



# City of Philadelphia Workforce Development Annual Report



Fiscal Year 2023

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# MESSAGE FROM MAYOR KENNEY



Fellow Philadelphians,

Since I took office in 2016, our city's equitable and inclusive economic growth has been a cornerstone of this administration. We are pleased to release this inaugural report from the Department of Commerce showcasing progress of workforce training and opportunities available to residents and City employees. This support also provides information on current citywide employment rates, supportive research on national best practices as well as insights on Philadelphia's workforce development system. I applaud City Council for establishing this annual report in the Home Rule Charter.

Over the past eight years, City departments have created workforce programs that enhance pathways into various employment opportunities including City jobs, youth internships, and sector-based opportunities. We also deepened our investment in youth workforce opportunities and funded innovative pilots. Furthermore, the City of Philadelphia has focused on implementing strategies to address the unemployment crisis while helping businesses recharge and recover. This administration has made record investments in workforce development for Philadelphians. Together, we have built new career pipelines and more economic opportunities.

The signature achievement of this administration was the passage, with the vital support of City Council, of the historic Philadelphia Beverage Tax in 2016. Beverage Tax is supporting up to \$288 million in borrowing to fund the Rebuild program, charged with the renovation and modernization of 72 parks, libraries, and recreation centers in neighborhoods all across the city. Rebuild's workforce development programs have helped increase diversity within the skilled trades by providing equitable training opportunities in Philadelphia. In addition, the federal government has made workforce development a strategic focus. The 2022 Inflation Reduction Act and 2021 Infrastructure Investment and Jobs Act both provide new, large-scale opportunities to advance our workforce in support of large-scale infrastructure projects and regional economic growth.

Our diversity is our strength. A core commitment of this administration has been to ensure that City government is more inclusive, and responsive to the needs of all its residents, businesses, and communities. This commitment to equitable growth envisions a Philadelphia where everyone has the opportunity to thrive, where the City's prosperity and development benefit all, and where a person's success is never determined by race, ethnicity, disability, gender, gender identity, sexual orientation, income, or ZIP code. Thank you to all City employees for your positive impact in Philadelphia, Pew Research Center and all City departments that have been critical to the release of our annual workforce development report. On behalf of our administration, we thank legislators, employers, training organizations, and all related stakeholders that help make this work possible.

James F. Kenney  
Mayor

A handwritten signature in cursive script that reads "James F. Kenney".

# ACKNOWLEDGEMENTS

## City Council Leadership

On May 16, 2023, Philadelphia residents voted in favor of a ballot measure to amend the Philadelphia Home Rule Charter and create the Division of Workforce Solutions within the Department of Commerce (“Commerce”). Per the amendment, Commerce shall provide information to the public related to job training and skills development; coordinate efforts to connect Philadelphians to job training and employment opportunities in the public and private sectors; and develop information regarding City and other workforce development programs.



My office put this resolution and charter change forward to demonstrate Council’s commitment to expanding career pathways and opportunities for our Philadelphia residents.



**Darrell L. Clarke**  
Council President

In establishing the Division of Workforce Solutions, Council President Darrell Clarke and Councilmember Katherine Gilmore-Richardson released [Bill No. 220865](#), which requires Commerce to produce a City of Philadelphia workforce development annual report for City Council uses. This report compiles certain aggregate information regarding citywide employment rates, as well as City-funded or led workforce development and training programs.



As a steadfast advocate for workforce development, I waited with great anticipation for the Division of Workforce Solutions first annual workforce report. I am pleased to see that the report shows the countless opportunities across City government for Philadelphians to enter into public service, as well as the external programs we fund that train residents for family-sustaining and supporting careers.



**Katherine Gilmore Richardson**  
Councilmember At-Large

# DEPARTMENT OF COMMERCE DIVISION OF WORKFORCE SOLUTIONS

The Department of Commerce Division of Workforce Solutions invests in and convenes workforce development organizations citywide to drive workforce strategy in Philadelphia. Commerce works to build a workforce system in City government that is more coordinated, innovative, and effective. The work aims to address poverty, the talent needs of employers, and to grow the economy.



The Department of Commerce is thankful to Council President Darrell Clarke and Councilmember Gilmore-Richardson for their important advocacy on behalf of workforce development in City government. This report, prepared by our team, can help enhance coordination with City Council to promote workforce development activities and assess our economic impact. Commerce is strengthening partnerships, in and out of government, to expand economic opportunities for all.



**Anne Nadol**  
Commerce Director

## **Pew Research Center + Drexel University**

In aggregating information for this report, Pew Research Center and Drexel University provided supportive research on national best practices as well as insights on Philadelphia's workforce development system. We extend our special thanks and appreciation for their economic assessment.



# INTRODUCTION

## About This Report

Enacted in 2023, Bill No. 220865 requires the Department of Commerce to produce an annual report compiling certain aggregate information regarding citywide employment rates, as well as descriptions and performance measures of workforce development programs that are funded or administered by the City of Philadelphia. The programs detailed herein represent the City's major workforce development and training programs as of June 30, 2023. These City programs comprise a wide range of initiatives such as internal employee training, youth internships, business incentives, and sector-specific opportunities.

In addition to City program details, this report provides an overview of Philadelphia's labor market along with a summary of relevant workforce development initiatives and best practices in peer cities.



## How We Got Here

The Department of Commerce Division of Workforce Solutions analyzed the pandemic's economic impact on employers and workers, as well as conducted focus groups and interviews to better understand stakeholder challenges and priorities. Since 2020, Commerce has focused on implementing strategies to address the unemployment crisis while helping businesses recharge and recover. We recognize the urgency of equipping our residents with the evolving skills and opportunities needed to advance into quality career pathways.

The Kenney administration has made record investments in workforce development for Philadelphians. Over the past eight years, City departments have created workforce programs that enhance pathways into various employment opportunities including City jobs, youth internships, and sector-based opportunities. We also deepened our investment in youth workforce opportunities and funded innovative pilots. Commerce has worked with both internal and external stakeholders to assess the landscape of current workforce investments made by the City of Philadelphia.

In addition, the federal government has made workforce development a strategic focus. The 2022 Inflation Reduction Act and 2021 Infrastructure Investment and Jobs Act both provide new, large-scale opportunities to advance our workforce in support of large-scale infrastructure projects and regional economic growth. We are committed to building an equitable future where all Philadelphians can thrive and benefit from these investments.

# INTRODUCTION

## Who We Are

The Department of Commerce Division of Workforce Solutions invests in and convenes workforce development organizations citywide to drive workforce strategy in Philadelphia. The Division of Workforce Solutions works to build a workforce system in City government that is more coordinated, innovative, and effective. The work aims to address poverty, the talent needs of employers, and to grow the economy.

The Workforce Solutions portfolio includes the:

- **Workforce Professional Alliance**, working to deliver high-quality services, custom workforce training solutions and outcomes for both employers and job seekers.
- **Workforce Solutions Grants**, investing in organizations that strive to elevate evidence informed approaches and innovative training programs to prepare Philadelphia residents for entering the workforce.
- **Fair Chance Hiring Initiative**, supporting local businesses and justice involved Philadelphia residents by providing financial incentives in the form of wage reimbursements and employment retention grants.
- **Career Connected Learning**, infusing career awareness and early exposure into our schools, curriculum and programming offered to all students by working closely with youth-serving partners, including the School District of Philadelphia.

## How We Work

In our role as convener and connector, we help public, private, and social stakeholders in the workforce development ecosystem take a coordinated approach to garner support for their initiatives. The Division of Workforce Solutions also drives public policy and workforce standards to be reflective of the needs from our residents and workforce participants. By strengthening the collaboration across Philadelphia's workforce system, we enable employers to work with us through seamless interactions and influence how employers engage with our job seekers.

The display below is an example of how collaboration leads to clear theory of change and action steps for how we can increase partnership engagement.

### How We Do That Today

#### With practioners...

We aim to cultivate intentional moments of communication and collaboration that help organizations reduce redeunancy, specialize and go deeper in their efforts for greater impact. This might look like everything from spaces for gathering, to better, open-source toolkits, or co-created evaluation frameworks for impact.

#### With employers...

We seek to address employer needs for organizational growth while helping them understand what they can provide more support for people from diverse backgrounds. This might look like advice for employers seeking to set up better training and job onboarding for identifying ways to honor diverse cultural experiences in the workplace.

#### With job seekers...

We co-design with prospective talent to ensure their voices are represented and that new initiatives reflect the nuances of their eperiences. This might look like sharing co-authored learnings and including them in planning, decision-making and implementation of coalirtion programs that address their unique needs.

#### With advocates and funders...

We aim to paint a clearer picture of where to meaningfully engage those who want to support workforce development. We share our learnings to storytell about where and how impact is being made in the workforce development ecosystem.

# DEPARTMENT OF COMMERCE

## Department of Commerce

The Department of Commerce is the economic catalyst for the City of Philadelphia envisioning a globally competitive economy that benefits all people who live, work and do business in our city. We aim for Philadelphia to be a more vibrant destination where employers flock, entrepreneurs thrive, and innovation abounds. The Department of Commerce helps businesses grow, advances economic opportunities and invests in workforce development programs for Philadelphians. Commerce provides one-on-one assistance to businesses in neighborhoods and commercial areas across the city. Commerce also funds and works in partnership with neighborhood organizations to connect businesses with as many resources as possible.

## Strategic Priorities

1

### Business Assistance

Provide trusted guidance and a simplified process to establish, grow, and operate a business.

2

### Economic Development

Drive equitable neighborhood revitalization that contributes to vibrant commercial corridors.

