28 OUT OF EVERY 100 PHILADELPHIANS LIVE IN POVERTY
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Our Fellow Philadelphians:

In Philadelphia, poverty is a pervasive, corrosive problem. It takes a toll on our entire city: seniors, families and children alike. Persistent poverty limits the potential of thousands of our citizens, results in lost tax revenue and increases the expense of city services. Shared Prosperity Philadelphia is a critical first step in our comprehensive strategy to address the devastating impact poverty has on our city. And we all have a role to play.

Shared Prosperity Philadelphia builds a foundation for systemic, long-term change in how the City assesses, confronts and reduces the effects of poverty to create a thriving Philadelphia for everyone. We cannot build a thriving city for all residents unless we act to prevent the crippling legacy of poverty from being passed to another generation. Shared Prosperity Philadelphia focuses on maximizing the impact of every federal, state and philanthropic anti-poverty dollar coming into the City while pursuing additional funding. To aid collaboration among the many individuals, organizations and agencies involved in fighting poverty, it promotes a philosophy of “collective impact” that establishes a common agenda, a shared measurement system and continuous communication.

The Mayor’s Office of Community Empowerment and Opportunity (CEO) will play a key role in this effort. The City launched CEO by executive order in January 2013 with an ambitious goal: to organize and implement a coordinated approach to reduce poverty, an approach that could begin quickly and extend beyond this Administration.

We thank the nearly 200 stakeholders and experts who participated in the meetings, focus groups, surveys, and interviews that went into creating this action plan. The participants, who will be essential to the implementation of Shared Prosperity Philadelphia, included consumers and providers of anti-poverty services, academic experts, officers of philanthropic foundations, members of the CEO Oversight Board and Staff, deputy mayors and commissioners, and representatives of City Council.

With this plan, Philadelphia can draw upon a wealth of assets in our vibrant neighborhoods, non-profit sector, businesses, philanthropic and research communities. We can make a difference. We invite all of you to take the next steps with us.

Michael A. Nutter
Mayor of the City of Philadelphia

Eva Gladstein
Executive Director
Mayor’s Office of Community Empowerment and Opportunity
Plan Overview

The Crisis: Poverty and Economic Insecurity in Philadelphia

Philadelphia has the worst poverty rate of the ten largest U.S. cities. Twenty-eight percent (28%) of Philadelphians—between 430,000 and 440,000 people—live below the federal poverty level. This includes 39% (135,000) of our children, 27% (265,000) of our working age adults and 17% (32,000) of our seniors. Some 1,500 families become homeless every year, including over 3,000 children. Many Philadelphians live above the federal poverty line but still face difficult choices, like whether to pay a utility bill or put food on their table.

Philadelphia has been slower to emerge from the 2008 global recession than elsewhere in the country. There are many reasons for this. Philadelphia lost two-thirds of its manufacturing jobs after 1960 as industries shifted to the South and then overseas. In the past 10 years alone, they have declined 38%, and construction jobs declined 20% in this same time period. These sectors, once a reliable source of jobs for high school graduates and workers without higher education or with limited technical skills, are now fallow ground.

According to the Bureau of Labor Statistics, Philadelphia added about 1,400 jobs in 2012, but total employment remained below the figure recorded in 2008, when the recession began. Although we have seen a reduction in the unemployment rate so far this year, it is still too high. Not enough people are feeling the positive effect of that change.

Jobs in education and the health services, however, have increased 18% in the last ten years. Twelve of fifteen of Philadelphia’s largest employers in 2012 were in the education and health sectors. Many Philadelphians lack the higher education or post-secondary training necessary to compete for these new jobs. By 2030, an estimated 600,000 Philadelphians, nearly 39% of the current total population, will not have the skills to secure the types of jobs that will be available in Philadelphia.

Some experts indicate that the city’s jobless rate swells to as much as 25% when discouraged workers who have stopped looking and others who are unable to find a job—up to 120,000 people in 2010 – are included in the number. Employment and family-sustaining wage prospects are particularly daunting for those without a college degree. Especially hard hit are the hundreds of thousands of formerly incarcerated Philadelphians who face multiple barriers to securing employment, such as low literacy skills, no high school diploma or college degree, employer reluctance and social stigma, or lack of a social network to connect them to job openings.

