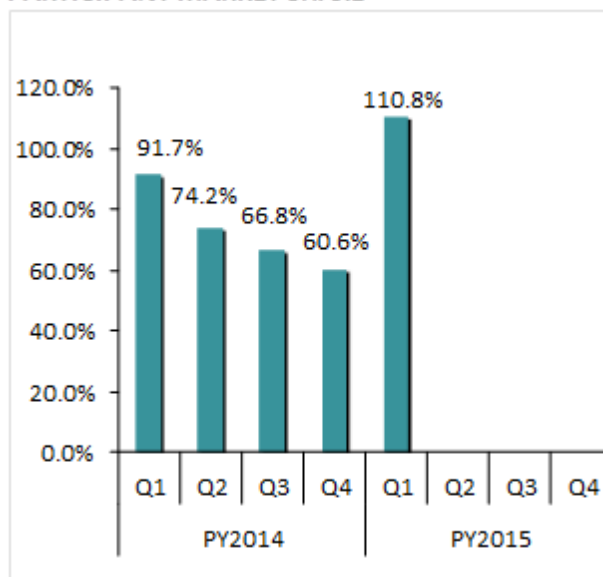
OUTCOMES FOR INDIVIDUAL CUSTOMERS METRICS SUMMARY

	PY2014				PY2015
	Q1	Q2	Q3	Q4	Q1
Participant Market Share	91.7%	74.2%	66.8%	60.6%	110.8%
Average Earnings (Labor Exchange)	12,289	12,678	12,973	13,212	13,445
Entered Employment Rate (Labor Exchange)	45.1%	47.0%	49.7%	50.3%	52.9%
Training Enrollment Rate	10.7%	7.9%	10.0%	0.0%	0.0%
Literacy/ Education Referrals	35	17	33	30	39

The **Participant Satisfaction** metric proposes to track overall job seeker satisfaction with services including customer service, one-on-one job search assistance, quality of workshops, and other services. Job seeker surveys are available at the centers in the old format with varying response rates. Philadelphia Works is pursuing a contract with a third-party provider to supervise the surveys. Due to varying response rates and survey methods among the centers, data on participant satisfaction are monitored but not reported.

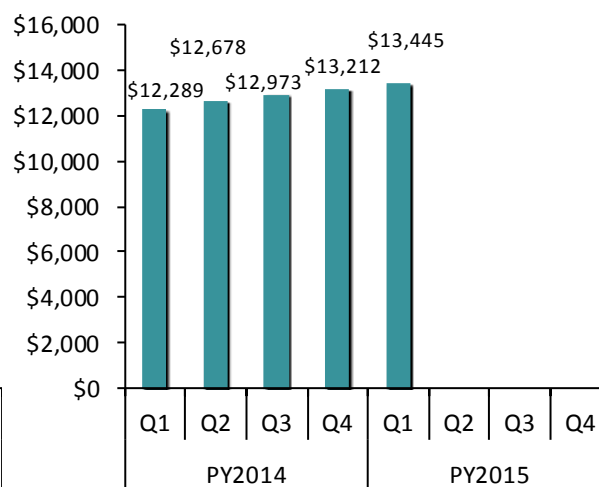
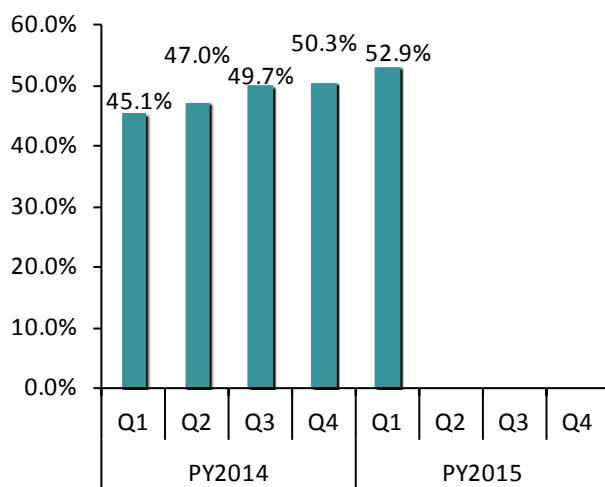
The **Participant Market Share** shows the market penetration of public workforce services available to job seekers. The job seeker market share is defined as a ratio of all job seekers active in JobGateway to the number of unemployed individuals in Philadelphia during the quarter. Data for this metric was modified for all quarters dating back to Q1 of program year 2012 due to an adjustment in reporting by the Bureau of Labor Statistics.

PARTICIPANT MARKET SHARE



The **Entered Employment Rate (Labor Exchange)** metric tracks whether customers receiving Core services enter employment during one quarter after exit from services. The **Average Earnings (Labor Exchange)** metric reports on wages that participants receiving Core services and entering employment earn during the six-month period after employment.

ENTERED EMPLOYMENT RATE (LABOR EXCHANGE) AVERAGE EARNINGS (LABOR EXCHANGE)



Note: Entered employment rate and average earnings metrics lag behind in time. Entered employment rate references the reporting period of January 1, 2014 through December 31, 2014; average earnings are based on the reporting period July 1, 2013 through June 30, 2014.

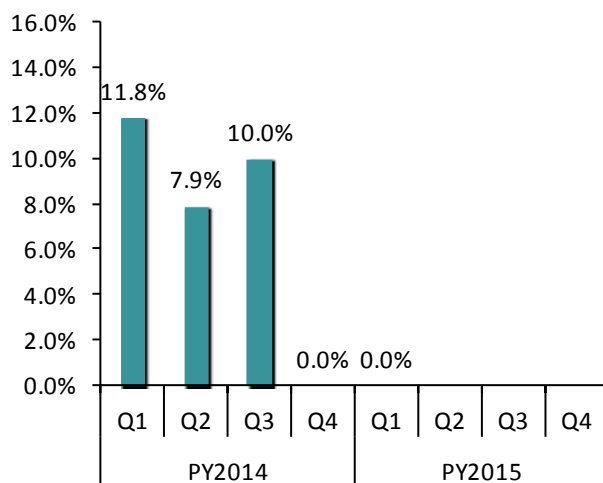
The **WIA Adult and Dislocated Worker average earnings** and **WIA Adult and Dislocated Worker entered employment rate** are part of the system-wide Common Measures. The metrics track WIA-registered participants' employment one quarter after exit from services and wages earned during the six months after exit for employed customers. System-wide metrics are included in the Common Measures section of the report which can be found on page 6 of the report. These common measures still cover WIA customers registered prior to July 1, 2015.

