



Driving Workforce Development Solutions for North Philadelphia

A Guide for Lenfest North Philadelphia

Workforce Initiative Strategic Investments



**Economy
League**

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Building a Skilled and Thriving Workforce



**Temple
University**

Lenfest North Philadelphia
Workforce Initiative

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A Message From LNPWI and the Economy League

In many respects, recent narratives about Philadelphia tell a story of growth, prosperity, and resurgence after decades of decline. Whether one points to its candidacy as a major contender in Amazon's HQ2 search, accolades as the home to some of the nation's finest restaurants, more than a decade of increasing population, or job growth that has outpaced that of other major cities, Philadelphia has splashed onto national and international stages. However, our city's relative prosperity is very unevenly distributed, not at all shared equally by all of its residents. Philadelphia is the poorest of the largest American cities. Philadelphia's poverty and lack of opportunity is spatially concentrated, with North Philadelphia serving as a nexus for many of the deepest of these challenges. A history of redlining and disinvestment has created conditions in which the poverty rate is staggeringly high, educational attainment woefully low, property values stagnant and often declining, with rates of labor force participation that lag Philadelphia's more prosperous neighborhoods by more than 15 percentage points.



The scale and scope of the challenges facing residents in its North Philadelphia neighborhoods led Temple University's leadership to create the Lenfest North Philadelphia Workforce Initiative (LNPWI). Its mission is to strengthen the earning potential of the North Philadelphia community through strategic investments, training and career-readiness programs. The time is now to leverage Philadelphia's growth, and the stability of its major anchor institutions like Temple, to find ways to connect more North Philadelphia residents to pathways to prosperity. Leaning into its role as a major anchor institution, Temple University commissioned the Economy League and Philadelphia Works Inc. to analyze the workforce development landscape in North Philadelphia, and to provide a set of strategic recommendations to guide the deployment of LNPWI resources and investments.



Months of engagement with data, community stakeholders and business leaders have given our team a deep understanding of the challenges facing North Philadelphia. At the same time, this engagement has also reinforced our appreciation of the rich history, assets and culture that form the fabric of North Philadelphia. The results and recommendations presented in this report draw upon labor market analysis as well as interviews, surveys and focus groups with community members, employers and workforce development providers. Beginning with a set of findings, this analysis sheds light on the scope of workforce-related opportunities and challenges in North Philadelphia. Next, it engages with how the LNPWI can utilize strategic investments and Opportunities for Workforce Leadership (OWLs) directly at Temple to help connect more North Philadelphia residents to sustainable job opportunities. We hope that these recommendations will help empower North Philadelphia residents, help attack the root causes of poverty, and help forge strategic partnerships that can enable inclusive growth and shared prosperity in North Philadelphia.

Sincerely,

Jeff Hornstein, Executive Director, Economy League of Greater Philadelphia

Shirley Moy, Executive Director, Lenfest North Philadelphia Workforce Initiative

Executive Summary

In March 2018 Temple University announced the formation of the Lenfest North Philadelphia Workforce Initiative (LNPWI), a flagship effort aimed at breaking the cycle of poverty that exists for far too many residents of North Philadelphia. Funded by the Lenfest Foundation and working in tandem with major economic development initiatives across the city, the LNPWI seeks to connect North Philadelphia residents to sustainable job opportunities by addressing two distinct, but deeply interrelated challenges affecting the communities surrounding Temple. First, many working-age individuals are out of work, have trouble finding employment or have trouble staying employed. Second, of the North Philadelphia residents who are employed, many earn low wages or have limited opportunities to advance into jobs that pay family-sustaining wages.

With these challenges in mind, Temple University engaged the Economy League of Greater Philadelphia (Economy League) and Philadelphia Works, Inc. (PW) in late 2018 to provide a detailed assessment of the workforce development landscape in North Philadelphia. This report by the Economy League aims to inform LNPWI strategic investments on how to connect more North Philadelphia residents to sustainable job opportunities. Building on foundational analytics performed by PW, this report presents key findings for the North Philadelphia workforce development ecosystem, discusses a framework of best practices to guide investment in North Philadelphia and provides a set of recommendations for LNPWI strategic investments.

Defining North Philadelphia and priority populations

North Philadelphia is home to 35 diverse neighborhoods and communities. However, because of the amorphous nature of neighborhood boundaries and the realities of data collection, community- and neighborhood-level data is difficult to examine. As such, the LNPWI focused on evaluating information for larger geographies, examining the following zip codes surrounding Temple University and Temple Health: 19121, 19122, 19123, 19125, 19130, 19132, 19133, and 19140 (see Figure 1).

While the overarching mission of the LNPWI is to connect all North Philadelphia residents to sustainable job opportunities, access to opportunities can differ for North Philadelphia residents for a variety of pre-existing reasons. Considering these factors, the LNPWI has identified a set of “priority populations,” widely considered to be the most vulnerable.

Noncitizens/immigrants—Individuals who are not U.S. citizens.

English as a second language individuals—Individuals who speak a language other than English as their primary language.

People with a disability—Individuals who have one or more disabilities as defined by the American Community Survey (ACS). These include hearing, vision, cognitive, ambulatory, self-care and independent living difficulties.

Benefits recipients—Individuals who draw public assistance benefits, including but not limited to Temporary Assistance for Needy Families, and Supplementary Nutrition Assistance Program.

Returning citizens—Individuals who have been imprisoned or incarcerated.

Veterans—Individuals who have served in the armed forces.

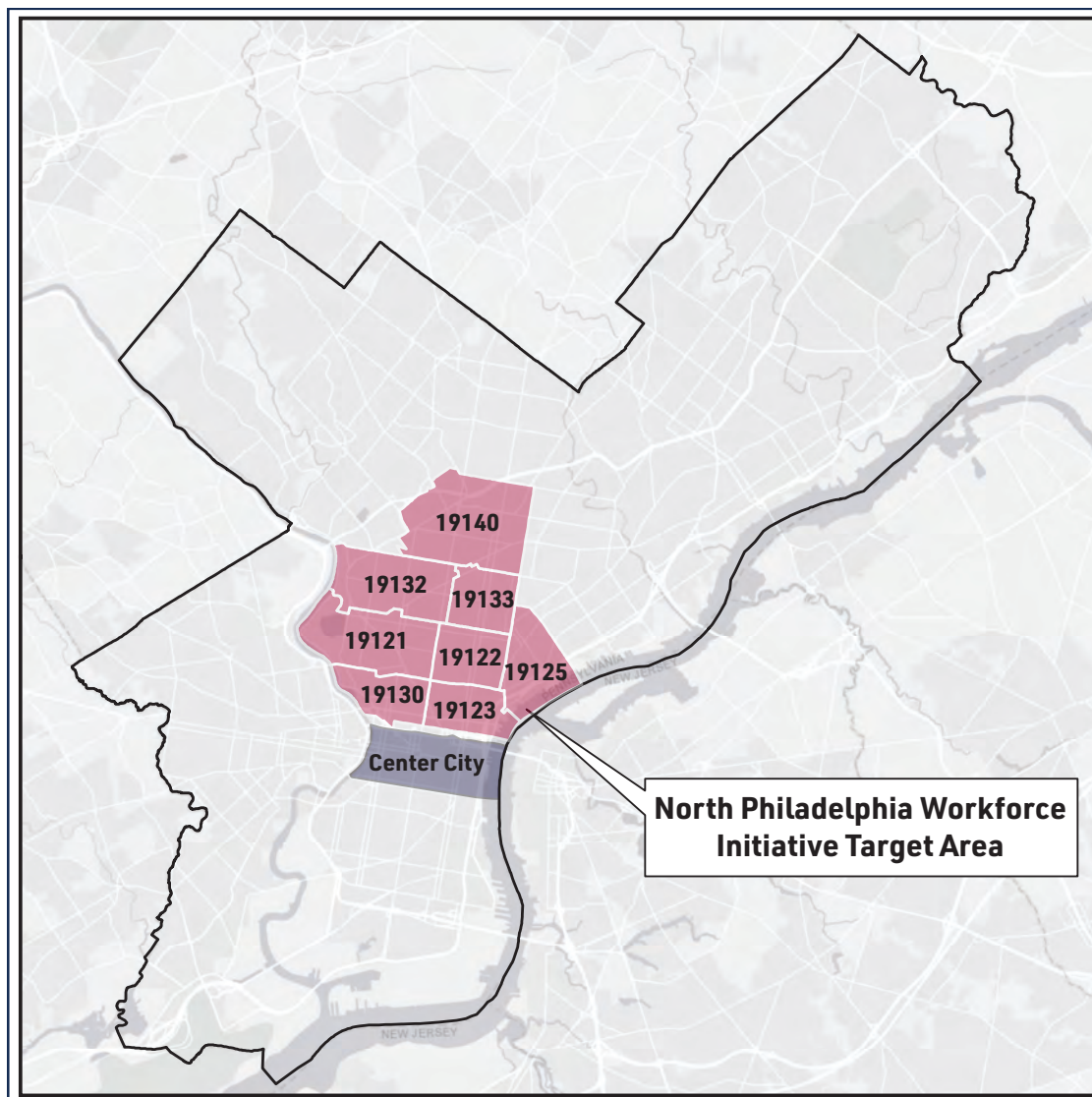
Opportunity youth—Individuals between the ages of 16 and 24 who are neither in school nor working.

Empowering North Philadelphia residents through language

The LNPWI seeks to empower North Philadelphia residents both through increasing access to sustainable job opportunities and rethinking terminology commonly used in workforce and economic development literature. While widely used, definitions such as “low-skill” can be isolating to individuals seeking work or advancement opportunities. Instead, drawing from resources such as the Foundational Skills Framework at the Institute for the Study of Adult Literacy, this report substitutes commonly used workforce development jargon with terminology that seeks to empower North Philadelphia residents, and gives them agency over their workforce development process.

Commonly-used terminology	Empowered terminology
Low-skill occupation	Foundational-skill occupation
Middle-skill occupation	Specific-skill occupation
High-skill occupation	Specialized-skill occupation
Soft skill	Power skill

Figure 1: Lenfest North Philadelphia Workforce Initiative target area



Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

Source: Lenfest North Philadelphia Workforce Initiative

Best practices in workforce development

Evaluating North Philadelphia's employment landscape and proposed interventions through a framework of best practices is a helpful way to inform how strategic investments can deliver the most effective results. The following five criteria represent literature-reviewed and data-driven workforce development best practices that have proven successful for job seekers, employees and employers.

- 1. Employer engagement**—Early and continual engagement and investment between workforce development providers and employers yields effective results for job seekers, employees and employers.
- 2. Community engagement**—When workforce development providers and employers tap into existing civic infrastructure and community networks, they can help connect individuals to the right resources, and spread relevant information.
- 3. Career advancement**—Long-term impact in workforce development includes connecting individuals to job opportunities; it also includes career advancement and continual learning opportunities wage growth.
- 4. Sharing of resources and information**—An interconnected workforce development ecosystem begins with workforce development and community programs' ability to effectively collect and share valuable information and resources.
- 5. Broad access to supportive services**—A range of factors may keep individuals from entering and thriving in the workforce. When individuals have access to the supportive services they need, such as affordable childcare, reliable transportation and digital literacy, they experience fewer roadblocks to finding and maintaining employment.



Key findings about North Philadelphia's employment landscape today

Interviews with 19 employers and workforce development organizations, 111 responses to an Economy League survey, foundational analytics performed by PW, and focus group “Community Table Talks” facilitated by Temple University yielded the following key findings and sub-findings about the North Philadelphia employment landscape.

1. **North Philadelphia is young and diverse.**
2. **North Philadelphia is home to strong anchor institutions.**
3. **North Philadelphia has a rich and complex network of workforce development resources.**
4. **Healthcare, education, and technology present promising job opportunities for North Philadelphia residents.**
5. **Many North Philadelphia residents face obstacles to career advancement, but opportunities exist.**
 - Many North Philadelphia residents work in industries and occupations with limited upward advancement.
 - Key transferrable skills exist in the industries and occupations that employ most North Philadelphia residents.
6. **Automation is a threat to many jobs held by North Philadelphia residents today.**
7. **Educational attainment is a pervasive barrier in North Philadelphia.**
 - Most posted job opportunities have education requirements beyond average educational attainment in North Philadelphia.
 - In many cases, North Philadelphia residents are many steps away from competing for jobs.
8. **There is untapped potential to align employer needs with the needs of North Philadelphia residents.**
 - There is alignment between workforce challenges facing North Philadelphia residents, and hiring challenges facing employers.
 - Employer engagement is abundant and varied, but employer input into the workforce development curriculum is less frequent.
 - Recruitment and hiring strategies conflict with digital access realities for North Philadelphia residents.
9. **Limited access to supportive services is the first roadblock to employment and advancement.**



Recommendations for strategic investments

Identifying the most promising investment opportunities is critical to bringing sustainable job opportunities to North Philadelphia residents. This report identifies pointed recommendations within four priority areas and identifies where LNPWI efforts can help move the needle for North Philadelphia residents. Recommendations also include Opportunities for Workforce Leadership (OWLs), or opportunities that lie directly within Temple University and Temple Health.

