



FUELING PHILADELPHIA'S TALENT ENGINE
THE POWER OF PARTNERSHIP

YEAR ONE PROGRESS REPORT
MARCH 2019





PHOTO CREDIT: PHILADELPHIA WORKS

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DEAR FELLOW PHILADELPHIANS,

As economic development efforts in our city continue to expand, so does our responsibility to ensure those advancements benefit all our residents. Our commitment to inclusive growth depends on all Philadelphians being prepared to compete for today's jobs and those that will be created in tomorrow's economy.

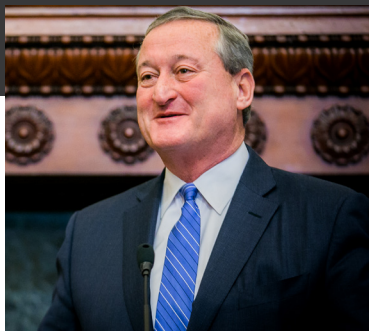
Last year, we released *Fueling Philadelphia's Talent Engine*, a comprehensive, citywide workforce development strategy created in partnership with the Chamber of Commerce for Greater Philadelphia, Philadelphia Works, the School District of Philadelphia, Community College of Philadelphia, Philadelphia Youth Network, and stakeholders representing the nonprofit, education, workforce, labor, and private sectors.

In March 2018, our administration established the Office of Workforce Development to both drive and support the public-private partnerships essential to achieving the ambitious goals outlined in our shared strategy.

Today, the Office of Workforce Development is happy to present this report on the power of partnership and the steps we have taken towards creating career pathways that benefit all Philadelphians. As we build on our progress together in the year ahead, the Office of Workforce Development will continue to play a role as convener, coordinator, and champion to align education and workforce systems with employers' talent needs.

We extend special thanks and appreciation to the *Fueling Philadelphia's Talent Engine* Advisory Board, and members of our Education and Training, Employer Engagement, and Policy and Strategy Advisory Teams, for their insight and unwavering commitment to advancing this work.

While we are proud of what the Office and our partners have achieved to date, we know that our work has just begun. We look forward to maximizing our shared progress and forging ahead in the next year towards a Philadelphia that works for us all.



JIM KENNEY
MAYOR,
CITY OF PHILADELPHIA

A handwritten signature in black ink that reads "James F. Kenney".



SHEILA IRELAND
EXECUTIVE DIRECTOR,
OFFICE OF WORKFORCE DEVELOPMENT

A handwritten signature in black ink that reads "Sheila D. Ireland".

THE POWER OF PARTNERSHIP

Fueling Philadelphia's Talent Engine is a citywide workforce development strategy. It aims to address the talent needs of employers while preparing Philadelphia residents for careers in family-sustaining jobs, and is based on three core goals:

1

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

2

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

3

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

The *Fueling Philadelphia's Talent Engine* strategy can be found online at phila.gov/workforce.

Energized around a common vision and set of goals, diverse partners have worked together over the past year to expand Philadelphia's capacity to support career pathways and success for all its residents. Since the release of *Fueling Philadelphia's Talent Engine*, we have:

- Engaged employers in new ways to design workforce education and training while preparing residents not just for a job, but for a career.
- Adapted curricula to help Philadelphians build literacy and technical skills simultaneously, accelerating their path to a living wage.
- Increased and improved opportunities for young people to explore their career interests and prepare for success in college and on the job.
- Created stronger synergy across organizations, making it easier for Philadelphians to advance their career goals and employers to source talent.
- Leveraged millions of dollars in new public and private investment to ensure our early momentum is just the beginning.

