



COMMUNITY EMPOWERMENT & OPPORTUNITY
STRATEGIC FRAMEWORK

SEPTEMBER 2019



FROM THE EXECUTIVE DIRECTOR

Over the last few years, the idea that “your zip code should not be your destiny” has become a rallying cry for economic inclusion and opportunity work in cities across the country. Here in Philadelphia, we’ve worked to make this idiom true for decades. We believe that each resident should have the same shot at living a prosperous, healthy and safe life as does the person living next door or across town. Your access to opportunity should not be determined by your neighborhood.

Five years ago, the City of Philadelphia created the Mayor’s Office of Community Empowerment and Opportunity (CEO) and launched its Shared Prosperity initiative, which focused on raising people out of poverty. We are proud of the catalytic role the office has played in bringing ideas like high quality, no-cost PreK and programs like the Financial Empowerment Centers to Philadelphia.

But, truth be told, it’s not enough. Although progress is being made, far too many Philadelphia residents, especially those with black and brown skin, live in poverty. More than 62,000 work hard, but for wages that aren’t enough to keep up, let alone get ahead.

We have to face some difficult truths about how systems constructed by previous generations have meant that people today still find opportunities out of their reach. The impact of under-investments in public education, unfair wages, high rates of criminal justice involvement, deindustrialization, discriminatory lending and unfair housing policies still resounds across the city.

The Kenney Administration has therefore focused its agenda on the systemic drivers of poverty—seeking, for example, to increase investments in early childhood and K-12 education, enact higher minimum wage requirements and criminal justice reforms, while simultaneously helping historically disenfranchised residents build assets and thus wealth. Without changing the status quo, the cycle of intergenerational poverty will not be broken.

These shifts in policy mean that CEO must also change how we approach our work. Over the past year, we have spent time considering how best to evolve our mission and our strategies. We believe that it is important that CEO leads conversations about economic mobility and racial equity and ensures that that people living in poverty have access to new opportunities as Philadelphia’s economy grows and continues to transform.

To that end, our role will evolve. Going forward, we will focus our attention on advocacy, research and analysis, funding innovation and piloting of new programs, and convening local and national stakeholders—all aimed squarely at challenging the policies and practices that keep so many of our neighbors from achieving their dreams of better lives for themselves and their children.

Our work will focus on raising their voices and fighting alongside them for solutions that will lead to greater economic opportunity and equity in our city.

CEO invites you to join us in this fight.



Mitch Little, Executive Director

The City of Philadelphia's Office of Community Empowerment and Opportunity traces its roots to the beginning battle lines of President Lyndon Johnson's "unconditional War on Poverty." In declaring its crusade, the Johnson Administration created new grassroots organizations that it named "Community Action Agencies," which would receive federal dollars and work in cities and rural areas throughout the country.

TRACING OUR ROOTS

The idea was seemingly simple—people living in poverty should have a say in developing programs and policies that would affect them—yet was meant to disrupt the status quo, the structural racism and unequal power balances that plagued many communities. The creators of Community Action Agencies saw the organizations as means through which to invest power and control with local citizens. A radical, yet very American, idea was born.

Over time, Philadelphia's Community Action Agency, named the Mayor's Office of Community Services (MOCS), evolved, working on different plans and programs over the years, but always focused on assisting individuals and families who lived in poverty. Some of its work involved relieving the symptoms of Philadelphia's deep-rooted poverty; other efforts strove to help people gain skills and opportunities needed to earn more income.

In 2013, in the aftermath of the nation's Great Recession, which devastated the earnings and wealth of many in Philadelphia — particularly in the African American and Latino communities — the newly-named Office of Community Empowerment and Opportunity (CEO) became the focal point for Philadelphia's anti-poverty work. Its *Shared Prosperity Philadelphia* plan called attention to the significant numbers of people experiencing economic hardship living in Philadelphia and sounded a clarion call for the city to once again come together.

Shared Prosperity Philadelphia put CEO at the center of a long overdue civic conversation about the nature of poverty in Philadelphia.