PRIORITY AREA 1

Foster connections and collaboration in the workforce development ecosystem

1. Leverage real estate partnerships to develop community training facilities at anchor institutions.
2. **OWL:** Examine the viability of deploying a shared resource platform to connect individuals to workforce development opportunities.
3. **OWL:** Elevate and publicize Temple University's centralized coordinated workforce development efforts.
4. Launch a community ambassador program.
5. Create a shared table to bring together major North Philadelphia stakeholders around workforce development.

PRIORITY AREA 2

Support and elevate human resources practices that benefit North Philadelphia residents

1. **OWL:** Further study the breadth and depth of hiring potential within Temple University and Temple Health.
2. Publish an employer handbook of best practices for connecting to talent in North Philadelphia.
3. Evaluate the current human resources practices at anchor vendors to increase opportunity for North Philadelphia residents.
4. Elevate the work of employers that engage in human resources best practices for North Philadelphia residents.

PRIORITY AREA 3

Support data-informed workforce development programming and training

1. Create a digital access and digital literacy strategy.
2. Create cross-sector career pipelines into promising industries and occupations.
3. Facilitate employer input into training curriculum in promising industries and occupations.
4. Allocate resources to Spanish language workforce development programs.
5. Prioritize resources for workforce training and programs in promising industries and occupations.

PRIORITY AREA 4

Expand Access to Supportive Services

1. **OWL:** Incorporate workforce development screening and resource education into existing public health screenings.
2. Launch an employer training and education campaign on trauma and workforce development outcomes.

Introduction

Background

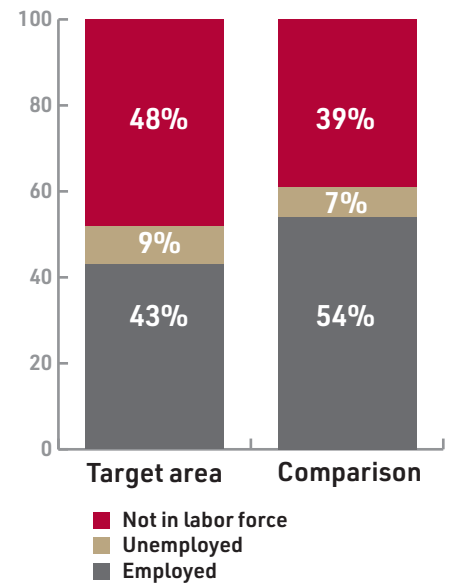
In March of 2018, Temple University announced the formation of a flagship initiative, the Lenfest North Philadelphia Workforce Initiative (LNPWI), aimed at breaking the cycle of poverty that exists for many North Philadelphia residents. Funded by the Lenfest Foundation and dovetailing with the city of Philadelphia's *Fueling Philadelphia's Talent Engine*, the LNPWI seeks to address two distinct, but deeply interrelated challenges affecting the communities surrounding Temple. First, many working-age individuals are out of work, have trouble finding employment or have trouble staying employed. Second, for the North Philadelphia residents who are employed, many earn low wages or have limited opportunity to advance into jobs that pay family-sustaining wages.

Available data suggests that high numbers of North Philadelphia residents of working age (16 to 64) are not participating in the labor force, and have difficulty simply finding employment. With only 43% of the working-age population employed, North Philadelphia lags behind the 54% employment rate of the rest of the city (see Figure 2).¹

Concurrently, data shows that the labor force of North Philadelphia is employed, but experiences low wages and has difficulty advancing. Adults aged 16 to 64 see roughly 43% employment rate. Of the 43% who are employed, they earn roughly \$25,000 annually, approximately 200% of the federal poverty line for a household of one. This is significantly lower than citywide median annual earnings of roughly \$42,500, or approximately 340% of the federal poverty line for a household of one. These working North Philadelphia residents are primarily employed in foundational-skill occupations (see Figure 3), and generally have low educational attainment. They are also largely employed in industries like retail and food service and accommodations that historically have limited opportunities for career advancement beyond the entry level.

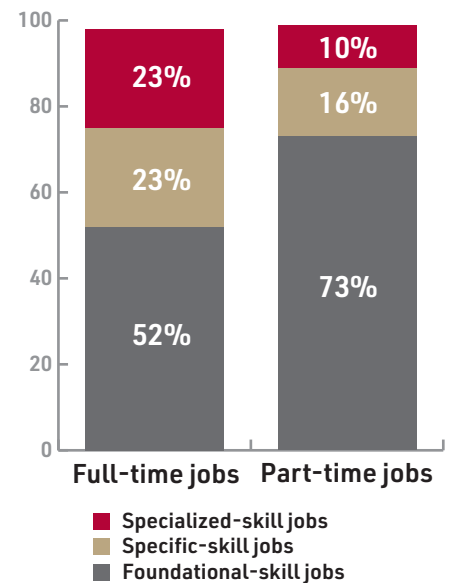
With these interrelated challenges in mind, Temple in late 2018 engaged the Economy League of Greater Philadelphia (Economy League), and Philadelphia Works, Inc. (PW) to execute a detailed analysis of the workforce development landscape in North Philadelphia. The purpose of this analysis is to inform strategic investments made through the LNPWI in order to connect more North Philadelphia residents to sustainable job opportunities. The Economy League's work builds upon a set of foundational analytics executed by PW (to see the foundational analytics of North Philadelphia visit templelnpwi.org/research). This report presents key findings for the North Philadelphia workforce development ecosystem, discusses a framework to guide investment in North Philadelphia, and provides a set of recommendations for LNPWI strategic investments and trainings.

Figure 2: North Philadelphia employment lags behind the rest of the city's employment (population 16 years and over)



Source: Philadelphia Works analysis of American Community Survey Public Use Microdata Sample, 2012–2016

Figure 3: Working North Philadelphia residents are primarily employed in foundational-skill jobs



Source: Philadelphia Works analysis of BLS Employment Projections Program, and American Community Survey Public Use Microdata Sample 2012–2016

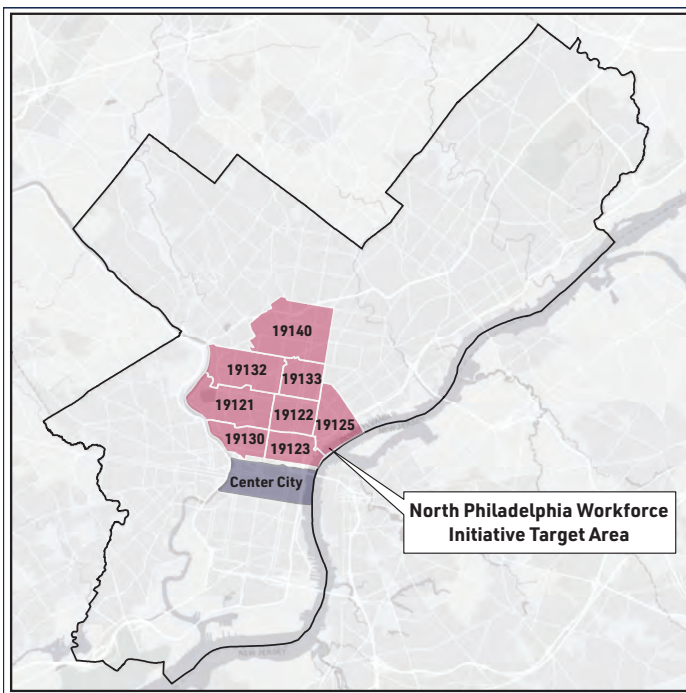
¹ Meg Shope Koppel. "Formulating Workforce Solutions for North Philadelphia Data Presentation" (lecture, Advancing Workforce Development Solutions for North Philadelphia, Temple University, Philadelphia, PA).

Defining North Philadelphia and priority populations

The area commonly known as North Philadelphia is home to a diverse array of 35 neighborhoods and communities. From Strawberry Mansion, to Yorktown, to Olde Kensington, the communities of North Philadelphia each contribute a unique identity and history to the fabric of the city (see Appendix A for map of neighborhoods in the LNPWI target area). However, because of the amorphous nature of neighborhood boundaries and the realities of data collection, community- and neighborhood-level data is difficult to examine. As such, the LNPWI focused on evaluating larger geographies, examining the communities that lie in the Temple footprint at the zip code level. The target area includes the following zip codes: 19121, 19122, 19123, 19125, 19130, 19132, 19133, and 19140 (see Figure 4).

While the overarching mission of the LNPWI is to connect all North Philadelphia residents to sustainable job opportunities, access to opportunities can differ for North Philadelphia residents for a variety of preexisting reasons. For example, an individual who has a criminal record faces different workforce-related challenges than an individual without a criminal record. With this in mind, the LNPWI has identified a set of “priority populations” that may experience unique challenges or need access to specialized services. The challenges faced by priority populations are deeply complex in that there is significant overlap among many of these designations. For example, a disabled veteran would experience unique workforce-related barriers faced by both priority populations of “veteran” and “people with a disability.” Strategic recommendations take into consideration where and how investments address these most vulnerable, populations.

Figure 4: Lenfest North Philadelphia Workforce Initiative target area



Source: Lenfest North Philadelphia Workforce Initiative

Noncitizens/immigrants—Individuals who are not U.S. citizens.

English as a second language individuals—Individuals who speak a language other than English as their primary language.

People with a disability—Individuals who have one or more disabilities as defined by the ACS. These include hearing, vision, cognitive, ambulatory, self-care and independent living difficulties.

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Returning citizens—Individuals who have been imprisoned or incarcerated.

Veterans—Individuals who have served in the armed forces.

Opportunity youth—Individuals between the ages of 16 and 24 who are neither in school nor working.

For more details on North Philadelphia’s priority populations, please refer to the PW foundational analytics at templelnpwi.org/research.

Empowering North Philadelphia residents through language

The LNPWI seeks to empower North Philadelphia residents both through increasing access to sustainable job opportunities, but also through rethinking commonly-used terms in workforce and economic development. Definitions such as “low-skill” can be isolating to individuals seeking work or advancement opportunities. Drawing from resources such as the Foundational Skills Framework at the Institute for the Study of Adult Literacy, this report replaces some commonly used workforce development jargon with terminology that instead empowers residents and gives them agency over their workforce development process.

Commonly-used terminology	Empowered terminology
Low-skill occupation	Foundational-skill occupation
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Methodology and data limitations

This analysis employs a mixed-methods approach, combining both quantitative and qualitative data. Quantitative analysis performed by PW examined publicly available data from the U.S. Census Bureau’s American Community Survey (ACS) and the Bureau of Labor Statistics’ Employment Projections Program, statistics on PW’s in-house workforce development programs, and private data sources. The Economy League also analyzed Temple human resources data, and quantitative data from Occupational Information Network (O*NET).

This study also draws from Economy League intelligence gathered through eight interviews with employers, 11 interviews with representatives of workforce development organizations, conversations with community leaders and information gathered at Temple-sponsored career events. Analysis includes information from LNPWI-sponsored Community Table Talks—community outreach focus groups designed to garner direct workforce-related input from community members and leaders. Qualitative analysis also draws from 111 responses to an Economy League survey of workforce development organizations, employers and community organizations in the region.

As is usually the case in socioeconomic research, there are limitations to the insight that can be inferred from the data sources used for this study. North Philadelphia is home to a difficult to measure but likely significant level of employment and economic activity that is either informal or not otherwise traceable by traditional methods. Research shows that select industries that employ large numbers of North Philadelphia residents—such as the accommodation and food service industry—include a considerable share of “under-the-table” or “off-the-books” compensation. And contract-based, non-payroll employment, popular within the “gig economy” or “platform economy,” is outside the reach of data sources used for this study.



Best Practices in Workforce Development

Effectively connecting individuals with training, employment and career advancement opportunities is complex work influenced by a variety of factors. With this complexity in mind, evaluating findings and potential activity and investments through a framework of best practices is a helpful way to inform how strategic investments can best connect more individuals to sustainable job opportunities. This section outlines data-driven and literature-reviewed best practices for workforce development that can yield the most advantageous outcomes for job seekers, employees and employers.

Employer engagement

Early and continual engagement between workforce development providers and employers yields effective results for job seekers, employees and employers. Among many positive outcomes, employer engagement can help align workforce development training programs with employer needs, making it easier for participants to secure employment.² The most successful examples of employer engagement include robust partnership providers as well as continued investment of monies and resources to make public investments in workforce programs go further.³ Employer engagement can take many additional forms, including codevelopment of training curricula with workforce development service providers; developing continuing education and creation of training, credentials and support services that help employees advance along career pathways.



Community engagement

When workforce development providers and employers tap into existing civic infrastructure and community networks, it can help facilitate employer connections, disseminate relevant training opportunities and connect individuals to the right resources.⁴ For traditionally underserved communities where employment and advancement opportunities are limited, and where there is a lack of access to information and resources, comprehensive community engagement can help close the gap by directing individuals to the right resources.