3

### Attraction and Retention

Attract and retain businesses through business resources and strategic investments.

4

### Workforce Development

Connect talent to growth industries and to jobs that pay family-sustaining wages.

5

### Access to Capital

Bolster equitable access to capital and contracts for people who have been historically underserved.

6

### Ease of Doing Business

Leverage partnerships and research to drive policy and strategy.





# WORKFORCE PROFESSIONAL ALLIANCE

The Workforce Professional Alliance (WPA), spearheaded by the Department of Commerce, is a collaborative of high-impact organizations focused on developing and executing talent solutions in Philadelphia. The WPA’s membership is made up of workforce development organizations increasing access to career readiness programs for Philadelphians. The WPA works to connect, advocate, and drive the impact of local workforce development services. Through an ongoing partnership with the WPA, the City of Philadelphia is advancing collaboration across workforce training organizations, and setting standards for quality jobs to ensure success across Philadelphia’s workforce ecosystem.

## Workforce Professional Alliance Members

- Community Integrated Services
- Congreso de Latinos Unidos, Inc.
- Drexel Goodwin College of Professional Studies
- Eckerd Connects
- Educational Data Systems, Inc.
- Episcopal Community Services
- Esperanza
- Free Library of Philadelphia
- HopeWorks
- Impact Services
- JEVS Human Services
- Peirce College
- Per Scholas
- Philadelphia OIC, Inc.
- Philadelphia Works, Inc.
- Philadelphia Youth Network, Inc.
- PowerCorps PHL
- Project HOME
- Propel America
- S.P.I.N
- Transition Pathways (Project Search)
- University City Science Center
- Uplift Solutions, Inc.
- Urban League of Philadelphia
- The Welcoming Center
- West Philadelphia Skills Initiative
- Year Up, Inc.
- YouthBuild Philly

The Workforce Professional Alliance (WPA) represents high quality workforce training organizations external to City government that support residents and job seekers upskill or reskill for available jobs and career pathways. The below data represents an aggregate of our principle members and the breadth of impact the WPA has on the workforce system through training dollars, capacity, and placements.

## Workforce Professional Alliance Collective Impact

<b>Total Workforce Training Allocation</b>	\$61,387,774.80
<b>Total Maximum Capacity of Seats Available</b>	33,176
<b>Average Training Completion Rate</b>	75%
<b>Average Job Placement Rate</b>	71.07%
<b>Total Number of Job Placements</b>	5,478
<b>Average 3-month Job Placement Retention Rate</b>	79%
<b>Average Hourly Wage of Participants Post-Training</b>	\$18.32

# STATE OF PHILADELPHIA'S WORKFORCE

## Workforce revitalization

According to the Labor Market report from Philadelphia Works Inc., while overall employment has recovered at or beyond pre-COVID levels in most industries, Philadelphia business leaders and residents have been navigating economic uncertainty surrounding inflation, rising interest rates, and labor shortages. By Fall 2023, Philadelphia's economy had emerged from the COVID-19 pandemic tasked with navigating the "new normal".

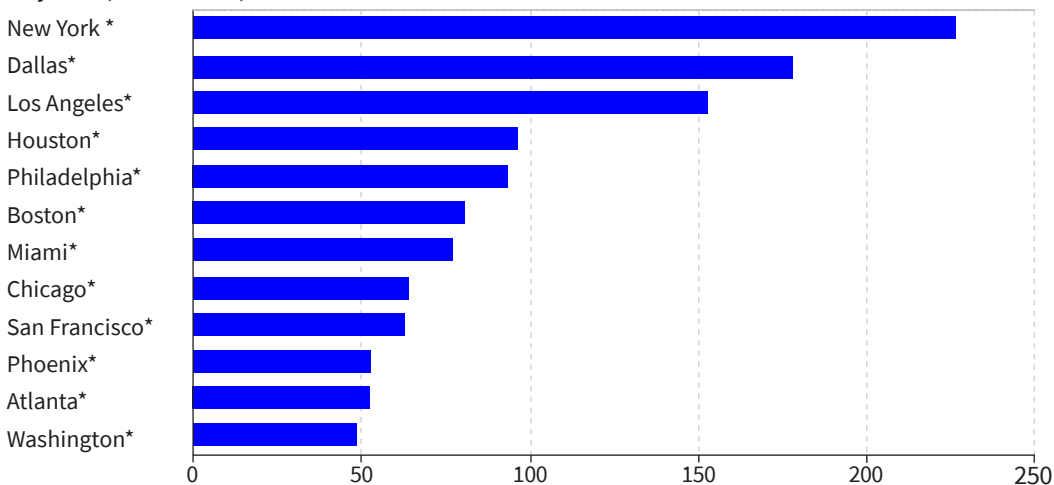
Inflation in Philadelphia as measured by the Consumer Price Index (CPI) stood at 3.9% in August 2023, well below the August 2022 reading of 8.1%. From June to August, the unemployment rate in Philadelphia County rose by 0.8 percentage points to reach 5.4%. In comparison, the unemployment rate had fallen 0.6 percentage points from January to June 2023. Summer 2023 saw an uptick in the unemployment rate in Philadelphia County. Despite the uptick in the unemployment rate, the growing labor force in Philadelphia bodes well for the economy. The labor force grew by roughly 7,100 from June to August 2023 - over twice the amount added from January to June. While overall average wage growth has cooled in Philadelphia, the overall cost of labor (both wages and benefits) has risen in the region. The Employment Cost Index (ECI) in Philadelphia rose 6.6% year-over-year in the second quarter of 2023, compared to 3.9% year-over-year the same time last year.

As cities, including Philadelphia, continue to recover from the pandemic and respond to rapidly evolving industries, all acknowledge the need to revitalize our workforce. According to the Bureau of Labor Statistics, Philadelphia's 2022 unemployment rate (5.4%) was slightly above the national average (3.8%). However, the Philadelphia region is seeing a higher rate of job growth (3.1%) compared to the national increase (2.1%).

## Employment growth

According to the Longitudinal Employer-Household Dynamics (LEHD) survey in July 2023, about 272,000 or 49.8% of jobs in Philadelphia are held by Philadelphia residents. Below is a chart from the Bureau of Labor Statistics that shows that Philadelphia is keeping pace with some of our comparable cities in terms of employment growth.

Chart 3. Over-the-year net change in total nonfarm employment for the 12 largest metropolitan areas, July 2023 (in thousands)

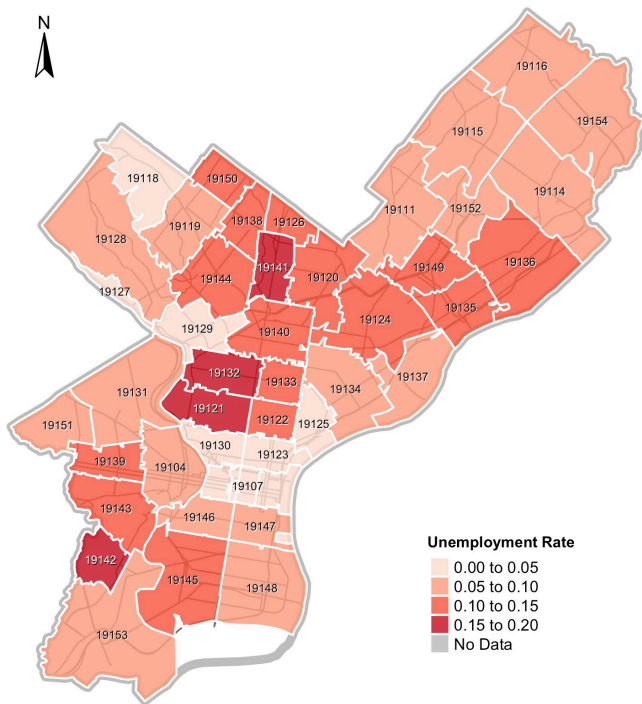


Note: An asterisk indicates statistical significance at the 90-percent confidence level.  
Source: U.S Bureau of Labor Statistics.

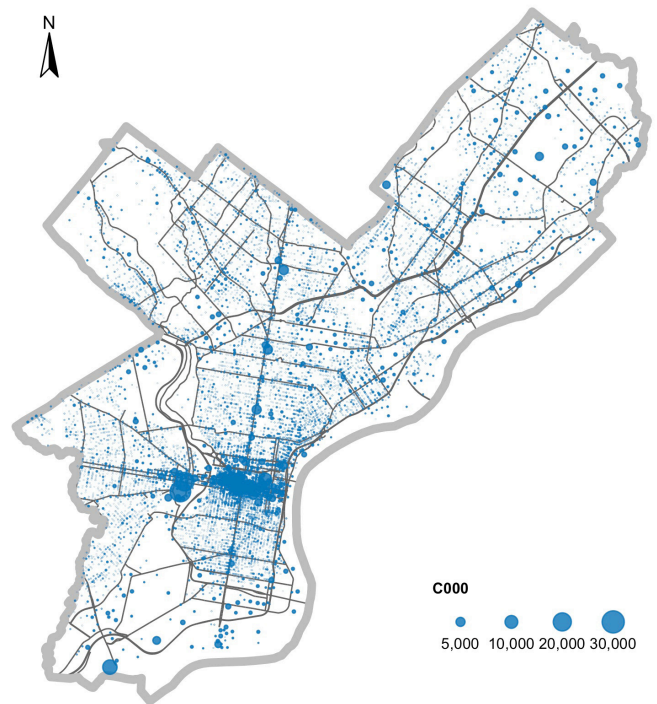
# STATE OF PHILADELPHIA'S WORKFORCE

Below are two maps that display the unemployment rate by zip code (left), the job creation by zip code (right) as it stands in 2023.