Founded on a theory of change that understood the need to address poverty at three levels — alleviating poverty's most immediate effects, providing pathways out of poverty, and interrupting the intergenerational transfer of poverty — *Shared Prosperity Philadelphia* proposed a framework for action organized around five core strategy areas:

- Workforce development and job creation for adults facing the greatest barriers
- Access to benefits and essential services
- Early childhood education and opportunities for year-round learning
- Housing security and affordability
- Economic security and asset building

Guided by the principles of collective impact, the office enlisted the support of multiple City agencies, non-profit partners and other community stakeholders to move the plan forward. Together, they used data and evidence to develop solutions aimed at decreasing the number of Philadelphians living in or near poverty.

Through the Shared Prosperity initiative, CEO oversaw the release of a citywide plan to promote high quality early childhood education; it invested in the BenePhilly program — launching multiple community-based benefits access centers; it piloted the Bloomberg Foundation's Financial Empowerment Centers model; it supported evidence-based subsidized-work programs; it applied for and received the Promise Zone designation for a section of West Philadelphia; and it convened partners around the problems of eviction and poor housing quality.

Since CEO launched Shared Prosperity five years ago, once seemingly radical ideas have taken root in the city. Some of CEO's previous work has now moved from pilot stage to full-blown implementation, under the direction of larger City agencies and nonprofit organizations.

IMPACT

In addition, Mayor Kenney has focused much of his first term in office on expanding opportunities for all Philadelphians, and many of the policies first introduced by CEO are now being implemented and expanded:

The number of **high-quality child care seats** serving infants through pre-K has increased by more than 80% since 2013.

The **BenePhilly** initiative has gained recognition as a national best practice and its benefits screening tool is being adopted across City departments.

Mayor Kenney and City Council have raised the **minimum wage requirements** for all City contractors, knowing that a \$7.25 hourly wage traps families in poverty. Mayor Kenney has also engaged in statewide advocacy to increase Pennsylvania's minimum wage.

Philadelphia is taking the lead in expanding access to **good quality City jobs** through its City as Model Employer program.

The work of the Mayor's Eviction Task Force elevated the issue of **housing insecurity** for extremely low-income renters and established a collaborative process for implementing recommended actions.

The Workforce Development Steering Committee, co-led by CEO and Commerce, released the citywide **workforce development** plan, *Fueling Philadelphia's Talent Engine*, and supported the launch of the City's new Office of Workforce Development.

CEO's Food Access Collaborative collected data to help City of Philadelphia agencies and nonprofit organizations better understand how **food insecurity** and chronic **street homelessness** impact low-income Philadelphians. This important work continues under the direction of the Office of Homeless Services and the Shared Public Spaces Task Force.

In addition to generating more than \$25 million in new federal and state funding, the designation of the **West Philadelphia Promise Zone** laid the groundwork for the receipt of a 5-year, \$30 million grant under the Department of Education's Promise Neighborhoods program.

“CEO is part of a national network. Curating practices that fit for Philadelphia's context is a value.”

Like many local anti-poverty efforts, the work of CEO and the Shared Prosperity Philadelphia plan was not designed for the short-term. It will take years of hard and consistent work to break cycles of deep, intergenerational poverty. But CEO and its partners have an unflagging commitment to the ideal that where you are born, and who you were born to, should not determine where you end up. Philadelphia, the birthplace of the United States, should not be a city where the American dream is unrealized for more than 300,000 of its residents.

THE DIVIDE

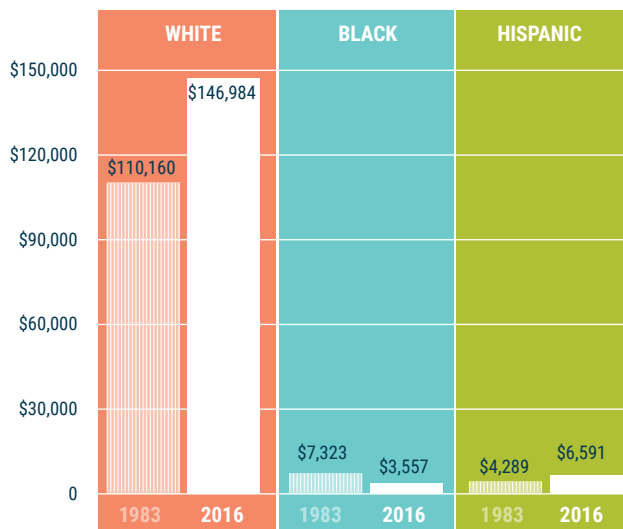
Economic growth is not being shared by all.
Philadelphia recently joined the ranks of the nation's most unequal cities.

