



FUELING PHILADELPHIA'S TALENT ENGINE A CITYWIDE WORKFORCE STRATEGY

EXECUTIVE SUMMARY





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LETTER

FROM MAYOR KENNEY AND CHAMBER PRESIDENT + CEO ROB WONDERLING



DEAR FELLOW PHILADELPHIANS,

Philadelphia is in the midst of a transformative moment. Our population is increasing, the job market is steadily growing, and economic development is on the rise.

Continued economic growth is critical to the future of our city and region, and is dependent upon a strong, skilled workforce. To prepare Philadelphians for today's jobs and tomorrow's economy, key stakeholders from across the city have collaborated to develop a comprehensive workforce development strategy — *Fueling Philadelphia's Talent Engine*. Its recommendations serve as a launching point for a citywide focus on career pathways and outline bold steps to align the education and workforce systems to businesses' talent needs.

As leaders, we are committed to fostering an economic environment conducive to job creation, business success, and equity. This is only possible through hard work and sustained collaboration. For the first time, partners engaged in every aspect of workforce development are aligned around a shared commitment to building a world-class workforce and addressing the persistent barriers to success that residents living in poverty face. We recognize that employer engagement is an essential element of this process.

Working together, we will activate the talent that is abundant in our city — in our young people, communities of color, low-wealth neighborhoods, and formerly incarcerated individuals. We will harness this talent through viable pathways to stable employment in family-sustaining jobs.

As one of the largest employers in the region, the City has made a point of not only asking employers to expand their talent pool and hire more Philadelphia residents, but is also “walking the walk” with its own practices. In 2017, the City of Philadelphia launched *City as Model Employer*, an innovative strategy to increase the talent, diversity, and operational efficiency of the municipal workforce. And in 2018, the City will create an Office of Workforce Development to drive implementation of this strategy, coordinating among City agencies, Philadelphia Works Inc., and external partners. In the years ahead, we will work together to build pathways to permanent employment for individuals who, for too long, have gone without the education, training, supports, and opportunities they need to realize their full potential.

We must extend special thanks and appreciation to Philadelphia's inaugural Workforce Development Steering Committee for their leadership, insight, and commitment to implement this strategy with passion and urgency. Over the next three years, the recommendations laid out in *Fueling Philadelphia's Talent Engine* will guide better alignment of public and private investments to the talent needs of business and the ambitions of all Philadelphians.

There is tremendous untapped potential sitting on the sidelines of our economy, while too many businesses struggle to find the skilled employees they need to grow and prosper. We can't waste another minute. We are in a competitive race among the world's biggest cities, and it's a race that demands Philadelphia's full attention. The winners will be cities that leverage the power of innovative cross-sector partnerships to ensure the city and region benefit from an educated and skilled workforce to fuel their growth. The time for a citywide talent development strategy is now.


JIM KENNEY
MAYOR
CITY OF PHILADELPHIA


ROB WONDERLING
PRESIDENT + CEO
CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA

PHILADELPHIA WORKFORCE DEVELOPMENT STEERING COMMITTEE

The Steering Committee's diverse body of stakeholders is comprised of members representing the Chamber of Commerce for Greater Philadelphia, School District of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, employers, institutions of higher education, workforce intermediaries, national and local policy experts, nonprofit organizations, labor unions, and philanthropy.



CO-CHAIRS

MICHAEL DIBERARDINIS

MANAGING DIRECTOR
CITY OF PHILADELPHIA

HAROLD T. EPPS

COMMERCE DIRECTOR
CITY OF PHILADELPHIA

Early in the Kenney administration, leaders within and beyond City government realized the tremendous opportunity to forge an inclusive path to prosperity by taking an industry-focused approach to developing a system that prepares people not just for a job, but for a career.

In the Summer of 2016, Commerce Director Harold T. Epps and Managing Director Michael DiBerardinis convened Philadelphia's first-ever citywide Workforce Development Steering Committee. This body seized the charge to develop a workforce strategy that is partnership-driven, promotes business growth, addresses institutional and structural barriers to career advancement, and fuels both economic and community vitality.