The **Training Enrollment Rate** tracks workforce-funded training referrals originating at the centers. During the fourth quarter of program year 2014 and first quarter of program year 2015, it was difficult to track training by staff person to a specific PA CareerLink® center due to personnel transferring to various centers. The rate is calculated as number of training enrollments to number of WIOA-registered participants serviced by each center.

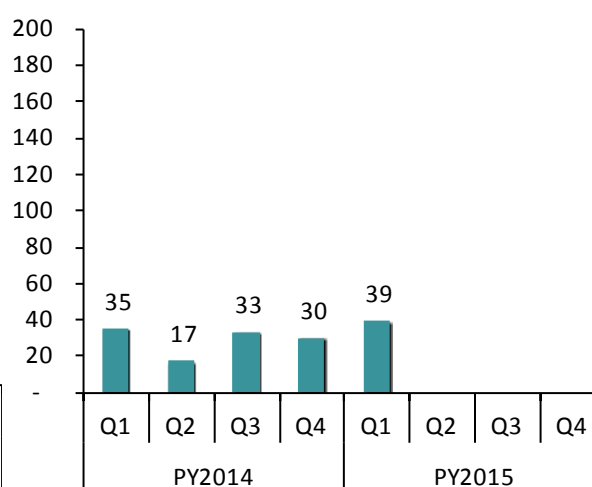
The **Literacy and Education Referral Rate** metric shows the number of customers referred to literacy programs and other educational services through data-entered service codes on participant records.

The **Staff-assisted Job Order Placements** metric tracks the number of job seekers placed into staff-assisted employment through a job order by PA CareerLink® Philadelphia staff. This metric is part of the calculation for the Job Order Fill Ratio in the Employer Customer section, and is represented in the table for that section.

TRAINING ENROLLMENT RATE



LITERACY/ EDUCATION REFERRALS



Integrated Center Metrics

Our newly integrated center at Suburban Station was in transition starting in fourth quarter of program year 2014. Below are start-up values for two metrics in this Integrated Center.

The **Cost per Customer** metric shows the amount of funds needed to serve one-stop customers. The metric is calculated by dividing the cost of operations by the number of aggregate customers served by each center.

The **Professional Competencies** metric tracks the number of one-stop staff that have increased their work competencies by attending workshops, seminars, or conferences.

Suburban Station Integrated Center		
	Q4 PY14	Q1 PY15
Cost Per Customer	\$ 37.91	\$ 33.59
Professional Competencies (staff with skill improvement : total hours)	18:61	12:123

Operational Controls

Operational controls are metrics put in place to monitor service delivery processes at the centers. The following measures of operational controls are tracked:

- Monitoring outcomes;
- Standard of operations.

Monitoring Outcomes are the result of scheduled visits to the one-stop centers. These visits ensure each center's compliance with the state and federal guidelines and contracts established between the WIOA Provider and Philadelphia Works. During the first quarter of program year 2015 file reviews at the PA CareerLink® centers were suspended due to the nature in which the centers were archiving and transitioning files to prepare for the upcoming closing of centers. With the inception of the Workforce Innovation and Opportunity Act (WIOA) for program year 2015 the Bureau of Workforce Partnership and Operations (BWPO) halted the majority of data entry into CWDS until the necessary upgrades were completed to comply with the new federal WIOA monitoring and guidelines for participant file data entry into CWDS. Philadelphia Works will continue to offer technical assistance on an ongoing basis for each center that is scheduled to close and for each integrated center which is scheduled to open. As Philadelphia Works receives future WIOA guidance from both the federal government and BWPO, technical assistance and guidance will be provided to ensure the centers are in compliance for monitoring purposes.

Standard of Operations are documented processes related to customer flow and delivery of comprehensive services that are required to be implemented at all centers. The Philadelphia Works Workforce Investment Act (WIA) procedures manual effective July 1, 2014 were utilized in all PA CareerLink® centers. With the inception of WIOA for program year 2015; the manual was updated and is now the Workforce Innovation and Opportunity ACT (WIOA) Services Operations Procedures Manual. This manual indicates which Basic Career Services and Individualized Career Services a participant is eligible for and when it can be applied to the participant's file. Under the new WIOA guidelines upon entering a center and requesting services a participant may receive a Basic Career Service and/or an Individualized Career Service, unlike with WIA a participant had to receive a core service prior to receiving an intensive service. Case managers and workforce advisors in the centers now have the appropriate guidance to assist participants who are seeking services under WIOA. As with WIA, a participant may seek WIOA services at any PA CareerLink® Philadelphia. In addition, under WIOA each registered Adult participant must be assessed for Priority of Service and Low Income. Each center has received training and guidance on which participants should receive Priority of Service and in which succession as outlined under WIOA. To assist with determining Low Income, staff has the appropriate worksheet with each step to take with a participant and to assist with which documents are appropriate for the file. It should be noted that the documents for a participant's file to determine eligibility for an Adult or Dislocated Worker program under WIOA remain as they did with WIA.

Incorporation of Philadelphia Works Initiatives

As part of the strategic initiatives under the American Recovery and Reinvestment Act, Philadelphia Works established a set of priorities: the integration of technology to increase the quality of assessment and to more quickly move customers through the three tiers of service. Uses of **KeyTrain** (a comprehensive system for improving skills measured by WorkKeys), **WorkKeys** (foundational and soft skill assessment tool), and **EMSI Career Coach** (job search and exploration and resume builder tool) are tracked. Uses of other important resources such as standard assessment tools Prove It (work readiness assessment), **TABE** (literacy assessment), and **Language Line** (interpreting services for individuals with limited English proficiencies) are also tracked.