BIG WINS

DOUBLED THE NUMBER OF

**OPPORTUNITY YOUTH
IN CAREER PATHWAY
PROGRAMS**

FROM 840 IN 2017 TO 2,030 IN 2018



1,259

**HIGH SCHOOL STUDENTS WITH DUAL
ENROLLMENT IN COLLEGE COURSES**

PHOTO CREDIT: COMMUNITY COLLEGE OF PHILADELPHIA

PROVIDED

**4,000+
PHILADELPHIANS**

**HIGH-QUALITY SKILLS TRAINING
OR WORK-BASED LEARNING
OPPORTUNITIES**

PHOTO CREDIT: COMMUNITY COLLEGE OF PHILADELPHIA

**2 NEW INDUSTRY
PARTNERSHIPS**

**IN INFORMATION TECHNOLOGY AND
HOSPITALITY + ENTERTAINMENT**

ENGAGED

12,695 YOUNG PEOPLE

IN QUALITY WORK EXPERIENCES

CONNECTED

**176 PHILADELPHIANS TO
PERMANENT JOBS**

**THROUGH THE CITY AS MODEL
EMPLOYER INITIATIVE**



\$3 MILLION

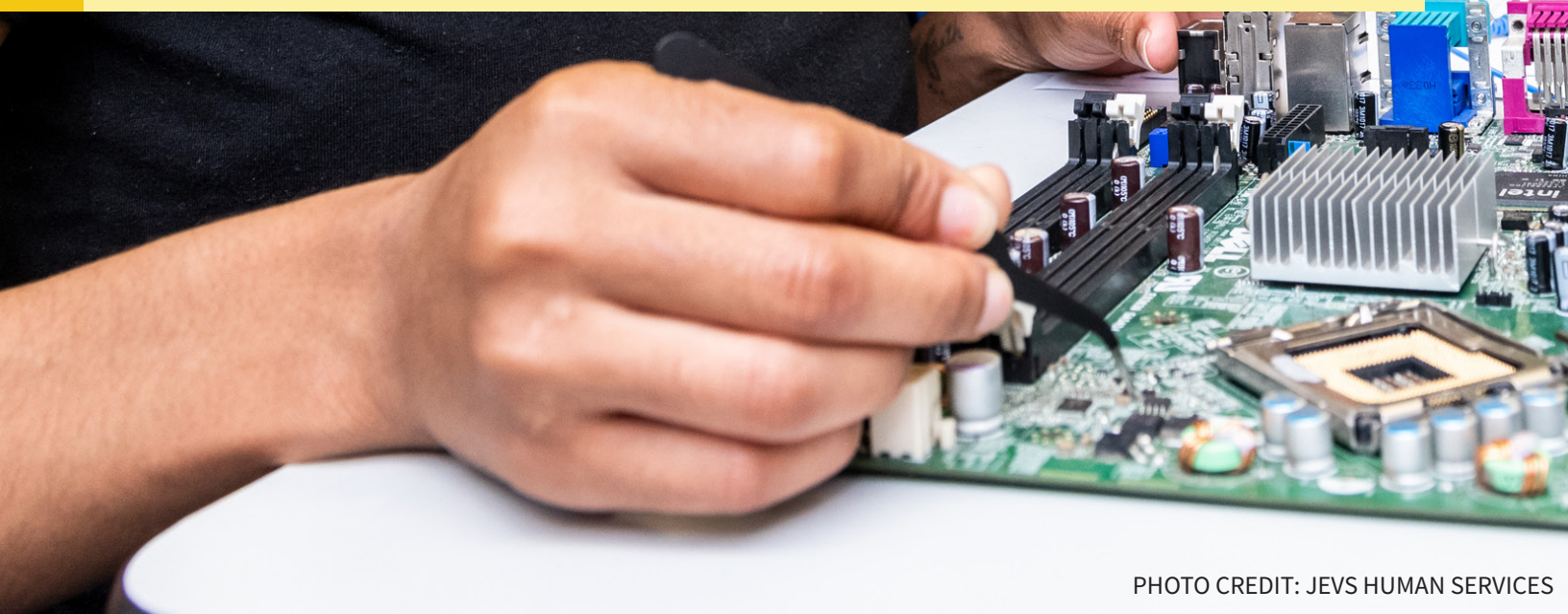
FROM GOVERNOR WOLF'S PASMART INITIATIVE

PHOTO CREDIT: THE OFFICE OF GOVERNOR TOM WOLF



SKILLS DEVELOPMENT

GOAL #1: Prepare Philadelphians with the skills employers need for a world-class workforce.



GOAL #1:

Prepare Philadelphians with the skills employers need for a world-class workforce.

RECOMMENDATION #1

Place employers at the center of strategies to advance local talent development in growth sectors of the economy.

PROGRESS MADE

Industry partnerships provide an essential mechanism for employer leadership in creating customized talent development and retention solutions. Over the past year, two new industry partnerships were formed in Philadelphia, and the work of existing partnerships expanded — including those in healthcare, managed by 1199C Training and Upgrading Fund; advanced manufacturing, managed by Philadelphia Works; and green stormwater infrastructure, managed by the Sustainable Business Network of Greater Philadelphia.

In 2018, the Office of Workforce Development launched the Greater Philadelphia Technology Partnership to address the talent needs of Philadelphia’s fastest growing industry and prepare residents for opportunities that will emerge as the result of rapid digital innovation. In early 2019, Philadelphia Works launched the Greater Philadelphia Hospitality + Entertainment Industry Partnership to improve coordination among workforce, economic development, and educational partners to address the needs of this sector, which currently provides 198,000 jobs in Southeastern Pennsylvania.

LOOKING AHEAD

Plans are underway for new industry partnerships in early childhood education, renewable energy and energy efficiency, and responsible food and beverage. In 2019, Philadelphia Works, the Office of Workforce Development, and the Chamber of Commerce for Greater Philadelphia will convene industry partnership leaders to foster peer-to-peer learning, identify and promote best practices, attract new resources, and yield measurable benefits for both employers and job seekers.

The Office of Workforce Development will also launch an employer campaign in 2019 with an initial cohort of 25 “model employers” whose human resource practices intentionally focus on building the skills of their existing workforce and diversifying their talent pool. Through the campaign, the Office of Workforce Development will cultivate an ecosystem of 125+ model employers by providing the support of business-to-business technical assistance to promote human resource best practices that help close the skills gap and foster business growth with equity.

THE SOUTHEASTERN PENNSYLVANIA MANUFACTURING ALLIANCE (SEPMA)

With more than 60 member companies ranging in size from 10 to 2,000 employees, SEPMA works to maintain a competitive advantage in the manufacturing industry by focusing on worker recruitment and retention, as well as improving business practices to spur growth. Over the past year, SEPMA piloted a four-week intensive boot camp that oriented job seekers to opportunities in manufacturing, provided soft-skill and OSHA 10 training, and connected graduates to living wage jobs with SEPMA employers. This highly successful model will be expanded in 2019 and beyond with the support of a \$198,000 grant through Governor Wolf’s PAsmart initiative.

“ I am now aware of the many opportunities available in manufacturing, not just production and quality assurance, but also transportation and logistics. ”

- Herb Robinson,
SEPMA boot camp graduate

Herb Robinson, a boot camp graduate, is employed at Sandmeyer Steel as a plasma assistant, loading metal plates and preparing them for shipping. He was hired in July 2018, and within an eight-month period, learned to operate an overhead crane and forklift operator. He also received two raises to earn \$16.70 per hour.

GOAL #1:

Prepare Philadelphians with the skills employers need for a world-class workforce.

RECOMMENDATION #2

Increase apprenticeships and other work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.

EARLY CHILDHOOD EDUCATION APPRENTICESHIP



In 2017, Philadelphia implemented a nationally-recognized early childhood education (ECE) apprenticeship program. The District 1199C Training and Upgrading Fund (Training Fund) partnered with Community College of Philadelphia (CCP), FirstUp, PHLpreK, and 22 employers to develop an apprenticeship model in which apprentices complete CCP's Associate degree in early childhood education at very little cost while receiving paid on-the-job training, mentoring, and up to four wage increases as they complete coursework and training.

Within the first year, five apprentices earned an Associate degree, with another 27 on track to graduate by 2020. Thirty-six new apprentices will be enrolled in 2019. With a \$300,000 grant from Governor Wolf's PAsmart initiative, the Training Fund will work with partners in the coming year to expand the ECE apprenticeship statewide.

PROGRESS MADE

In 2018, more than 4,000 Philadelphians participated in high-quality skills training or work-based learning opportunities, including 135 enrolled as Registered Apprentices and 35 as pre-apprentices.