While Philadelphia has made strides in raising the four-year high school graduation rate, our performance still lags behind state and national averages. Research suggests that achievement gaps in high school between low- and middle-income students begin in the very early school years. These gaps are compounded by summer learning loss, and often become an insurmountable hurdle by the fifth grade. This is of particular concern in many Philadelphia communities that lack sufficient high-quality early childhood education options.
Despite high poverty, above-average unemployment, and low wages, eligible Philadelphians are under-enrolled in the federal benefits designed to boost income and ameliorate the effects of poverty. About 39,000 Philadelphians eligible for the earned income tax credit (EITC) do not even apply. Nearly 500,000 city residents receive Supplemental Nutrition Assistance Program (SNAP) benefits, but 180,000 qualified Philadelphians are not enrolled. Fifteen percent (15%) of adult Philadelphians live without health insurance, despite the availability of public options like Medicaid, Medicare, Medical Assistance, or Veterans Affairs (VA) Healthcare.

We cannot succeed as a city and region if hundreds of thousands of our fellow citizens are so disconnected from the resources needed to live in a decent home, have enough food to eat, support themselves and contribute to society through a job, or make a better life for themselves or their children.

Poverty is a social problem. The City suffers from lost tax revenue, an increased tax burden, and a deterrent to the location of new businesses, jobs and income earners. All Philadelphians have a vested economic interest, if not a moral imperative, to fight poverty. Poverty diminishes the quality of life for everyone and tarnishes our city’s reputation as a vibrant, thriving place to live, work, and play.

As you read this plan, consider how your work, or work you would like to take on, fits with Shared Prosperity Philadelphia, and what role you can play in helping drive the collective effort forward.

About the Mayor’s Office of Community Empowerment and Opportunity

The City currently spends nearly $700 million annually across multiple departments and public agencies to address the effects and help people lift themselves out of poverty. City departments and public agencies are actively engaged in addressing a diversity of issues that intersect with poverty, including:

- Education
- Workforce development
- Housing and homelessness
- Financial literacy
- Economic security and asset building
- Hunger and food access
- Public health and well-being
- Public safety
- Substance abuse and addiction
- Community revitalization
- Vulnerable populations:
  - Children and youth
  - Veterans
  - Immigrants and people with limited English proficiency
  - People with intellectual and/or physical disability
  - The elderly
  - Individuals with mental health and/or addiction challenges
  - LGBTQ Communities
  - Returning citizens/Ex-offenders

Despite the significant resources directed at helping the poor, our city’s poverty rate stands at 28%.

Mayor Michael Nutter recognized that the scale of poverty in Philadelphia requires collective action of an equal scale. There is no single cause of poverty, so myriad city agencies and nonprofits working in silos could hope only to have isolated impact on a particular issue or segment of the population affected by poverty. Truly effective solutions require coordinated, large-scale social change. That is why, in January 2013, he launched the Mayor’s Office of Community Empowerment and Opportunity (CEO).
CEO’S MISSION:

Align the city’s efforts to lift individuals and communities out of poverty and increase opportunities for low income individuals and families.

As Philadelphia’s Community Action Agency, CEO is well-positioned to be a catalyst and serve as the supportive infrastructure to the city’s cross-sector efforts to fight poverty.

Collective Impact

The philosophy and process that guide the development, implementation and evolution of this plan is collective impact.1 The five tenets of collective impact serve as the guiding principles of CEO:

**Common Agenda:**
Philadelphians across public and nonprofit agencies are fighting poverty. Each looks at the problem and its causes through its own lens and focuses solutions on a particular aspect. CEO seeks to unite people and organizations across Philadelphia in shared comprehension of the nature of poverty in the city and create broad agreement on the goals of Shared Prosperity Philadelphia. Stakeholders will be invited from government, philanthropic, academic, business, and consumer communities to implement Shared Prosperity Philadelphia, and achieve a common understanding of Philadelphia’s poverty problem and each actor’s role in its ongoing solution.