The Philadelphia Workforce Development Steering Committee's charge extends beyond the development of a strategy document. Members of this body will be active leaders overseeing the execution and evaluation of its implementation. The City will create a centralized Office of Workforce Development to work hand in hand with the Steering Committee on driving efforts to accomplish the goals outlined in this strategy.

OVER THE NEXT THREE YEARS, THE STEERING COMMITTEE WILL CONTINUE TO:

- **PROVIDE STRATEGIC DIRECTION** on the implementation and evaluation of a citywide workforce development strategy.
- **MARSHAL RESOURCES** towards shared workforce development goals.
- **CHAMPION POLICY, SYSTEMS, AND PRACTICE CHANGES** needed to advance workforce success.

MEMBERS

MICHELLE ARMSTRONG

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EXECUTIVE VICE PRESIDENT + CHIEF OF STAFF
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PRESIDENT + CEO
CHAMBER OF COMMERCE FOR GREATER PHILADELPHIA

SHIFTING TO A CAREER PATHWAY SYSTEM

At the center of *Fueling Philadelphia's Talent Engine* is a shift in focus from short-term job training and placement, to long-term career planning and advancement. This requires commitment from all workforce stakeholders to a system that supports ongoing progression for job seekers and incumbent workers, and incentivizes employers to invest in their workforce at every level.

A career pathway system pairs progressive levels of education and training with career coaching and social service supports to help individuals with diverse skills and needs advance to increasingly higher levels of employment. In a career pathway system, individuals are helped to think beyond their next job, and focus on the credentialing and other supports they'll need to set and achieve longer-term career goals. A high-functioning career pathway system is equally advantageous to industry as it produces individuals with the skills and experiences required to meet employer demand.

The full benefits of a career pathway system cannot be provided by a single program, but rather are delivered via multiple linked and aligned programs. As such, building a robust career pathway system requires strong leadership, careful planning, a commitment to quality education and training responsive to industry need, and redirection of public investments across multiple systems — including industry; the public workforce system; and K-12, adult, and higher education.

“IT HAS BEEN SAID THAT THE BEST ANTI-POVERTY PROGRAM IS A JOB. A BETTER ANTI-POVERTY PROGRAM IS A GOOD JOB, OR EVEN BETTER, A CAREER — SPECIFICALLY, A CAREER THAT CAN SUPPORT A FAMILY AND PROVIDES OPPORTUNITIES FOR ADVANCEMENT.”

NATIONAL SKILLS COALITION



PHOTO CREDIT: AGUSTA WESTLAND



PHOTO CREDIT: COMMUNITY COLLEGE OF PHILADELPHIA

CHALLENGES

CLOSING THE SKILLS GAP + REDUCING POVERTY



PHOTO CREDIT: HARVEY FINKLE PHOTOGRAPHY FOR THE DISTRICT 1199C TRAINING AND UPGRADING FUND

1 PHILADELPHIA'S WORKFORCE, ECONOMIC DEVELOPMENT, AND EDUCATION INSTITUTIONS MUST BE BETTER ALIGNED TO BUSINESS NEEDS.

For too long, Philadelphia's workforce and economic development agencies have missed the opportunity to unite around shared goals for the city and regional economy. Employers have been left challenged to meet their talent needs, while the workforce system struggles to connect education, job training, and other supportive services in a way that is easy to navigate for job seekers and incumbent workers. *Fueling Philadelphia's Talent Engine* calls for more intentional coordination and collaboration across systems to improve outcomes for individuals, employers, and the economy as a whole.

2 FOCUSING ON READING, WRITING, NUMERACY, AND DIGITAL LITERACY SKILLS IS ESSENTIAL TO BUILDING PHILADELPHIA'S WORKFORCE.

Far too many Philadelphians lack the 21st Century workforce skills essential to succeed in today's economy, including 204,676 adults who are without a high school credential. These individuals experience poverty and unemployment at rates considerably higher than the citywide average. Public funding to help adult learners build reading, writing, numeracy, and digital literacy skills falls far short of the need. In fiscal year 2017, Philadelphia adult education providers received approximately \$4 million in Federal and State funds to address this challenge — an amount sufficient to serve only 3,365 adult learners in the city. *Fueling Philadelphia's Talent Engine* calls for public and private funding streams to be invested in contextualized bridge programs, tailored to the needs of business, to increase the number of adult learners prepared to succeed in jobs that pay a family-sustaining wage.