Philadelphia Works, the Office of Workforce Development, Mayor's Office of Labor, JEVS Human Services, and a host of local and regional employer partners launched ApprenticeshipPHL — a public-private initiative with the goal of increasing and aligning Registered Apprenticeship and pre-apprenticeship programs in the Philadelphia region. ApprenticeshipPHL's online platform guides businesses in creating apprenticeship programs and provides job seekers access to a central repository of apprenticeship opportunities in the region. Details available through the platform include: program/occupation description, entrance requirements, recruitment periods and application process, and program contact information.

In February 2019, 15 organizations received a total of \$2.2 million from Governor Wolf's PAsmart initiative to expand Registered Apprenticeships and pre-apprenticeships over the next 18 months in the construction trades, early childhood education, information technology, and healthcare.

The United Way of Greater Philadelphia + Southern New Jersey's Job Opportunity Investment Network (JOIN) leveraged the expertise of the National Fund for Workforce Solutions, Corporation for a Skilled Workforce, and Race Forward to increase the number of opportunity youth and adults earning a living wage. These organizations partnered to provide capacity building and technical assistance to workforce practitioners in order to help them apply a racial and social equity lens to outcome-driven job training programs.

LOOKING AHEAD

The Automated Water Meter Installation Project, a collaboration between the Philadelphia Water Department, Mayor's Office of Labor, Philadelphia Works, and organized labor, will begin in late 2019. Approximately 65 individuals will be hired and trained to install new water meter sensors into Philadelphia residences. The positions will be full-time, pay a minimum of \$20 per hour, and serve as a pre-apprenticeship for the electrical and plumbers unions.

GOAL #1:

Prepare Philadelphians with the skills employers need for a world-class workforce.

RECOMMENDATION #3

Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.

PROGRESS MADE

In 2018, 12,695 youth (12-21), participated in quality work experiences that paid wages and/or provided academic credit. With increased funding and greater coordination across partners, this number is on track to increase significantly in 2019.

The City's Department of Human Services (DHS) established a new framework for improving the quality of their out-of-school time (OST) programming, with an intentional focus on career awareness and workplace preparation for middle and high school students aligned to the Philadelphia Youth Network (PYN)'s Career Development Framework. In 2019, DHS will connect their OST programming during the academic year to Summer WorkReady, providing young people the opportunity to develop and practice career readiness skills over a 12-month period.

In support of their commitment to ensuring all students graduate with the skills to succeed in college and career, the School District of Philadelphia provided 6,593 students the opportunity to earn post-secondary credit through a combination of Advanced Placement courses, International Baccalaureate, Middle College, and dual enrollment programs with an institution of higher education. Additionally, 98% of the District's 40 Career and Technical Education programs now offer students the opportunity to earn a minimum of three college credits.

LOOKING AHEAD

The School District of Philadelphia and City plan to jointly launch a new Office of Career Connected Education, with guidance and support from PYN and the Chamber of Commerce for Greater Philadelphia. The Office, once fully operational, will be charged with providing a coordinated system and menu of options for employers to offer career connected activities to students across the the K-12 system. The City is also increasing investments in quality summer job experiences and working with partners to enhance connections across summer, in-school, and after school programming.

HIGH SCHOOL STUDENT INTERNSHIP EXCHANGE



PHOTO CREDIT: ALYSSA THOMAS

Place-based workforce development programs leverage the power of local community partners to build opportunities for youth. PYN, Philadelphia Works, the Network for Teaching Entrepreneurship, the Office of Workforce Development, and Lincoln High School launched the High School Student Internship Exchange pilot in fall 2018 to harness the potential of small businesses to support career exposure and preparation for young people. The pilot program was designed to test a new model of employer engagement in which third-party intermediaries – Business Improvement Districts – recruit businesses and manage their relationship with a workforce program, transferring workload from workforce agencies to those that already have a relationship with their business community. Operated in collaboration with the Mayfair Business Improvement District, the Internship Exchange pilot had 11 students participate in the initial training curriculum, 10 advance to an internship, and 9 are in the process of completing their experience. A second cohort is expected to launch in April 2019.

“ A special thank you to our prized interns, who are bright, responsible, and eager to learn and work. We loved working with them and wish them both bright futures! ”
- Angela Vanni, owner of Giggie's Gifts

GOAL #1:

Prepare Philadelphians with the skills employers need for a world-class workforce.