² Shayne Spaulding, and Ananda Martin-Caughey. *The Goals and Dimensions of Employer Engagement in Workforce Development Programs*. Washington, D.C.: The Urban Institute, 2015.

³ Nick Frontino, and John Taylor. *Philadelphia Career Pathways Assessment*. Philadelphia, PA: The Economy League of Greater Philadelphia, 2017.

⁴ Shayne Spaulding, and David C. Blount. *Employer Engagement by Community-Based Organizations*. Washington, D.C.: The Urban Institute, 2019.

Career advancement

Programs that take a career advancement approach create strong cohesion between stakeholders, employers, jobseekers and employees.⁵ Sometimes known as “career pathways,” career advancement clearly articulates routes to well-paying jobs and provides support and guidance to individuals moving along the path. Individuals gain specific skillsets and achieve progressive levels of education and credentials that lead to a better job. Well-designed career advancement opportunities are flexible, with multiple entry and exit points to meet the needs of individuals with different skill levels, career goals, and changing family or other personal responsibilities. A workforce development ecosystem built on principles of career advancement typically offer continual learning opportunities and corresponding wage growth, leading to positive outcomes for workers and for employers.⁶

Sharing of resources and information

An interconnected workforce development ecosystem begins with individual workforce development programs’ ability to collect and share valuable information and resources.⁷ Whether it’s publishing retention and matriculation data, distributing information about program start dates, or sharing training details, sharing resources and information serves an important purpose: it better educates providers to the breadth of resources available at peer institutions, and how those resources are used. This dynamic facilitates warm handoffs between programs, and proactively allows for job seekers to connect to resources that are the best fit for their needs.

Broad access to supportive services

Services such as childcare, transportation, digital resources, health and mental healthcare, among many others, are all independently linked to advancing job training and workforce development outcomes.^{8,9} Similarly, lack of access to these resources can have negative workforce-related consequences. This report refers to these resources as “supportive services.” These supportive services fall outside of what may traditionally be thought of as workforce development but are nevertheless central to how and where individuals engage with the workforce. When individuals have access to the supportive services they need, like affordable childcare or reliable transportation services, they experience fewer roadblocks to finding and maintaining employment. Supportive services also extend to an individual’s health and mental health wellness—factors that can deeply impact one’s ability to find and keep employment.



⁵ Shared Visions, Strong Systems, report, Alliance for Quality Career Pathways (Washington, D.C.: The Center for Law and Social Policy, 2014). Accessed June 24, 2019. <https://www.clasp.org/sites/default/files/public/resources-and-publications/files/aqcp-framework-version-1-0/AQCP-Framework.pdf>.

⁶ Nick Frontino, and John Taylor. *Philadelphia Career Pathways Assessment*. Philadelphia, PA: The Economy League of Greater Philadelphia, 2017.

⁷ Ibid.

⁸ Kyle Demaria. *Getting to Work on Time: Public Transit and Job Access in Northeastern Pennsylvania*. Philadelphia, PA: The Federal Reserve Bank of Philadelphia, 2018. Accessed on July 25, 2019. <https://www.philadelphiafed.org/-/media/community-development/publications/special-reports/public-transit-and-job-access-in-northeastern-pennsylvania/getting-to-work-on-time.pdf>.

⁹ Shayne Spaulding, and Semha Gebrekristos. *Family-Centered Approaches to Workforce Program Services: Findings from Workforce Development Boards*. Washington, D.C.: The Urban Institute, 2018.

Understanding the North Philadelphia Employment Landscape Today

Foundational analytics show that North Philadelphia residents face a series of demographic, economic and education-related challenges that make finding and maintaining employment an uphill battle. On average, North Philadelphia residents have low levels of educational attainment, with **one in 4 residents lacking a high school diploma**. Forty-two percent of North Philadelphia residents live in poverty, a disproportionately high number when compared to the city's overall 26%.^{10,11} And at \$25,000, median household income levels are two-thirds the city's median income of \$39,759. North Philadelphia also has **high percentages of young residents who are neither participating in the labor force, nor attending school**. These so-called "opportunity youth" represent 24% of North Philadelphia residents between 16 and 24 years of age, a high number when compared to the rest of the city's 17%. **Of North Philadelphia's 275,453 residents, 23,200 are returning citizens**, who experience the daunting task of trying to attain employment and advancement with the burden of a criminal record.

Despite these challenges, strengths and opportunities do exist. Assets such as a diverse population, strong anchor institutions and strong networks of community- and workforce-related resources are all powerful tools that can be leveraged to help connect more individuals to sustainable job opportunities. Building on these foundational analytics, the following analysis of North Philadelphia's employment landscape gives a snapshot of the scope of workforce-related challenges and opportunities that exist for North Philadelphia residents. These findings will help Temple and other key stakeholders advance strategic investments, identify potential partnerships and remove barriers, all with the goal of connecting more North Philadelphia residents to sustainable employment opportunities.

For the full PW report on foundational analytics visit templenpwi.org/research.



¹⁰ Meg Shope Koppel. "Formulating Workforce Solutions for North Philadelphia Data Presentation" (lecture, Advancing Workforce Development Solutions for North Philadelphia, Temple University, Philadelphia, PA).

¹¹ Octavia Howell. *Philadelphia's Poor: Experiences from Below the Poverty Line-- How financial well-being affects everything from health and housing to education to employment*. Philadelphia, PA: The PEW Charitable Trusts, 2018. Accessed July 30, 2019. <https://www.pewtrusts.org/research-and-analysis/reports/2018/09/26/philadelphias-poor-experiences-from-below-the-poverty-line>.

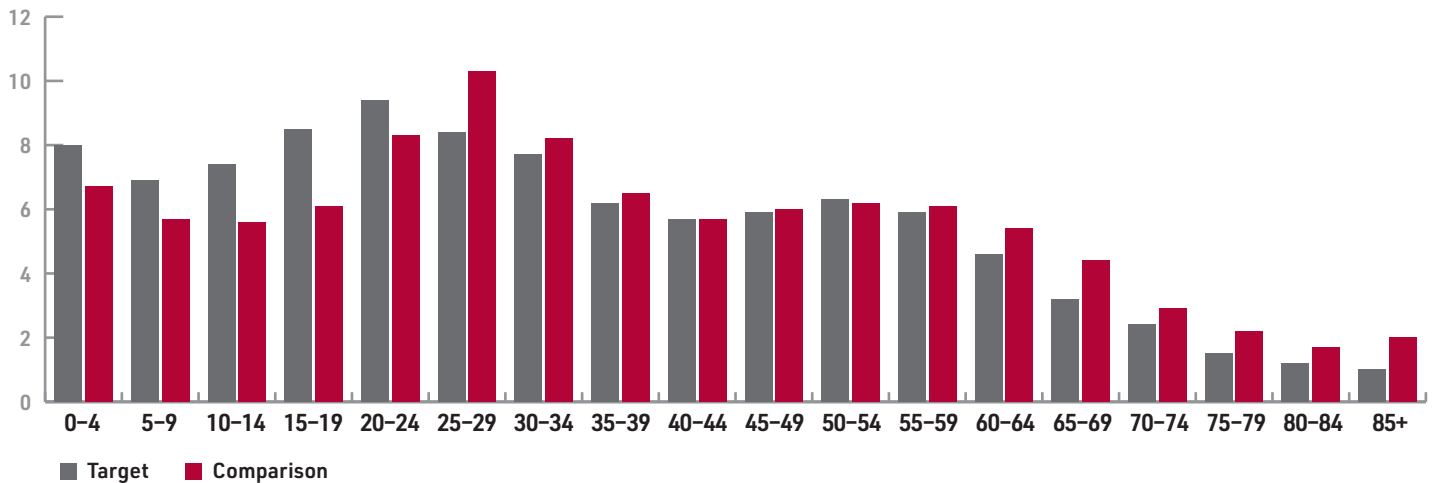
North Philadelphia is young and diverse

The population of North Philadelphia is both young and diverse, a major asset from economic development and workforce development perspectives. Literature demonstrates that low-income families in particular benefit from more diverse neighborhoods, seeing higher employment gains when they move into more diverse neighborhoods from largely segregated areas.¹² Inversely, deeply non-diverse or segregated neighborhoods can concentrate poverty and distress.¹³ The benefits of youth in economic development interventions are equally well-documented. Initiatives like quality early-childhood education, high-quality afterschool programming, and Moving to Opportunity at a young age have deep impacts on overall economic health well into later life.^{14,15}

Youth aged 10 to 25 represent the largest age group in North Philadelphia, accounting for 32% of the population compared to the rest of the city's 20% (see Figure 5).¹⁶

The population of North Philadelphia is also racially and ethnically diverse. Many LNPWI target-area zip codes score high on the U.S. Census diversity index (see Figure 6), the measure of racial and ethnic representation. Spatial analysis also points to a unique blend of racial representation when compared to other parts of Philadelphia (see Figure 7), with significant representation from black, white, Latinx and Asian populations.

Figure 5: Youth represent the largest age group in North Philadelphia



Source: Philadelphia Works analysis of American Community Survey Public Use Microdata Sample 2012–2016

¹² Margery Austin Turner, and Lynette Rawlings. *Promoting Neighborhood Diversity: Benefits, Barriers, and Strategies*. Washington D.C.: The Urban Institute, 2009. Accessed July 30, 2019. <https://www.urban.org/sites/default/files/publication/30631/411955-Promoting-Neighborhood-Diversity-Benefits-Barriers-and-Strategies.PDF>.

¹³ Ibid.

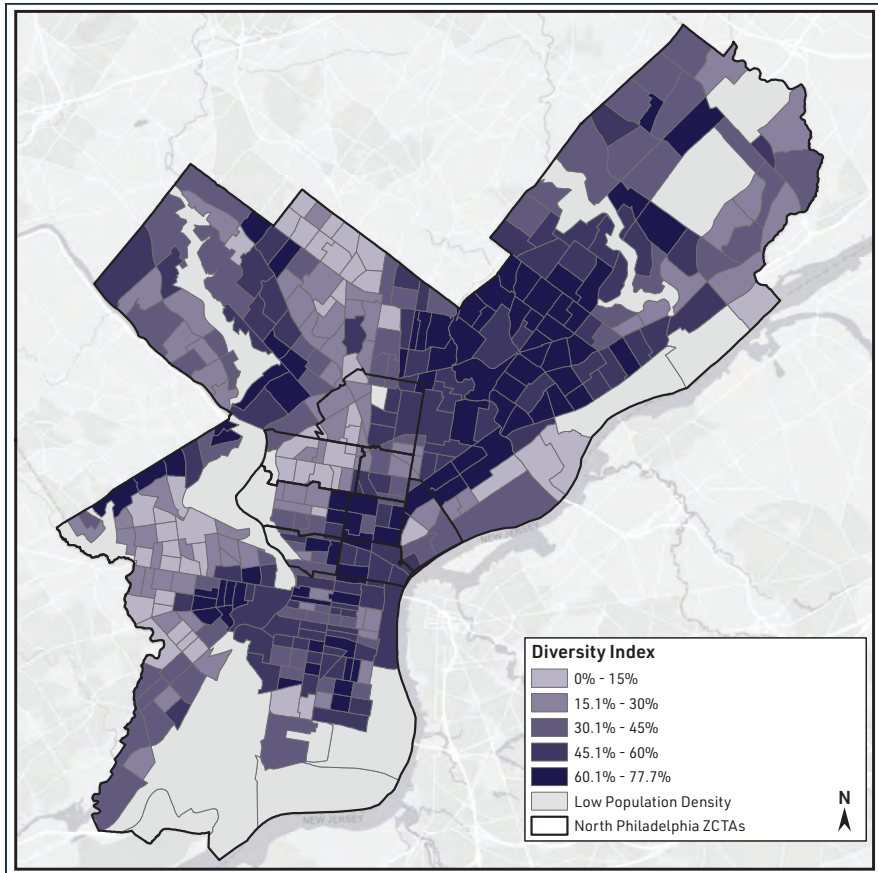
¹⁴ Ibid.

¹⁵ James Heckman. "The Economics of Inequality: The Value of Early Childhood Education," *American Educator* (Spring 2011).