**Shared Measurement System:**
Assessment of collective impact requires a shared set of outcomes and agreement about how they're measured. It is difficult to quantify the effectiveness of Philadelphia’s multi-sector anti-poverty efforts in the current environment, which is characterized by service and sector silos, competition, misaligned goals and diffuse systems for tracking progress. CEO will base its strategy and actions in implementing Shared Prosperity Philadelphia on demonstrable evidence of what’s working and what isn’t.

**Mutually Reinforcing Activities:**
The success of Shared Prosperity Philadelphia will depend on a large, diverse group of stakeholders working together. Reducing poverty will require a broad range of interdependent strategies attacking the problem’s immediate effects and seeking change in policies that inhibit equal access to opportunity. To that end, Shared Prosperity Philadelphia is an action plan to coordinate and support multi-sector agencies as they do the work that they excel at doing. It requires the coordinated expertise and effectiveness of each actor in this sphere.

**Continuous Communication:**
Building trust and consensus among so many partners will not happen overnight. It requires that participants meet regularly to get to know each other and develop a shared sense of commitment and motivation. CEO will drive and facilitate the broad civic engagement and communications activities of Shared Prosperity Philadelphia.

**Backbone Support:**
Large-scale collective impact initiatives for social change require supportive infrastructure—a “backbone support” organization—to plan, manage and support the effort. CEO will be the hub for communication, information and resources to coordinate citywide efforts, helping other City departments and partners report on outcomes, pursue additional funding, and work together more effectively.
Goals & Strategies for Addressing Poverty in Philadelphia

After a comprehensive, public planning process that included interviews, focus groups and meetings with over 200 stakeholders from various communities, service providers, academia, government, philanthropy and the nonprofit sector, CEO determined that the scale of poverty in Philadelphia demands an anti-poverty plan that layers strategies across multiple levels of intervention in order to:

- **Alleviate poverty’s most immediate effects** through increased access to essential services and income-boosting benefits
- **Provide pathways out of poverty** that support education, employment, financial literacy and asset-building
- **Prevent the inter-generational transfer of poverty** by providing social and educational supports to children and families and advocating for policies that create an even playing field for low-income and marginalized Philadelphians

To achieve large-scale collective impact, strategies must begin to help people meet their most urgent needs while also targeting larger policy and structural issues. The impact of preventative and systems-reform strategies will take longer to achieve and gauge than others.

Guided by the principles of collective impact and the scale of poverty in Philadelphia, CEO will work with partners to pursue five goals. Shared Prosperity Philadelphia is designed to achieve these goals using carefully selected, measurable strategies.

About Shared Prosperity Philadelphia

Shared Prosperity Philadelphia is Philadelphia’s shared anti-poverty agenda, but it is also a living document that will be continually refined, subject to changes in policy, other shifting environmental factors and the mutual learning of CEO and its stakeholders.
Nearly 440,000 Philadelphians are living in poverty. Of those, 200,000 survive on incomes less than half the federal poverty level. Many residents earn more than the official federal poverty limit but still choose between putting food on the table and paying their bills. Philadelphia’s poverty problem is multifaceted and decades in the making. This section provides the context for the crisis that our plan seeks to address.

28 out of every 100 Philadelphians live in poverty. 11 are children.
Employment is essential to preventing and lifting communities out of poverty. In the last five decades, significant changes in the U.S. economy and jobs picture have reverberated in Philadelphia, a place where manufacturing and related jobs dominated the economy.

Manufacturing jobs have decreased by nearly two-thirds since the 1960s. In the past 10 years alone, these jobs have declined 38%. Construction jobs declined 20%. These sectors no longer offer access to family-sustaining jobs for people lacking higher education or with limited skills.

Philadelphia’s current poverty rate—28%—is ten points higher than it was in 1960. The city’s population declined for six straight decades, and jobs often left Philadelphia even more quickly than people. For the first time since 1950, the 2010 Census showed an increase in Philadelphia’s population, but unemployment and poverty have generally continued to rise. Recent signs indicate that the unemployment rate is moving in the right direction. In April 2013, the unemployment rate was below 10% for the first time since the recession. Despite significant progress, we are still struggling to keep pace with the national average and other large cities.
As opportunities in construction and manufacturing disappeared, jobs in education and health services increased 18%. Twelve of Philadelphia’s 15 largest employers in 2012 were in the education and health sectors. However, a significant portion of Philadelphians lack the education or training for many of these jobs. It is estimated that by 2030, 600,000 Philadelphians (nearly 39% of the current total population) will not have the skills to compete in a global economy.
The Poverty Rate

Twenty eight percent (28%) of Philadelphians live below the federal poverty level (FPL): between 430,000 and 440,000 of 1,547,600 people.