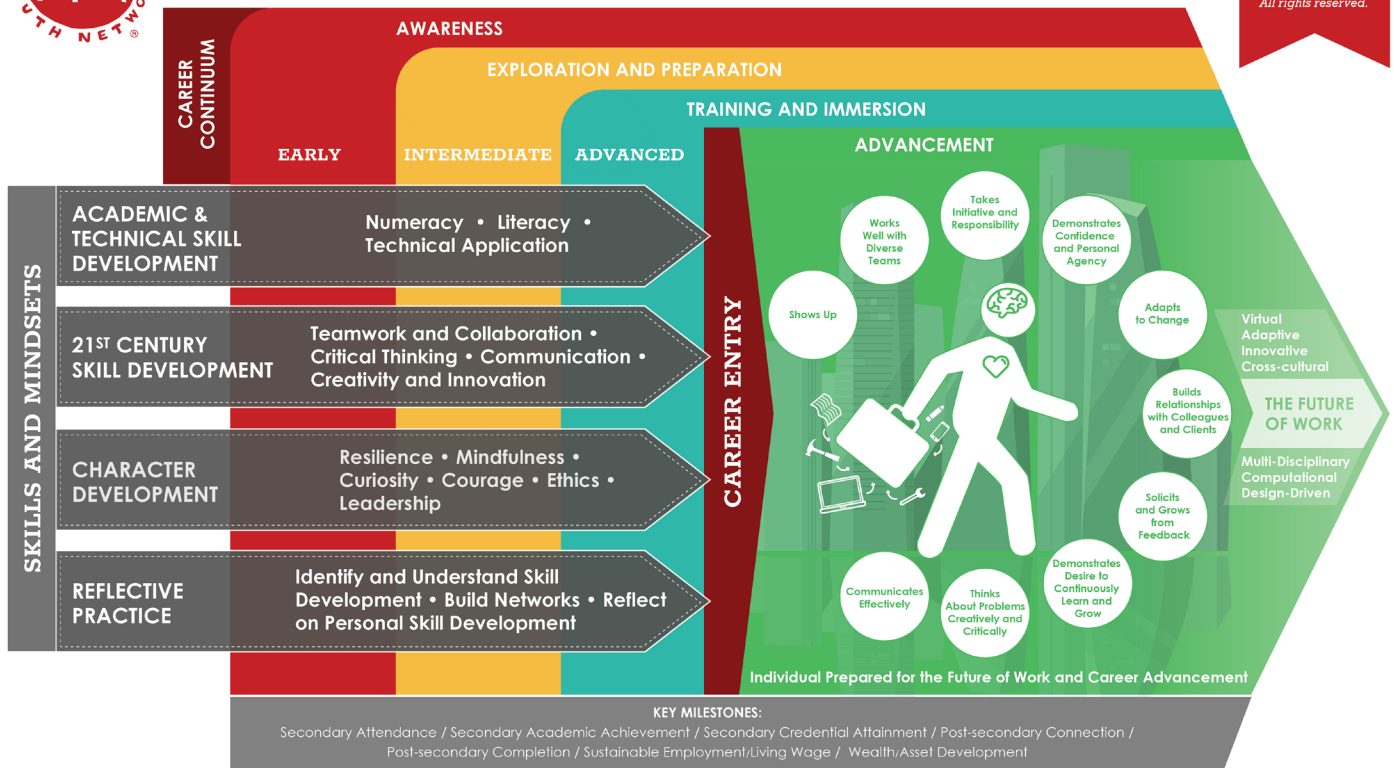


CAREER DEVELOPMENT FRAMEWORK

Interested in using this or learning more?

Contact PYN: communications@pyninc.org

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CAREER DEVELOPMENT FRAMEWORK

Over the past year, the Philadelphia Youth Network worked closely with the School District of Philadelphia, the City of Philadelphia, and their own sub-contracted providers to begin using PYN’s Career Development Framework as a tool to promote common language and advance best practices when designing career awareness and preparation activities for young people. The framework provides a full picture of career development, from early awareness through career retention and advancement, marrying the most up-to-date research in youth development with the skills and competencies expected by employers. The framework is helping diverse stakeholders see their role and vested interest in shifting the focus from individual programs to an intentional continuum of experiences that support young people’s long-term career planning and advancement.

“ PGW worked closely within PYN’s Career Development Framework to identify the skills that young candidates would need to develop, in order to succeed at specific industry jobs. Those jobs spanned multiple vital departments, from marketing and legal to information systems, human resources and more. We also worked with PYN to identify appropriate PGW personnel to teach, mentor and supervise those high school students hired for summer jobs by PGW. That partnership has allowed us to evolve our supervisor recruitment strategy and to set solid, real-world, achievable expectations for youth engaging in our job interview process, and completing actual PGW work experience. We have seen dramatically better outcomes with this approach, including 100% retention among youth program participants for the first time in our 11 years of hiring young people into summer jobs.

- Racquel J. Kelly, HR Director, Philadelphia Gas Works

REDUCING BARRIERS TO EMPLOYMENT

GOAL #2: Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.



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Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.

RECOMMENDATION #4

Strengthen work-related supports for Philadelphians living in poverty.

COMMUNITY COLLEGE OF PHILADELPHIA'S SINGLE STOP



Since 2013, Community College of Philadelphia has partnered with Single Stop USA to help students overcome economic barriers, continue their education, and move towards economic mobility. An external evaluation confirmed that students who access Single Stop have statistically higher semester-to-semester persistence, grade point averages, and degree-bearing credit pass rates than those who do not.

PHOTO CREDIT: ELIZABETH FIELD

PROGRESS MADE

Philadelphia Works and Community College of Philadelphia strategically expanded supports for clients struggling to overcome poverty-related barriers in 2018.

Philadelphia Works, in partnership with Clarifi, embedded financial counseling and literacy services into all four PA CareerLink® Centers to support the financial wellness of individuals as they obtain jobs and earn wages. Clients receive education and counseling on basic financial management, building credit, debt repayment, and homeownership.

In 2018, CCP expanded Single Stop services to all of its regional campuses, connecting significantly more students to state and federal financial resources, and local community services. They also partnered with Pathways PA to offer additional tax preparation support, and with Community Legal Services to expand student access to SNAP benefits.

LOOKING AHEAD

The City will continue to advance its commitment to addressing three of the most significant barriers to employment — access to childcare, affordable housing, and transportation.

PHLpreK will expand in 2019 from 2,250 to 3,300 high-quality slots at no cost to families. The \$19 million transferred to the City's Housing Trust Fund in February 2019 will expand accessible rental and homeownership opportunities for residents in need of stable, affordable housing. CONNECT, the City's multi-year strategic plan to invest in transportation infrastructure, focuses on improving transportation access for residents currently disconnected from economic opportunity.

GOAL #2:

Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.



PHOTO CREDIT: OFFICE OF ADULT EDUCATION

Graduates at the Commonwealth Secondary School Diploma (CSSD) Citywide Graduation. The CSSD is issued to non-traditional students and is equivalent to a high school credential.

RECOMMENDATION #5

Address reading, writing, numeracy, and digital skill barriers in all adult workforce education and training.

PROGRESS MADE

Philadelphia Works partnered with CCP, the Training Fund, Thomas Jefferson University, Congreso de Latinos Unidos, Goodwill Industries, the Energy Coordinating Agency, Scotland Yard, and Orleans Technical College to provide enhanced vocational skills training to PA CareerLink® customers, helping them build the literacy skills required for training aligned to middle-skill jobs. The Office of Adult Education, within the Office of Workforce Development, partnered with Philadelphia Works to inform the content and quality of the contextualized literacy curriculum built into vocational skills training.

CCP developed a career-focused math and literacy curriculum to support individuals with lower literacy levels to enroll and succeed in a variety of programs, including Certified Nurse Aide, Gas Distribution Pipeline Mechanic, Bookkeeping, and CompTIAA+ IT Certification.