## Unemployment Rate



## Job Creation



# WORKFORCE DEVELOPMENT PROGRAMS

The following section details a number of workforce development programs funded or administered by the City of Philadelphia in Fiscal Year 2023 (FY23) (July 1, 2022 - June 30, 2023). These programs represent job and training opportunities tailored to the needs of Philadelphia residents. The City departments included in this report fund external workforce pathways **for employment with local employers, businesses and organizations** and administer internal workforce pathways **for employment within City government**.

## Funds External Workforce Programs

- Department of Commerce
- Rebuild
- Office of Children and Families

## Administers Internal Workforce Programs

- Department of Fleet Services
- Department of Planning and Development
- Department of Streets
- Office of Children and Families
- Office of Community Employment & Opportunities
- Office of Reentry Partnerships
- Rebuild
- Philadelphia Water Department



# DEPARTMENT OF COMMERCE

Detailed in this section are the workforce development investments from the Department of Commerce.

## Workforce Solutions Grants

The Workforce Solutions Grant, administered by our Division of Workforce Solutions, invests in programs from external organizations that meet the hiring needs of external employers. We strive to elevate evidence-informed approaches to address specific challenges Black, brown, and other historically disadvantaged Philadelphia residents face when preparing for and entering the workforce. This grant program invests in innovative workforce training programs, from external partners, to fill open positions that pay a family sustaining wage and lead to career progression in emerging and in-demand industries.

### FY22 Grantees:

**Drexel University’s Goodwin College of Professional Studies** — Through the award, Drexel-Goodwin continued the Manufacturing Career Accelerator Program (MCAP) which launched last year. MCAP was built upon the 2017 Manufacturing Industry Bootcamp that was specifically designed to create access to manufacturing careers for low-skilled adults in Philadelphia. In 2021, the MCAP program enrolled 41 students (18 employed) giving them opportunities to learn and earn a credential in Advanced Manufacturing.

**The Urban League of Philadelphia (ULP)** — Through the award, ULP continued the Urban Tech 3.0 (UT3) program. ULP partnered with JobWorks, Inc. to adapt their TechWorks program model to support ULPs strategic priorities around Information Technology (IT) workforce diversification. TechWorks prepares individuals with minimal IT experience for in-demand, higher paying technology jobs. Urban League supported 28 individuals with finding employment in IT with an average starting wage of \$18.36 per hour

**Philadelphia Energy Authority (PEA)** — Through the award, PEA developed and launched the new Green Retrofit Immersive Training (GRIT) Program, which has three core components: an 11-week hybrid training including hands-on labs, a 6-week internship rehabilitating affordable housing units, and placement into living wage jobs with contractors performing green home retrofits. GRIT had 15 trainees complete the program with 10 employed by the end of the program at an average wage of \$15+ per hour.

See below our FY22 Workforce Solutions Grantee outcomes for Calendar Year 2022 (CY22).

Workforce Solutions Grantees Outcomes CY22				
Metric	PEA	Drexel	Urban League	Total
# Recruited	25	222	39	286
# Enrolled	21	45	45	111
# Completed	16	33	32	81
# Employed	9	16	48	73
Minimum Wage	\$12	\$14	\$17	\$14
Maximum Wage	\$21	\$37	\$21	\$26
Average Wage	\$15.17	\$19.43	\$18.50	\$17.70

# DEPARTMENT OF COMMERCE

## FY23 Grantees:

**University City Science Center (UCSC)** expanded their Building an Understanding of Lab Basics programming, a hands-on lab training program with four week-long sessions. During the training sessions, participants are also preparing to seek employment in the life sciences industry. Through the Workforce Solutions Grant, the University City Science Center will have the opportunity to expand their program evaluation efforts which will in turn help the program continue to grow, serve more Philadelphia residents, and share lessons learned with partner organizations.

**Congreso de Latinos Unidos, Inc.** expanded their Human Services Pathway Program and partnership with Peirce College. The Human Services Pathway Program enables students to obtain the industry-recognized Strengths-Based Family Worker (SFW) credential from Temple University-Harrisburg. The SFW credential was created by Temple University Harrisburg and uses a competency-based curriculum. The partnership strengthens the pathway to associate and bachelor's degree attainment by providing additional college credits and expanding course offerings. Through the Workforce Solutions Grant, Congreso de Latinos Unidos will continue to expand and innovate its curriculum that further aligns with the needs of employers. The goal is to prepare their program graduates for a diverse array of career paths and opportunities.

**Per Scholas – Philadelphia** provides free technical and professional skills training and job placements services to learners. Per Scholas training tracks are built around the needs of the employers they partner with, ensuring that the training meets employer and industry needs. The courses are full-time adult learning experiences ranging from 12-15 weeks to prepare graduates to enter IT support, cloud computing, cybersecurity, and software engineering roles. A substantial portion of the training covers real-world application of business professional skills, including communication skills, personal brand growth, conflict negotiation, networking, and collaboration.

**Community College of Philadelphia** created a program to address the workforce shortage in the Cell and Gene Therapy (CGT) sector – primarily for Manufacturing Associate 1 and Aseptic Technician positions. The proposed training develops a prototype that could be scaled and expanded to address the skilled workforce shortage in CGT and other sectors. Students in this program will receive 10-weeks of training that will lead to a two-week internship in the industry.

FY23 outcomes are due at the end of the calendar year and will be included in the next report.

## Fair Chance Hiring Initiative

The Fair Chance Hiring Initiative (FCHI) supports local businesses by referring Philadelphia job seekers returning from incarceration for open positions and providing financial incentives to businesses in the form of wage reimbursements and employment retention grants. Our goal is to create a workforce that reflects the city's population - and approximately 300,000 Philadelphians have had contact with the criminal justice system. Integrating these individuals into the workforce is a priority.

### Approved employers are eligible to receive the following benefits:

- Candidate referrals of qualifying job seekers for open positions from partner organizations.
- \$6.00 per hour wage reimbursement for compensable hours worked up to 960 hours within 180 calendar days of employment.
- One-time \$500 employment retention grant for each FCHI employee that completes the new hire period.
- Best practice information on hiring and retaining returning citizens.
- Help with supporting qualifying employees during the new hire period.

# DEPARTMENT OF COMMERCE

## Qualifying employees are eligible to receive the following benefits:

- One-time, taxable \$1,000 employment retention grant for completing the new hire period.
- Support and help with maintaining employment.

FCHI Job Placements and Employment Connections	
Total Job Placements (Apr. 2019 - Sept. 2023)	156
Total FCHI Employers	60

## Fair Chance Hiring Initiative Incentive Disbursements

The below charts represent the FCHI funds that have been disbursed to employer and employee partners.

Yearly Disbursements Post Program Redesign		Total FCHI Disbursements	
Year	Incentives Disbursed	Initial Investment	\$1,000,000.00
2020	\$6,396.00	Total Funds Spent	\$660,620.00
2021	\$103,036.00	Funds Spent Pre Program Redesign (Dec. 2016 - Oct. 2020)	\$228,932.00
2022	\$201,572.00	Funds Spent Post Program Redesign (Nov. 2020 - Present)	\$431,688.00
2023 (as of Sept.)	\$120,684.00	Remaining Funds	\$339,380.00
<b>Total</b>	<b>\$431,688.00</b>		

Partner Disbursement Totals			
Type of Partner	Reimbursement Interval	Sum of Incentives Distributed	Totals
Employee	Employee Retention Grant (\$1,000.00) - 180 Days	\$62,000.00	\$62,000.00
	Employment Retention Grant (\$500.00) - 180 Days	\$30,000.00	\$367,188.00
Employer	Wage Reimbursement - 180 Days	\$176,772.00	
	Wage Reimbursement - 90 Days	\$160,416.00	
Referral Provider	Referral Provider Placement Fee (\$2,250) - 90 Days	\$2,500.00	\$2,500.00
<b>Total</b>			<b>\$431,688.00</b>

# DEPARTMENT OF COMMERCE

## Most Diverse Tech Hub

The PHL: Most Diverse Tech Hub initiative aims to position Philadelphia as one of the top—and most diverse—tech hubs in the nation. Through this initiative, the City invests in organizations and programs that enhance technology skills for the future talent pipeline, provide resources to startup tech businesses, enhance the Philadelphia Tech Industry Partnership and generate partnerships. Through the PHL: Most Diverse Tech Hub initiative, the City sought proposals from organizations, which were evaluated on their ability to deliver innovative programming in three different categories: Tech Talent Pipeline Development, Startup Pitch Competitions, and Tech Industry Partnership Management.



### Tech Talent Pipeline Development

Organizations that were awarded funding for this focus area work to retain Black or brown residents in higher-ed and expose those students to tech employment opportunities; create pipelines for trainings and career opportunities for underrepresented populations; connect and place students into paid internships with Philadelphia based companies; establish connections with local colleges, universities and education providers; establish Historically Black College or University (HBCU) initiatives to grow the employer pipeline internships with local and regional HBCUs; expand the number of private sector employers in Tech and Tech-enabled industries that provide internships.

**The following organizations selected for this category were each awarded \$100,000 .**

- Venture for America,
- Coded by Kids, and
- Diverse Force

***See full metrics in Appendix A***

### Most Diverse Tech Startup Pitch Competition

The organizations that were awarded funding for this focus area utilized the funds to invest in underrepresented startup founders through an innovative pitch competition. The goal of this pitch competition is to provide growing capital or seed funding for black and brown tech companies. The pitch competition will also help provide mentorship, discounted space and technical assistance for diverse and innovative firms.