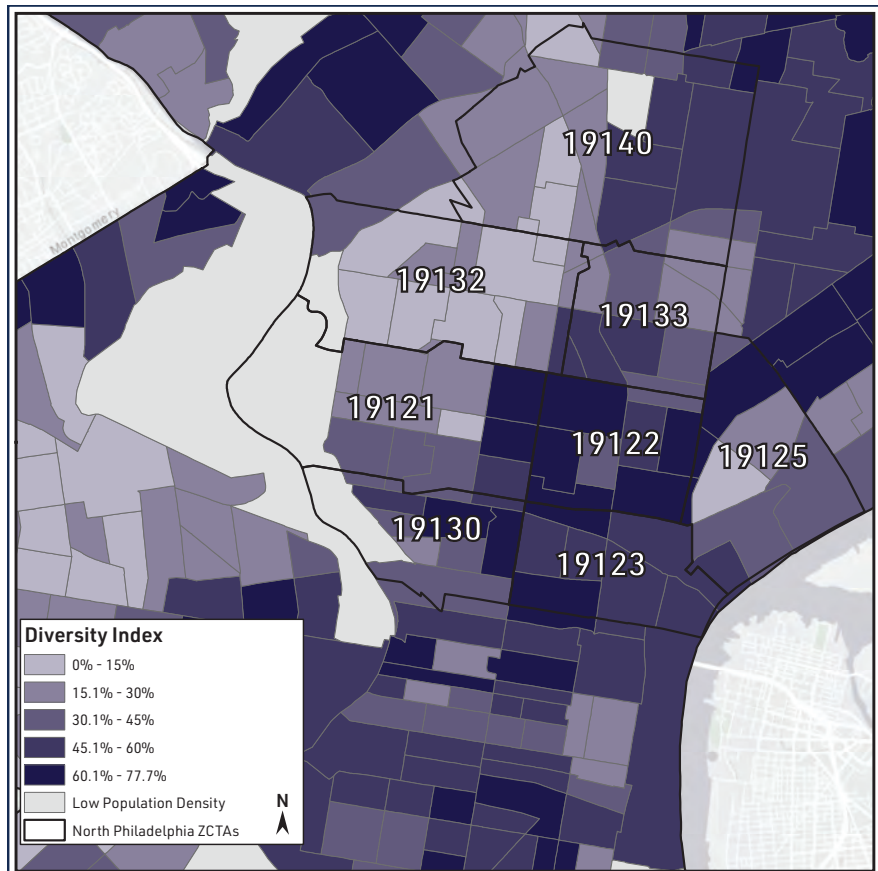
¹⁶ Meg Shope Koppel. "Formulating Workforce Solutions for North Philadelphia Data Presentation" (lecture, Advancing Workforce Development Solutions for North Philadelphia, Temple University, Philadelphia, PA).

Figure 6: Some North Philadelphia zip codes score high on the U.S. Census Diversity Index

Source: Philadelphia Works analysis of American Community Survey 5-year estimates 2012–2016



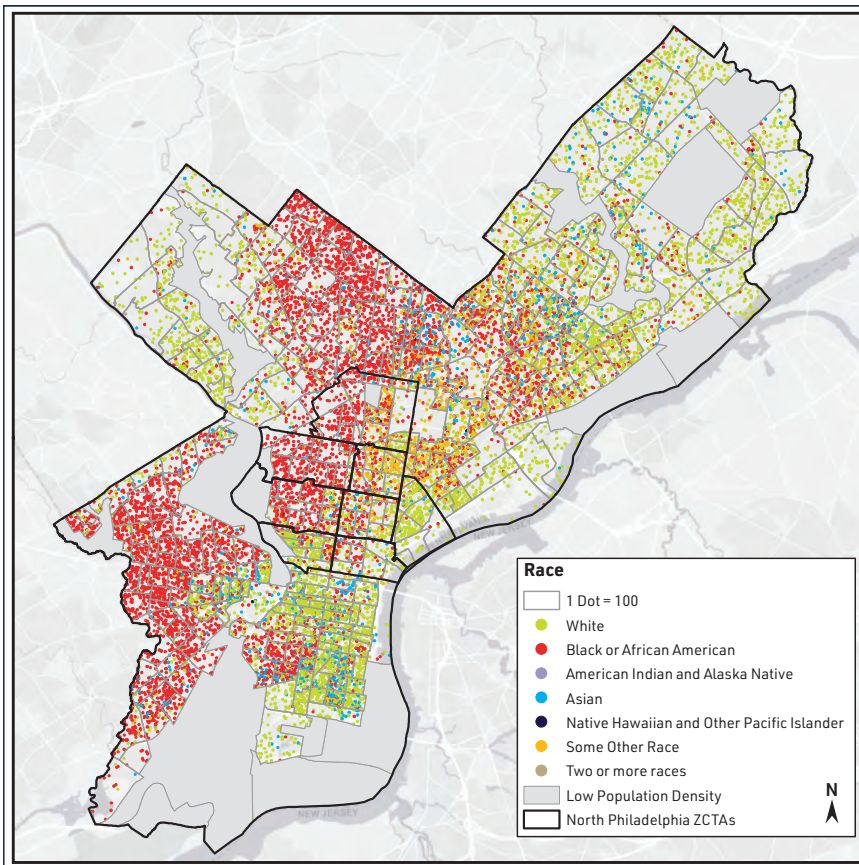
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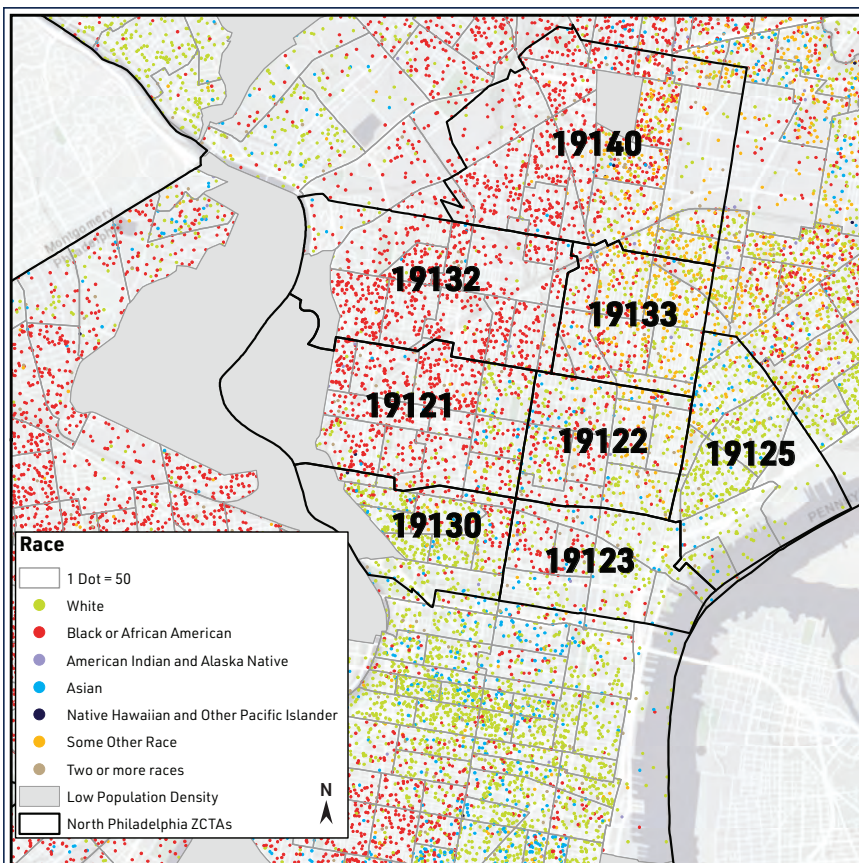
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Figure 7: Some North Philadelphia zip codes have high representation from diverse racial and ethnic groups

Source: Philadelphia Works analysis of American Community Survey 5-year estimates 2012–2016



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THE WORKFORCE DEVELOPMENT PERSPECTIVE

The [North Philadelphia Latinx] population has tremendous potential to meet the future multilingual needs of Philadelphia.

—Congreso

Qualitative intelligence from organizations that work with English as a second language (ESL), immigrant and first-generation American populations support the finding that diversity is a major asset for the target area. Leaders at these organizations point to the potential of North Philadelphia's Spanish-speaking populations to meet the demands of a 21st century economy that is increasingly dependent on multilingual proficiencies.¹⁷ These experts also acknowledge certain challenges within the Spanish-speaking population. Specifically, written Spanish and Spanish used in professional settings can differ greatly from the colloquial Spanish, heritage Spanish or hybrids of "Spanglish" that are spoken in communities such as North Philadelphia's Centro de Oro. This creates a unique set of literacy and professional issues that can disconnect Spanish speakers from job opportunities. Nevertheless, leaders in these fields point to the potential of the Spanish-speaking populations of North Philadelphia as some of the best equipped to help bridge gaps that exist between Spanish speakers and the working world.



¹⁷ Rebecca Hastings. "Multilingual Skills, Cultural Understanding Rise in Importance," The SHRMBlog, September, 2012. Accessed on July 25, 2019. <https://www.shrm.org/resourcesandtools/hr-topics/behavioral-competencies/global-and-cultural-effectiveness/pages/multilingual-skills-cultural-understanding.aspx>.

North Philadelphia is home to strong anchor institutions

The historic academic and medical campuses that are rooted in North Philadelphia are major assets for connecting residents to sustainable employment opportunities. Temple University and Temple Health, among other anchors, serve as central hubs of community and commercial activity (for a list of anchor institutions in North Philadelphia see Appendix B.) These institutions drive demand for goods and services to meet the needs of students, faculty, staff and patients and control diverse real estate portfolios that accommodate a variety of businesses.

Anchors also contract with vendors and suppliers that are themselves major employers across the city and region. These contracts are points of leverage to influence human resources hiring and advancement practices for the benefit of North Philadelphia residents. The power of anchor institutions' employment influence also benefits from the industry make-up of anchor institutions as educational and medical institutions. The education and healthcare industries provide high percentages of foundational-skill jobs, but also have some of the stronger career advancement opportunities from foundational-skill jobs into the specific-skill range.

From a community development perspective, anchor institutions are widely perceived as the key leaders for better engagement, education and elevation of the communities that lie in their footprints. Qualitative evidence from Community Table Talks, Temple workforce events and interviews show that community involvement from anchor institutions is a commonly cited solution to address workforce-related challenges. While there is tension between some of these institutions and the residents who live in the surrounding area, increased engagement from anchors and anchor leadership presents an opportunity to restore a historically strained relationship and connect individuals to job opportunities.

Lastly, from a workforce development perspective, anchor institutions are themselves major employers, and have the opportunity to expand employment and career opportunities for North Philadelphia residents within their own walls. Fox School of Business capstone research points to opportunities for Temple to expand the footprint of North Philadelphia residents in its own workforce in four key areas: administration and clerical work, commercial driving, general mechanics and housekeeping. This is supported more broadly by Temple University human resource data, which points to Temple hiring only roughly 10.55% of its employees from the target area. For the Fox School of Business analysis of Temple human resource data, please visit templeinpw.org/research.

THE COMMUNITY PERSPECTIVE

"[The universities and hospitals] need to meet people where they are."

—*Temple University
Community Table Talk*

WHAT IS AN ANCHOR INSTITUTION?

Anchor institutions are "anchored" in place by their assets. These types of institutions are often academic campuses or medical facilities. Because they are rooted in place, anchor institutions are often invested in improving the welfare of the neighborhoods that surround them.

North Philadelphia has a rich and complex network of workforce development resources

North Philadelphia is deeply saturated with workforce development and social service organizations invested in connecting individuals to jobs, training opportunities, supportive services and many other resources—an environment that contributes both challenges and opportunities for the workforce development ecosystem.

The sheer volume of resources reflects a commitment to connect individuals to sustainable job opportunities, a diverse portfolio of assistance options, varied funding streams that address workforce-related challenges and wide capacity to meet demand. The engagement and diversity of workforce programs is supported by attendance and participation at LNPWI events. Temple's Advancing Workforce Solutions for North Philadelphia conference boasted 255 individual RSVPs, which garnered representation from over 100 employers, workforce development organizations, community organizations and faith-based organizations. Literature review and analysis shows that these varied organizations offer a plethora of workforce-related services ranging from power-skill straining to robust and specific training and education programs, all of which are useful to connect individuals to sustainable job opportunities. To view the full Economy League analysis of workforce development services, please visit economyleague.org/careerpathways.

This abundance of resources comes with its challenges, however. Evidence points to gaps in knowledge that extend from job seekers to workforce development practitioners. It also contributes to an overall lack of coordination among the many programs and trainings. Many job seekers, overwhelmed and intimidated by the number of options, may select training programs that are not the right fit for their needs. Alternatively, they may abstain from using workforce development providers altogether. For those individuals who need even more specified services, like individuals who belong to priority populations, navigating the slew of programs can seem like an insurmountable task. Similarly, there is a deep underlying tension between the need for specialized services—for example services that are geared toward priority populations, or services that are sensitive to cultural and linguistic needs—and the amount of redundancy that is then present within the workforce system as both quantitative and qualitative analyses points to multiple organizations serving several of the same needs. To view the full Economy League analysis of workforce solution services, please visit economyleague.org/careerpathways.

THE COMMUNITY PERSPECTIVE

“Many people just don't know about all of the resources that are out there.”

*—Community Leader,
Interfaith Breakfast*

The myriad resources, potential redundancy among them, and the lack of coordination between them has created gaps in knowledge that extend to workforce development providers and community leaders as well—the people who are perhaps best equipped to point individuals to the right resources. Incomplete knowledge about what workforce development programs offer, who they serve and how they offer services deeply limits the ability to effectively make referrals. Only 64% of surveyed community organizations indicate that they facilitate connections to workforce development organizations for their constituents who are looking for work. Similarly, while all surveyed workforce development organizations indicated that they refer individuals to other resources, there are no apparent patterns for where or why individuals are referred to other programs. Rather than meeting the needs of job-seekers, these referrals seem to be based on interpersonal connections alone.