3 PHILADELPHIA NEEDS A LONG-TERM STRATEGY TO INCREASE ECONOMIC MOBILITY FOR RESIDENTS LIVING IN POVERTY.

Among Philadelphia residents aged 25 to 64, 22% are living in poverty. A staggering 25% of these individuals are working, yet unable to earn wages sufficient to achieve economic mobility. Overall, too many residents lack the skills and opportunities needed to reap the full benefits of recent economic growth. 60% of working Philadelphians earn less than \$40,000 a year. *Fueling Philadelphia's Talent Engine* is focused on ensuring all residents can access the education, training, and other supports needed to compete for good jobs, and leverage entry-level employment to build the skills and acquire the credentials needed to advance in their careers — within or outside of the industry where they first find a job.

4 ALL PHILADELPHIA STUDENTS MUST BE BETTER PREPARED FOR COLLEGE AND CAREERS.

The Philadelphia public school system is the city's most important long-term talent development pipeline, critical for business growth and attraction. To that end, the School District of Philadelphia has set an important goal of ensuring all students graduate from high school prepared to succeed in both college and career. This requires providing high school students exposure to the workplace and opportunities to develop the specialized skills currently needed and those that will be in demand in the future. *Fueling Philadelphia's Talent Engine* calls on the School District, City, Philadelphia Youth Network, and others to work in partnership with the business community to increase the number and quality of work experiences available to high school students as they prepare for graduation and beyond.

5 ENSURING WORKFORCE SUCCESS FOR ALL REQUIRES POPULATION-SPECIFIC BARRIER REMOVAL STRATEGIES.

Segments of the population who face greater obstacles to employment require customized services and supports to unleash their full potential. Opportunity youth (ages 16-24, disconnected from school and work), residents returning from incarceration, and immigrants have ample potential to drive positive growth and prosperity across our city. *Fueling Philadelphia's Talent Engine* identifies specific strategies for addressing barriers to their success in the workforce.

PHILADELPHIA'S ECONOMIC INDICATORS

25.7%
POVERTY RATE, 2016

12.3% living in deep poverty (income under 50% of the federal poverty limit)

22%
POVERTY RATE, ADULTS 25-64, 2016

25% are working but unable to achieve economic mobility

14.4%
YOUTH DISCONNECTION RATE, 2016

29,151 youth and young adults, 16 - 24, are neither enrolled in school nor working

714,891
AVERAGE # OF JOBS, 2017

665,385
AVERAGE # EMPLOYED RESIDENTS, 2017

6.3%
UNEMPLOYMENT RATE, 2017

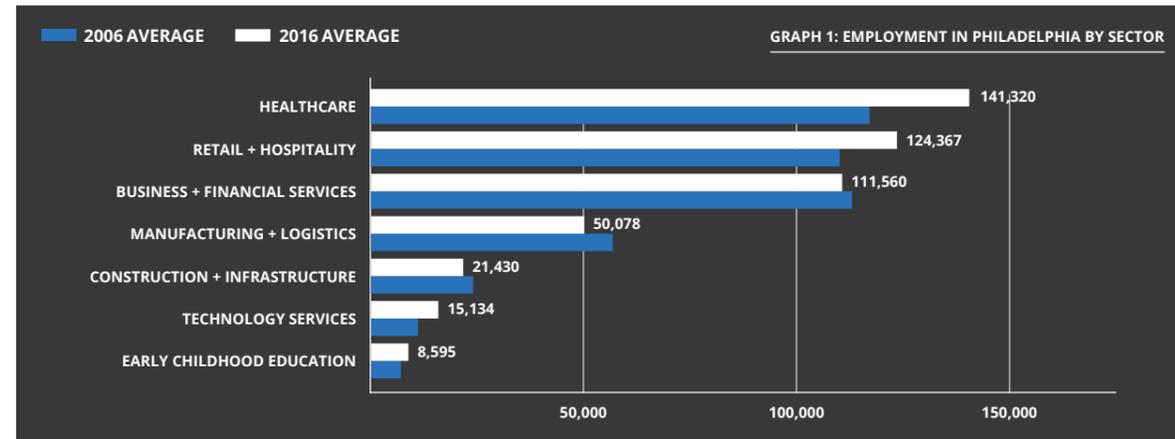
Unemployment is 2 percentage points above the national average