The WIOA Provider is the lead partner in this effort and has made significant progress. First, the WIOA Title I Provider requires all WIOA registered customers to conduct job search, and research wages using the EMSI software. The results of these searches are included in each file and documented in the staff case notes. The WIOA Title I Provider is targeting individuals who have lower computer proficiencies and have created specific workshops to help increase their digital literacy that will increase their ability to be independent job seekers while developing the computer navigation skills needed for most jobs. The Microsoft IT Academy contract was not renewed for program year 2015.

Tracked Philadelphia Works Initiatives are:

- Use of KeyTrain
- Use of WorkKeys

- Use of EMSI Career Coach and Resume Builder
- Use of standard assessment tools
- Use of language line

The WIOA Provider is still targeting individuals who have lower computer proficiencies and has created specific workshops to help increase their digital literacy that will increase their ability to be independent job seekers while developing the computer navigation skills needed for most jobs. PA CareerLink® continues to use EMSI Career Coach, TABE, and KeyTrain in addition to case managers utilizing O*Net Online (an online skills and interest assessment survey) with participants. By utilizing JobGateway®, participants are now able to do an in-depth job search and can take advantage of the EMSI Resume Builder. With the Cross-Center Services available at PA CareerLink® Philadelphia Suburban Station, both WIOA and EARN participants have shown a tremendous interest in attending the workshops that are being developed and presented by the EDSI facilitators. In the No Wrong Door Model the Community Outreach and Engagement Team is contacting both EARN and WIOA participants who have not been engaged in services to assist them with reconnecting with their workforce advisor. The more engaged the participants are the more they are entailed to ask for and receive services to enhance their employment skills. In addition, by being engaged they are less likely to be terminated or exit from their programs.

Use of **KeyTrain** continues to show slow progress but the expectation is for the numbers to increase. Additionally, each of the four centers have been monitored to see if the One Stop Service Plans are in alignment with the services rendered, and the lack of progress using the KeyTrain assessment tool has been noted. Each PA CareerLink® Administrator has implemented the re-training of staff on how to use the tool and they are collaborating with various employers to identify participants with a specific job skill. New efforts to promote the benefits of WorkKeys and KeyTrain are being incorporated into flyers and posters, the center's resource guide, orientations and specific workshop sessions.

WorkKeys is well-publicized during participant orientations and is also made apparent to job-seekers through visible placards in an effort to increase awareness of the tool. No National Readiness Certificates were earned during the first quarter. However, the centers continue to market the tool but employers and participants show little to no interest.

EMSI Career Coach enables job seekers to identify training programs that meet their need and/or interest, identify skills needed for their target jobs, and create resumes. Job seekers also this tool to understand wages, availability of occupations in the region, and other trends.

This continues to be the most widely used tool with WIOA participants in each center, especially for those interested in training and employment opportunities. Participants utilized EMSI Career Coach on a regular basis during the first quarter and the results are normally right on target with the participant's training and desired employment explorations. Overall, the centers showed a decrease in EMSI CareerCoach. With the on-going closing of centers and transitioning both WIOA and EARN center

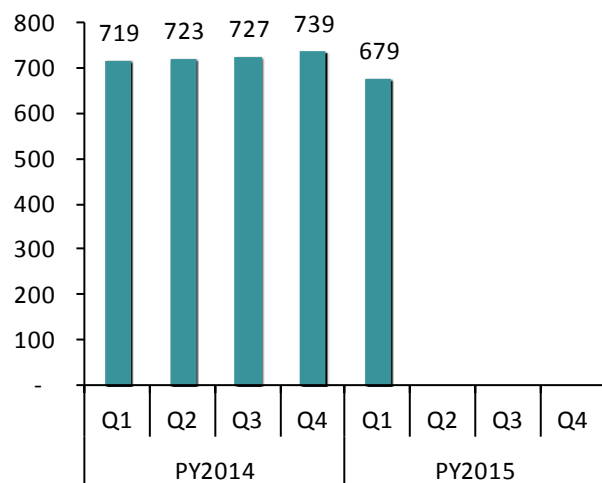
participants to other centers this may contribute to a continual decrease in usage this program year. In addition, EMSI CareerCoach is no longer accessible directly through CWDS. Visits to the Resume Builder section continued to have consistent usage during the first quarter.

IMPLEMENTATION OF PHILADELPHIA WORKS INITIATIVES METRICS SUMMARY

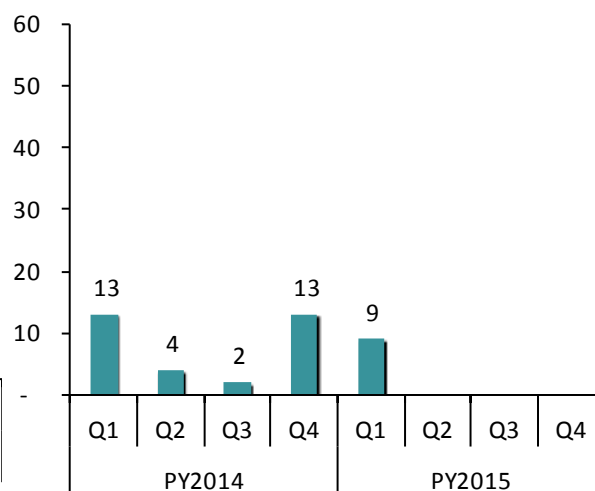
	PY2014				PY2015
	Q1	Q2	Q3	Q4	Q1
Keytrain - Users Enrolled	719	723	727	739	679
Keytrain - Active Users	13	4	2	13	9
EMSI Career Coach - Usage	4,161	3,662	3,715	3,484	3,201
EMSI Resume Builder - Usage	2,347	2,068	2,211	1,947	1,947

Note: KeyTrain users enrolled show cumulative numbers.