Children are among the most vulnerable: 39% of Philadelphia’s children, roughly 135,000, live in poverty. Twenty-seven percent (27%) of working-age adults and 17% of seniors also live in poverty. Of the nearly 440,000 people living below the poverty line, 200,000 (about 13% of the total population) live in what is deemed “deep poverty,” earning less than half the federal poverty level. This amounts to $5,700 annually for an individual and $11,700 for a family of four.

As the table below details, the statistics are more staggering at the intersections of poverty and race, nationality, disability and other social factors.

The Poverty Rate for Black and Latino Philadelphians is more than double that of white Philadelphians.

The Crisis: Poverty and Economic Insecurity in Philadelphia
A significant percentage of Philadelphia residents have a criminal record. Approximately 40,000 inmates are released back into Philadelphia each year, and 50,000 adults living in the city are on active probation or parole. While the poverty rate among these individuals is unknown, research indicates there is a direct correlation between having a criminal record and living in poverty, because criminal records are barriers to employment, education, benefits access and housing. These barriers are even greater for those returning citizens who are no longer on probation or parole because they do not have immediate access to the case management support a parole office would provide.

General Assistance, cut by the state in 2012, provided financial assistance to 34,483 Philadelphians, many of whom were not qualified for TANF or were awaiting the lengthy approval process for Social Security Disability Insurance. These funds were vital to the daily subsistence of thousands of marginalized, low-income individuals, including the disabled, victims of domestic violence, people caring for others’ children, or recovering addicts.

Immigrants also face a poverty rate higher than that of Philadelphia overall. Statistically, Philadelphia’s foreign-born residents are more likely to be married and college-educated than native-born Philadelphians. They are also older, and have more workers per household, yet they have lower median household incomes. It is important to note, however, that this group is not monolithic. Experts distinguish between the economic situation of immigrants and refugees. The situations of immigrants from different origins vary widely.

**Federal Poverty Level Guidelines, 2013**

<table>
<thead>
<tr>
<th>Household Size</th>
<th>Income</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
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</tr>
<tr>
<td>2</td>
<td>$15,510</td>
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<td>5</td>
<td>$27,570</td>
</tr>
<tr>
<td>6</td>
<td>$31,590</td>
</tr>
</tbody>
</table>

Nearly 35,000 of Philadelphia’s most vulnerable citizens are affected by termination of General Assistance.
Understanding the poverty rate

There are multiple, inter-related factors contributing to the growing poverty rate and slow pace of recovery from the recession in Philadelphia. One out of every four Philadelphia households has an income below $15,000 per year. The median household income was $34,207 (2011), ranking the city 24th out of the 25 largest cities in the country.19 While this represents an increase of 2.9% since 2006, it lags behind the increases to median income in the larger metropolitan area (4.9%), suburban counties (5.4%) and the U.S. (4.2%) over the same time period.

Shrinking job opportunities

The unemployment rate in the city for 2012 was nearly 10.7%, higher than that of the state, region, and nation.20 Although the unemployment rate dropped in the spring of 2013, we know this is still too high, and that too many people looking for work cannot find it. This is not a new problem. As discussed earlier, traditional, middle-class career paths have been disappearing from Philadelphia for generations, while newer opportunities require skills poorly matched to our residents’ level of training and education.

People with criminal records face an especially hard time finding work. “Ban the Box” is a Fair Criminal Records Screening Standards Ordinance that tries to ensure employers make hiring and other employment decisions based on relevant work qualifications without giving undue weight to a person’s criminal record. Despite that effort, Philadelphia’s residents with records still face discrimination while searching for employment.21 The stigma associated with having a record is often compounded by relatively low levels of educational attainment. And, when formerly incarcerated individuals are able to find employment, they typically earn 15% to 26% less than those who have not been incarcerated.22 This has a significant economic impact on the city. According to a report by the Economy League of Greater Philadelphia, employing just 100 formerly incarcerated individuals would net $1.2 million in annual earnings and an additional $2 million in wage taxes over the employees’ lifetimes.23 Increasing the flow of wage taxes would allow Philadelphia to reduce other tax burdens.