"Philadelphia moved to the No. 3 spot [of U.S. cities ranked by inequality], jumping 17 places in only one year, the sharpest negative move among the top 10 worst cities."

—Bloomberg, October 18, 2018

INCOME INEQUALITY AND EMPLOYMENT STATUS BREAK ALONG RACIAL LINES

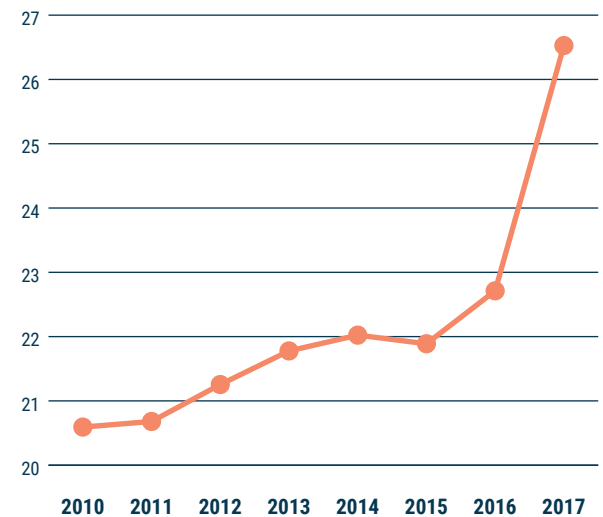
Median Wealth by Race in the United States, 1983 and 2016



Source: Institute for Policy Studies

Income Inequality in Philadelphia

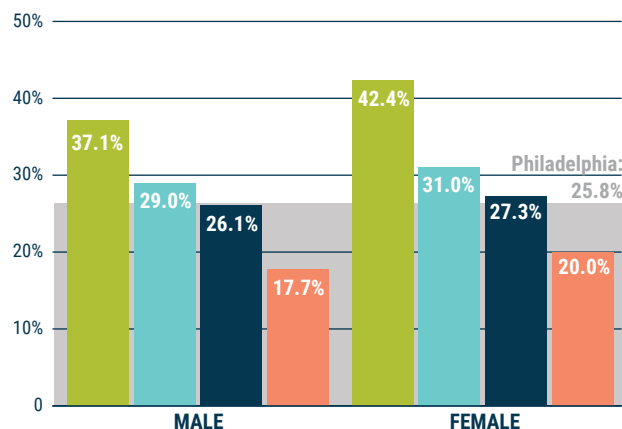
Ratio of the mean income for the top 20% of earners divided by the mean income of the bottom 20% of earners



Source: Federal Reserve Bank of St. Louis

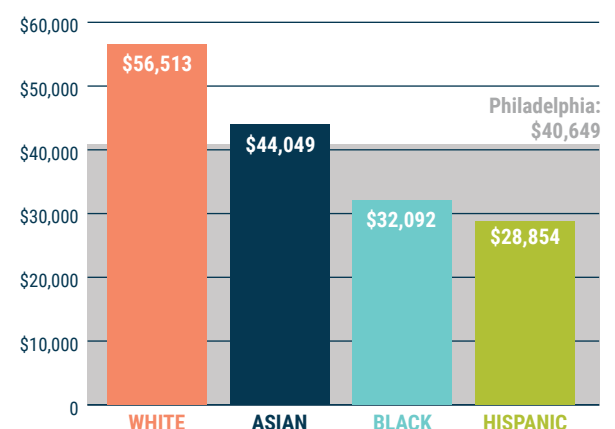
Poverty Rates in Philadelphia, 2017

HISPANIC BLACK ASIAN WHITE PHILADELPHIA



Source: U.S. Census Bureau, 2013-2017 ACS 5-Year Estimates

Median Household Income in Philadelphia, 2017



Source: U.S. Census Bureau, 2013-2017 ACS 5-Year Estimates

NEW SOLUTIONS FOR AN OLD PROBLEM

Under Mayor Kenney's guidance, every City of Philadelphia department and agency now knows it has a role in raising people out of poverty and bringing economic opportunity to all city neighborhoods. It is not enough to have one agency managing the work alone. All must contribute.

Furthermore, data and trends indicate that new solutions must be deployed in order to change the economic trajectory for those living in poverty. When CEO was launched in 2013, Philadelphia was beginning its slow climb from the devastating effects of the Great Recession.