LOOKING AHEAD

myPLACESM provides residents with centralized access to Adult Basic, Adult Secondary, English as a Second Language (ESL), and career development education in neighborhood partner programs citywide and myPLACESM Online. In 2019, the Office of Adult Education will expand myPLACESM intake and referral from three funded sites to five. This expansion will allow the system to serve more adult learners in additional geographic areas of the city. Additionally, the Office is designing test preparation curriculum to be delivered in the PA CareerLink® Centers to boost basic literacy and numeracy skills needed to maximize performance on entrance assessments.

GOAL #2:

Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.

RECOMMENDATION #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.

PROGRESS MADE

OPPORTUNITY YOUTH

Career pathway programs for opportunity youth served just over 2,030 individuals in 2018, up from 840 in 2017. These programs are all sector-focused, employer-informed, offer opportunities to earn industry recognized credentials, and provide follow up support to alumni as they transition to employment.



RETURNING CITIZENS

In January 2019, the Kenney administration released *A Roadmap to Safer Communities*, a comprehensive plan aimed at reducing gun violence. The plan includes a call for improvements to reentry services and establishing a new Office of Reentry Partnerships to support successful reintegration of justice-involved and formerly incarcerated individuals. Per recommendations outlined in the strategy, workforce stakeholders are increasing their focus on education, training, and employment opportunities for individuals returning from incarceration.

Philadelphia Works has added reentry specialist staff in the PA CareerLink® Centers who focus on providing customized employment services to individuals with a criminal history. They are also developing relationships with employers and other partners to increase opportunities for this population.

The Fair Chance Hiring Initiative (FCHI) provides a wage subsidy incentive for Philadelphia employers to hire residents who've returned from incarceration within the past five years. Employers can recoup \$5 per hour, up to \$5,000, if they employ an individual for a minimum of 21 hours per week and pay at least \$12.20 per hour. Seventy-four returning citizens have been hired to date through FCHI.

IMMIGRANTS



The Office of Workforce Development and Office of Immigrant Affairs (OIA) surveyed immigrant-serving organizations to better understand the current strengths and address the gaps that exist within workforce development programs targeted to immigrants. In 2018, OIA started the Immigrant Workers Academy to address stakeholder concerns about the vulnerability of immigrant workers. Since its May pilot, OIA has held three academies around the city that educate immigrants on rights and norms in American workplaces to help them better handle situations that may prevent their full integration in the U.S. workforce.

GOAL #2:

Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.

LOOKING AHEAD

In 2019, partners will launch an electronic referral network to support new and existing opportunity youth program participants to seamlessly access supportive services and next-step education and employment opportunities. To better support returning citizens, the City and Philadelphia Works will continue to build on the progress made in year one. Additionally, changes are being made to improve the efficiency and reach of the Fair Chance Hiring Initiative, including a shorter time period for reimbursements and expanded promotion of the program. Finally, the Offices of Adult Education and Immigrant Affairs are working with cross-sector partners to create a pathway to interpreter careers for advanced English as a Second Language learners. OIA is also partnering with the Mayor's Office of Labor to offer trainings on wage theft to reduce issues that can exacerbate turnover among immigrant employees.

TECHSERV SCHOLARS PROGRAM



TechServ is a year-long AmeriCorps pre-apprenticeship program that prepares Philadelphia youth (17-24) to pursue STEM careers. The program, operated by JEVS Human Services, encompasses digital literacy, soft skills training, industry certifications, and hands-on experiences guided by professional mentors.

Markus Mitchell was always interested in technology as a kid but found himself working odd jobs after high school, unsatisfied with a long string of temporary positions. All that changed when he landed in a web development and skills training program that connected him to TechServ Scholars, where his exemplary work earned him the distinction of Pennsylvania's 2018 Pre-Apprentice of the Year. Upon graduation, Markus transitioned to an IT apprentice position as Help Desk Analyst at JEVS' Orleans Technical College. Markus is responsible for upgrading computer systems and providing technical support for the trade school while simultaneously pursuing his post-secondary education in information technology at CCP.

IMMIGRANT FELLOWSHIP PROGRAM

The Welcoming Center for New Pennsylvanians partners with the City to connect graduates of their International Professional Program to a 12-week paid fellowship that provides critical U.S. work experience. Every member of the first two cohorts leveraged their fellowship experience to secure permanent employment. Beginning in fall 2019, the program will expand to include opportunities in the private sector, with wage subsidy support provided by Philadelphia Works.

The City's Department of Commerce is proud to have two graduates of the Immigrant Fellowship Program working in permanent positions. Aichetou Soumare, a finance professional with years of experience in small business development in Mauritania, is furthering Commerce's community lending and immigrant-engagement strategies. Pierre-Olivier Lugez, a lawyer from France trained in international law and business, is expanding Commerce's global reach as an International Business Manager. Graduates of the Immigrant Fellowship Program have also filled in-demand positions in the private sector, working as civil engineers for large construction firms, in biotech startups, and in advanced manufacturing.

FAIR CHANCE HIRING INITIATIVE



While a participant in Baker Industries job readiness program, Leslie Horn developed both the skills and self-confidence needed to retain a job and grow professionally. Baker Industries leveraged FCHI funding to support her placement into a supervisory position with the organization, where she further honed her leadership skills in a supportive environment. As a result, in November 2018, Leslie landed a full-time position with a Philadelphia manufacturer, where she now earns a living wage plus benefits.



SYSTEM BUILDING

GOAL #3: Build a workforce system that is more coordinated, innovative, and effective.



GOAL #3:

Build a workforce system that is more coordinated, innovative, and effective.



RECOMMENDATION #7

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

PROGRESS MADE

In 2018, City government took bold steps to increase stability and economic opportunity for working Philadelphians through significant new legislation. The 21st Century Minimum Wage law raises hourly wages to \$15 by 2022 for City employees, as well as employees of contractors and subcontractors. Philadelphia's Fair Work Week law requires employers with more than 30 locations and 250 employees to give workers two weeks advance notice of their schedules, rest time between shifts, and first-in-line opportunities for additional hours. The Fair Work Week law, in its final form, was the result of negotiation and compromise for many workforce partners and employers. A working group will monitor the implementation and report back on progress and challenges to help address any remaining concerns from the business community.

The Office of Workforce Development established the Workforce Professional Association (WPA) in partnership with 19 workforce development organizations to engage in peer learning and work collaboratively on shared policy priorities.