**The following organizations selected for this category were each awarded \$125,000**

- The Enterprise Center and
- Mom Your Business



# DEPARTMENT OF COMMERCE

## The Enterprise Center

At the beginning of the summer, West Philly-based The Enterprise Center, a 30-year-old organization that provides business growth and economic support resources to minority entrepreneurs, accepted applications from businesses located in Philadelphia, 51% or more minority owned, and focused on technology in some way. The selected companies went through a 10-week accelerator program where they received business exposure, mentoring and workshops related to growing their business.

### **Four of the eight companies were awarded monetary prizes:**

- SneakPeek came in fourth place, winning \$20,000.
- QuneUp came in third place, winning \$40,000.
- MineMe came in second place, winning \$60,000.
- BioLattice came in first place, winning \$80,000.

***See full metrics in Appendix A***

## **Tech Industry Partnership Management**

The company that was awarded funding for this focus area manages the Philadelphia Tech Industry Partnership. Since launching in 2018, this initiative has convened a network of over 75 companies, consisting of a range of tech and tech-enabled companies of all sizes, to join together as an active network. They manage this partnership by facilitating the convenings of tech startups and tech employers of all sizes to identify sector and talent needs; cultivating a culture of inclusivity, with a focus on specifically creating pathways to help diversify the current workforce; and building out the network of employer partners committed to providing internships, on the job training, unsubsidized employment, and targeted mentoring. Technically Media was awarded \$200,000 to manage the partnership.

During the 2023 cohort, Technical.ly hosted 5 events during the 13th annual Philly Tech Week and led coordination of 29 other community-led events. One of the five events hosted included the first Tech Industry Partnership meeting, which brought together 45 representatives from over 20 companies. This meeting included organizations ranging from top tech employers to workforce development and training programs. The annual Builders Conference included attendees from 17 states for a day of professional development, connection and discussion around innovation in PHL and beyond. Most Diverse Tech Hub & the Commerce Department had prominent branding leading up to the conference. Over 300 attendees came together in Comcast's Technology Center for the conference, with 400+ members of the technology community in attendance for the closing event of the week, the Signature Event. With MDTH support, entry to the Developers Conference was complimentary for over 400 attendees. During the Developers Conference, attendees not only had the opportunity to learn about the careers of senior technologists giving tech talks, but to also speak directly to hiring companies that are vital to career growth.

***See full metrics in Appendix A***

# DEPARTMENT OF FLEET SERVICES

The Department of Fleet Services (Fleet) makes sure that the City’s vehicles are available, dependable, and safe. Fleet buys and maintains vehicles for 43 City departments, which includes ambulances, garbage trucks, police cruisers, riding mowers, snow plows, and more.

## Fleet is responsible for:

- Over 6,000 vehicles owned by the City and its partners.
- 16 repair facilities staffed by Automotive Service Excellence (ASE)-certified technicians.
- 61 fuel sites located throughout Philadelphia.



## Apprenticeship Program

Fleet has an elite apprenticeship program. It trains and prepares high school students for rewarding careers in the automotive industry. This program benefits students and Fleet alike. High school students get paid, hands-on experience while earning a high-school diploma. They’re also prepared for a successful career with the City. Fleet benefits by gaining employees that have the experience and skill to help fulfill its mission. To qualify for paid internships at one of Fleet’s maintenance and repair facilities, students must:

- Complete their sophomore year.
- Participate in their school’s automotive program.
- Meet other program criteria.

During the paid internship, students work full time during school breaks and part time when school is in session. Under the guidance of a mentor/full performance technician, students learn skills of the trade. After the student graduates from high school, they are appointed to the full-time, civil service position of automotive apprentice. The program has been successful throughout the years. Many participants have progressed to full performance technicians and supervisory positions.

FY23 (July 1, 2022 to June 30, 2023)	FY24 (July 1, 2023 to June 30, 2024)
13 students hired (11th grade)	20 students hired (11th grade)
9 active students total	29 active students total
4 dropped out (no longer interested in the program).	9 anticipated to graduate and promote to Civil Service FY25

**Note:** Fleet did not hire any high school students in FY21 due to the pandemic, therefore, did not have a graduating class in FY23.

# DEPARTMENT OF FLEET SERVICES

**Fleet employees who completed the apprenticeship program and have longevity with the department in supervisory roles are highlighted below:**

## **Otoniel Figueroa – Fleet Maintenance Team leader**

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Otoniel Figuera is a Fleet Maintenance Team Leader. When Figuera was in his last year of 10th grade, his auto body teacher at the time informed him of an intern program offered by the City. Figuera joined Fleet as an intern in June 1997, spending two years as an intern and 3 years as an apprentice, eventually becoming an auto body team leader and estimator. Due to the hands-on training Figuera received he was able to utilize what he learned in real time, receiving mentoring by full fledged technicians. Figuera received a I-Car-Maser certification and was the youngest ADE Master Certified Body Tech in the City's body shop.

## **Thomas J. Finley – Fleet Manager Team Leader**

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Thomas Finley is a Fleet Maintenance Supervisor. Finley joined the Fleet intern program in June 1997 and became an apprentice in July 1999. Finley worked closely with skilled technicians, who trained him throughout his internship and apprenticeship. Finley spent the majority of his time working on police and fire equipment, Finley worked at various shops across the city until his promotion to supervisor in 2023 at his current shop.

## **Charles J. Myers – Heavy Duty Vehicle Maintenance Technician**

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Charles J. Myers is a Heavy Duty Vehicle Maintenance Technician. Myers began his internship with Fleet in 2013, at a shop that services Sanitation, the Prisons Department, and CLIP vehicles. Myers credits the program for not only teaching him about the automotive industry but also preparing him for adulthood. In 2015, Myers joined the PA Army National Guard and briefly left Fleet to fulfill his duty as a service member. Once Myers completed his basic and advanced military training, he was able to resume his training at Fleet and they provided him the flexibility to complete his Active Duty orders with no disruption to his employment. Once Myers completed his training as an intern and apprentice, he participated in Auto Tech 1&2 training. Myers has received several additional training through Fleet such as Class A CDL training, CPR training, Electrical Vehicle Safety Training and Fork lift training.

# DEPARTMENT OF PLANNING AND DEVELOPMENT

The Department of Planning and Development works in collaboration with communities to promote, plan, preserve, and develop successful neighborhoods for all. Reaching these goals requires City agencies to work together with residents, businesses, developers, advocates, funders, and each other. Planning and Development has a team of agencies that do just that. The Department of Planning and Development funds the Pennsylvania Horticultural Society for their Same Day Work and Pay as well as their Workforce Bootcamp programming.

## Pennsylvania Horticultural Society

The Pennsylvania Horticultural Society (PHS) connects those seeking training and employment opportunities in the horticultural and landscape industries. They provide training, job placement, and ongoing support throughout the year for Philadelphia residents impacted by underemployment.

The green industry workforce development programs offer paid training in the following areas:

- Basic horticulture and ecology
- Landscape maintenance & tree care
- Equipment operation and safety
- Light carpentry and masonry
- Green stormwater infrastructure (GSI)

Training also includes job readiness workshops that cover a number of different topics including conflict resolution, health education, financial literacy, and occupational therapy. Upon graduating, PHS provides continued support services and job placement with partnering employers.

## PHS Workforce Development Bootcamp Training

Since 2006, PHS has led job training programs for people who were incarcerated in partnership with the Philadelphia Department of Prisons. In 2016, the PHS Workforce Development Bootcamp Training was launched to allow PHS to reach more people who had direct experience with the criminal justice system or had other barriers to employment.

The Bootcamp trains and graduates 40 - 50 students each year. Students must be 18 or older to apply to the program, but beyond that, the barriers to entry remain low: a high school diploma, driver's license, and previous work experience are not required. Students earn a weekly stipend while participating in the training program, and graduates receive job placement and case management services from PHS to ensure long-term success.

**Workforce Development Bootcamp FY23 Metrics**

Metrics	FY23
<b>Total Number of Applicants</b>	212
<b>Number of Trainees</b>	57
<b>Number of Graduates</b>	51
<b>Number Placed in Jobs</b>	49

# DEPARTMENT OF PLANNING AND DEVELOPMENT

## Same Day Work and Pay

The Same Day Work and Pay Program provides a high-quality work engagement and entry point for attracting and supporting individuals who are experiencing economic instability and unemployment. The SDWP program serves as a critical piece to the workforce continuum, particularly for vulnerable populations who require no or low barriers to employment and assistance with identifying next steps to temporary and long-term employment, job training, academic advancement and/or stability supports.

Same Day Work and Pay Daily Jobs Created		
City Council District	Community-Based Organizations	Daily Jobs Created
2	The Institute for the Development of African-American Youth	55
2	The International Institute for Advance Instruction	213
3	Charle Foundation	634
3	Mount Vernon Manor CDC	270
4	ACHIEVEabilty	371
5	One Day at at Time, Inc.	462
5	Black Male Community Council	284
6	–	0
7	One Day at a Time, Inc.	180
7	Impact Services	184
8	Nicetown Community Development Corporation	864
8	Tioga United	792
9	Giving Self Partners, Inc.	898
<b>Total</b>		<b>5,137</b>

## PHS Philadelphia LandCare

The PHS Philadelphia LandCare program cleans, greens, and stabilizes vacant lots to help return them to productive use. A key benefit of this program is that it provides employment to local landscaping contractors. After lots have been through the stabilization process, each parcel is scheduled for maintenance throughout the year. Through the Community LandCare initiative, PHS works with contractors to hire local residents and returning citizens to perform landscape maintenance work on vacant lots in their neighborhoods.