Today, Philadelphia's economy is thriving: construction is booming, unemployment rates are declining and population is on the rise. However, there are troubling signs that the benefits of growth are not being shared equally. Wealth is becoming more concentrated in Philadelphia and income inequality is rising— with residents of color disproportionately represented among those with low income. The city must acknowledge and address the deep-rooted systems that perpetuate economic injustice and inequity as it continues to invest in solutions designed to raise income and create intergenerational wealth.

THE IMPACT OF RACIAL INEQUITY IN POVERTY OUTCOMES

Over the past year, CEO has worked to develop a new set of goals and strategies to guide its work, and to reassess its unique contribution within city government, particularly in light of the policy agenda recently set forth by Mayor Kenney in *Growing With Equity: Philadelphia's Vision for Inclusive Growth*. As it developed its new framework, CEO considered its values, its strengths and its history. Its work over the past fifty years on the front lines in many neighborhoods has created strong and deep connections in communities throughout Philadelphia. It is a trusted liaison between people living in poverty and government agencies. It understands how to listen, how to engage and how to empower people to help create interventions that will make a meaningful difference.

Given its history and experience, CEO is well-positioned to play a few key roles in Philadelphia: identifying the structures that create and reinforce the conditions of high and persistent poverty, and mobilizing allies across multiple sectors to join forces in the pursuit of transformative change.

However, with economic inequality growing both in Philadelphia and nationally, and the divide particularly wide along racial lines, it is no longer sufficient to view poverty as the fundamental problem. Instead, poverty is itself a symptom of deeper and more pernicious systemic racial inequity, marked by longstanding barriers and disinvestment that have prevented many people of color from accessing financial resources, finding economic opportunities and generating wealth.

Therefore, CEO is reorienting its focus to that of advancing economic justice using the lens of racial equity. CEO's work will help to uncover and confront the systems and policies that deprive people of opportunity. In embracing this framework, CEO's actions will be further aligned with the goals and initiatives proposed in the City's *Growing with Equity* plan, as well as the ongoing work of the City's Office of Diversity and Inclusion.

CHANGING THE NARRATIVE

CEO will also use the framework of economic mobility to guide its future work. Doing so represents a departure from the static, deficit-oriented framing often embedded in traditional "anti-poverty" narratives. While not ignoring the need to alleviate the symptoms of poverty, CEO wants its work to help lift people out of poverty.

This goal means a shift in CEO's focus to investments that recognize and reinforce the positive initiatives that are already taking place in low-income communities, bolstering the existing social capital in Philadelphia neighborhoods and providing more opportunities to co-create new programming.

The combined influence of history, recent economic trends, and the growing consensus about the underlying challenges facing the city of Philadelphia has led to a new **PURPOSE** for CEO, a new set of **OVERARCHING STRATEGIES** and specific **ROLES**. The new purpose, overarching strategies and roles together comprise a new strategic framework that CEO will pursue over the next five years. In adopting this strategic framework, CEO makes a commitment to promote economic mobility out of poverty by collectively challenging Philadelphia to pursue policies and initiatives that work to advance economic justice by confronting long-term racial inequities.

A STRATEGIC FRAMEWORK FOR CEO



1 PURPOSE

The Office of Community Empowerment and Opportunity provides leadership on issues of economic justice by advancing racial equity and inclusive growth to ensure that all Philadelphians might share in the city's prosperous future.

CEO's Purpose describes our work within the broader context of City government and the city as a whole, and responds to the current climate of burgeoning, yet uneven economic growth. It articulates a mission in which CEO leads, educates, enables and learns how to support greater mobility out of poverty, with a focus on programs and initiatives that address benefits access, financial empowerment, housing security, and other priorities that may emerge over time. This purpose will also mean greater collaboration between CEO, the City's Office of Diversity and Inclusion, and other partners that are working to confront the systemic forces that lead to persistent racial disparities and inequality.

Economic justice is fairness in the distribution of economic opportunities and the benefits of economic growth.

2 OVERARCHING STRATEGIES

The overarching strategies are the fundamental approaches that will shape CEO's actions, investments, and initiatives under the strategic plan. The overarching strategies build upon and strengthen the skills and competencies that CEO developed in its experience doing collective impact work, including fostering collaboration, seeking systems-level change, and engaging community stakeholders.