LOOKING AHEAD

The City will continue advocacy efforts to raise the statewide minimum wage to \$15.

The Office of Workforce Development, members of *Fueling Philadelphia's Talent Engine* Advisory Board, and the WPA will work collaboratively to tackle policy and practice barriers that negatively impact the ability of individuals to access family-supporting resources, build skills, and advance their career goals over time. Similarly, they will pursue legislative policies that support and incentivize employers to create family-sustaining jobs.

GOAL #3:

Build a workforce system that is more coordinated, innovative, and effective.

RECOMMENDATION #8

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

PROGRESS MADE

The prioritization of workforce objectives in *Fueling Philadelphia's Talent Engine* provided critical direction for corporate and philanthropic investors, yielding significant new flexible resources to advance innovation and grow what works.

Additionally, the strategy positioned partners to compete successfully for new public dollars made available through Governor Wolf's PAsmart initiative. Together, Philadelphia partners leveraged \$3 million to expand computer science education in public schools, advance the work of industry partnerships, and grow the number of pre-apprenticeship and Registered Apprenticeship opportunities aligned to family-sustaining jobs.

LENFEST NORTH PHILADELPHIA WORKFORCE INITIATIVE

With financial support from the Lenfest Foundation, Temple University launched the Lenfest North Philadelphia Workforce Initiative (LNPWI) in July 2018 to strengthen the earning potential of residents in North Philadelphia communities through access to programs and training that lead to sustainable employment. The LNPWI will work collaboratively with the Looking Forward Initiative, a partnership between JEVs Human Services and Temple University, to provide post-release education, career development, and support services for returning citizens.

“ We are excited for the Lenfest North Philadelphia Workforce Initiative's support in helping us connect men and women from neighborhoods surrounding Temple University to careers with the Philadelphia Fire Department. ”

- Robert Wilson, Battalion Chief, Philadelphia Fire Department/Recruitment Unit

CITIZENS BANK REGIONAL MARITIME CENTER



A 21st century port requires a 21st century approach to training our workers. We've seen tremendous growth at the port in recent years and we hope this partnership will help that growth continue, allowing us to remain competitive while keeping our workers safe. ”

- Jeff Theobald, Executive Director and CEO, PhilaPort

The Citizens Bank Regional Maritime Center will offer specialized skill and safety training to workers at the Port of Philadelphia. The public-private partnership between PhilaPort, Philadelphia Works, Mayor's Office of Labor, Citizens Bank, and the Collegiate Consortium for Workforce and Economic Development leverages diverse funding streams to ensure maritime employers can train current workers to use modernized equipment and expand their workforce in response to increased commerce.

LOOKING AHEAD

Partners will continue to align existing funding to strategy goals and pursue opportunities to collaborate more effectively, increasing Philadelphia's competitiveness for both public and private funding at the local, state, and national levels.

GOAL #3:

Build a workforce system that is more coordinated, innovative, and effective.

RECOMMENDATION #9

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

PROGRESS MADE

The Office of Workforce Development created a data dashboard to track advancements made towards each of the 21 success metrics included in *Fueling Philadelphia's Talent Engine*, meeting quarterly with organizations leading implementation to review progress and identify challenges. The current snapshot of the new data dashboard is included at the end of this report.

LOOKING AHEAD

Leveraging expertise from the National Skills Coalition's Workforce Data Quality Campaign and the Aspen Institute's Equity Counts Initiative, the Office of Workforce Development is engaging employers and local workforce leaders on strategies to gather and use data more effectively to predict industry need and track key workforce outcomes, including completion of education and training programs, connection to work, and retention.



PHOTO CREDIT: ELIZABETH FIELD



PHILADELPHIA OFFICE OF WORKFORCE DEVELOPMENT

CONVENOR, COORDINATOR, AND CHAMPION

PHILADELPHIA OFFICE OF WORKFORCE DEVELOPMENT

CONVENOR, COORDINATOR, AND CHAMPION



PHOTO CREDIT: JOSHUA BROWN

Inaugural meeting of the Workforce Professional Association.

The Office of Workforce Development was established in March 2018 to drive and support the powerful public-private partnerships critical to achieving the ambitious goals outlined in *Fueling Philadelphia's Talent Engine*.

Reporting jointly to the Department of Commerce and Mayor's Office of Labor, the Office of Workforce Development leverages its position at the intersection of economic and workforce development to respond effectively to the ever-changing challenges and opportunities facing Philadelphia job seekers and employers.

PREPARING FOR THE FUTURE OF WORK

Addressing Philadelphia's high poverty rate is complicated by two major trends — artificial intelligence (AI) and automation, as well as the growing gig economy.

AI and automation are expected to have a massive impact on the workplace in the near future. This impact will be particularly severe on entry-level and low-skill jobs that are currently occupied by many of the region's working poor. The jobs they are being replaced with will require advanced skill sets that more vulnerable populations will need support to develop.

This imperative has prompted the Greater Philadelphia Technology Partnership, launched in June 2018 by the Office of Workforce Development, to include a specific focus on strategies to manage the impact of rapid digital innovation on the workforce. This includes identifying and testing specific strategies to help workers at the greatest risk of job loss to build the skills necessary to be competitive in the digital economy.

Additionally, the continued growth of the gig economy and other changing models of work are driving wage stagnation among those with service-based jobs. The Office of Workforce Development will work closely with the Mayor's Office of Labor in the year ahead to advance the conversation in Philadelphia on the impact of the gig economy on workers and organized labor.

RAISING THE BAR: WORKFORCE PROFESSIONAL ASSOCIATION

In March 2019, the Office of Workforce Development launched the Workforce Professional Association (WPA) — a partnership of 19 workforce development agencies committed to building the capacity of the field to prepare Philadelphians with the skills employers need. In its inaugural year, the WPA will focus on increasing opportunities for peer learning among workforce development providers and practitioners, building an informed advocacy agenda to improve service delivery, and leading collaborative development of common language, definitions, and standards to assess and enhance quality and effectiveness of workforce development services.