# DEPARTMENT OF STREETS

The Department of Streets (Streets) designs, builds, and repairs the City’s streets and roadways. In addition to picking up trash and recycling, we maintain and operate street lights and traffic control devices. To help keep the Philadelphia clean, safe, and moving, we:

- Construct and maintain 320 bridges and 2,525 miles of streets and highways.
- Gather data on traffic and evaluate causes of crashes.
- Manage programs like the Philadelphia More Beautiful Committee and SWEEP.
- Provide all surveying functions for the City of Philadelphia.
- Plan the location, time, and methods for street reconstruction.

## Future Track

Since Streets integrated its Future Track workforce development program into occupational tracks that lead to full-time civil service employment (beginning in FY16), 98 Future Track Trainees have successfully completed the program and, of these, 66 obtained full-time civil service employment, starting as either a Public Works Trainee, Engineering Aide Trainee or Field Investigator. Streets has hired 15 to 25 Future Track Trainees per year between FY16 to date, except for a brief interval during the COVID-19 pandemic when the program was effectively shut down. For FY24 however, Streets is hiring 200 Future Track Trainees, thanks to a \$5 million investment by the Mayor and City Council exclusively for the program.

Future Track FY23	
Recruited	206
Enrolled	43
Completed	27
Employed	16

Future Track FY23	
Demographics	
Black or African American	15
Two or More Races	1



The Future Track Program has changed the trajectory of my entire life. I was 31 years old when I signed up, I never had a career, never really had any direction. Fast forward 4 years, I’ve had 3 promotions, I’ve been given my own city vehicle, and now I am a few weeks away from owning my first home! None of this would have been possible without this opportunity. If I could give any advice to anyone in the program or who is thinking about signing up, I’d say to show up every day, on time, with a good attitude. If you check all 3 of those boxes you can go far in this city. Your supervisors and higher-ups want to see you succeed, it’s the individual (yourself) that needs the WANT to succeed. I’m so grateful and so blessed.

**Joseph Capocci – Former Future Track Trainee**

**Capocci is now a Construction Project Technician.**



# OFFICE OF CHILDREN AND FAMILIES

The School District of Philadelphia (SDP), Philadelphia Works (PW), and City of Philadelphia (City) have a long-standing partnership and share a common goal to ensure all youth reach their full potential. PW and the City achieve this goal by investing in enrichment experiences that align with in-school activities and academics. For the past ten years, the City and PW, the largest funders of youth development programs in the City, have coordinated their investment of youth workforce dollars. The other partnership has been with Out-of-School Time (OST) programming, which provides after school and summer programming.

While these are on-going efforts, in 2017 there was a concerted push to organize around a Career Connected Learning (C2L) plan. This plan was to ensure every student is connected to a career pathway and graduates ready to succeed in local and regional employment. The CCL plan is now dovetailing with state changes to graduation requirements (Act 158) which allow for youth work and service-learning experiences to count toward graduation. Act 158 has inserted urgency into how these three organizations coordinate their efforts.

Both the OST and the Youth Workforce investment sit under The Office of Children and Families (OCF) which aligns the City's policies, resources, and services for children and families. The OCF goals are:

- Families have the resources and services to support their children's safety and success.
- Children enter school ready to learn and they have the skills they need to be successful in school.
- Communities are connected to strong schools, libraries, recreation, and public parks.
- Youth and adults have opportunities that include skill-building, training, workforce, and education.

The OCF supports youth workforce development through its Prevention Services division. Specifically, in Summer 2022, OCF funded community-based nonprofits through the Philadelphia Youth Network to provide work-based learning opportunities youth in the following formats:

## Wage-Based Work Experience

- Youth engaged in career exploration and preparation through work-based experiences.
- Youth earned wages while working with a supervisor to gain career exposure, experience, and skill development.
- Programs intentionally focused on recruitment of youth in Community High Schools, the juvenile justice system, and child welfare system.

## Incentive-Based Work Experience

- Youth learned about the variety of careers and career pathways by exploring real-world challenges through projects, research, and reflection.
- Youth earned incentives for participation and meeting milestones.
- Programs intentionally focused on recruitment of youth in Community High Schools, the juvenile justice system, and child welfare system.

In FY23, the following youth participated in OCF-funded work-based learning opportunities:

- Summer 2022: 5,113 Philadelphia youth participated and received payment\*
- School Year 2022-23: 902 Philadelphia youth participated and received payment\*

*\*These participation numbers are for OCF-funded slots only. They do not represent additional investments made by Philadelphia Works.*

# OFFICE OF CHILDREN AND FAMILIES

## Career Connected Learning PHL

OCF, in collaboration with Philadelphia Works, the School District of Philadelphia and the Commerce Department, is excited to launch a new year-round ecosystem for youth workforce - Career Connected Learning PHL (C2L). C2L will align programs and initiatives across the city to ensure the following interrelated objectives:

1. Youth are given access and experiences to explore different career paths and fields.
2. Youth are equipped with the tools and skills they need to explore, set, and achieve career goals.
3. Youth know how to identify and utilize their strengths and passions to inform career decisions.

The model prioritizes consistent exposure and skill development strengthened with a variety of workplace activities that allow youth to explore multiple fields and occupations. The model also offers multiple pathways for employers to engage with the system, allowing for employers of all sizes to start or continue to strengthen their relationship with the workforce system. C2L includes skill development training that provides work-readiness programming that prepares youth for unsubsidized employment through job readiness training, career exposure, and subsidized internships.

C2L activities are offered along a continuum: Awareness, Preparation, and Launch. CCL will launch in Summer 2024 with 8,000 opportunities for youth and 2000 of these slots will continue into School Year 2024-25. Initial funding for C2L is provided by the OCF, Philadelphia Works, and the School District of Philadelphia.





# OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY

The Office of Community Empowerment and Opportunity (CEO) is the Community Action Agency (CAA) for Philadelphia. As a CAA since 1964, our agency has a unique role in promoting racial equity and greater financial stability for the city's historically marginalized residents. We advocate for, invest in, and hold gatherings around programs, policies, and initiatives that advance economic justice and address systemic racial inequities.

## Center for Employment Opportunities

The Center for Employment Opportunities (CEO Works) provides workforce training, paid transitional employment placement and permanent employment opportunities to justice-involved individuals. This effort is a component of CEO's strategic framework, which commits to promoting economic mobility out of poverty by pursuing policies and initiatives that work to advance economic justice by confronting long-term racial inequities. CEO Works receives referrals from Parole and Probation, enrolled participants, and Group Violence Intervention (GVI).

In FY23, 35 participants completed pre-employment training and obtained paid transitional employment.

## First Step Staffing

First Step Staffing (FSS) provides full long-term temporary employment placement assignments as well as wraparound services for individuals who struggle to break the cycle of poverty, giving preference to those who have recently experienced homelessness, military veterans, and individuals who are returning home from incarceration. Individuals are referred from City agencies, for-profit, non-profit and community-based organizations.

In FY23, FSS placed 1,839 individuals in program services and 1,221 into jobs.

## Work Ready Program

Administered by JEVS Human Services (JEVS), the Work Ready Program uses a human-centered design to provide a range of services that meet individuals' needs, including access to education and training opportunities to achieve family economic stability. Services include an appropriate combination of case management, coaching, licensed counseling, and peer-to-peer experiences geared toward developing a career pathway through job placement and job retention goals. Individuals are TANF recipients referred from the Philadelphia County Assistance Office.

In FY23, JEVS enrolled a total of 1,945 people. Of those, 612 found employment and 229 completed education or training programs.

## Same Day Work and Pay Program

Same Day Work and Pay Program (SDWP) provides a high-quality work engagement and entry point for attracting and supporting individuals who are experiencing economic instability and unemployment. The SDWP program serves as a critical piece to the workforce continuum, particularly for vulnerable populations who require no or low barriers to employment and assistance with identifying next steps to temporary and long-term employment, job training, academic advancement and/or stability supports.

Following a Theory of Change and Logic model, CEO convenes bi-weekly convenings with the SDWP

# OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY

Community of Practice (CoP), to provide technical assistance, training and development, and data management.

In FY23, SDWP partners engaged 1,588 unique participants and provided 6,328 daily jobs, resulting in \$493,600 in wages distributed. Additionally, 237 part-time and full-time jobs have been obtained by SDWP participants to-date.

The SDWP Community of Practices includes the following entities:

- Mural Arts of Philadelphia – Color Me Back Program
- City of Philadelphia’s Community Life Improvement Program (CLIP)
- Pennsylvania Horticultural Society - Impact Services, Mt. Vernon Manor, Institute for the Development of African American Youth, Inc., One Day at a Time (ODAAT), The Black Male Community Council, The Charles Foundation; Achievability; Nicetown CDC; Tioga United
- Department of Commerce
- Department of Behavioral Health and Intellectual disAbility (DBHIDS)



# OFFICE OF REENTRY PARTNERSHIPS

The Office of Reentry Partnerships (ORP) elevates and organizes citywide reentry efforts by serving as the City’s hub for referrals, resources, and training. The goals of ORP are to:

- Set a clear vision and direction for a measurable citywide approach to improving reentry outcomes.
- Drive and sustain an unprecedented level of coordination between the local government, other government partners, service providers, education and training programs, employers, and community members.
- Ensure that City reentry initiatives are research- and data-driven.

For many, returning home from incarceration, connecting to gainful and meaningful employment is a challenging process, with multiple barriers to overcome. Facilitating meaningful and sustained employment is often the key to effectively supporting individuals reconnecting to their families and communities, while decreasing the likelihood they will return to prison.