*All 2017 numbers are preliminary based on data available as of January 2018

ALIGNING A CAREER PATHWAY SYSTEM TO INDUSTRY DEMAND

OPPORTUNITY IN THE PHILADELPHIA ECONOMY ACROSS SEVEN TARGET SECTORS

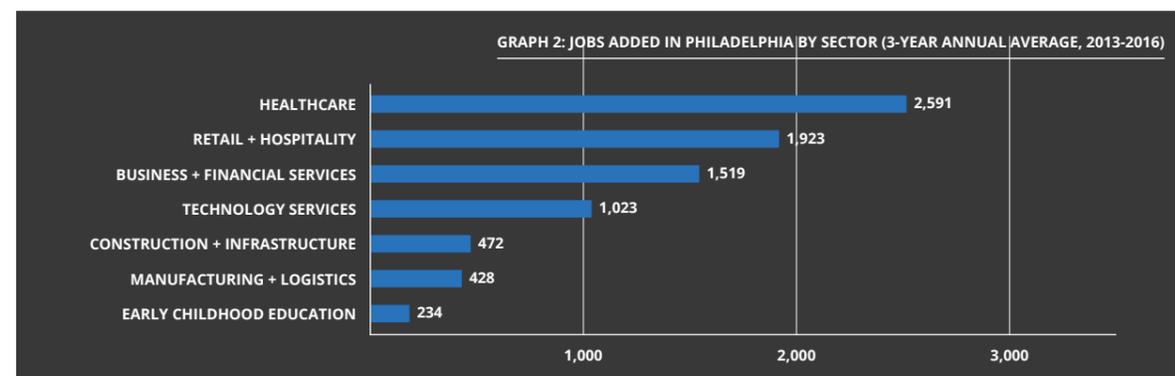
A strong understanding of labor market trends and projections was essential to crafting the Goals and Recommendations included in *Fueling Philadelphia's Talent Engine*. To achieve this, the Philadelphia Workforce Development Steering Committee engaged the Economy League of Greater Philadelphia to conduct a quantitative analysis of employment, growth trends, and wages for seven industry sectors, including: Healthcare, Retail + Hospitality, Early Childhood Education, Technology Services, Business + Financial Services, Construction + Infrastructure, and Manufacturing + Logistics. In 2016, the seven target sectors accounted for 472,000 jobs in the city of Philadelphia, or 71% of all jobs. These sectors were selected based on a mix of factors, but primarily on availability of jobs and the potential for economic mobility.



SOURCE: PHILADELPHIA WORKS INC.; PHILADELPHIA DEPARTMENT OF LABOR AND INDUSTRY

GROWTH AND PROJECTIONS

Employment increased in all seven sectors between 2013 and 2016, and nearly all sectors are expected to see continued growth through 2024. Only Manufacturing + Logistics is projected to lose jobs, but at just 10% the rate of loss experienced over the last decade. Growth in Technology Services, Early Childhood Education, Healthcare, and Retail + Hospitality is expected to outpace overall job growth in the city.



SOURCE: PHILADELPHIA WORKS INC.; PHILADELPHIA DEPARTMENT OF LABOR AND INDUSTRY

PREPARING PHILADELPHIANS FOR MIDDLE-SKILL JOBS ALONG A CAREER PATHWAY

Philadelphia remains home to more than 131,000 middle-skill jobs across the seven target sectors. Many of these have projected replacement openings that call for a talent pipeline strategy to ensure employers can meet their business needs. Simultaneously, these positions provide significant opportunity for Philadelphia residents lacking a Bachelor's degree to enter the workforce and advance — over time and with the necessary education, training, and other supports — to a stable, family-sustaining job along a career pathway.