CEO advocates for and invests in solutions that improve mobility out of poverty across multiple levels (including programmatic, procedural, and systems).

CEO is guided by listening to, supporting and including communities while working collaboratively to promote greater economic mobility.

These strategies are aspirational. They will serve as touchstones to continuously refocus CEO's work across its various spheres of operation and investment, and provide a motivational standard for the agency as it seeks to fulfill the goals reflected in its statement of purpose.

3 ROLES

CEO's described roles represent the “nuts and bolts” of the strategic plan. They define how CEO will function on a day-to-day basis, and provide the underlying structure that will guide how CEO organizes itself as well as how it allocates personnel and investment dollars.



INFLUENCE AND INFORM.

CEO will support policy changes at systems, operational and programmatic levels with a focus on equity, mobility and community inclusion and a goal to catalyze lasting change.

This role captures how CEO will help influence work done elsewhere. With more offices within City government now sharing the responsibility for addressing poverty, there is a new opportunity for CEO to serve as an internal resource for other City leaders, by bringing knowledge, experience, insight on the best practices, and practical support to these issues. CEO recently functioned in this capacity in its contributions to the development of *Connect: Philadelphia's Strategic Transportation Plan*, which was released by the City's Office of Transportation, Infrastructure and Sustainability last fall. CEO will also work in collaboration with private sector and community partners to conduct and share research on mobility out of poverty, and advocate for policies that speak to the specific demographic and economic conditions within Philadelphia.

To effectively carry out this role, CEO will strengthen its ties to the national network of organizations working to design promising solutions and amplify the voices of those living in poverty. For example, it will draw upon its membership in cross-city alliances such as the Cities for Financial Empowerment (CFE), and utilize its historic ties to Community Action Agencies, as well as its access to more than 22 urban and tribal Promise Zones across the country, to facilitate a greater exchange of ideas between local and national policy experts.

EXAMPLE:

Fines and Fees

The civil unrest in Ferguson, Missouri in 2014 brought national attention to the profound financial and legal problems that municipal fines and fees can create for low-income people and communities of color. CEO is taking a leading role in reviving discussions around the City's policies on court and municipal fines and fees. In July 2019, CEO hosted a roundtable on *Barriers to Re-Entry: Fines, Fees and the Criminalization of Poverty* in partnership with the University of Pennsylvania Law School. The event featured perspectives from a formerly incarcerated individual who had experienced the burden of fines and fees first hand, and advocates working at the local, state, and national levels to end the practice of excessive criminal fines and fees. CEO is currently working in partnership with with the City's Managing Director's Office, the Office of the Director of Finance, and the Mayor's Office of Diversity and Inclusion to conduct a review of City policies on both municipal and court-related fines and fees, and develop recommendations for reforming the current system.

“CEO is unique in its ability to simultaneously connect to the community and to other government agencies.”



UTILIZE DATA TO EVALUATE AND SUPPORT EFFECTIVE INTERVENTIONS.

CEO will serve as a trusted resource to government, nonprofit and community stakeholders, establishing metrics and using data to define, track, report and inform equitable solutions to poverty alleviation in Philadelphia.

CEO will build local capacity—including within City agencies—to conduct research on racial equity and economic mobility. This effort will include funding for research and pilot projects to replicate proven practices in other cities, test and evaluate new initiatives, and produce actionable results.

CEO will also use data and research to inform policy decisions through findings that reveal who is being excluded from economic opportunity in Philadelphia and why. These insights will help civic, philanthropic, business and community leaders foster economic inclusion and security, strengthen the continuum of services, and make investments, that counteract the inequitable distribution of benefits and burdens within city limits.

EXAMPLE:

Supporting Eviction Research

Research by Matthew Desmond has demonstrated that eviction is not just a consequence of poverty, but also a major cause of poverty— especially for African American women. Last year, CEO joined the Oak Foundation and the William Penn Foundation as primary funders of a large-scale research project on evictions in Philadelphia. Conducted by the Reinvestment Fund, the research project includes a comprehensive analysis of the eviction problem in Philadelphia, utilizing both quantitative and qualitative research methods. Once finished, it will provide new data sets and tools to aide CEO’s Housing Security Working Group (HSWG) in implementing the recommendations contained in last year’s final report of the Mayor’s Task Force on Eviction Prevention and Response. One of the central goals of the research project is to investigate the factors underlying the racial and ethnic disparities in eviction filings and outcomes. The Reinvestment Fund will release a series of white papers on its findings and prepare customized exhibits and maps to help support the implementation efforts of the HSWG.