KEYTRAIN - USERS ENROLLED

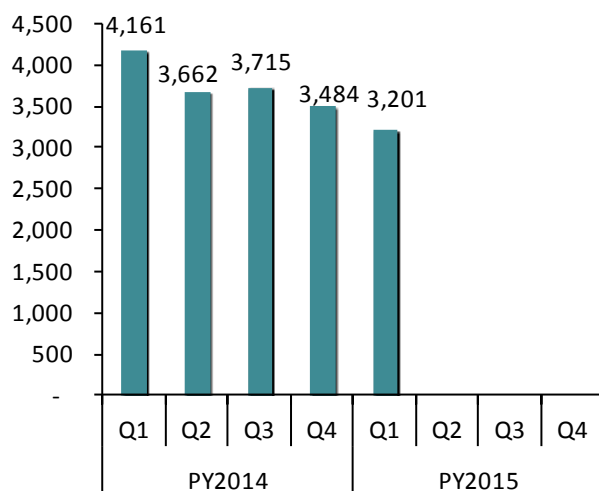


KEYTRAIN - ACTIVE USERS

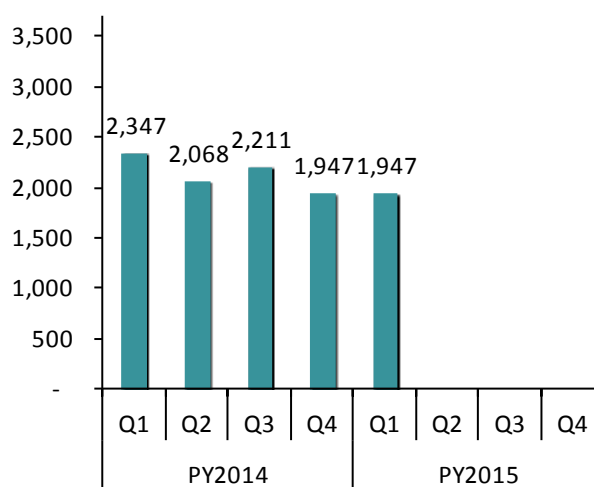


Note: KeyTrain users enrolled chart shows cumulative numbers of participants; KeyTrain active users are reported by quarter.

EMSI CAREER COACH - USAGE



EMSI RESUME BUILDER - USAGE



TABE is still the most commonly used tool across the system to measure math and reading comprehension levels. More staff have been trained to administer the TABE and it is available electronically. Participants interested in training may take the test prior to receiving Individualized Career Services or during the time in which they are registered in a (WIOA) program to validate they have the necessary comprehension skills to successfully complete a specific training or participate in other activities. In addition, copies of the assessment results are kept in each participant's file as a requirement and the appropriate calculations are entered into CWDS. If a participant does not score within the acceptable range in math (8.9) or reading (8.9) they are referred to remediation prior to testing again. The results of each TABE reading and math assessment scores are discussed with the participant once complete. In addition, copies of the assessment results are kept in each participant's file as a requirement and the appropriate calculations are entered into CWDS. If the participant does not score within an acceptable range they are referred to remediation prior to re-testing. The results for each TABE assessment are entered in CWDS. In addition, copies of the test are placed in each participant's file as required for monitoring purposes. Remediation referrals are now being made to myPLACE which is sponsored through the Mayor's Commission on Literacy. Some participants have not had an assessment test of this nature in years and do score above the required benchmark once they retest. Many participants who are referred to remediation do not attend nor return to retest. Participants can access ESL classes through myPLACE online or in the community. It should be noted that the 8.9 assessment requirement scores are a direct result of the new WIOA guidelines for program year 2015. With the increase in the assessment scores a high percentage of participants attending the integrated center have not attained the required math and reading levels.

The **Language line** continues to be available at the centers, but usage is consistently low. Most ESL participants access resources available in their communities once they make contact with one of the system partners and family members are usually their first resource when translations are warranted.

Youth System Report

This report presents data on the programs that operated during the program year 2015. Philadelphia Works, Philadelphia Youth Network (the YouthWorks Administrator), and Board committees developed a set of metrics for youth system services funded by Workforce Investment Act (WIA) and the Temporary Assistance to Needy Families (TANF) Youth Development Fund. Workforce Innovation and Opportunity Act (WIOA), reauthorizing WIA, guides programs starting with July 1, 2015.

This report presents final outcomes of the WIA-funded programs that operated during the program year 2014: Occupational Skills Training, GED-to-College, 21st Century Continuum, and Industry Pipeline models designed to serve in-school youth. The new WIOA-funded programs are designed to provide services to youth addressing the needs of three populations: at risk youth enrolled in school, opportunity youth without a secondary credential, and opportunity youth with a secondary credential. Opportunity youth are young adults who are neither employed nor in school.

The TANF-funded E3 Center model provides support to out-of-school youth and youth returning from juvenile justice placements in three interrelated pathways: Education, Employment, and Empowerment: the three E's. Additionally, out-of-school youth are served in a media- arts focused program delivered by Youth Empowerment Services (YES), that provides academic and workforce services. TANF dollars also support Communities in Schools' Start on Success (CIS SOS) programs serving in-school youth with disabilities.

While some of the measures are contractual (outlined in the YouthWorks Administrator's contracts), others are monitored to track trends. Goals in trend metrics are for monitoring purposes only and are not a performance component of the YouthWorks Administrator's contract.