In 2012, The Philadelphia Reentry Coalition, now representing more than 100 organizations, was established to coordinate reentry efforts and increase the use of evidence-based practices to reduce recidivism in Philadelphia. Through the work of the Reentry Coalition, trust, transparency, shared knowledge building, and collaboration has grown significantly across agencies that support returning citizens. At the same time, additional work is required to standardize and coordinate pre-release services with post-release referrals, integrate data systems and performance tracking, and centralize workforce policy to inform a truly comprehensive strategy to combat recidivism and improve workforce success for Philadelphia’s returning residents.

Since COVID, there has been an increased challenge in supporting this population as they are released. ORP partners with Philadelphia Lawyers for Social Equity (PLSE) to facilitate expungement clinics to better support those that are now able to have their record expunged or pardoned.

## Expungement Clinics

In FY23, the expungement clinics have seen the following engagement:

Expungement Clinics FY23	
Recruited	772
Participants Engaged	361

# OFFICE OF REENTRY PARTNERSHIPS

## Forklift Training

In addition, ORP continues to support justice-impacted individuals obtain industry credentials in order to obtain jobs. In particular, there has been a focus on industries like transportation and logistics, with CDL being a popular industry certification. In the past year, ORP has worked with Forklift training.

Forklift Training FY23	
Recruited	125
Enrolled	125
Completed	87
Certifications Earned	79

## Gun Violence Intervention (GVI)

The GVI program provides social services and support to at-risk Philadelphians, focuses messaging on deterrence and law enforcement actions, and amplifies community-rooted messaging to combat violence. Team members have spent countless hours doing direct, in-person outreach to group members in strategically identified neighborhoods to make the maximum impact possible. GVI demonstrates the need to focus on supportive services prior to connecting into the Workforce development ecosystem. We are showcasing data to show the importance of the wrap around services needed prior to being able to hold a job.

Gun Violence Prevention FY23	
Requests for services	315
Connected to services	222
Employment/Job training (requested)	244
Education (requested)	12
Legal aid/expungement	11
Other (housing/mentorship/treatment/documentation/childcare, etc.) (requested)	45
Candidates referred to CEO for employment	168
Candidates connected to therapy out of 25 referrals	16
Connected to external employment partners (Building Trade, Refinery, Electric Assembly, Double H Plastics etc.)	31
Candidates in process of being connected	33
Candidates declined/no response (currently being re-engaged)	46
Candidates received other services	34

# REBUILD

Made possible by the Philadelphia Beverage Tax, Rebuild invests hundreds of millions of dollars to make physical improvements to parks, recreation centers, and libraries. The goal of Rebuild’s workforce development programs is to assist in increasing the diversity within the skilled trades by providing training opportunities for people of color and women in Philadelphia. Rebuild offers part-time and full-time paid training programs with a direct connection to long-term, full-time employment by developing training programs with the skilled trades unions and partner employers. This year, Rebuild hosted three skilled trades training programs with a 100% graduation rate: Carpentry Academy, Finishing Trades Academy, and Masonry Academy in FY 2023. Below is a placement breakdown by academy.

## Carpentry Academy

Carpentry Academy held in partnership with the Eastern Atlantic Regional Council of Carpenters, Windows Repairs & Restoration (WRR), PA CareerLink®, and Eastern State Penitentiary.

Carpentry Academy Metrics	
Participants	10
People of color	90%
Women	50%
Graduation rate	100%
Graduates accepted into Eastern Atlantic Regional Council of Carpenters as 1st year apprentices	70%

**Diverse Employer Sponsors:** Girl Concrete (MWBE), Smith Construction (WBE), CDP Construction (WBE) Finishing Trades Academy held in partnership with the Finishing Trades Institute, official training provider of District Council 21.

## Finishing Trades Academy

Finishing Trades Academy Metrics	
Participants	8
People of color	100%
Women	30%
Graduation rate	100%
Graduates accepted into District Council 21 as first year apprentices	100%

# REBUILD

## Masonry Academy

Masonry Academy is held in partnership with PowerCorpsPHL, Pullman, PA CareerLink®, and Eastern State Penitentiary.

- Diverse Employer Sponsors – Torrado Construction Company (MBE)

Masonry Academy Metrics	
Participants	6
People of color	100%
Women	17%
Graduation rate	100%
Graduates accepted into Bricklayers and Allied Craftworkers Local 1 PA/DE as first year apprentices	50% (3/6)
Graduates accepted into Cement Masons and Plasterers Local 592 as first year apprentices	16.7% (1/6)
Graduates accepted into Philadelphia Water Department Cement Mason Apprenticeship program	16.7% (1/6)

Overall Rebuild Workforce Development Metrics (as of 08/31/2023)	
Philadelphians graduated from Workforce Development training program pursuing a career in construction	94
	82% graduation rate
People of color	96%
Women	30%
Rebuild total workforce development skilled trades training programs for Philadelphia residents	10
Rebuild program graduates in union trades	7

# REBUILD

## Academy Graduate & MBE Employer Spotlight

### Antwan Youngbey

To support our academy graduates, Rebuild partners with construction firms and skilled trade unions to sponsor and/or provide employment opportunities for program graduates.

Luis Torrado, owner of Torrado Construction Company, a certified MBE General and Subcontracting firm working on Rebuild sites, is currently sponsoring Antwan Youngbey, a Masonry Academy graduate working on Vare Recreation Center. Antwan was referred to the Rebuild training program through our program partner, PowerCorpsPHL.

In July 2023, Antwan joined the Bricklayers and Allied Craftworkers Local 1 PA/DE and started working for Torrado Construction as a first year masonry apprentice. Antwan is Rebuild's first skilled trades program graduate to work on a Rebuild construction project.



# PHILADELPHIA WATER DEPARTMENT

The Philadelphia Water Department (PWD) serves over 2 million people in Philadelphia, Montgomery, Delaware, and Bucks counties. We use science and technology to ensure quality water 24 hours a day, 365 days a year. PWD works to:

- Deliver safe water to homes and businesses.
- Protect our region’s watersheds and the natural environment.
- Maintain our sewer system so communities stay healthy.
- Manage runoff from storms to prevent pollution and flooding.
- Keep thousands of miles of pipes in good operating condition.

## Apprenticeship Program

PWD’s Apprenticeship Program trains new employees for hard-to-fill roles in the skilled trades (electrical, HVAC, etc.) and STEM fields (surveying, laboratory support, treatment plant operations, etc.). Funding for this program includes a \$246K partnership with Education Works (PowerCorps PHL), and a \$300K contract with JEVS Human Services (Orleans Technical College) to provide classroom training to apprentices. PWD is also seeking to increase these funds in the Fiscal Year 24. Candidates are sourced from local work readiness and non-profit programs (including PowerCorps), as well as the School District of Philadelphia, and through direct recruitment from the general public. To date, the program has provided opportunities for 75 individuals, 60% of which have been retained.

### Apprenticeship Program Participants

	FY23	Program Lifetime (2013-present)
<b>Total Apprentices Hired</b>	21	85
<b>Apprentices Promoted to Civil Service</b>	5	57
<b>Completed Apprenticeships</b>	7	19
<b>Total Retained Program Participants</b>	N/A	68

### Apprenticeship Program Internships

	FY23	Program Lifetime (2017-present)
<b>Total Interns Hired</b>	7	282
<b>Interns Hired to Civil Service</b>	3	9
<b>Number of Participating Schools</b>	11	18



# PHILADELPHIA WATER DEPARTMENT

## Recruitment Program Statistics

Recruitment and Engagement Statistics	
FY23	
Digital Engagement	-
Email and Text Notification Subscribers	7100
Average Notification Open Rate	51%
Average Notification Click Rate	12%
Direct Engagement	-
Career Fairs Attended	26
Converted Engagement (Targeted Open Competitive Announcements)	-
Average Engagement Rate (Engaged Candidates on Eligible List)	34%
Average Hire Rate (Engaged Candidates Offered Position)	11%

## Upskilling Program

PWD is also looking to expand training programs for existing staff looking to learn a new trade/skill and increase their advancement opportunities. Currently, PWD offers training for employees to earn a commercial driver's license (as part of the contract with JEVS). Possession of which enables employees to fill critical equipment operator roles in the Department. Upskilling efforts will also be expanded to allow existing employees (specifically targeting those in general laboring titles) to enter the same training programs as apprentices.

## CDL Upskilling Program

The Commercial Drivers License (CDL) Program is administered to PWD employees with an emphasis on pay range 8 employees who would yield a promotional opportunity after completion of the program leading to higher level driving positions in the Water Department.

CDL Upskilling Program Participants	
FY23	
Total Enrolled Participants	34
Currently Enrolled and Active	11
Completed Program	17

# PEER CITIES

Across the country, government entities, workforce and education system partners, and the private sector are collaborating in different ways to launch new or deepen existing workforce innovations. Detailed below is select research on workforce development initiatives and best practices from peer cities that Philadelphia can learn from and potentially replicate. These examples illustrate a range of public-private approaches to preparing and connecting residents to quality jobs. The City of Philadelphia intends to learn from their investments, programs, and collaborative approaches to positively influence local training and employment outcomes. The following seven peer cities were identified for exploration across a range of workforce development themes and practices: Atlanta, Georgia; Baltimore, Maryland; Charlotte, North Carolina; Chicago, Illinois; Detroit, Michigan; Pittsburgh, Pennsylvania; and San Antonio, Texas.