“How can we use data to demonstrate how we are succeeding, not just how we are failing, and where we should be heading, not just where we have been?”



SUPPORT AND LEAD PROGRAMS.

CEO will continue to function as a funder, using its annual allocation of Community Service Block Grant (CSBG) dollars to lead, support, pilot, and scale promising programs.

To advance the larger goals of the strategic plan, CEO will build on its existing grants investment portfolio and fund new programs that have been proven to promote economic mobility among people living in poverty. It will apply a racial equity lens to the evaluation of its programs to ensure that all CEO-funded initiatives are congruent with CEO's statement of purpose and overarching strategies.

EXAMPLE:

BenePhilly and Financial Empowerment Centers

When an individual or family faces a short-term economic crisis, having access to basic benefits such as SNAP, LIHEAP and Medicaid can make the difference between regaining a modicum of stability, or falling into a long term or even permanent downward spiral. Since its launch more than five years ago, CEO has been a leader in the funding of both benefits access and financial empowerment services. Both program areas are critical components of Philadelphia's efforts to address poverty and promote economic mobility, and are derived from national best practices.

The BenePhilly Centers, operated by Benefits Data Trust, offer consumers a streamlined process for submitting multiple applications for public benefits and services. Working parallel to BenePhilly, the Financial Empowerment Centers give families and individuals the tools they need to set financial goals such as debt reduction, improving credit scores, and saving for college or a new home. The free one-on-one financial counseling sessions, offered by counselors at Clarifi, place low-income families in a better position to both build and manage wealth, allowing for the possibility that participants might be better positioned to transfer wealth to the next generation rather than poverty. In its role to support and lead programs, CEO will seek sustainable funding sources so that both of these core programs can be offered at scale and make a greater impact across the city.



**“Provide support that empowers,
offers control and autonomy.”**



CONVENE STAKEHOLDERS.

CEO will convene city and regional stakeholders in order to help coordinate and bolster the important work necessary to increase economic mobility and decrease poverty.

These gatherings will also leverage CEO's national network, bringing thought leaders to Philadelphia to take a deep dive on local issues and bring new ideas to light. In this role, CEO builds on its successful track record of bringing passion and knowledge to conversations about Philadelphia's residents living in poverty. CEO knows that the most effective policies and program interventions are those that are informed by residents with lived experiences—their stories offer a rich understanding of how well-meaning programs either succeed or fail on the ground. In its convening work under the new Strategic Plan, CEO will take even greater care to "listen, support and include" more community voices in its collaborative efforts.

EXAMPLE:

Fair Wages for an Equitable Philadelphia

In late April, 2019, Philadelphia played host to the Cities for Financial Empowerment Coalition's (CFE) annual meeting. Representatives from CFE's 16 member cities joined CEO to share innovative ideas and new policy directions to foster greater financial inclusion and empowerment. Mayor Kenney was a featured speaker at the event and many City departments participated as attendees or panel presenters, including the Office of Workforce Development, the Fair Housing Commission and Commission on Human Relations, and City Council.

CEO used the last day of the CFE convening to launch a new roundtable series on economic mobility entitled Earn, Keep, Grow by hosting a summit on Fair Wages for an Equitable Philadelphia. The summit engendered a deeper conversation with local and national experts on issues of wage stagnation, the minimum wage in Pennsylvania, and growing income inequality. The subject matter was addressed from a racial equity angle, beginning with the keynote speaker, and continuing with a diverse panel discussion that included a labor economist, a local workforce development expert, a national advocacy organization, and a low-wage worker from Philadelphia. The event transmitted important information and galvanized the audience to get more involved in advocating for a fair wage policy in Pennsylvania.



4 IMPLEMENTATION

In the coming weeks and months, CEO will engage in a process of assessing its current capacity and building its staff with the passion, skills and experiences needed to successfully implement each of the roles outlined in this strategic framework.

CEO will continue to review its current programs and investments to increase alignment with the strategic framework over time. CEO will also develop and release a series of metrics for tracking accomplishments, and provide a projected time line for reaching key milestones over a 5 year period. Finally, underlying all of CEO's work will be the imperative to quantify and begin to address any existing racial disparities that undermine economic mobility out of poverty.