Figure 5

Unemployment Rate

PHILADELPHIA’S UNEMPLOYMENT RATE IN 2012 WAS 133% OF THE NATIONAL AVERAGE
Philadelphians are under-enrolled for benefits

Despite the high poverty rate and relatively low income among Philadelphians, many are not taking advantage of critical benefits. For example, of the 209,000 residents eligible for the earned income tax credit, 18.6% do not apply. Nationally, EITC gets 5 million Americans above the poverty line each year.24

Education

Philadelphia ranks 22nd in educational attainment among the nation’s 25 largest cities.26 Lower levels of educational attainment are strongly correlated to poverty.

High school graduation rates are even lower than the citywide average for Black and Hispanic Philadelphians, especially men. Philadelphia school performance lags behind the state and nation. Philadelphia school children perform significantly worse on standardized tests than their national peers,27 and gains in Pennsylvania System of State Assessments (PSSA) scores have leveled off or disappeared in the past year.28

The last three years have been particularly challenging for the Philadelphia School District and its students. Due to losses of funding at the state and federal level, it has seen revenue decrease by hundreds of millions of dollars. At the same time, there has been a decline in enrollment—a reduction of 70,000 students in the last decade—and an explosion of students attending charter schools, rising from roughly 37,000 students enrolled in 2010 to over 60,000 students in charter schools in 2013. In response, there has been an effort to right-size the system, resulting in 31 school closures.
We know that the Philadelphia School District has a vital role to play in impacting poverty in Philadelphia by educating young people and connecting youth and their families to key support services. That is why the City has sought to strengthen relationships with the School District through the Education Accountability Agreement and the Great Schools Compact, which delineate key roles and encourage greater coordination, collaboration, and accountability across systems.

The City continues to work closely with the School District to strengthen this core institution in Philadelphia. Despite these challenges, there are bright spots: Philadelphia has made advances in some educational attainment measures thanks to the leadership of Mayor Nutter and the members of the Council for College and Career Success, among many others.

Sixty-four percent (64%) of high school students graduated in four years in 2012 compared to 53% in 2007. Nearly 25% of Philadelphians over 25 have a college degree, an increase from 18%. Thirty-eight percent (38%) of Philadelphians 25 to 34 years old have a bachelor’s or more, outranking the national average by 6%.

**Cost of living**

In addition to low educational attainment levels, Philadelphians’ economic insecurity is exacerbated by a relatively high cost of living.

Compared to nine other city peers identified by The Pew Charitable Trusts, the cost of living is higher in only two cities: Washington and Boston.

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**Figure 7**

**Median Household Income**

At $34,207, Philadelphia ranked 24th out of the 25 largest cities in 2011 household income and almost $20,000 below the national average.
Early childhood development & school readiness

Early childhood education is key to healthy development and achievement in later years, with the gap in achievement between children from low income and middle/upper income communities becoming larger over the past fifty years.\(^\text{30}\)

According to research, two-thirds of the achievement gap among high school students is rooted in learning loss beginning in elementary school. Low-income families’ children have much lower achievement trajectories and suffer from more pronounced learning loss during summer breaks in elementary school than middle-income students. In addition to the lost potential class time, low-income students lose out on access to free or reduced-price food, supportive adults, and other enrichment programming during the summer months.\(^\text{31}\)

Low-income children in Philadelphia face glaring disadvantages starting at an early age. Although 61\% of children under age 5 in the city come from families qualified for child care subsidies to support early learning, only one-third of these families actually receive those subsidies. In addition to insufficient subsidy funding, of the 871 child care centers in Philadelphia enrolled in the Keystone STARS quality rating system, only 139 (14.1\%) are rated high-quality (Star 3 or above), leaving few quality child care options.\(^\text{32}\)

Publicly funded pre-school for low-income families is also in short supply—while Pre-K Counts and Head Start programs serve 23.9\% of 3-4 year old children in Philadelphia, 76.1\% of eligible children are not being served.\(^\text{33}\)