Healthcare, education, and technology present promising job opportunities for North Philadelphia residents

There exists a wide range of industries and occupations that are promising for North Philadelphia residents. However, the industries of healthcare and education provide important pathways from foundational-skill into specific-skill occupations. Similarly, there are promising opportunities within tech-related occupations. This section discusses these promising industries and occupations.

Healthcare and education are promising industries for employing North Philadelphia residents

ACS estimates show that together the healthcare and education industries employ roughly 29% of the working population of North Philadelphia residents. When compared to other leading industries such as retail, healthcare and education provide more robust opportunities for career advancement. While occupations in these industries vary by skill level, with the right training and certifications, opportunities to advance from foundational-skill into specific-skill and related occupations exist. Occupational analysis also shows that these advancement opportunities are met with corresponding wage growth (see Figures 8 and 9).



Figure 8: Top occupations for North Philadelphia residents in the healthcare industry have related advancement opportunities with higher median wages

Occupation	Number of North Philadelphia residents	2017 Median annual wage	Related occupation	Related occupation 2017 median annual wage
Nursing, psychiatric and home health aides	3,169	\$25,680	Physical therapist aide	\$29,810
Personal care aides	1,230	\$24,340	Physical therapist aide	\$29,810
Childcare workers	961	\$20,260	Nursing, psychiatric and home health aides	\$25,680

Source: Philadelphia Works analysis of Longitudinal Employer Household Dynamics Program 2015; Economy League analysis of O*NET

Figure 9: Top occupations for North Philadelphia residents in the education industry and have related advancement opportunities with higher median wages

Occupation	Number of North Philadelphia residents	2017 median annual wage	Related occupation	Related occupation 2017 median annual wage
Elementary and middle school teachers	948	\$64,270	Education administrators	\$75,000**
Teacher assistants	895	\$23,670	Social and human services coordinator	\$35,070

**State-level median annual wage

Source: Philadelphia Works analysis of Longitudinal Employer Household Dynamics Program 2015; Economy League analysis of O*NET

Tech and tech-related occupations are promising jobs for North Philadelphia residents

Typically, conversations about a 21st century economy bend toward the conflict between automation, artificial intelligence and worker interests. However, an economy that is increasingly dependent on technology opens a variety of doors to training, education and workforce development opportunities. High-priority occupations for 2018 for the Philadelphia County area included family-sustaining wage opportunities in tech and tech-related occupations, including occupations that provide maintenance of tech-related systems.^{18,19} These include occupations such as computer programmers, web developers, software developers and computer user support specialists, as well as tech-adjacent maintenance such as electricians. The below list (Figure 10) represents a set of occupations that are projected to grow into 2024, face low to medium risk of automation, are high-priority occupations for Philadelphia County, and are attainable through postsecondary training or certifications. These jobs can be accessible to some North Philadelphia residents, will achieve family-sustaining wages at the entry level and have some insulation from the macroeconomic forces of a changing economy.



Figure 10: Some 2018 high priority occupations, have low to medium risk of automation, attainable educational requirements, and family-sustaining wages

Occupation	Risk of automation	Typical entry-level education	Typical entry-level annual wages
Computer user support specialists	Low risk	Post-secondary training	\$39,090
Computer network support specialist	Low risk	Associate's degree	\$49,060
Web developer	Medium risk	Associate's degree	\$48,190
Electrician	Low risk	Long-term, on-the-job training	\$43,000

Source: Philadelphia Works analysis of Longitudinal Employer Household Dynamics Program 2015; Economy League analysis of O*NET

¹⁸ “2018 High Priority Occupations,” Philadelphia Works, Accessed July 30, 2019. <https://www.philaworks.org/2018-high-priority-occupations/>.

¹⁹ The MIT Living Wage Calculator defines a living wage as the hourly rate that an individual must earn to support their family if they are the sole provider and are working full-time (2080 hours per year). For a family of two adults and two children Philadelphia living wages are \$16.60/hour per adult, or \$34,528 per adult annually.

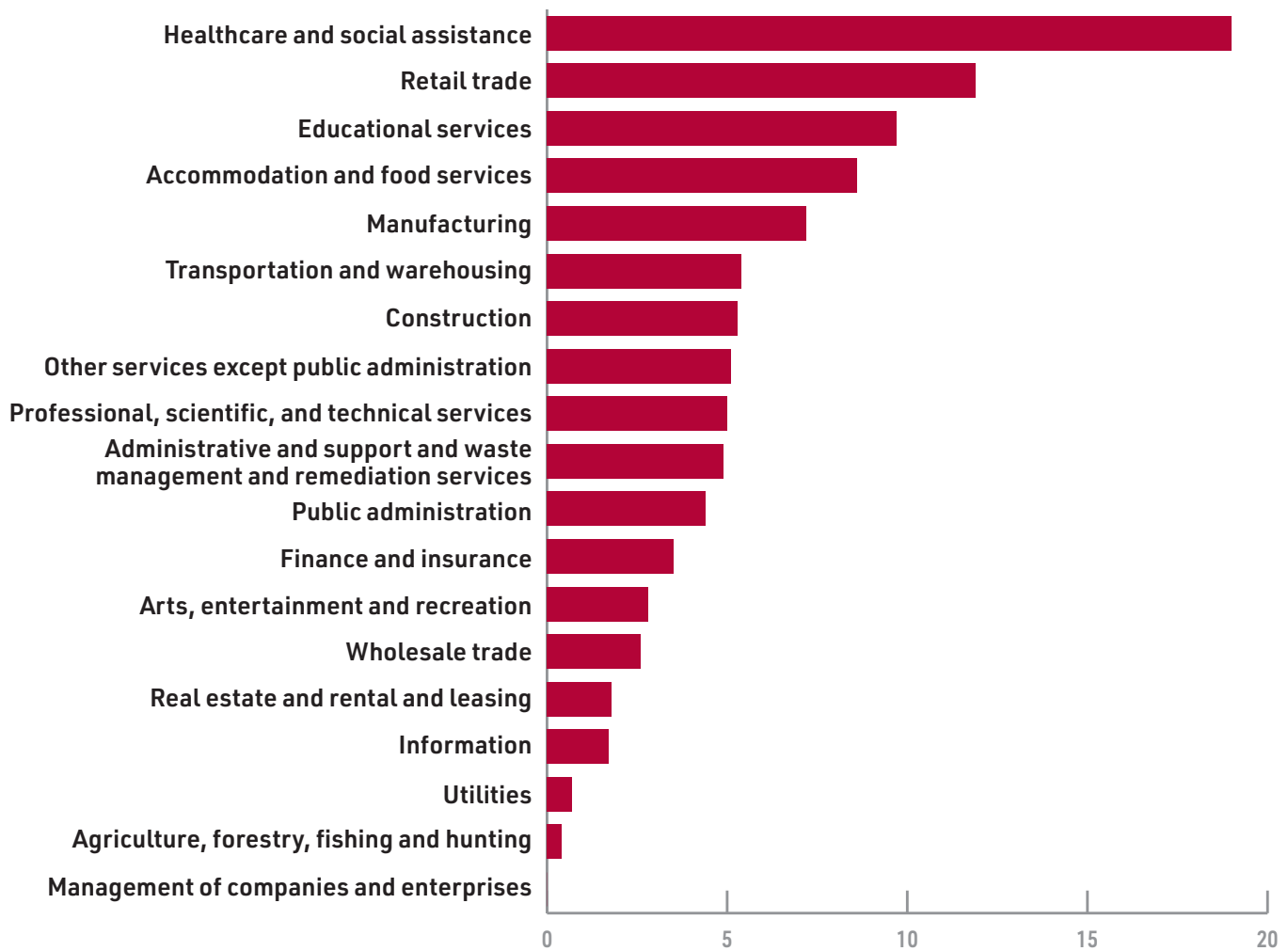
Many North Philadelphia residents face obstacles to career advancement, but opportunities exist

North Philadelphia residents face a variety of challenges to upward advancement. Despite these challenges, opportunities for advancement do exist, albeit at varying levels of complexity. This section discusses the nuances of upward mobility for North Philadelphia residents.

Many North Philadelphia residents work in industries and occupations with limited upward advancement

The industries that employ the most North Philadelphia residents are healthcare and social assistance, retail trade, educational services, accommodation and food services and manufacturing (see Figure 11).

Figure 11: Many North Philadelphia residents work in retail, and accommodation and food services; industries with limited upward advancement



Source: Philadelphia Works analysis of American Community Survey Public Use Microdata Sample, 2012–2016

Educational services, and healthcare and social service industries all have pathways into specific-skill jobs, but the bulk of both retail and accommodation and food service jobs are foundational-skill. This is supported by occupational analysis which shows that the leading occupations for North Philadelphia residents are largely foundational-skill jobs that have correspondingly low wages (see Figure 12) and limited pathways to upward advancement.

Qualitative evidence supports the notion that many North Philadelphia residents see limited upward advancement. In fact, from community members there exists a sentiment of being “trapped” in foundational-skill jobs—often this distinction is acknowledged as the difference between a “career” and a “job.”

Key transferrable skills exist in the industries and occupations that employ most North Philadelphia residents

The retail and accommodation and food-related service industries, both industries that employ significant numbers of North Philadelphia residents, are largely limited in their career advancement opportunities. While opportunities for advancement exist, for example from a server to a food service manager, they may not exist at scale to accommodate the number of individuals who work in these industries. Despite this challenge, analysis shows these occupations have valuable transferrable skills into promising industries with more career advancement opportunity. For example, the occupation of “cashier,” in the retail industry employs 3,402 residents of North Philadelphia. Skills for cashiers include technological competencies of spreadsheet software, operating systems software and database interfacing. It includes skills such as service orientation, speaking and social perceptiveness. These types of skills are all in demand in other industries such as the healthcare, an industry which provides stronger upward pathways. With training and certifications, creating skill-based links between industries can potentially connect many North Philadelphia residents with opportunities with greater potential for advancement.

THE COMMUNITY PERSPECTIVE

“Ultimately, community members need careers, not just jobs.”

*—Community Leader
Community Table Talk*

Figure 12: Leading North Philadelphia occupations have low wages

Occupation	Number of North Philadelphia residents	Philadelphia average wage per hour
Cashiers	3,404	\$9.51
Nursing, psychiatric and home health aides	3,234	\$12.35**
Janitors, custodians, and building cleaners	2,715	\$14.17
Drivers/sales workers and truck drivers	2,085	\$14.08
Retail salespersons	1,832	\$11.12

**O*NET definitions home health aides

Source: Philadelphia Works analysis and Economy League analysis of O*NET



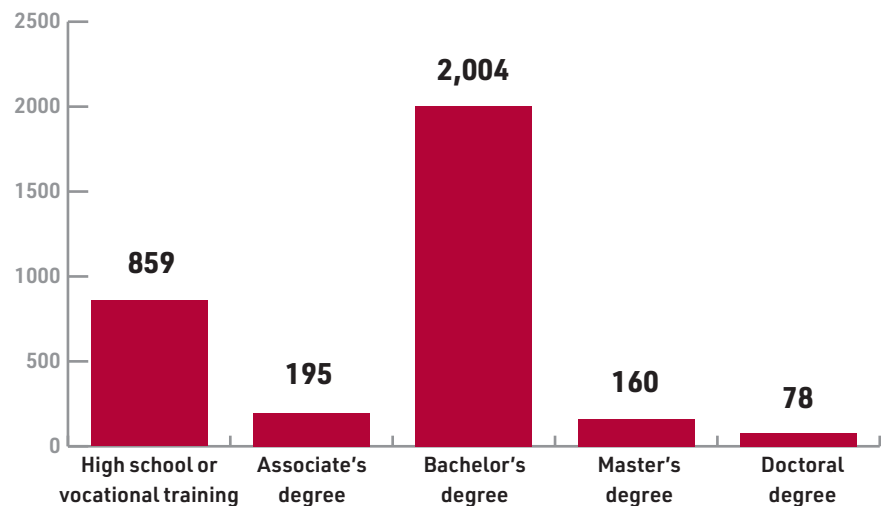
Automation is a threat to many jobs held by North Philadelphia residents today

The most frequent occupations for North Philadelphia residents have high percentages of routine physical and cognitive tasks that are considered vulnerable to automation.²⁰ Extensive literature review shows that occupations like food preparation workers, counter attendants, payroll and timekeeping clerks—all occupations that employ many North Philadelphia residents—see between 70%–100% of their daily tasks susceptible to automation.²¹ Similarly, administrative tasks and health support tasks, particularly those in office administrative roles, are already experiencing automation through technological advancements. Often the risk of automation corresponds to skill level, with high percentages of vulnerable tasks occurring in foundational and specific-skill occupations. North Philadelphia residents in these foundational and specific-skill jobs are vulnerable to having their responsibilities automated.

Educational attainment is a pervasive barrier in North Philadelphia

Foundational analytics for North Philadelphia residents demonstrate overall low educational attainment for the population. The challenges that arise from low educational attainment are multifaceted—this section discusses the complexity and pervasiveness of this particular barrier.