## Atlanta

### Skills Based Hiring Initiative

The Metro Atlanta Chamber of Commerce is following a model developed by the U.S. Chamber of Commerce Foundation to engage large employers in a collective effort to employ skills-based hiring for hard to fill positions. Currently in their first cohort, the chamber worked with 23 large regional employers to create a standard set of required skills for positions identified as critical to their business model. The group is currently engaging local 2- and 4-year institutions of higher education to develop or adapt curriculums to cater to these positions. The next phase will integrate workforce training organizations with this model. The Metro Atlanta Chamber intends to release a formal update on progress to date in November 2023. Plans are underway to engage an expanded group of employers in 2024.<sup>2</sup>

### Center for Workforce Innovation

In 2018, the City of Atlanta partnered with Atlanta Committee for Progress and Atlanta Technical College to create the Center for Workforce Innovation. Initial funding for the Center was provided by Delta Air Lines, The Home Depot, SunTrust, Intercontinental Exchange, and Georgia Power, with additional support from McKinsey & Co. and other Atlanta-based institutions. Initially, the Center piloted three career tracks: Aircraft Technical Skills, Information Technology, and Skilled Trades. Since then, the program has expanded to include Film and Entertainment, Electrical Line Worker, and Logistics and Supply Chain Management.<sup>1</sup>

## Baltimore

### Baltimore Corps

Co-founded in 2013 by now-Governor Wes Moore and his current Chief of Staff, Fagan Harris, Baltimore Corps runs a suite of programs designed to connect individuals at various points in their career to projects addressing pressing social issues. Among them, the Baltimore Health Corps, currently operating as the Community Health Pathways Program, recruited, trained, and employed 275 new community health workers who were unemployed, furloughed, or underemployed, and living in neighborhoods hardest hit by the COVID-19 health crisis.<sup>3</sup>

### Grads2Careers

Grads2Careers is a partnership of Baltimore City Public Schools, the Mayor's Office of Employment Development, and the nonprofit collective impact organization Baltimore's Promise. Grads2Careers is creating immediate career opportunities for Baltimore high school graduates by funding 800 training slots over three implementation cycles in programs with demonstrated success in offering occupational skills training. The program is supported by a nearly \$4 million investment from Bloomberg Philanthropies.<sup>4</sup>

<sup>1</sup> Center for Workforce Innovation. Retrieved from: <https://atlantatech.edu/community-and-business/center-for-workforce-innovation-cwi/>

<sup>2</sup> Information collected from interview with Tim Cairl, Senior Director, Talent Development for the Metro Atlanta Chamber

<sup>3</sup> Baltimore Corps, [baltimorecorps.org/](http://baltimorecorps.org/). Accessed 11 Dec. 2023.

<sup>4</sup> "A Partnership Initiative of Baltimore City Public Schools, Baltimore's Promise, and the Mayor's Office of Employment Development." Grads2Careers, [bmoreg2c.com/](http://bmoreg2c.com/). Accessed 11 Dec. 2023.

# PEER CITIES

## Charlotte

### **Renewable Energy and Efficiency Workforce Training Program (RENEW)**

The City of Charlotte launched RENEW in partnership with the Urban League of Central Carolinas. The program provides paid training in HVAC and Electrical Trades for Charlotte residents displaced from employment by COVID-19. The 13-week paid training teaches basic skills for the industry, provides hands-on experience with technologies in this field, and includes wrap-around supportive services. Program graduates are eligible for guaranteed job placement with employer partners. Employers serve on the program's Advisory Council, informing course content and mentoring participants. RENEW is a featured program of Charlotte Open for Business, a signature initiative of the Mecklenburg County Office of Economic Development.<sup>5</sup>

### **The Workforce Provider's Council and Talent Support Network**

The Charlotte-Mecklenburg Workforce Development Providers Council (WPC) comprises 15 organizations that serve jobseekers and businesses in the Charlotte-

Mecklenburg area. As an advisory committee to the Charlotte Works workforce development board, they created the Talent Source Network (TSN) to serve as a seamless and effective avenue for employers to access a local diverse talent pipeline. Through TSN, members of the WPC identify skilled talent, source qualified candidates, and support employee retention, advancement, and development.<sup>6</sup>

### **Corridors of Opportunity**

A key component of Charlotte's Racial Equity Initiative, Corridors of Opportunity focuses economic and workforce development efforts on six corridors with high levels of systemic unemployment and poverty. Initially launched in 2021 with a \$38.5 million public funding commitment, the initiative has since attracted additional private sector investment. Most recently, the City of Charlotte committed to award \$2.7 million in grants to support nonprofit organizations and institutions of higher education seeking to expand their workforce and small business support programs to a Corridor of Opportunity.<sup>7</sup>

## Chicago

### **Chicago Roadmap**

The U.S. Departments of Education, Labor, and Commerce are collectively promoting the essential components of an effective school to career pipeline - including robust dual enrollment programs, work-based learning, programs that offer industry recognized credentials, as well as career advising and post-secondary navigation support. To achieve this, Chicago has taken a systemic approach to partnership with Chicago Public Schools and City Colleges of Chicago that adds new resources to existing programs. The Chicago Roadmap is organized around five major themes: Academic Readiness & Success; Access to High-Quality Programs; Student Advising & Supports; Career Exploration, Experience, & Readiness; and Transparency, Alignment &

Collaboration. The initiative is supported by a \$36 million fundraising goal across four phases spanning 2019 through 2024, including: Foundational Research; Roadmap Construction; Implementation and Analysis; Evaluation, Transition and Sustainability.<sup>8</sup>

### **Roadtrip Nation**

The Chicago Cook Workforce Partnership co-created Roadtrip Nation with Chicago community members and business leaders to help young adults explore and identify career pathways within their communities. Through interactive virtual activities, visitors to the Roadtrip Nation portal can identify career interests, research local employment opportunities, and hear directly from leaders working in their fields of interest.<sup>9</sup>

<sup>5</sup>"Renew." Charlotte, 21 Dec. 2022, [charlotteopenforbusiness.com/invest-charlotte/developing-talent/renew/](https://charlotteopenforbusiness.com/invest-charlotte/developing-talent/renew/).

<sup>6</sup>"Workforce Providers Council." Charlotte Works, 11 Jan. 2021, [www.charlotteworks.com/wpc/](https://www.charlotteworks.com/wpc/).

<sup>7</sup>"Corridors of Opportunity." City of Charlotte, [www.charlottenc.gov/Growth-and-Development/Corridors-of-Opportunity](https://www.charlottenc.gov/Growth-and-Development/Corridors-of-Opportunity). Accessed 11 Dec. 2023.

<sup>8</sup>"Chicago Roadmap." Chicago Public Schools, [www.cps.edu/services-and-supports/college-and-career-planning/chicago-roadmap/](https://www.cps.edu/services-and-supports/college-and-career-planning/chicago-roadmap/). Accessed 11 Dec. 2023.

<sup>9</sup>"Chicago & Cook County Young Adult Workforce Development Portal." Roadtrip Nation, [roadtripnation.com/workforce/chicago](https://roadtripnation.com/workforce/chicago). Accessed 11 Dec. 2023.

# PEER CITIES

## Detroit

### Skills for Life

Skills for Life is a paid work and training initiative created jointly by the City of Detroit and Detroit at Work. Most participants work three days a week on a project of importance to the city and participate in education or workforce training for two days a week. Individuals interested in enrolling in full-time training (5 days per week) can be supported to do so following a minimum of 100 days of work. Program length varies by individual but typically lasts between 6 and 12 months with the option of 2 additional months of follow-up support to connect to full-time employment. Participants earn \$15/hour while training and get connected to jobs that pay a \$17 per hour minimum.<sup>10</sup>

## San Antonio

### Ready to Work

In 2020, residents of San Antonio voted to introduce a 1/8-cent sales tax to fund quality education and training aligned to in-demand careers. An expected \$200 million generated from this tax is estimated to provide 28,000 adults with education and/or workforce training scholarships, coaching and case management, job placement support, emergency financial assistance to cover workforce-related costs, and supportive services. As of October 2023, over 350 employers have made specific pledges online in support for the program. San Antonio adults (18+) who are permitted to work in the United States and live in households at or below 250% of the federal poverty guidelines are eligible.<sup>12</sup>

## Pittsburgh

### Pit2Work

PIT2Work is a partnership between the Pittsburgh International Airport (PIT), Partner4Work, and the Builders Guild of Western PA. PIT2Work is hosted by the airport on the site of the new Terminal Modernization Program (TMP), a \$1.4 billion project to construct a new terminal and Multi-Modal Center that is expected to generate approximately \$2.5 billion in economic activity, including \$1 billion in direct labor income. This 5-week pre-apprenticeship training program provides participants with direct work experience at the TMP work site and prepares them to connect with multiple trade unions and their open positions.<sup>11</sup>

### Alamo Fellows

San Antonio colleges and universities serve more first-generation college students than any other metro in the U.S.. The Alamo Fellows program is administered by Greater:SATX and supported by a working group of private sector partners. It supports first generation college students by strengthening their connection to the local community, career pathways, and each other. Fellows intern with a local company that aligns with their majors and career aspirations in the STEM fields, as well as the social sciences and business majors that are interested in data analytics and quantitative methods/reasoning.<sup>13</sup>

<sup>10</sup>“Scholarships.” Detroit at Work, [detroitatwork.com/scholarships?gclid=EAIaIQobChMI\\_6iO\\_uHgwMVg4b1Ch0Msww5EAAYASAAEgJ\\_gPD\\_BwE](https://detroitatwork.com/scholarships?gclid=EAIaIQobChMI_6iO_uHgwMVg4b1Ch0Msww5EAAYASAAEgJ_gPD_BwE). Accessed 11 Dec. 2023.