Youth System Metrics Summary

- The youth system started the transition to the new WIOA models.
- 284 youth were active in the year-round programs during the first quarter.
- E3 center programs exceeded two of the program goals in the program year 2014.
- WIA-funded in-school-youth programs exceeded both entry into postsecondary education or placement and attainment of degree or certification goals in program year 2014.
- 8,812 youth enrolled in WorkReady Summer 2015 programs and received wages in summer jobs

SUMMARY OF YOUTHWORKS ADMINISTRATOR PERFORMANCE METRICS

Metric	PY 2015 Goal	PY2015 Outcome YTD	PY2015 Status	PY2014 Outcome	PY2014 Status*
WIA Common Measures					
Youth Placement into Postsecondary, Military, or Employment	65.0%	49.0%	ongoing	70.0%	above goal
Youth Rate of Degree or Certification Completion	90.0%	91.0%	ongoing	93.0%	above goal
Youth Scoring at an 8th Grade Level Or below Showing Gains in Literacy or Numeracy	64.0%	48.0%	ongoing	63.0%	on target
WIA Program Flow Metrics					
Percent of Slots Filled in WIOA Programs	90%	5%	ongoing	99%	above goal
TANF-Funded Programs					
Active Caseload	>=200	249	above goal	299-361	above goal
Youth Placement into Postsecondary Education, Military, or Employment	55%	54%	close to goal	59%	above goal
Youth Degree/Certification Attainment	50%	34%	below goal	60%	above goal
Number of Youth with skills gains in Literacy, Language and Math	30%	39%	above goal	28%	close to goal
Retention/Completion Rate of TANF-funded WorkReady Summer Youth	85%	90%	above goal	86%	above goal
Youth Services Operator Program Management and Oversight					
Youth Satisfaction	85%	97%	above goal	99%	above goal
Employer Satisfaction	90%	97%	above goal	94%	above goal
Technical Assistance Is Documented	reported as narrative				

Source: YouthWorks Administrator and Philadelphia Works analysis of program data; numbers are cumulative year- to-date; common measures reported by Center for Workforce Information & Analysis at PA Department of Labor & Industry.

Financial Controls

This set of metrics tracks funds to ensure that programs are sufficiently supported and active. As a result of the State budget impasse, access to the TANF and WIOA funding for the fiscal year 2016 was delayed. The system was able to use funds carried over from the previous fiscal year to support WIOA programs and executed the contracts for the period the first quarter only with quarter-to-quarter extensions schedule. TANF-funded E3 centers and supporting programs were unfunded during the first quarter and contracts for programs were not executed. Programs continued to deliver services operating on credit with a letter of intent.

Totals in the summary tables show invoices submitted to Philadelphia Works and not paid expenses except for the TANF Supplement funding that was fully expended.

In addition to the TANF funding budgeted for the WorkReady Summer 2015, WIA Rapid Response funding was used for the expansion of the WorkReady summer program.

YOUTH SYSTEM WIOA YEAR-ROUND FUNDING IN FOR THE PERIOD FROM JULY 1, 2015 THROUGH SEPTEMBER 30, 2015

WIOA Funding	Cost Reimburs.	Perf. Reimubrs.	Total
At risk youth in school			
Budgeted	\$164,028	\$18,225	\$182,253
Expended	\$105,167	\$0	\$105,167
% Expended Year-to-Date	64%	0%	58%
Opportunity youth without secondary credential			
Budgeted	\$262,389	\$29,157	\$291,546
Expended	\$262,389	\$0	\$262,389
% Expended Year-to-Date	100%	0%	90%
Opportunity youth with secondary credential			
Budgeted	\$252,802	\$28,089	\$280,891
Expended	\$168,792	\$0	\$168,792
% Expended Year-to-Date	67%	0%	60%
Total WIOA			
Budgeted	\$679,218	\$75,472	\$754,690
Expended	\$536,348	\$0	\$536,348
% Expended Year-to-Date	79%	0%	71%

Source: Philadelphia Works analysis of fiscal data.

YOUTH SYSTEM TANF YEAR-ROUND FUNDING IN PROGRAM YEAR 2015

TANF Funding	Budgeted	Expended	% Expended
TANF E3 Centers and Supportive Services	\$4,248,374	\$527,884	12%
TANF YES Philly	\$344,403	\$67,631	20%
TANF CIS Start on Success	\$92,147	\$11,276	12%
Total TANF	\$4,684,924	\$606,791	13%

Source: Philadelphia Works analysis of fiscal data.

YOUTH SYSTEM WORKREADY SUMMER 2015 AND SPECIAL PROGRAM FUNDING

WorkReady Summer Programs	Award	Expended	% Expended
TANF Supplement	\$1,896,080	\$1,896,080	100%
TANF Summer (Wages)	\$2,302,694	\$2,252,693	98%
WIA Rapid Response	\$1,507,964	\$1,507,964	100%

Source: Philadelphia Works analysis of fiscal data.

Program Year 2015 Performance Metrics**WIOA-Funded Programs in Program Year 2015**

698 slots were allocated to serve young adults in three WIOA-funded programs: at risk youth enrolled in school, opportunity youth without a secondary credential, and opportunity youth with a secondary

credential. The following measures track success of the programs: enrollment rate, skill gain, credential attainment, and placement. 5 percent youth were enrolled in WIOA-funded programs as of September 30, 2015. All other measures for WIOA programs will be reported at the end of the program year.

ENROLLMENT SUMMARY FOR WIOA PROGRAMS

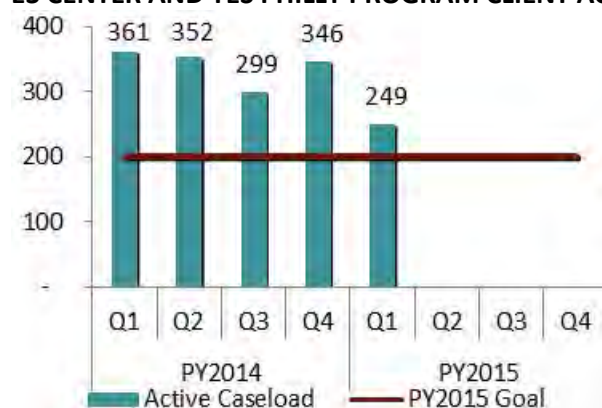
Enrollment Rate	Active in quarter	Enrollment Rate
AT risk youth in school	0	0%
Opportunity youth without secondary credentials	17	5%
Opportunity youth with secondary credentials	18	10%
Across all WIOA programs	35	5%

Source: YouthWorks Administrator and Philadelphia Works analysis of program data.