OCCUPATIONAL SKILL LEVEL DEFINITIONS

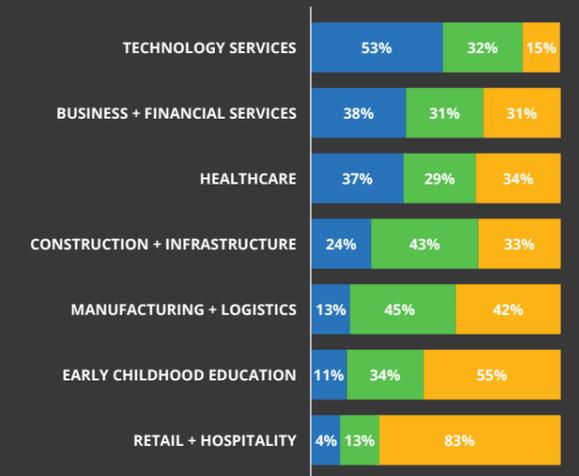
HIGH-SKILL
Requires a Bachelor's degree or higher.

MIDDLE-SKILL
Requires an Associate degree, postsecondary non-degree award, or some college but no degree; or a high school degree and one of the following: apprenticeship, long-term on-the-job training, moderate-term on-the-job training, or work experience.

LOW-SKILL
Requires less than a high school degree; or a high school degree and no work experience and less than a month of on-the-job training.

SOURCE: NATIONAL SKILLS COALITION

GRAPH 3: PHILADELPHIA SHARE OF TOTAL EMPLOYMENT BY SKILL LEVEL, 2016



SOURCE: PHILADELPHIA WORKS INC.; PHILADELPHIA DEPARTMENT OF LABOR AND INDUSTRY

KEY HIGHLIGHTS ACROSS SEVEN SECTORS

- Given scale, growth, and job opportunities across skill levels, the Healthcare sector presents significant opportunity to support workforce growth with equity.
- Early Childhood Education and Technology Services, while small, are fast-growing sectors that provide middle-skill opportunities and benefit from considerable support and momentum.
- Manufacturing + Logistics and Construction + Infrastructure remain strong sources of middle-skill jobs and benefit from a deep training infrastructure that can be leveraged to provide targeted support for women and residents of color in sectors that have traditionally struggled to engage and retain a diverse workforce.

LEVERAGING LOW-SKILL JOBS AS A STARTING POINT FOR CAREER ADVANCEMENT

Recognizing the robust growth in low-skill jobs in Philadelphia, the Philadelphia Workforce Development Steering Committee is committed to identifying and supporting viable career on-ramps for individuals lacking a secondary credential or the skills needed to advance quickly to middle-skill employment. Low-skill jobs have the potential to serve as a gateway to careers, provided stakeholders commit to supporting individuals in these jobs to leverage the experience, skills, and networks gained through entry level work to advance to higher level, better paying jobs.

STRATEGY

GOALS, RECOMMENDATIONS + METRICS

GOAL ONE

PREPARE PHILADELPHIANS WITH THE SKILLS EMPLOYERS NEED FOR A WORLD-CLASS WORKFORCE.

RECOMMENDATIONS

- 1 Place employers at the center of strategies to advance local talent development in growth sectors of the economy.
- 2 Increase apprenticeships and other industry driven work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.
- 3 Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.

WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

- 7 Industry Partnerships will be launched or strengthened to meet employers' talent needs.
Led by the Philadelphia Office of Workforce Development with Chamber of Commerce for Greater Philadelphia, Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Works Inc.
- 150 employers will engage in the City's new Model Employer Campaign designed to advance practices that support career pathway progression and improve business outcomes.
Led by the Philadelphia Office of Workforce Development with Chamber of Commerce for Greater Philadelphia, Philadelphia Society of Human Resources Management (SHRM), and Philadelphia Works Inc.
- 3,000 individuals will participate in a high-quality skills training or work-based learning opportunity aligned to the needs of industry.
Led by Philadelphia Works Inc. with Chamber of Commerce for Greater Philadelphia, Community College of Philadelphia, and Philadelphia Office of Workforce Development
- 500 new registered apprenticeship positions will be created, with a focus on expanding opportunities across 7 target industries.
Led by the Philadelphia Office of Workforce Development with Mayor's Office of Labor and Philadelphia Works Inc.
- 200 individuals will transition from temporary/seasonal work to permanent employment with the City of Philadelphia or an employer partner through the *City as Model Employer* initiative.
Led by the Philadelphia Office of Workforce Development with Community College of Philadelphia, Philadelphia Office of Adult Education, and Philadelphia Works Inc.
- 16,000 young people will participate annually in a high-quality work experience, including summer jobs and year-round opportunities.
Led by the City of Philadelphia with Chamber of Commerce for Greater Philadelphia, Philadelphia Works Inc., Philadelphia Youth Network, School District of Philadelphia, and Urban Affairs Coalition
- 6,000 students will be engaged annually in opportunities to earn post-secondary credit through a combination of Advanced Placement courses, International Baccalaureate, Middle College, and/or dual enrollment programs with the Community College of Philadelphia or another institution of higher education.
Led by the School District of Philadelphia with Community College of Philadelphia and Philadelphia Office of Workforce Development
- 4% increase in the high school graduation rate, from 67% to 71% by the 2018-2019 school year.
Led by the School District of Philadelphia with Project U-Turn partners
- 100% of Career and Technical Education (CTE) students will have the opportunity to earn a minimum of 3 college credits.
Led by the School District of Philadelphia with Community College of Philadelphia

GOAL TWO

ADDRESS THE UNDERLYING BARRIERS THAT PREVENT PHILADELPHIANS FROM ACCESSING MEANINGFUL CAREER OPPORTUNITIES.

RECOMMENDATIONS

- 4 Strengthen work-related supports for Philadelphians living in poverty.
- 5 Address reading, writing, numeracy, and digital skill barriers in all adult workforce education and training.
- 6 Develop and implement population-specific strategies to promote career pathway success, starting with Opportunity Youth and Young Adults (16 - 24), Returning Citizens, and Immigrants.

WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

- 8,000 job seekers engaged in the public workforce system will be connected to benefits access services to help them secure needed resources — including healthcare coverage, public benefits, child care subsidies and/or financial counseling.
Led by the Philadelphia Office of Community Empowerment and Opportunity with Community College of Philadelphia and Philadelphia Works Inc.
 - 6,500* PHLpreK spots to support working parents and those engaged in workforce education and training.
Led by the Mayor's Office of Education
 - 75% of publicly funded behavioral health outpatient providers will offer services during evening hours and 60% during weekend hours.
Led by the Philadelphia Department of Behavioral Health + Intellectual Disability Services (DBHIDS)
 - 95% of workforce education and training programs funded by Philadelphia Works Inc. will include contextualized bridge programs that provide a pathway to success for individuals who test below the required skill level for entry.
Led by Philadelphia Works Inc. with Community College of Philadelphia and the Philadelphia Office of Adult Education
 - 4,000 opportunity youth and young adults (16 - 24) will be engaged in a comprehensive sector-based career pathway program leading to an industry credential and opportunity to secure living wage work.
Led by the Philadelphia Youth Network with Department of Human Services, Philadelphia Works Inc., and United Way of Greater Philadelphia + Southern New Jersey
 - 3,000 returning citizens will be connected to a job and/or education and training aligned to a career pathway.
Led by the Philadelphia Office of Workforce Development with the Office of Reintegration Services (RISE) within Philadelphia Department of Prisons, the Philadelphia Office of Adult Education, Philadelphia Works Inc., and the Reentry Coalition
 - 300 returning citizens will secure employment through the Department of Commerce's Fair Chance Hiring pilot initiative.
Led by the Philadelphia Department of Commerce with the Office of Reintegration Services (RISE) within Philadelphia Department of Prisons and Philadelphia Works Inc.
 - 350 immigrants will participate in contextualized bridge programs or Integrated Education and Training (IET) aligned to industry needs.
Led by the Philadelphia Office of Adult Education with the Philadelphia Office of Immigrant Affairs, Philadelphia Office of Workforce Development, and Philadelphia Works Inc.
- *This metric is contingent on the successful resolution of a lawsuit challenging the Philadelphia Beverage Tax.