Figure 13: Most job opportunities posted in North Philadelphia require a bachelor's degree



Source: Philadelphia Works analysis of Burning Glass Data

²⁰ Muro, Mark, Robert Maxim, and Jacob Whiting. *Automation and Artificial Intelligence: How Machines are Affecting People and Places*. Washington, D.C.: The Brookings Institution, 2019.

²¹ Ibid

Most posted job opportunities have education requirements beyond average educational attainment in North Philadelphia

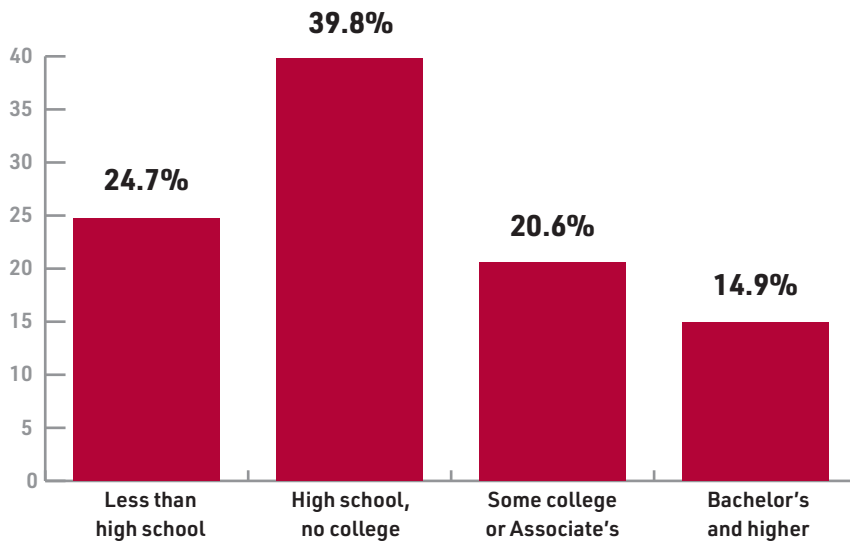
Analysis of Burning Glass data points to an educational requirement mismatch for posted job opportunities in North Philadelphia. The majority of employers in North Philadelphia post job opportunities that require a bachelor's degree (see Figure 13). This is not aligned with the educational attainment level of the majority of North Philadelphia residents, who have earned less than or only a high school diploma (see Figure 14). Employers requiring educational credentials beyond high school or equivalent automatically disqualify many North Philadelphia job-seekers from available opportunities.

In many cases, North Philadelphia residents are several steps away from competing for jobs

Analysis of Burning Glass data indicates that the most frequently posted certification requirements may also be complex for North Philadelphia residents to obtain. This is largely due to educational requirements, or has a direct relationship with belonging to a priority population. The most pointed example is drivers' licenses—by far the most frequently cited certification requirement posted by North Philadelphia employers (see Figure 15). For North Philadelphia's roughly 23,000 returning citizens, imprisonment may prevent individuals from participating in satisfactory drivers' education. Similarly, for a population that has a median household income of \$25,000, the \$35.50 fees associated with permits and licenses can be an unreasonable expense.²²

Extending beyond driver's licenses, certifications such as Certified Public Accountant, Registered nurse, Certified Information Systems Auditor, Certified Information Systems Security Professional, and IT Infrastructure Certification all require advanced education of at least a bachelor's degree or equivalent. This is at odds with the educational realities of the North Philadelphia population—where the majority of residents have only a high school, or less than a high school diploma (see Figure 14).

Figure 14: Most North Philadelphia residents have a high school diploma or less



Source: Philadelphia Works analysis of American Community Survey Data

Figure 15: Drivers' licenses are the most in-demand certifications required by employers in North Philadelphia

Certification	Job Postings
Driver's license	458
Registered nurse	128
Certified Public Accountant (CPA)	101
First aid CPR AED	67
Certified Information Systems Auditor (CISA)	58
Project management certification	56
Certified teacher	53
Security clearance	42
Certified Regulatory Compliance Manager (CRCM)	40
Certified Information Systems Security Professional (CISSP)	34

Source: Philadelphia Works analysis of Burning Glass Data

²² Pennsylvania Department of Transportation. Accessed June 24, 2019. <https://www.penndot.gov/Pages/default.aspx>.

THE WORKFORCE DEVELOPMENT PERSPECTIVE

“There’s very little middle ground. Employers are either all-in and support working with the community, or they don’t engage.”

—Workforce development organization

There is untapped potential to align employer needs with the needs of North Philadelphia residents

Employers are central figures to the workforce development ecosystem and aligning the needs of employers with the needs of North Philadelphia residents is critical to connecting more North Philadelphia residents to sustainable job opportunities. This section discusses both the challenges and opportunities associated with creating this alignment.

There is alignment between workforce challenges facing North Philadelphia residents and hiring challenges facing employers

Surveys and interviews show that top-cited challenges for workforce development organizations and challenges for the North Philadelphia workforce align strongly with the top-cited hiring and retention challenges for employers. Specifically, the challenges mentioned most frequently by both employers and North Philadelphia residents are related to security and background checks, power skills, not meeting skill requirements and reliable transportation. The strong overlap between the needs of employers and the North Philadelphia community represents an opportunity of overlapping interests. Interventions addressing these specific challenges can have the potential to both meet the needs of employers and address the needs of the North Philadelphia workforce.

THE EMPLOYER PERSPECTIVE

“We have worked with some training programs before, but sometimes it’s hard to get in lockstep with external programs.”

—Employer

Employer engagement in workforce development is abundant and varied, but employer input into workforce development curriculum is less frequent

Qualitative evidence points to wide variation in how and why employers engage with workforce development organizations. Over half (34) of 59 of surveyed employers indicated that they partner in some way with workforce development organizations to meet their hiring and training needs. However, of these 34 employers, only 9 of them are engaged with developing the training curriculum at workforce development organizations. When probed on reasons for not developing curricula, the majority of employers indicated that their needs are already being met, that it can be difficult to find the right rhythm to coordinate with external training, or more specific trainings are provided in-house. Interviews and surveys with workforce development organizations point to this variation in engagement as being a point of contention, leading to a perception of all or nothing participation from employers. Often, this manifests itself as workforce development organizations citing that employers have a “lack of interest” in engaging to develop curricula.



Recruitment and hiring strategies conflict with digital literacy and access realities for North Philadelphia residents

Workforce development providers and community leaders express that digital literacy and digital access are leading workforce-related challenges for North Philadelphia residents. Qualitative evidence points to three major digital access and literacy challenges: access to home computers, low access and education about publicly available computer resources, and low levels of digital literacy. In an economy that is increasingly reliant on digital skills, many North Philadelphia residents do not have the skills or literacy to participate in jobs. This is amplified by not being able to access the tools and resources to gain those skills.

This environment of low access and literacy is coupled with recruitment strategies of major employers digitizing and centralizing to accommodate a 21st century workforce. Most major employers interviewed indicated that their recruitment strategies were increasingly digitized, with plans to continually update recruitment platforms. This is supported by 61 employer survey respondents that indicated their leading recruitment strategy is internet job posting (see Figure 16). Online digital posting of opportunities, email notifications after application and continued digital communication throughout interviews and hiring all cause a disconnect for North Philadelphia job seekers. These evolutions in hiring and recruitment leave many North Philadelphia residents at risk of being left behind.

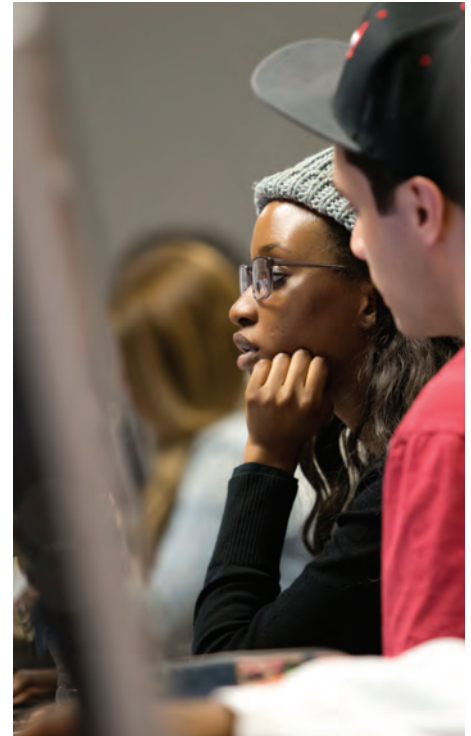


Figure 16: Many employers utilize recruiting firms and websites, and internet job postings to hire and recruit talent



Source: Economy League Survey

**THE COMMUNITY
PERSPECTIVE**

“If someone’s been in prison since the 90s and then they get out, imagine how hard it is for them to even figure out a smartphone, let alone their computer.”

—Community Leader,
Interfaith Breakfast

**THE COMMUNITY
PERSPECTIVE**

“There’s something missing here that we aren’t putting our finger on—and that’s the trauma and mental health issues in the community.”

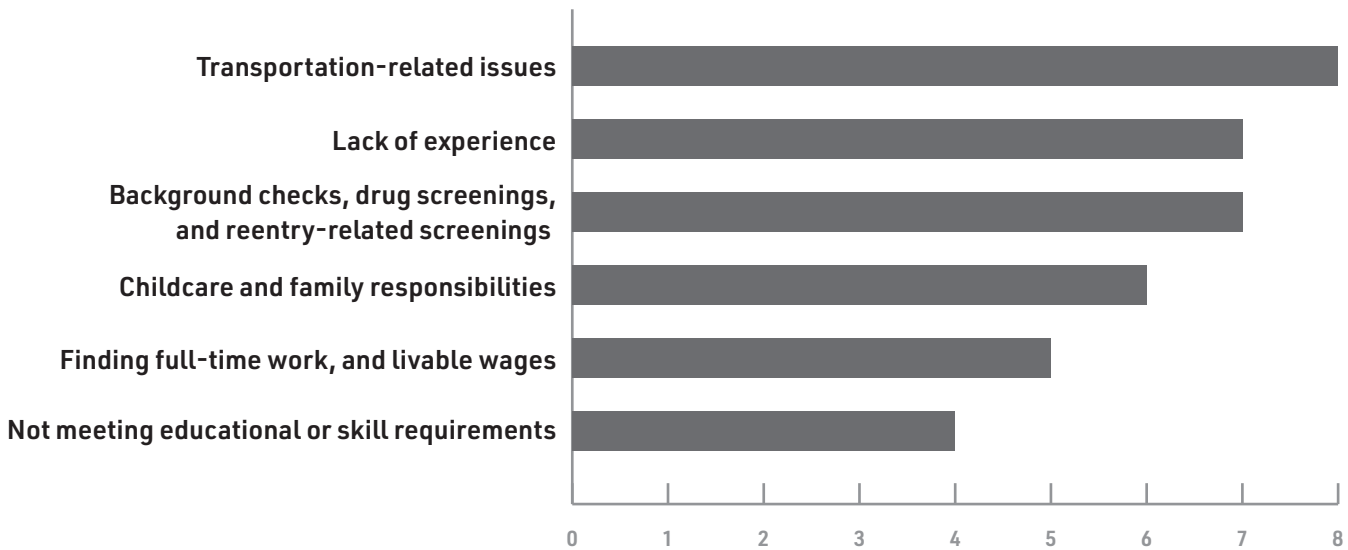
—Community Leader,
Interfaith Breakfast

Limited access to supportive services is the first roadblock to employment and advancement

Surveys, interviews and focus groups indicate that North Philadelphia residents experience challenges associated with limited access to supportive services. These challenges are not necessarily directly workforce development-related. Instead, they are challenges that make it difficult to find employment or keep employment once it is obtained. The Economy League survey of workforce development and community organizations found that while there is diversity of service-related challenges facing their clients, transportation-related challenges and childcare/family-related challenges were leading roadblocks when finding or keeping employment (see Figure 17).

This lack of access to supportive services extends to the realities of North Philadelphia communities being at high risk and high exposure to trauma. High rates of poverty and issues associated with poverty create an environment with a variety of mental health and socio-behavioral concerns for community leaders. While the connection between trauma and workforce-related outcomes is not immediately demonstrated with quantitative data, urgings for a more holistic and trauma-informed approach to seeking and finding employment is a near-unanimous desire from community leaders, many of whom bear the brunt of the burden of addressing trauma within their communities.

Figure 17: Access to supportive services like transportation and childcare are major workforce-related challenges



Source: Economy League Survey

Recommendations for Strategic Investments

Identifying the most promising investments is critical to bringing sustainable job opportunities to North Philadelphia residents. Drawing from workforce development best practices, the following section outlines four priority areas where LNPWI efforts can help most effectively move the needle for North Philadelphia residents. Each priority area is then supported by specific recommendations that address challenges and support opportunities to connect more North Philadelphia residents to sustainable job opportunities. This section also outlines Opportunities for Workforce Leadership (OWLs), specific actions for how Temple University and Temple Health can lead the way in connecting more North Philadelphia residents to sustainable job opportunities.