TANF-Funded Programs Active Caseload in Program Year 2015

249 participants were active in E3 center programs during the first quarter.

E3 CENTER AND YES PHILLY PROGRAM CLIENT ACTIVE CASELOAD

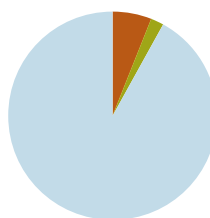


Source: YouthWorks Administrator and Philadelphia Works analysis of program data.

Status of Youth Enrolled in Program Year 2015

In this section we track youth active and exiting programs in the current program year. All WIOA-enrolled youth and nearly all E3 center youth remained active during the first quarter.

E3 Center	Count	Percent
Unsuccessful	15	6.0%
Exclusion	0	0.0%
Successful	5	2.0%
Remaining Active	229	92.0%
Total	249	100.0%

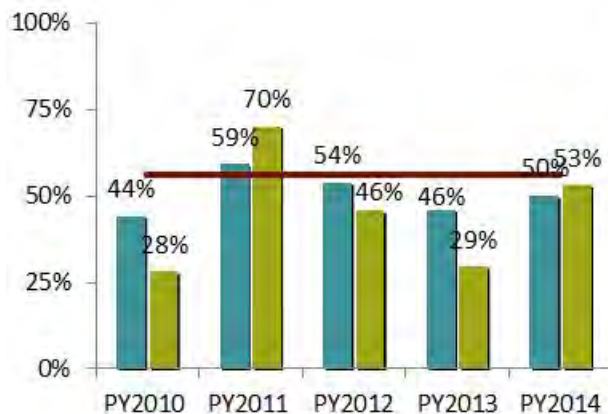


Program Year 2014 Performance Metrics

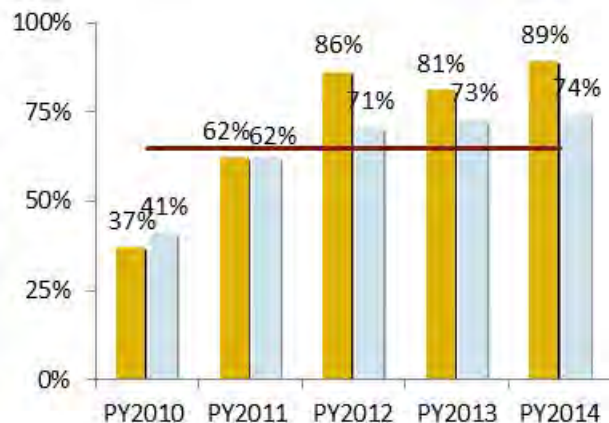
WIA Program Outcomes

Program outcome metrics indicate how models perform towards goals resulting in common measures outcomes. GED-to-College programs fell below goal on all three measures of success. In-school-youth programs exceeded both entry into postsecondary education or placement and attainment of degree or certification goals. New WIOA models replace these models in program year 2015.

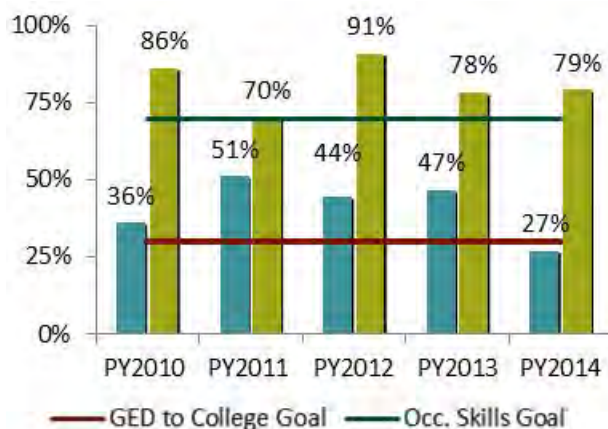
WIA PROGRAMS PLACEMENT INTO POSTSECONDARY EDUCATION, MILITARY, OR EMPLOYMENT: OUT-OF-SCHOOL YOUTH PROGRAMS



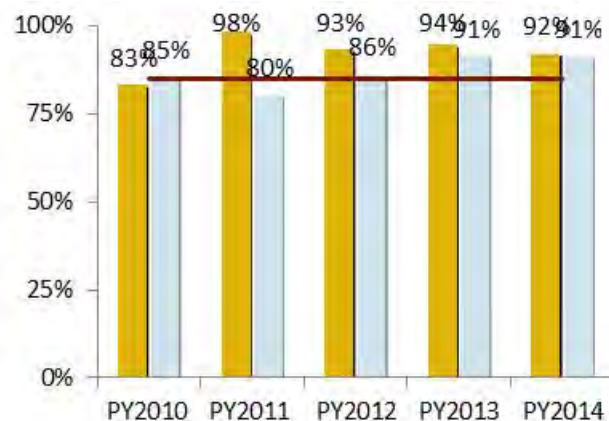
IN-SCHOOL YOUTH PROGRAMS



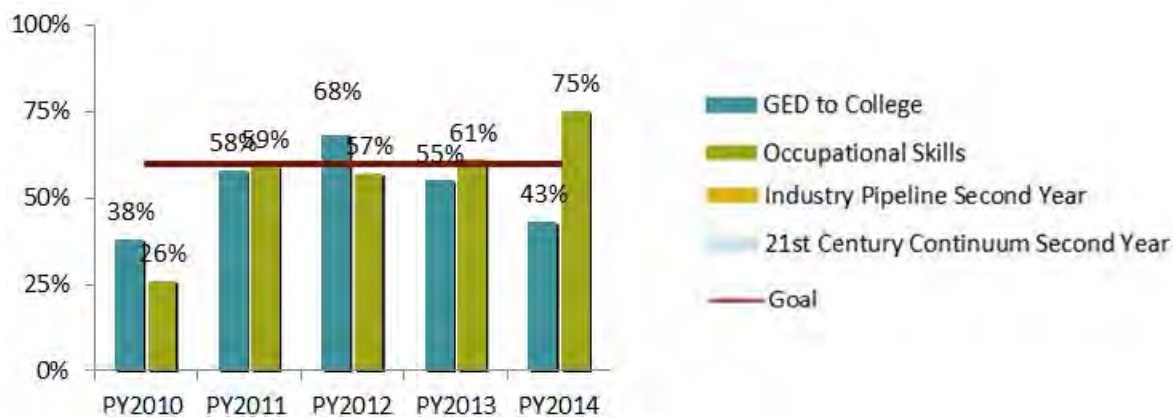
WIA PROGRAMS DEGREE OR CERTIFICATION ATTAINMENT: OUT-OF-SCHOOL YOUTH PROGRAMS



IN-SCHOOL YOUTH PROGRAMS



WIA PROGRAMS LITERACY GAINS (YOUTH WITH SKILL GAINS IN LITERACY, LANGUAGE, OR MATH)