STRATEGY

GOALS, RECOMMENDATIONS + METRICS

GOAL THREE

BUILD A WORKFORCE SYSTEM THAT IS MORE COORDINATED, INNOVATIVE, AND EFFECTIVE.

RECOMMENDATIONS

7 Convene workforce stakeholders to pursue a coordinated set of policy recommendations that promote career advancement for all Philadelphians.

8 Increase and align public and private dollars in support of shared workforce goals.

9 Launch a common data dashboard to track progress towards shared workforce goals.

WHAT DOES SUCCESS LOOK LIKE BY THE END OF 2020?

Philadelphia Office of Workforce Development will be established to drive implementation and evaluation of a citywide workforce strategy, as well as a related state and federal policy agenda.

Led by the City of Philadelphia

\$13 MILLION will be invested annually in workforce education and training to prepare Philadelphians for middle-skill jobs that provide a family-sustaining wage.

Led by Philadelphia Works Inc. with City of Philadelphia, Community College of Philadelphia, and Philadelphia Youth Network

A comprehensive funding strategy will be developed across Philadelphia institutions that oversee public dollars to increase the effectiveness of current funding streams, and to leverage additional resources from the state and federal government, private sector, and philanthropy.

Led by the Philadelphia Office of Workforce Development with City of Philadelphia, Community College of Philadelphia, Philadelphia Works Inc., and Philadelphia Youth Network

A citywide workforce development data system will be established to track a common set of success indicators, including:

- Completion of education and training programs
- Credential attainment
- Workforce entry, retention, and advancement
- Employer engagement and satisfaction

Led by the Philadelphia Office of Workforce Development with Job Opportunity Investment Network (JOIN), Philadelphia Works Inc., and Philadelphia Youth Network



STRATEGY IN ACTION

CITY AS MODEL EMPLOYER

As one of the largest employers in Philadelphia, City government has committed to lead by example in providing high-quality career pathways that attract, prepare, retain, and promote a diverse and talented workforce.

Over the next three years, the Office of Workforce Development will manage the design and implementation of a new pilot program titled *City as Model Employer*. This initiative is focused on preparing individuals for middle-skill positions which are currently difficult for City departments and private employers to fill, and embodies the recommendations laid out in *Fueling Philadelphia's Talent Engine*. It incorporates work-based learning strategies that provide the time, training, and other supports needed to help individuals develop the skills and work habits required to secure and retain permanent employment that pays a family-sustaining wage.

“PHILLY FUTURE TRACK REPRESENTS A UNIQUE AND EXCITING PATH TO CAREER READINESS AND SUCCESS. PARTICIPANTS RECEIVE RIGOROUS REAL-LIFE WORK EXPERIENCE BLENDED WITH ACADEMIC AND CAREER DEVELOPMENT CLASSROOM TRAINING TO POSITION THEMSELVES FOR MEANINGFUL EMPLOYMENT. RECENTLY, WE HAVE BEEN ABLE TO ESTABLISH BRIDGE POSITIONS TO CIVIL SERVICE EMPLOYMENT, ALLOWING US TO HIRE SUCCESSFUL GRADUATES. I AM EXCEEDINGLY PLEASED THAT WE HAVE CREATED SUCH A WORTHWHILE AND IMPACTFUL PROGRAM, AND PROUD OF THE OUTSTANDING TALENT WE'VE BEEN ABLE TO RECRUIT INTO OUR DEPARTMENT.”

CARLTON WILLIAMS
COMMISSIONER
PHILADELPHIA STREETS DEPARTMENT

The City has hired an experienced talent development professional to lead *City as Model Employer*, and the Lenfest Foundation has committed \$250,000 in year one to build components of the model — including a standard workforce readiness curriculum and common assessment tools to be implemented across the 10 participating departments.