Philadelphians also under-utilize Early Intervention (EI) services, a federal entitlement program that provides support services for children with developmental delays. Philadelphia children are at the highest risk for developmental delays in the state, yet Philadelphia’s EI enrollment is the lowest in Pennsylvania. Due to this combination of factors, low-income individuals in Philadelphia are often left behind beginning in childhood, leading to an increased risk of poverty in later stages in life.\(^\text{34}\)

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**Figure 8**
Under-enrollment of Low-Income Children in Early Childhood Resources

**Children under age 6**

- 61\% are from families qualified for early-learning subsidies
- Only 1/3 receive subsidies

**Children in publicly-funded pre-school**

- 76.1\% of eligible children are not enrolled
Housing insecurity

The cost of housing is a significant financial burden on many Philadelphians.

The median gross rent in the city is $853, with nearly 60% of renters spending over 30% of their income on rent. The median gross mortgage is $1,216, with 42% of owners with a mortgage spending 30% or more on mortgage payments before considering other housing expenses such as utilities, taxes and maintenance. Federal guidelines suggest that 30% of income is an appropriate measure of housing cost affordability. With these pressures, 9,612 of the city’s 579,000 properties are in some state of foreclosure.

In 2012, nearly 11,500 homeless individuals entered emergency housing. Of that number, roughly 6,600 were single adults, 1,700 were adults in families, and over 3,000 were children in families.
Health and nutrition


Philadelphia has made progress in some areas. In adult smoking, for example, Philadelphia ranks 44th out of 67 counties. Many areas remain concerning, such as infant mortality and the percentage of residents in fair or poor health. Experts suggest that our rankings are due in part to the large concentration of poverty in the city.39

Part of the health problem arises from food insecurity. More than 1 in 4 Philadelphians are food insecure. Food insecurity is a problem that affects children in particular. As of 2011, more than 182,000 children in Philadelphia (infant to 17 years old) were enrolled in the Supplemental Nutrition Assistance Program (SNAP), also known as food stamps.40 Over 120,000 children and youth take advantage of free meals during the school year, but nearly 50,000 vulnerable children do not receive this same daily sustenance over the summer despite programs aimed at providing free meals to young people.41

Health insurance is another contributor to this problem. For many Philadelphians, health insurance represents a significant cost burden:

- 15% of adults and 5% of children in Philadelphia are without private or public health insurance.42
- Among the insured, 41% have public coverage (e.g., Medicaid, Medicare or Medical Assistance, CHIP, or VA Healthcare) while 55% are privately insured.43

Poverty and poor health are correlated, as are poverty, a lack of insurance and frequent hospital visits. During the first half of 2012, Medicare and Medicaid covered 73% of Philadelphians treated in Pennsylvania hospitals. During the same year, people without health insurance comprised over half of the visits to city-run health centers.44

Lack of insurance is also an issue among children and teens. In Philadelphia, 5% of children are uninsured, and according to a 2010 study,45 88.4% of children eligible for CHIP in Pennsylvania are enrolled. Data on participation rates are unavailable at the county level, although enrollment figures in Philadelphia show a decrease in the number of children enrolled from 25,128 to 24,815 between January and March of 2013.46 In addition, many people struggle with mental health issues. 19.9% of adults over 18 in Philadelphia reported being diagnosed with a mental health condition.47
Asset building

In the context of low income, a high cost of living and underutilized benefits and resources, it is not surprising that asset building is a challenge for many Philadelphians.

As the following figures from 2010 demonstrate, city residents struggle to pay loans and debts: 48

- 6% of mortgages were more than 90 days delinquent
- 15% of student loans were more than 60 days delinquent
- 2% of bank cards were more than 60 days delinquent

Fourteen percent (14%) of Philadelphia households have no checking or savings accounts. Among those that do, 24% still use costly and predatory check cashing services and payday loans. 49 Some of the reasons behind this practice are beyond individual consumers’ control. Fewer banks offer free banking. In light of federal regulation limiting profit from other sources, many financial institutions derive a significant amount of profit through overdraft charges and related fees.