Source: Youth Services Operator and Philadelphia Works analysis of program data. WIA program outcomes are tracked for trends only – these are not contractual metrics.

E3 Center and YES Philly Program Performance Outcomes

E3 Center and YES Philly youth receive services until they overcome barriers to employment or education. E3 center programs fell below goal on degree/certification attainment metric.

E3 YOUTH PLACEMENT INTO POST SECONDARY EDUCATION, MILITARY, OR EMPLOYMENT



YOUTH DEGREE/CERTIFICATION ATTAINMENT



YOUTH WITH SKILLS GAINS IN LITERACY, LANGUAGE OR MATH



Source: Youth Services Operator and Philadelphia Works analysis of program data.

YouthWorks Administrator Program Management and Oversight Metrics

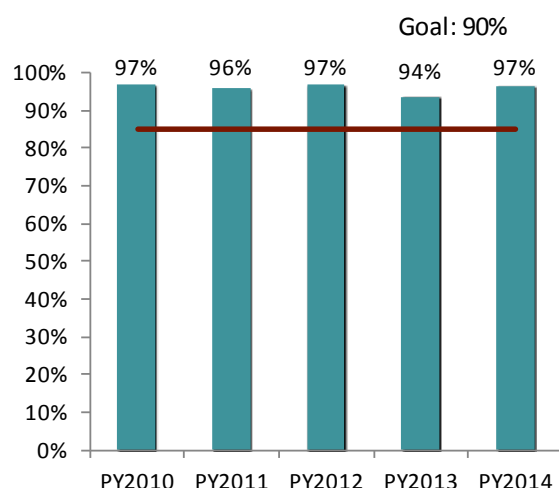
Program management and oversight metrics track the YouthWorks Administrator technical support activities. These metrics include narrative reports on technical assistance delivered to subcontractors and employer and youth customer satisfaction survey results. During the first quarter most of technical assistance focused on the transition from WIA to WIOA, understanding of the new eligibility rules, data entry in the system of record, CWDS, and introduction to the new forms.

TECHNICAL ASSISTANCE DELIVERED TO YOUTH PROGRAMS IN FIRST QUARTER OF PY2015

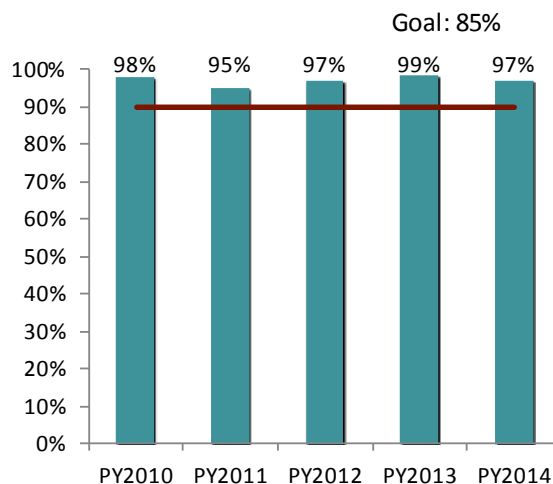
Technical Assistance	Hours of Training Delivered	# of Staff Trained
At risk youth in school	18	3
Opportunity youth without secondary credential	25	8
Opportunity youth with secondary credential	30	5
TANF-funded programs	17	5
Total	90	21

Source: YouthWorks Administrator analysis of training and technical support data. Number of staff trained might include staff attending more than one training. Technical assistance report is a part of contractual performance measures.

YOUTH SATISFACTION



EMPLOYER SATISFACTION



Source: YouthWorks Administrator and Philadelphia Works analysis of program data. In PY2014 youth and employer satisfaction surveys were based on 3,578 and 606 responses with response rates at 38 and 44 percent respectively. Youth and employer satisfaction are contractual metrics