<sup>11</sup>“Workforce Development.” Fly Pittsburgh, [flypittsburgh.com/workforce-development/](https://flypittsburgh.com/workforce-development/). Accessed 11 Dec. 2023.

<sup>12</sup>“Home.” Official Website of the City of San Antonio, [www.sanantonio.gov/workforce/Programs/Ready-to-Work](https://www.sanantonio.gov/workforce/Programs/Ready-to-Work). Accessed 11 Dec. 2023.

<sup>13</sup>“Alamo Fellows - Greater:SATX.” Greater, 25 Oct. 2023, [greatersatx.com/sa-worx/programs/alamo-fellows/](https://greatersatx.com/sa-worx/programs/alamo-fellows/).

# CONCLUSION

## City Investments

The City of Philadelphia has made significant investments in workforce development initiatives to build career pathways for residents. Local government is filled with success stories from the Department of Fleet Services' long-standing apprenticeship program that has enhanced pathways into City employment for students, to apprenticeship opportunities in masonry and carpentry from Rebuild. We are committed to investing in equitable workforce initiatives that support the talent needs of employers and prepare Philadelphians for opportunities in growth industries.

## Peer Cities

Across the country, government entities, workforce and education system partners, and the private sector are collaborating in various ways to launch new or deepen existing workforce innovations. Our analysis of workforce development initiatives from peer cities showcase that the Philadelphia programs detailed in this report are on a similar track towards enhancing inclusive growth strategies. In response to recent opportunities presented by the federal government – such as the 2022 Inflation Reduction Act, 2021 Infrastructure Investment and Jobs Act, and the Good Jobs Challenge - we are catalyzing workforce development efforts that reflect the current needs of Philadelphians. The Department of Commerce, Division of Workforce Solutions is dedicated to convening City departments and key external stakeholders as we advance local workforce strategies that are coordinated, effective and equitable. Key partners in this work include Philadelphia Works, the School District of Philadelphia, Community College of Philadelphia, Workforce Professionals Alliance, chambers of commerce and our various employer partners.



## Public-Private Alliances

In our analysis of workforce development initiatives from peer cities, a key difference is the role of public-private alliances, which include employers and philanthropy. The City of Philadelphia intends to learn from their investments, programs, and collaborative approaches to positively influence larger investments in local training programs and employment outcomes. The Philadelphia workforce system has built key public-private relationships, and intends to expand on these relationships for large scale investments needed that can propel our workforce system. This kind of collaboration is essential to meaningfully address poverty, meet the talent needs of employers, and grow the economy.

## Looking Forward

The Department of Commerce, Division of Workforce Solutions is committed to strengthening our alliances and partnerships while enhancing access to quality jobs for Philadelphians. Philadelphia has the opportunity to grow into one of the most innovative and coordinated workforce development ecosystems in the nation. As we scale up our investments for an inclusive and equitable economy, Philadelphia will continue to convene stakeholders within City government and across external partnerships. Together, we are committed to responding to the labor market and building pathways that drive workforce strategy in the city of Philadelphia.

# APPENDIX

Expanded data sets from City programs to include racial breakdown of participants, focus area of interest, recruitment and outreach

## Appendix A: Department of Commerce Most Diverse Tech Hub

Venture for America					
Metric	Q1: Jan-Mar FY23	Q2: Apr-June FY23	Q3: July-Sept FY23	Q4: Oct-Dec FY23	Total
Number of events	1	2	8	TBD	8
Number of programs and events with other cohort members	2	4	10	TBD	4
Number of job fairs hosted	4	9	9	TBD	15
Number of HBCU institution partnerships gained	3	6	6	TBD	15
Number of employers at job fairs and info sessions	0	5	9	TBD	14
Number of attendees for Selection Days	168	198	198	TBD	180
Number of Black and Brown attendees for Selection Days	127	146	146	TBD	160
Number of employers and partners in selection process	4	6	6	TBD	10
Number of connections made between talent and partners	0	172	225	TBD	150
Number of startup relationships initiated	25	65	65	TBD	50
Number of Fellow applicants	394	564	717	TBD	800
Number of Fellows	136	180	162	TBD	165
Number of Black and Brown Fellows	84	113	97	TBD	120
Number of job placements	0	5	7	TBD	15

# APPENDIX

Coded by Kids					
Metric	Q1: Jan-Mar FY23	Q2: Apr-June FY23	Q3: July-Sept FY23	Q4: Oct-Dec FY23	Total
Number of applicants to CBK's Tech and Innovation Internship	40	47		TBD	
Number of selected interns	0	24		TBD	24
Number of students who completed 10-week internship			23	TBD	23
Number of Black and Brown students enrolled in internship	0	13	13	TBD	13
Professional development workshops and sites attended		1	9	TBD	10

Enterprise Center					
Metric	Q1: Jan-Mar FY23	Q2: Apr-June FY23	Q3: July-Sept FY23	Q4: Oct-Dec FY23	Total
Number of Pitch Competition applicants	N/A	52	9	TBD	
Number of Black and Brown Pitch Competition applicants	N/A	52	9	TBD	
Number of Black and Brown pitch competition participants	N/A	9	8	TBD	
Number of minority business owner participants in Pitch Competition	N/A	9	8	TBD	
Number of accelerator training applicants	N/A	9	9	TBD	
Number of accelerator training participants completed 10-weeks	N/A	0	9	TBD	
Number of tech startups connected to external partners for growth, venture capital, partnership, etc.	N/A	9	9	TBD	
Number of programs and events hosted with other cohort members	N/A	2	0	TBD	

# APPENDIX

Diverse Force					
MDTH Grant Quarter	Event Goals & Description	Event Date	RSVPs	Attendees	Event Promotion Emails Sent
<b>Q1: Jan-Mar FY23</b>	DiverseForce partnered with OneTen to empower Black job seekers without a four-year degree.	March 25, 2023	170	55	14,612 (open rate 43.9%)
<b>Q2: Apr-June FY23</b>	DiverseForce hosted its quarterly after-work mixer for the BBEx Network, providing professionals of color a chance to connect.	April 27, 2023	440	161	42,996 (avg open rate 36.8%)
<b>Q3: July-Sept FY23</b>	CCP partnered with OneTen and DiverseForce to connect Black job seekers aged 18-35 to family-sustaining careers in high-demand fields.	July 26, 2023	102	34	14,934 (46.2% open rate) & approximately 12,000 emails sent separately to CCP Students/ Alumni
<b>Q3: July-Sept FY23</b>	DiverseForce's quarterly mixer offers our BBEx Network a chance to connect and mingle in a relaxed environment with access to influential leaders in various fields.	July 27, 2023	584	196	43,282 (avg open rate 37%)

### Q1: Jan-Mar FY23 Event Partners

Host Partners: OneTen

Employers: Merck, Accenture, Dow, Delta, Chubb

Talent Development Partners: Per Scholas, HopeWorks

### Q2: Apr-June FY23 Event Partners

Black Leadership PAC, National Association of African Americans in Human Resources, Blacks in Technology, African American Chamber of Commerce - PA, NJ, DE, DiverseForce On Boards Alumni, For(bes) The Culture

### Q3: July-Sept FY23 Event Partners

Host Partners: Community College of Philadelphia, Oneten;

Employers: Merck, Dow, Chubb, Deloitte

### Q3: July-Sept FY23 Event Partners

Partners: The Corporate Creative, RE:LINK, Damari



# APPENDIX

## Technical.ly Tech Industry Partnerships

Size of Tech Industry partnership Slack channel	58
Dashboard viewers	90
Number of PTW events	34
Number of overall PTW attendees	500

# APPENDIX

## Appendix B: The Philadelphia Water Department

Apprenticeship Program Statistics		
	FY23	Program Lifetime (2013-present)
<b>Total Apprentices Hired</b>	21	85
<b>Apprentices Promoted to Civil Service</b>	5	57
<b>Completed Apprenticeships</b>	7	19
<b>Separations</b>	11	29
<b>Total Retained Program Participants</b>	N/A	68
<b>Participation – Race</b>	-	-
<b>Black or African American</b>	16	64
<b>White</b>	3	6
<b>Two or More Races</b>	1	2
<b>Hispanic or Latinx</b>	1	9
<b>Asian</b>	-	1
<b>Undeclared</b>	-	6
<b>Participation – Sex</b>	-	-
<b>Male</b>	17	74
<b>Female</b>	4	10
<b>Participation – Career Pathway</b>	-	-
<b>Electronics Technician</b>	7	19
<b>Electrician</b>	5	9
<b>GSI Maintenance</b>	4	16
<b>Science Technician</b>	2	3
<b>Engineering Aide</b>	1	14
<b>HVAC Mechanic</b>	1	3
<b>Safety Technician</b>	1	3
<b>Machinery Mechanic</b>	-	3
<b>Others</b>	-	13

# APPENDIX

Internship Program Statistics		
	FY23	Program Lifetime (2013-present)
<b>Total Interns Hired</b>	77	281
<b>Interns Hired to Civil Service</b>	3	9
<b>Number of Participating Schools</b>	11	18
<b>Participation – Race</b>	-	-
<b>White</b>	47	148
<b>Asian</b>	14	79
<b>Black or African American</b>	10	38
<b>Hispanic or Latinx</b>	3	7
<b>Two or More Races</b>	2	3
<b>Undeclared</b>	1	3
<b>Participation – Sex</b>	-	-
<b>Male</b>	45	160
<b>Female</b>	32	123