This work will be a priority for CEO—either as stand-alone initiatives or embedded within other projects.

CEO invites the active participation of strategic partners and members of the public in this strategic planning process. Contact ceoinfo@phila.gov to get on CEO's distribution list for announcements about new programs and initiatives, invitations to upcoming convenings, and opportunities to get more involved.

Table 1.





PRIORITY ACTION STEPS FOR 2019-2020

	 INFLUENCE AND INFORM	 UTILIZE DATA	 SUPPORT AND LEAD PROGRAMS	 CONVENE PARTNERS AND STAKEHOLDERS
Contribute to policy development where CEO has experience, data or perspective	○	○		
Test policies that support mobility out of poverty through pilot projects		○	○	
Research best practices and develop model programs or practices for promoting economic mobility out of poverty		○	○	○
Take steps to ensure CEO funded programs function in accordance with the mission to promote racial equity	○	○	○	
Develop an infrastructure to involve members of impacted communities in an equitable manner in CEO-sponsored convenings that are responsive to their self-defined needs	○		○	○
Offer training to provider partners and community members to support their capacity to address economic mobility and equity issues	○		○	○
Develop performance metrics to evaluate equity goals for the agency	○	○		
Identify and track indicators of mobility out of poverty using available scales and equity indexes	○	○	○	

CEO's current portfolio of programs and initiatives covers employment services, income supports, housing security, place based/ community focused initiatives, and advocacy/stakeholder engagement. Moving forward, CEO will use the strategic framework to ensure that it adopts projects and programming that are consistent with one or more of the defined roles, and to look for opportunities to build capacity and achieve greater balance across the roles over time.

Table 2:

PROGRAM ALIGNMENT CHART

	 INFLUENCE AND INFORM	 UTILIZE DATA	 SUPPORT AND LEAD PROGRAMS	 CONVENE PARTNERS AND STAKEHOLDERS
EMPLOYMENT SERVICES				
First Step Staffing			○	
Center for Employment Opportunities			○	
Work Ready (JEVS)			○	
Job Opportunities Investment Network (United Way)	○	○	○	
HOUSING SECURITY				
Lead and Healthy Homes (Dept. of Public Health)			○	
Homeless Prevention Program (Office of Homeless Services)			○	
Housing Security Working Group	○	○	○	○
Eviction Prevention Advisory Group (Reinvestment Fund)	○	○	○	
INCOME SUPPORTS				
BenePhilly Centers		○	○	
Financial Empowerment Centers		○	○	
Campaign for Working Families			○	
Community Legal Services, benefits application support			○	
Benefits Access Working Group	○	○		○
PLACE BASED / COMMUNITY-FOCUSED INITIATIVES				
Promise Zone Committees	○	○	○	○
Promise Zone Research Connection	○	○	○	○
Promise Corps		○	○	
Senior Recreation Centers (Parks and Recreation)			○	
ADVOCACY / STAKEHOLDER ENGAGEMENT				
Bank On	○	○	○	○
Fines and Fees	○	○		○
Financial Inclusion for New Americans	○			○
Benefits Access Coalition	○			○
Roundtable Series	○			○
Annual Summit	○			○

Some cities have “solved” the problem of poverty through gentrification and displacement – it simply becomes too expensive for people at the lower end of the income spectrum to continue as residents; they are forced to pick up and move, and the poverty rate declines accordingly. Philadelphia has an opportunity to align its fortunes with current residents, including those living in poverty, and support them in their efforts to make a better life for themselves and their families.

(See [Philadelphia's Poor](#), the Pew Charitable Trusts, 2017)

CEO'S GUIDING PRINCIPLES

**City of Philadelphia,
Office of Community Empowerment
and Opportunity**

1234 Market Street, 16th Floor
Philadelphia, PA 19107

CEO is Philadelphia's Community
Action Agency, funded in part by the
PA Department of Community and
Economic Development.

We believe city government has the responsibility to provide opportunities to and promote the well-being of all citizens while representing their best interests.

We believe the people of Philadelphia deserve the opportunity to live happy, healthy, full lives.

We believe people can offer meaningful insights into both their personal experiences and how the systems around them function.

We believe poverty is a systemic issue and city government can lead in dismantling the barriers that often prevent opportunities.