City as Model Employer will also feature a racial equity pilot within one of the participating departments. The City's Office of Diversity and Inclusion will guide implementation of the racial equity pilot, focused on intentional application of the Government Alliance on Race and Equity's (GARE) data-driven racial equity tools and practice of setting goals, tracking progress, and building accountability. The City-convened equity workforce action team will identify the institutional systemic barriers to securing certain civil service positions, and develop strategies to target specific challenges facing seasonal and temporary workers attempting to transition to permanent positions. Application of successful strategies to identify and remedy institutional workforce barriers, developed via the pilot, will be expanded across other departments and help set the stage for transforming City government.

Between 2017 and 2020, 10 City departments will participate in *City as Model Employer*, engaging 200 individuals with barriers to employment, including opportunity youth and young adults, ages 16-24; residents returning from incarceration; immigrants; and adults lacking necessary workforce skills and credentials.

10 CITY DEPARTMENTS PARTICIPATING IN THE *CITY AS MODEL EMPLOYER* PILOT

PHILADELPHIA PARKS AND RECREATION

Community Apprenticeship Program, a 24-month employment training opportunity, launched in June 2017 to connect seasonal employees to permanent jobs.

THE OFFICE OF INNOVATION AND TECHNOLOGY

Partnership with the Urban League of Philadelphia, launched in December 2017 to connect individuals to permanent IT positions with the City.

THE OFFICE OF FLEET MANAGEMENT

Automotive Internship Program, operated in partnership with the School District of Philadelphia for over 20 years, is developing plans to scale up over the next three years.

THE FREE LIBRARY OF PHILADELPHIA

Pathway created for temporary employees to transition to permanent Civil Service positions with the Free Library or other City departments.

THE STREETS DEPARTMENT

In-house career pathway program, *Philly Future Track*, moves unemployed young adults into permanent positions with the City.

THE COMMUNITY LIFE IMPROVEMENT PROGRAM (CLIP)

Seasonal, temporary staff receive on-the-job training in land management and preparation for permanent employment.

THE PHILADELPHIA WATER DEPARTMENT

Apprenticeship program aligned to permanent employment in the department, including participants who are graduates of PowerCorpsPHL and School District of Philadelphia technical trades programs.

PHILADELPHIA DEPARTMENT OF PRISONS + PHILLY 311

Collaborative pilot program launching in 2018 to train individuals who are incarcerated for permanent positions in the 311 Contact Center upon release.

PHILADELPHIA INTERNATIONAL AIRPORT

Partnership with Project SEARCH at Drexel University which trains high school graduates diagnosed with autism spectrum disorder and/or an intellectual disability for permanent employment with the City.



PHOTO CREDIT: POWERCORPSPHL

POWERCORPSPHL

PowerCorpsPHL is a City of Philadelphia AmeriCorps initiative, operated in partnership with EducationWorks, that engages opportunity youth early on in their career progression. Many PowerCorpsPHL graduates transition to a career pathway program in one of the participating *City as Model Employer* departments. Other graduates transition directly to employment or a more advanced work-based learning opportunity aligned to their career goals.

“POWERCORPSPHL PROVIDES TREMENDOUS VALUE TO THE PHILADELPHIA WATER DEPARTMENT. IT AFFORDS US THE OPPORTUNITY TO INTRODUCE YOUNG PEOPLE TO THE COMPLEX RESPONSIBILITIES OF THE WATER AND WASTEWATER INDUSTRY. THROUGH HANDS-ON TRAINING WITH PWD'S PASSIONATE STAFF, PROFESSIONAL DEVELOPMENT EXPERIENCES WITH OUR PARTNERS, AND ONGOING EDUCATIONAL OPPORTUNITIES, SUCCESSFUL GRADUATES HAVE DEVELOPED THE REQUIRED SKILLS AND DEMONSTRATED THE MOTIVATION TO EXCEL IN VARIOUS PERMANENT POSITIONS THROUGHOUT THE DEPARTMENT — INCLUDING THE ELECTRICAL TRADES, STORMWATER MAINTENANCE, AND ENGINEERING TECHNOLOGY.”

DEBRA MCCARTY
COMMISSIONER, PHILADELPHIA WATER DEPARTMENT



To view the full workforce strategy,
Fueling Philadelphia's Talent Engine, visit:
PHILA.GOV/WORKFORCE

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