WALKING THE TALK: CITY AS MODEL EMPLOYER

Since its inception in 2017, City as Model Employer (CME) has connected 176 residents to permanent employment with the City or a private sector employer. CME expects to surpass its target goal of 200 permanent placements by the end of 2020, working aggressively to exceed 300.

Over the past year, CME has worked diligently to reduce systemic barriers in the City’s recruitment and human resource practices in order to provide more opportunities for residents with barriers to employment. CME also provides the education, training, and supports needed to attain employment and advance on a career pathway. This includes:

- Streamlining candidate recruitment, screening, interviewing, and onboarding.
- Providing job-specific technical training and work-based learning assignments.
- Delivering soft skill and career readiness instruction.

PHILADELPHIA STREETS DEPARTMENT PHILLY FUTURE TRACK PROGRAM

In January 2019, the Streets Department welcomed its sixth cohort of Philly Future Track (PFT). PFT is a five-month career readiness program targeting job seekers who have limited professional experience, or little to no work history. The program’s goal is to prepare interns with in-demand skills for full-time, permanent employment. PFT interns receive on-the-job technical training and engage in work-based learning assignments guided by Streets Department staff. PFT also provides job placement assistance to support interns with securing employment in the public and private sectors.

“ I just can’t wait for opportunities to keep knocking at my door, because I will be there to open it. ”
 - Tatiana Larry,
 Philly Future Track Intern

After serving five years as an IT specialist for the Army Reserve, Tatiana Larry learned about the Philly Future Track program through a family friend. As part of the Neighborhood Beautification track, Tatiana cleaned vacant lots and alleys for the first three months. She spent the remainder of the program documenting important data for the Streets Department.

In July 2018, Tatiana was hired by the Streets Department as a Public Works Maintenance Trainee. Her daily duties include data entry and researching historical records related to work performed on a city street.

Upon being hired permanently, she enrolled in two classes through the Streets Department Construction Technology Program and is now enrolled in a third this semester. She cites the Philly Future Track program as impacting her professional life in many ways—from personal finance and interviewing to public speaking and becoming a leader to her peers.

PARTICIPATING DEPARTMENTS

DIVISION OF AVIATION

PHILADELPHIA INTERNATIONAL AIRPORT
 HOSPITALITY CAREERS PROGRAM

COMMUNITY LIFE IMPROVEMENT PROGRAM (CLIP)

SEASONAL TO PERMANENT

FREE LIBRARY OF PHILADELPHIA

SEASONAL TO PERMANENT

OFFICE OF FLEET MANAGEMENT

AUTOMOTIVE INTERNSHIP/
 APPRENTICESHIP PROGRAM

OFFICE OF INNOVATION AND TECHNOLOGY

BREAKTHROUGH TECH PROGRAM

PARKS AND RECREATION

COMMUNITY APPRENTICESHIP PROGRAM

STREETS DEPARTMENT

PHILLY FUTURE TRACK PROGRAM

WATER DEPARTMENT

INTERNSHIP/APPRENTICESHIP PROGRAM

PHILLY 311 + DEPARTMENT OF PRISONS

CALL CENTER CUSTOMER SERVICE PROGRAM
 IN DEVELOPMENT - HAS NOT LAUNCHED

**DIVISION OF AVIATION
HOSPITALITY CAREERS PROGRAM**



PHOTO CREDIT: PHILADELPHIA INTERNATIONAL AIRPORT

In October 2018, CME launched the Hospitality Careers Program (HCP), a new five-month pathway program that prepares participants with the skills and experience required for permanent employment with the Division of Aviation at the Philadelphia International Airport or comparable positions in the private sector.

Danielle Terry was born and raised in Philadelphia. After pursuing home-schooling for most of her high school education, she participated in, and later graduated from, Job Corps' Culinary Arts Program. Looking for her next opportunity, she found the Hospitality Careers Program.

Danielle was accepted into the program as a Custodial Services Trainee in the Division of Aviation, making \$12.20 an hour. To date, Danielle has completed two certificate programs, including *WorkFORCE*® Program for Career Development by Education Testing Service and the Certified Hospitality Professional credential by Temple University's School of Tourism and Hospitality Management. She has already submitted her application to take the Custodial Worker 1 – Airport Specialty civil service exam. After gaining over 600 hours of paid on-the-job training, Danielle and others will take the exam in March 2019. Graduates that pass the exam will be hired by the Division of Aviation.

“ Partnering with the Office of Workforce Development to create an impactful and engaging career pathway program allows the Division of Aviation to build a workforce capable of providing excellent custodial and customer service to our passengers, merchants, and stakeholders. Given the clear return on investment, we are preparing to launch a second cohort in the summer of 2019 and will use this model as a basis for the creation of new workforce programs at the Airport. ”

- Stacey Moragne,
Human Resources Manager



PHOTO CREDIT: DAVID ROSENBLUM



PHOTO CREDIT: JEVS HUMAN SERVICES

FUELING PHILADELPHIA'S TALENT ENGINE

ADVISORY BOARD

The Office of Workforce Development is guided by the committed leadership of the *Fueling Philadelphia's Talent Engine* Advisory Board, co-chaired by Philadelphia Commerce Director Harold T. Epps and Deputy Mayor for Labor Rich Lazer .

In 2019, three Advisory Teams were established to better leverage the expertise of Advisory Board members in support of the Office of Workforce Development's primary functions. They include:

EMPLOYER ENGAGEMENT ADVISORY TEAM

Informs and champions employer engagement strategies aligned to major strategy goals, including: industry partnership development, apprenticeship expansion, and career pathway system building in response to the current and future needs of employers.

EDUCATION AND TRAINING ADVISORY TEAM

Informs and champions efforts to grow the number and quality of workforce education and training opportunities citywide, with a commitment to ensuring they prepare individuals with the skills and competencies employers need.

POLICY AND STRATEGY ADVISORY TEAM

Advises a workforce policy agenda for the city that supports the goals outlined in *Fueling Philadelphia's Talent Engine*; provides thoughtful feedback on efforts underway to align public and private investments in workforce development; and informs development of a system to share workforce data more effectively across partners and systems.

FUELING PHILADELPHIA'S TALENT ENGINE

ADVISORY BOARD MEMBERS

Dan Amspacher *

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African American Chamber of Commerce

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School District of Philadelphia

Mitchell Little

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Urban Affairs Coalition

Dawn McCray *

Communities in Schools of Philadelphia

Bob Moul

Edmund + Associates, Inc.