Too many Philadelphians are not financially literate, exacerbating their challenges to asset building. In a recent survey by the Philadelphia Federal Credit Union, many Philadelphians reported a need for more financial help and counseling:

- 37% are in “critical need” of improving their financial condition
- 79% “not very successful” at maintaining budget, controlling spending in past year
- 37% not able to save “at all” in past year
- 84% consider themselves less than “very knowledgeable” about personal finance

14% of Philadelphia households have no checking or savings accounts.
**Geographic concentration of poverty**

There are people living in poverty in practically every neighborhood in the city.

Figure 10

**Highest Poverty Rates by Zip Code**

*IN 24 OF THE CITY’S 46 RESIDENTIAL ZIP CODES, THE POVERTY RATE IS OVER 20%. CONCENTRATIONS ARE GREATEST IN NORTH AND WEST PHILADELPHIA.*

### % Living in Poverty by Zip Code

- North Philadelphia
- Fairmount North-Brewerytown
- Port Richmond
- West Philadelphia-University City
- North Philadelphia-Yorktown
- North Philadelphia-West of Broad
- Nicetown
- West Phila-West Market
- Northeast-Frankford
- Germantown

### Median Income by Zip Code

- Germantown: $26,487
- Fairmount North-Brewerytown: $21,801
- West Philadelphia-West Market: $21,177
- North Philadelphia: $21,777
- North Philadelphia-West of Broad: $24,048
- Northeast-Frankford: $28,988
- Port Richmond: $14,586
- Nicetown: $14,984
- West Philadelphia-University City: $22,755
- North Philadelphia-Yorktown: $29,849
- North Philadelphia-West of Broad: $29,849

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THE CRISIS: Poverty and Economic Insecurity in Philadelphia
Mayor Michael Nutter recognized that the scale of poverty in Philadelphia would require collective action of an equal scale. Myriad City agencies and nonprofits working in silos can only have isolated impacts on poverty, while truly effective solutions would require coordinated, large-scale social change. That is why, in January 2013, he launched the Mayor’s Office of Community Empowerment and Opportunity (CEO).

CEO’s mission:

**Align the city’s efforts to lift individuals and communities out of poverty and increase opportunities for low income individuals and families.**

The causes and effects of complex social problems like poverty are interdependent. They arise from the interactions of human and social factors and government, corporate and social sector organizations.

CEO was created to be a catalyst and serve as the supportive infrastructure to the city’s cross-sector efforts to fight poverty.

The philosophy and process that guide the development, implementation and evolution of this plan are known as collective impact.52
The five tenets of collective impact initiatives are the guiding principles and inform the role of CEO: 1) common agenda; 2) shared measurement system; 3) mutually reinforcing activities; 4) continuous communication; and 5) backbone support.

The graphic below, adapted from Vibrant Canada, illustrates the iterative collective impact process CEO used to create this plan and will continue to use for its refinement and evaluation.
Common Agenda

Poverty is a multi-layered problem that Philadelphians across government, public and nonprofit agencies are working to combat. Each looks at the problem and its causes through its own lens and focuses solutions on a particular aspect.

CEO’s notion of a common agenda does not obviate the activities or expertise of these different actors (see “Mutually Reinforcing Activities,” below); rather, it seeks to unite people and organizations across Philadelphia’s communities and sectors in shared comprehension of the scale of poverty in the city and broad agreement on the goals of Shared Prosperity Philadelphia. Indeed, the office itself was born of the Mayor’s realization that a shared vision and commitment to break up departmental silos was required to effectively fight poverty.

The inclusive civic engagement process that guided this plan’s creation is the model for how CEO will rally cross-sector coalition and consensus. Going forward, CEO will build on this model to establish a citywide learning community that will be a primary vehicle for uniting Philadelphians under a shared vision for fighting poverty. Stakeholders will include those involved in poverty’s intersecting issues, drawn from the public and private sectors, including:

- Education
- Workforce development
- Housing and homelessness
- Financial literacy
- Economic security and asset building
- Hunger and food access
- Public health and well-being
- Public safety
- Substance abuse and addiction challenges
- Community revitalization
- Vulnerable populations:
  - Children and youth
  - Immigrants and people with limited English proficiency
  - People with mental or physical disabilities
  - The elderly
  - Returning citizens

CEO will convene stakeholders from government, philanthropic, academic, business, and consumer communities to achieve a common understanding of Philadelphia’s poverty problem and each actor’s role in its ongoing solution. CEO and learning community will: serve as the hub for continuous communication and mutual education about poverty in Philadelphia; act as the monitor of poverty trends; promote best practices and innovation; and create and monitor a policy agenda to knock down systems-level barriers to opportunity, especially among our most disadvantaged citizens.