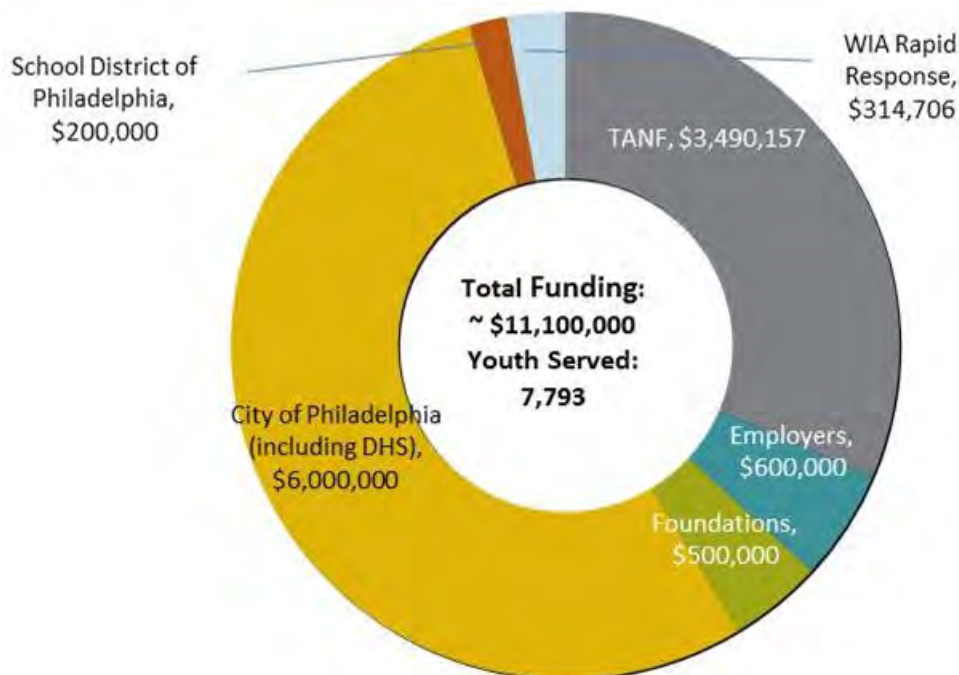
Report on WorkReady Summer 2015

WorkReady Summer Employment models offer educationally-enriched work opportunities to in-school and out-of-school youth ages 14-21. Participants complete a six-week (120 hour), paid work experience in one of the three program models: **service-learning** (a teaching and learning strategy in which youth address real-world issues that are relevant to their community), **work experience** (a model designed to expand work competencies for youth with limited work experience), and **internships** (a model offering advanced work experiences for youth with prior leadership and work history). Career exposure pilot supported by leveraged private funding was added in the summer 2014. WIA Rapid Response funding supported expansion of the WorkReady programs to serve youth enrolled in Career Technical Education, Youth Summer Extension, and Youth Subsidized Employment pilot programs.

Reports on WorkReady Summer programs are provided only once a year in December. While trends on program enrollment are shown below, slot levels depend on the availability of funds. Retention and completion of TANF-funded youth slots is a performance metric for WorkReady Summer programs.

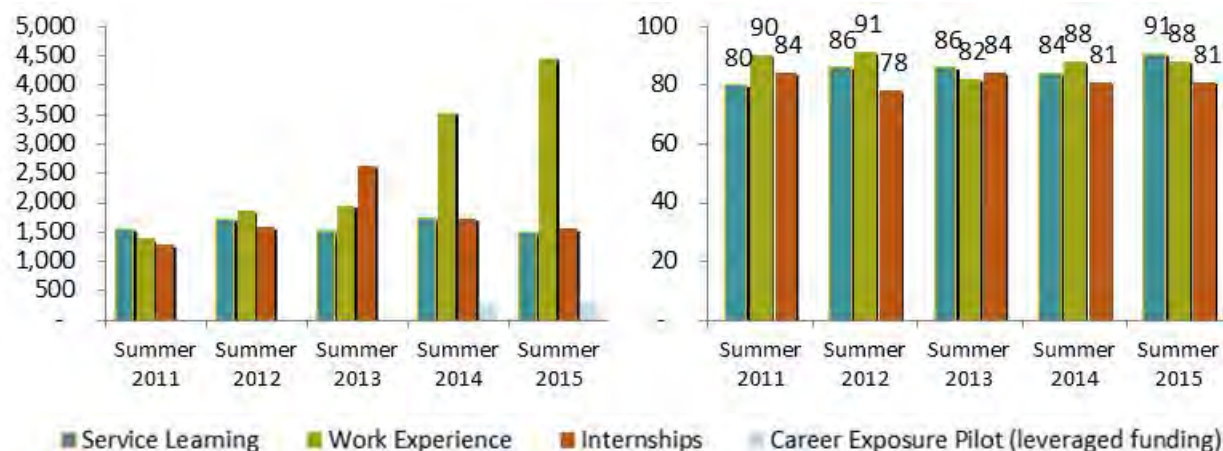
- Over 11 million dollars were invested in the WorkReady Summer 2015 programs.
- 7,793 youth were enrolled in the WorkReady Summer 2015 programs.
- Average completion rate across all programs was 85 percent.
- 298 participants were enrolled in WIA Rapid Response-funded programs.

SUMMARY OF WORKREADY SUMMER 2015 FUNDING SOURCES



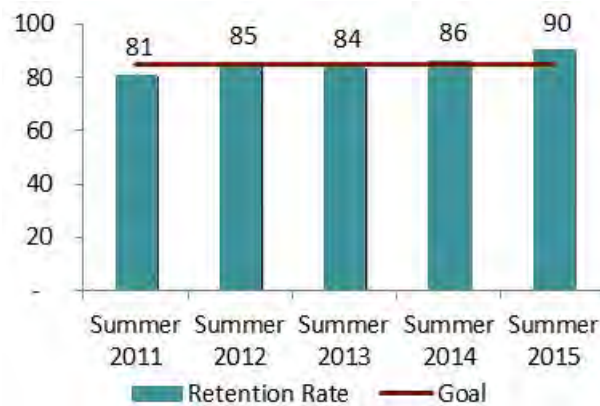
Source: the Youth Services Operator report on WorkReady Summer 2015.

RETENTION (COMPLETION) RATE OF TANF-FUNDED WORKREADY SUMMER YOUTH (%)



Source: YouthWorks Administrator and Philadelphia Works analysis of program data.

RETENTION/COMPLETION RATE OF TANF-FUNDED WORKREADY SUMMER YOUTH (%)



Source: YouthWorks Administrator and Philadelphia Works analysis of program data. Completion rate for TANF-funded participants is a contractual metric.

WORKREADY SUMMER 2015 WIA RAPID RESPONSE – FUNDED PROGRAMS

	# Enrolled	Completion Rate
Youth Summer Extension Pilot	72	76%
Career Technical Education	154	72%
Youth Summer Employment	72	100%

Source: YouthWorks Administrator and Philadelphia Works analysis of program data.

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Youth services are administered by the **Philadelphia Youth Network**

WIA Title I Adult and Dislocated Worker Services are provided by **Public Consulting Group** with their partner **JobWorks** and by **JEVS Human Services** and **EDSI**

EARN Program Services are delivered by the following providers: **EDSI, ENPWDC, Impact Services** and **JEVS Human Services**

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