PRIORITY AREA 1

Foster Connections and Collaboration in the Workforce Development Ecosystem

With myriad resources at its disposal, and through its position within one of the largest anchor institutions in North Philadelphia, the LNPWI is in a unique position to help coordinate the many available programs and resources. It can do so by fostering connection and collaboration among the many stakeholders from employers to job seekers, to workforce development providers.

Leverage real estate partnerships to develop “community training” facilities at anchor institutions

Anchor Institutions like Temple University and Temple Health hold significant commercial real estate portfolios that house local and national businesses from Starbucks to Quiznos to Barnes & Noble. These businesses are largely in the retail and accommodation and food service industries—industries that employ a significant subset of the North Philadelphia workforce. By leveraging real estate contracts at the university, the LNPWI can encourage the creation of “community training” facilities: unique retail and accommodation and food service shops that are fully community-run. At these facilities, hiring, training and elevating individuals are all directly done by North Philadelphia residents. North Philadelphia residents can manage their peers and oversee all business operations. Inspired by the Saxby’s Experiential Learning Program geared toward Temple undergraduates, major retailers can hire community members to enter into career pathways-driven programs while also providing important entrepreneurial skills. The program can include continued training and education, ongoing mentorship and progressive responsibilities that lead to management.

From the employer perspective, a major community-based training project can be an important public relations tool. Given the interest and profile of the LNPWI, companies can gain significant social impact traction and publicity. Similarly, from anchor institutions’ perspectives, a community-based hiring and training project can help build and rebuild relationships with a community that is eager to see increased involvement.



OWL: Examine the viability of deploying a shared resource platform to connect individuals to workforce development opportunities

New technological platforms such as UniteUs and Aunt Bertha Social Service Programs are playing an increasingly important role as centralized data resource hubs for social service information. Often free, these nationwide electronic resource networks centralize and distill complex networks of social service resources into user-friendly components. Through these continually-updated networks, individuals can access information about the myriad social services and assistance services that are available for their housing, transit, health and work-related needs.

The network of workforce development resources in North Philadelphia is deeply complex and difficult to navigate for workforce development providers, job seekers and community leaders alike. A platform designed to distill this information can play an important role in helping North Philadelphia residents connect to resources like specific skills and training programs, job-seeking assistance programs, resources to pay for work-related expenses, and information about workplace rights. The LNPWI is in a unique position to examine the viability of implementing institutional use of shared resource platforms such as Aunt Bertha or UniteUs at Temple University or within Temple Health. Contracting with a technological platform serves the dual purpose of more widely disseminating information into the community, and also rationalizing the complex network of available resources.



OWL: Elevate and publicize Temple University's centralized coordinated workforce development efforts



Geographically, Temple University is centrally located in North Philadelphia, and as an anchor institution it is also an important conduit of commercial activity. For those employed both in and around the institution, a central and convenient consolidation of resources that allows individuals to pursue training and resources can be an important entry point for individuals to advance or thrive in the workplace. This centrality led to the creation of the new Workforce Connections Hub, an effort that was launched in January of 2018. The coordinated effort aims to leverage unique partnerships across Temple departments, outside workforce development programming, and public workforce resources like the PA CareerLink system. As the hub efforts continue to evolve, the LNPWI should elevate and publicize the resources that are available through this centralized effort, and consider options to bolster the existing programs. Options to consider can include more permanent space for the PA CareerLink system, and expansion of external training partnerships and resources. Raising awareness of these resources and training program can help connect more North Philadelphia residents with the resources they need to connect to sustainable job opportunities.

Launch a community ambassador program

Evidence shows that a wide network of workforce-related trainings, certifications and education exists. However, community and practitioner knowledge about depth and breadth of these opportunities and services is deeply lacking. This leads to a disconnect between the resources available, and the number of individuals utilizing them. As a direct result of this lack of knowledge, people seeking jobs and trainings may be directed to resources that are not the best fit for their needs. By hiring community members to serve as community ambassadors, the LNPWI can tackle two important workforce development tasks. First, they can leverage the strong existing civic infrastructure and strong network of community organizations in North Philadelphia to help connect more individuals and community leaders to information, resources, and opportunities. Second, they can directly provide important skills, training and learning opportunities to community members. While not the central purpose of this endeavor, a community ambassador program can also serve to thoughtfully build bridges between Temple University and the communities that lie in its footprint.

A community ambassador program can consist of two branches—a place-based model, and a priority population-based model. Each branch will hire community members to tap into existing civic infrastructure, connect individuals to job opportunities and educate individuals about the workforce development resources that exist in the region.

Place-based outreach

Drawing on inspiration from the Temple University Community Health Workers Program, the LNPWI can hire community individuals to serve as liaisons to RCOs and other community-based groups. Their main goal will be to disseminate important workforce-related information to community organizations directly. Such information will include workforce development resources, information about the LNPWI, notification materials about Temple University events, and information about city-sponsored job events. Place-based liaisons will attend all community meetings to keep their finger on the community pulse and make sure that leaders are educated about relevant resources and happenings. These liaisons are also well-positioned to direct job-seekers to the right resources.

Priority population and faith-based outreach

Priority population outreach can operate similarly to a place-based outreach model. However, hired individuals would be community representatives who are ideally members of specific priority populations, such as veterans, returning citizens, English language learners, etc. Instead of community organization meetings and RCOs, these individuals will attend priority population-specific meetings. Community ambassadors could also serve as educators for faith-based and other community-related institutions that are more constituency-oriented.

Create a shared table to bring together major North Philadelphia stakeholders around workforce development

Qualitative evidence points to deep fragmentation and complexity in the workforce development ecosystem in North Philadelphia. This fragmentation causes concerns for job seekers, workforce development providers and employers. Evidence also points to the need for continued engagement by the many stakeholders in the workforce development arena in North Philadelphia. Interviews from workforce development organizations point to a near-unanimous desire for an initiative that harnesses the potential of continued engagement to improve workforce development outcomes. The LNPWI is well-positioned to begin these conversations by bringing together anchor institutions, workforce development organizations, community stakeholders, and employers to improve outcomes for North Philadelphia residents. By creating a shared table that brings together these myriad resources the LNPWI can help coordinate important workforce development efforts across North Philadelphia.



PRIORITY AREA 2

Support and Elevate Human Resources Practices that Benefit North Philadelphia Residents

Research and data analysis sheds light on the unique hiring and retention challenges facing North Philadelphia residents. These challenges occur when individuals are trying to find jobs and maintain employment. Through amplifying best practices that work and addressing practices that pose problems for the North Philadelphia population, the LNPWI can help connect more North Philadelphia residents to sustainable employment opportunities.

OWL: Further study the breadth and depth of hiring potential within Temple University and Temple Health



Temple University data shows that only 10% of individuals employed at the university reside in the LNPWI area. The university itself has an administrative priority to reach 20% in the next four years. To examine opportunities for hiring more North Philadelphia residents, Temple University's Fox School of Business students examined Temple University human resources data to assess wages, and human resources practices. Student analysis included analysis of four priority areas within the university: housekeeping, human resources and administrative roles, commercial driver's licenses, and general mechanics. The Fox School analysis provided important preliminary information about connecting North Philadelphia residents to university opportunities within these four areas, but further work can be done to examine and quantify the depth and breadth of opportunity within the university and within Temple Health.

Future research should include in-depth looks at the following human resource metrics within the university and Temple Health:

1. Percentage of current staff who live in the LNPWI area
2. The applicant rate from the LNPWI area zip codes
3. Average wages within all opportunities in the university and Temple Health
4. Job recruitment platforms and human resource recruitment practices
5. Skill and educational requirements for existing opportunities
6. Benefits
7. Opportunities for advancement and career pathways assessment

Publish an employer handbook of best practices for connecting to talent in North Philadelphia

The North Philadelphia population faces a unique set of hiring and retention challenges due to its community make-up. For returning citizens, individuals with low educational attainment and individuals dealing with trauma, common human resources practices like criminal background checks, baseline educational requirements and behavioral screenings can eliminate otherwise qualified candidates from consideration very early in the hiring process. In many cases, these practices may even intimidate or discourage application. To help mitigate some of these challenges, the LNPWI can develop, publish and publicize a resource that details human resources best practices and metrics that are specific to the needs of the North Philadelphia community. This resource can also incorporate educating employers on how they can become city of Philadelphia's Fueling Philadelphia's Talent Engine Model Employer. Based on findings from this study, Human Resources Best Practices should include data-informed metrics related to the following issues.

1. Shifting away from baseline educational requirements on applications
2. Supplementing certification-based evaluation with skill-based evaluation of candidates
3. Providing multiple points of entry to the application, and notification processes to mitigate digital divide challenges
4. Utilizing holistic candidate evaluation in lieu of overarching criminal background checks
5. Evaluating the efficacy and utility of behavioral screening tests
6. Utilizing high-quality workforce development training services that are specific to LNPWI priority populations

For independent employers that are committed to hiring more North Philadelphia residents, this resource can provide a baseline for evaluating and changing current practices that may unknowingly eliminate otherwise qualified North Philadelphia residents. This handbook can also be a useful tool for anchor institutions and large employers that outsource services through institutional contracts. Developing a set of human resource best practices unique to the needs of North Philadelphia residents will be a resource for institutions that are committed to hiring more North Philadelphia residents, and can be used as a leverage point for contract renewal or adoption of new contracts.

Evaluate current human resources practices at anchor vendors to increase opportunity for North Philadelphia residents

As major contractors of goods and services, anchor institutions like Temple University are uniquely equipped to leverage their institutional contracting power to connect more North Philadelphia residents to sustainable employment. Beginning with Temple University and Temple Health, the LNPWI can evaluate the hiring and benefits practices of all institutional vendors. Evaluations can include North Philadelphia human resource best practices metrics and overall labor force analytics, as well as wage and benefits evaluation. The resulting reports can then be used to assess how the human resource practices of vendors align with providing sustainable job opportunities for North Philadelphia residents. These human resource metric reports can allow anchor institutions to provide insight for how vendors can improve their hiring practices for North Philadelphia residents. Perhaps most importantly, if metrics for vendors are low or unsatisfactory, they provide an opportunity to build sustainable hiring opportunities for area residents into future institutional contracts. Once anchor vendors are successfully evaluated, the practice can extend to other major employers of North Philadelphia residents.

Elevate the work of employers that engage in human resource best practices for North Philadelphia residents

Elevating the work of employers that engage in human resource best practices for North Philadelphia residents serves a dual purpose. From the employer perspective, accolades for friendly human resource practices offer an important public relations opportunity. Along the lines of the Better Business Bureau, or the city of Philadelphia Model Employer program, formalized recognition can open the door to unique funding streams, publicity, competitive advantage and access to wider pools of talent. Similarly, many of the human resource best practices for North Philadelphia may deeply align with the city of Philadelphia's Model Employer program, opening employers up to specialized public incentives. From the employee perspective, North Philadelphia residents face a unique medley of challenges from a workforce perspective. Gaining knowledge about employers who are willing to accommodate these challenges and provide services to better connect individuals to opportunity can help direct more people toward opportunities that are more likely to be successful. Elevating the work of these major employers can include highlights on LNPWI websites and literature.

As major anchor institutions, Temple University and Temple Health are also in a unique position to incentivize employers to engage in best practices. Incentives can take the shape of priority space and waived registration fees at Temple University job fairs. Incentives can also be priority opportunity for institutional contracts. Temple University and Temple Health, as well as other major anchors, are potentially in a position to offer priority contracts to companies that guarantee moving the needle for North Philadelphia residents through trainings and job opportunities.



PRIORITY AREA 3

Support Data-Informed Workforce Development Programming and Training

Research and analysis has shed light on promising industries, and occupations for North Philadelphia residents. It has also illuminated major barriers that North Philadelphia residents face when connecting to job opportunities. By investing in trainings and programs within these specific promising areas, and investing in trainings and programs that lower the specific barriers to job opportunities, the LNPWI can better connect more North Philadelphia residents to sustainable job opportunities.

Create a digital access and digital literacy strategy

Quantitative and qualitative evidence point to major gaps in digital literacy and digital access for North Philadelphia residents. These gaps are amplified by increased digitization of many workplaces and the increased digitization of human resource practices—putting many North Philadelphia residents at risk of being left behind in a 21st century economy. Investing in a data-informed digital strategy can help close these gaps for North Philadelphia residents. A digital strategy can implement a two-pronged approach: allocating resources to training and education, and increasing overall access.

Allocate resources to digital training and education

The first priority of the LNPWI can be to consider allocating resources to training and education programs that are explicitly related to digital training and education. When deploying resources, the LNPWI can also consider how non-digital training and education can incorporate digital skills. For example, priority can be given to non-digital workforce classes and training that include skills such as using email, and other basic computer skills. Based on Economy League and PW industry analysis, digital skills should be incorporated into training programs related to healthcare and social assistance, and education.