Shirley Moy *

Lenfest North Philadelphia Workforce Initiative, Temple University

Deborah O'Brien

Bank of America

Ashley Putnam *

Federal Reserve Bank of Philadelphia

Romona Riscoe Benson *

PECO

Jameel Rush

Day + Zimmermann and Philly Society for Human Resource Management

Dr. Malika Savoy-Brooks *

School District of Philadelphia

Kena Sears-Brown *

Drexel University and Philly Society for Human Resource Management

Anna Shipp *

The Sustainable Business Network of Greater Philadelphia

Wes Somerville *

Lenfest Foundation

Andy Van Kleunan *

National Skills Coalition

Jay Vazquez *

Philadelphia Academies, Inc.

Anthony Wigglesworth

Philadelphia Area Labor Management Committee

**Individual or organization represented on the Employer Engagement Advisory Team*

**Individual or organization represented on the Education and Training Advisory Team*

**Individual or organization represented on the Policy and Strategy Advisory Team*

FUELING PHILADELPHIA'S TALENT ENGINE

DATA DASHBOARD

FUELING PHILADELPHIA'S TALENT ENGINE: ONE YEAR REPORT

SUCCESS METRICS BY THE END OF 2020	2017 BASELINE	2018 TOTAL	STATUS
Goal #1: Prepare Philadelphians with the skills employers need for a world-class workforce.			
Recommendation 1: Place employers at the center of strategies to advance local talent development in growth sectors of the economy.			
7 industry partnerships will be launched or strengthened to meet employers' talent needs.	3 established	2 new 3 strengthened	On Track
150 employers will engage in the Model Employer Campaign designed to advance practices that support career pathway progression and improve business outcomes.	N/A	Campaign to launch in spring 2019	In Development
Recommendation 2: Increase apprenticeships and other work-based learning opportunities to close the skills gap and support career advancement to middle-skill jobs.			
3,000 individuals will participate in a high-quality skills training or work-based learning opportunity aligned to the needs of industry.	5,010	4,708	Exceeding Expectation
500 new registered apprenticeship positions will be created, with a focus on expanding opportunities across 7 target industries.	126 Philadelphia residents in apprenticeship positions	116 Philadelphia residents in apprenticeship positions 35 in pre-apprenticeship positions	On Track
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.	137 transitioned to permanent positions	39 transitioned to permanent positions 176 total transitioned to date	On Track
Recommendation 3: Connect all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.			
16,000 young people will participate annually in a high-quality work experience, including summer jobs and year-round opportunities.	9,316 summer work experiences	10,167 summer work experiences 2,528 year-round work experiences	On Track
6,000 students will be engaged each school year 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.	4,615 students for the 2016-17 school year (without CTE)	6,593 students for the 2017-18 school year (withouth CTE)	Exceeding Expectation
4% increase in the high school graduation rate from 67% to 71% by the 2018-19 school year.	67% for 2016-17 school year	69% for 2017-18 school year	On Track
100% of School District of Philadelphia's CTE career pathway programs will provide students the opportunity to earn a minimum of 3 college credits.	88% for 2016-17 school year	98% for 2017-18 school year	On Track
Goal #2: Address the underlying barriers that prevent Philadelphians from accessing meaningful career opportunities.			
Recommendation 4: Strengthen work-related supports for Philadelphians living in poverty.			
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.	3,586	3,737	In Development
5,500 PHLpreK slots to support working parents and those engaged in workforce education and training.	2,000 slots	2,250 slots	On Track
75% of publicly funded behavioral health outpatient providers will offer services during evening hours and 60% during weekend hours.	62% offered extended evening hours 44% offered weekend hours	91% offered extended evening hours 73.9% offered weekend hours	On Track

FUELING PHILADELPHIA'S TALENT ENGINE

DATA DASHBOARD

FUELING PHILADELPHIA'S TALENT ENGINE: ONE YEAR REPORT

SUCCESS METRICS BY THE END OF 2020	2017 BASELINE	2018 TOTAL	STATUS
Recommendation 5: Address reading, writing, numeracy, and digital skill barriers in all adult workforce education and training.			
95% of workforce education and training programs funded by Philadelphia Works will include contextualized bridge programs that provide a pathway to success for individuals who test below the required skill level for entry.	N/A	100%	Accomplished
Recommendation 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.			
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.	840	2,032	On Track
3,000 returning citizens will be connected to a job and/or education and training aligned to a career pathway.	743	965	In Development
300 returning citizens will secure employment through the Fair Chance Hiring Initiative pilot.	N/A	74	On Track
350 immigrants will participate in contextualized bridge programs or Integrated Education and Training (IET) aligned to industry need.	N/A	Currently, only 2 organizations in Philadelphia offer contextualized bridge programs and/or IETs for English as a Second Language (ESL) learners Planning process is underway to expand this number over the next 2 years	In Development
Goal #3 - Build a workforce system that is more coordinated, innovative and effective.			
Recommendation 7: Convene workforce stakeholders to pursue a coordinated set of policy recommendations that promote career advancement for all Philadelphians.			
Establish Office of Workforce Development to drive implementation and evaluation of citywide workforce strategy, and related state and federal policy agenda.	N/A	Opened March 2018	Accomplished
Recommendation 8: Increase and align public and private dollars in support of shared workforce goals.			
\$13M will be invested annually in workforce education and training to prepare Philadelphians for middle-skill jobs that provide a family-sustaining wage.	N/A	\$10.9 M secured and invested across City, Philadelphia Works, and Community College of Philadelphia	On track
Develop a comprehensive funding strategy across Philadelphia institutions that oversee public dollars to increase the effectiveness of current funding streams and leverage additional resources from the state and federal government, private sector, and philanthropy.	N/A	Strategy in development for year two	In Development
Recommendation 9: Launch a common data dashboard to track progress towards shared workforce goals.			
Establish a citywide workforce development data system 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.	N/A	Data dashboard developed, with FTE metrics tracked quarterly Planning underway for a more comprehensive, outcomes-based system to be developed by end of year three	On Track

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