Increase digital access

A more pointed challenge is increasing digital access for North Philadelphia residents. This can take several forms, including investing in more diverse broadband and wireless infrastructure in North Philadelphia. Spatial analysis points to most of North Philadelphia being served by only two broadband providers. Similarly, funding and resources can be delegated to both increasing the number of digital Keypoints, increasing the hours for Keypoints to accommodate individuals who work outside of 9 a.m.–5 p.m. hours, and launching educational campaigns about location and availability of digital resources.

Create cross-sector career pipelines into promising industries and occupations

Retail and the accommodation and food service industries employ major sections of the North Philadelphia population. However, it is well-documented that opportunities for advancement within these industries do not exist at a scale large enough to accommodate all the individuals in these industries. Occupational analysis indicates that there are important transferrable skills in retail and food service and accommodation that are transferrable into more promising industries with some training or certification. Foundational skills like speaking, social perceptiveness and persuasion are skills gained in entry-level retail and food service positions that are transferrable to entry-level healthcare and education occupations, two more promising industries. Similarly, transferrable foundational technical and technology skills exist such as using spreadsheet software, and operating software. Some transferable pathways include transitioning from the retail occupation of a cashier, to the healthcare occupation of a social and human service assistant. Or, from a retail salesperson to a nursing assistant.

Anchor institutions, as major educational and medical institutions, are well-positioned to help facilitate a pipeline into healthcare and education occupations within their walls. This can start by forging partnerships with existing hospitality training programs across a variety of services both at Temple and within partner organizations. Once individuals are trained in entry-level food service and accommodation training and complete several years of training they can be connected to an entry-level position within the health or education industries directly within anchor institutions.

Facilitate employer input into training curriculum in promising industries and occupations

A major challenge for the North Philadelphia workforce ecosystem is that employer engagement in workforce development is widely varied. For those employers that are engaged, there is room for more input into training and curriculum of workforce development programs. This input can help align the needs of employers with existing training. The LNPWI is well-positioned to act as a connector of employers and specific workforce development programs to garner input into workforce development curriculum. An effective resource can be an industry-based series of workshops and working groups that bring together workforce development organizations and employers to design curriculum. Workshops and working groups should be industry-specific, prioritizing the industries of education, healthcare and social assistance, and manufacturing. A starting point can be with anchor institution vendors, expanding to the more general landscape once success is determined.

Allocate resources to Spanish language workforce development programs

Thirty-two percent of the North Philadelphia community is Hispanic/Latinx. However, 78% of this community has an education level of high school diploma or less, leading to workforce-related struggles due to educational attainment. Not all Hispanic/Latinx individuals speak Spanish, but the Spanish-speaking skills of many members of this population present an important workforce development opportunity, not just for North Philadelphia but for the region at large. Leaders that work within the Spanish-speaking populations point to this population as having tremendous potential to address the needs of an increasingly multilingual 21st century economy. The Spanish-speaking community is also poised to play an increasingly important role in the community development and representation needs of a growing Hispanic/Latinx regional population.

The major workforce-related challenges for this population are twofold. First, as aforementioned, there is low educational attainment. Secondly, many Spanish speakers' language skills may not align with the needs of organizations. The differences between heritage Spanish and written Spanish create a unique blend of literacy and writing challenges. To help remedy these challenges, the LNPWI can allocate resources to help support Spanish language training programs.

Allocating resources can take two distinct tracks. First, the LNPWI can help financially support workforce development and education programs that are specific to the Hispanic/Latinx population. When considering fund allocation, programs should be geared towards overall education of this population, ESL education and related efforts. Secondly, the LNPWI, along with key stakeholders, can play a role in assessing the spoken and written needs of major employers of the Spanish-speaking North Philadelphia population. Once needs are assessed, the LNPWI and major stakeholders can be the liaising organization to help connect individuals to opportunities. These steps will serve the dual purpose of helping connect more North Philadelphia residents to opportunities, but also prepare the region for an increasingly multilingual economy.

Prioritize resources for existing workforce training and programs in promising industries and occupations

PW and Economy League analysis points to education and healthcare and social assistance as promising industries for North Philadelphia residents. Education and healthcare and social assistance present strong career advancement opportunities from the foundational-skill to specific-skill occupations. Growth from foundational-skill to specific-skill opportunities corresponds with wage and responsibility increases for individuals in these occupations. Tech and tech-related occupations also provide an important opportunity. Tech and tech-related occupations provide important digital skills, insulating North Philadelphia residents from macroeconomic forces such as automation. They also prepare individuals for an economy that is increasingly dependent on technology. There already exist a variety of trainings and programs within these promising industries and occupations that, with expanded capacity, can help connect more North Philadelphia residents to sustainable job opportunities. When the LNPWI is considering allocating its funding and resources, it should prioritize the existing programs and trainings that fall into these promising industries and train for these promising occupations.

PRIORITY AREA 4

Expand Access to Supportive Services

Research shows that lack of access to supportive services plays a central role in whether North Philadelphia residents can participate in the workforce. By connecting more individuals to supportive services, the LNPWI can help connect more North Philadelphia residents to sustainable job opportunities.

OWL: Incorporate workforce development screening and resource education into existing public health screenings



Strong civic infrastructure to improve community health outcomes exists through Temple University and Temple Health. Programs like the Community Health Workers Program provide important services like food insecurity screening, information about social services and overall case management. By incorporating workforce development screening questions into existing screening processes and case management, North Philadelphia anchors can gauge workforce-related outcomes for the North Philadelphia population. By coupling these screenings with education about centralized workforce development resources that are available for individuals to connect them to trainings and certifications that are the best fit for them.

Screening can include inquiries to the following topics.

1. Whether individuals are currently seeking work
2. How long individuals have been searching for employment opportunities
3. What resources individuals have tapped into to further their search





Launch an employer training and education campaign on trauma and workforce development outcomes

Qualitative evidence indicates that many North Philadelphia residents have experienced trauma—both a cause and a symptom of poverty and the associated issues impacting communities that experience high levels of poverty. Trauma may also disproportionately impact some North Philadelphia priority populations more than others—for example, veterans may experience PTSD at a higher frequency than civilians. While trauma isn't directly workforce-related, service providers, employers and community leaders all point to trauma and associated mental health concerns as a leading factor in inhibiting individuals from finding or maintaining employment. From a qualitative perspective, this manifests itself in workforce-related issues such as difficulty with conflict resolution, depression and behavioral challenges. From a cognitive development standpoint, trauma-related issues can also impact brain development and thus play an important role in overall educational attainment.

The LNPWI is well-positioned to launch an employer training and education campaign that brings a trauma-informed lens to hiring and workforce practices. Trauma-informed hiring and training processes can benefit employers by potentially leading to less turnover, and more comprehensive training processes that lead to greater employee retention. Education campaign and trainings can focus on the impact of trauma on workplace behavior and educational attainment levels and learning. It can also focus on how common human resources practices, such as cognitive and behavioral testing, may eliminate many North Philadelphia residents from consideration.

As an affiliate of Temple University, the LNPWI is well-positioned to implement its education campaign within the walls of the university, targeting campaign materials and trainings toward human resources representatives in major departments. Once successfully launched, the education campaign can expand to anchor institution vendors, and then employers at large. Once opened to employers at large, outreach and education should focus on employers that hire large numbers of North Philadelphia residents, and employers in major industries for the North Philadelphia workforce.

Conclusion

The information gathered in this study establishes a foundational understanding of the nuances of North Philadelphia’s employment landscape. This study demonstrates the breadth and depth of the workforce-related challenges facing the North Philadelphia population—whether because of trauma, educational attainment or lack of access to supportive services, among many others. However, it also reveals the expansive variety of tools and resources that, when leveraged correctly, can help connect more individuals to sustainable job opportunities. The LNPWI is well-positioned, through time and investment opportunities, to leverage these assets to address the many challenges facing the North Philadelphia population, and can do so through the proposed approach to strategic investments.

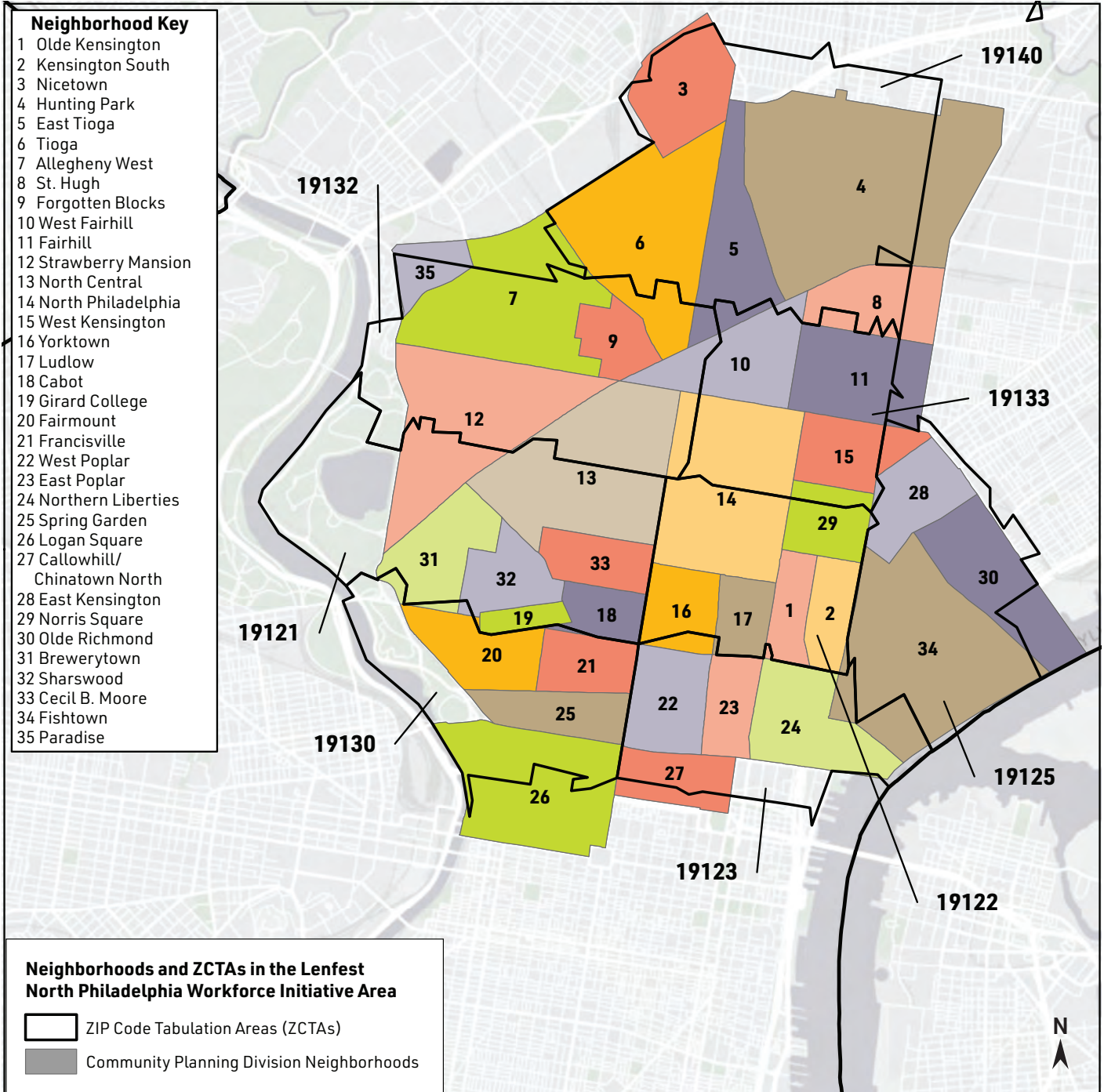
These recommendations for strategic investments are just the beginning of a much broader conversation about shared prosperity in Philadelphia. This study presents only a snapshot of the scope of challenges and opportunities in the North Philadelphia employment landscape and is therefore limited. Beyond these provided recommendations, pursuing the mission of the LNPWI will require sustained collaboration and coordination from the many stakeholders in the workforce development ecosystem. With continual investment, commitment and engagement, the LNPWI is truly poised to be at the helm of elevating North Philadelphia residents and helping them to share in the city’s prosperity and opportunity.



Appendices

Appendix A - North Philadelphia neighborhoods

The following spatial analysis from PW represents community planning division neighborhoods that lie in the Lenfest North Philadelphia Workforce Initiative target area.



Esri, HERE, DeLorme, MapmyIndia, © OpenStreetMap contributors, and the GIS user community

Appendix B – Anchor institutions in North Philadelphia and immediately abutting zip codes

Anchor institution	Zip code
Albert Einstein Medical Center	19134*
Aria Health	19124*
Cancer Treatment Centers of America	19124*
Community College of Philadelphia	19130
Girard Medical Center	19122
Kensington Hospital	19122
Moore College of Art and Design	19103*
St. Christopher’s Hospital for Children	19134*
Thomas Jefferson University East Falls Campus	19144*
Thomas Jefferson University South Campus	19107*
Temple Health	19140
TUH–Episcopal Campus	19125
Temple University	19122

*Zip code is immediately abutting an LNPWI target area zip code

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