Shared Prosperity Philadelphia is our common agenda, but it is also a living document that will be continually refined, subject to changes in policy, other shifting environmental factors and the mutual learning of CEO and its stakeholders. The goals outlined in this plan should be seen as the foundation for a citywide conversation—a learning community—about poverty.
2) Shared Measurement System

Assessment of collective impact requires a shared set of outcomes and agreement about how they’re measured.

It is nearly impossible to quantify the effectiveness of Philadelphia’s multi-sector anti-poverty efforts in the current environment, which is characterized by service and sector silos, competition, misaligned goals and diffuse systems for tracking progress. Shared Prosperity Philadelphia will be successful to the extent that CEO’s strategy and decisions are based on demonstrable evidence of what’s working and what isn’t, and that will require a shared system of measurement.

CEO will coordinate the sharing of data and outcomes among stakeholders. As an initial action step, CEO will work with partners to establish citywide baseline measures of key poverty indicators and identify common benchmarks to track and monitor across the city’s anti-poverty activities. As Philadelphia’s Community Action Agency and administrator of Community Services Block Grant (CSBG) funding, CEO already has a framework of proven national performance indicators (NPIs, the basis for the metrics under each goal of this plan).

3) Mutually Reinforcing Activities

The success of Shared Prosperity Philadelphia, like all collective impact initiatives, will depend on a large, diverse group of stakeholders working together.

This does not mean that everyone CEO engages must be doing the same thing. To the contrary, reducing poverty will not come from a single type of activity; it requires a broad range of interdependent strategies that attack the problem’s immediate effects (such as improving people’s access to benefits and other income boosts to target urgent needs) as well as change in policies that currently inhibit equal access to opportunity. Nor can fighting poverty be delegated to a single City department or particular nonprofit; it must be a broad effort that is part of the portfolio of many departments and public agencies, nonprofit organizations, faith communities, community-based organizations, anchor institutions and the business sector.

To that end, CEO will create mutually reinforcing action plans to coordinate and support multi-sector agencies as they do the work that they excel at doing. It requires the coordinated expertise and effectiveness of each actor in this sphere.

In other words, CEO will not control or supplant the plans and activities of other City departments or nonprofits fighting poverty. Rather, it will provide the overarching strategy and vision for fighting poverty in Philadelphia. It will be the hub for communication, information and resources to coordinate citywide efforts, helping other City departments and partners report on outcomes, pursue additional funding, and work together more effectively.
This diagram illustrates how City departments and other stakeholders will work together to impact poverty in Philadelphia.
4) Continuous Communication

Building trust and consensus among so many partners will not happen overnight. It requires that participants meet regularly to get to know each other and develop a shared sense of commitment and motivation (see also “Common Agenda,” above). **CEO will drive and facilitate the broad civic engagement and communications activities of Shared Prosperity Philadelphia.**

CEO will be a hub for continuous communication about anti-poverty efforts across the city. Building on the civic engagement process begun in winter 2013 to develop this plan, it will:

- Convene, staff and facilitate a learning community of multi-sector stakeholders and community leaders
- Host periodic public forums for communication on poverty trends and outcomes
- Publish an annual report card and update to Shared Prosperity Philadelphia

CEO will also create an online presence and virtual library of resources to disseminate information about best practices in Philadelphia and elsewhere, inform advocacy efforts and make public the work of CEO, its Oversight Board and learning community.

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**SPOTLIGHT ON:**

The Youth Violence Prevention Plan

Philadelphia is facing a growing problem of young people becoming the victims and perpetrators of violent activity. Since 2007, more than 5,000 Philadelphians aged 14 to 24 were shot. Last year, almost 40% of murder victims hadn’t yet turned 24. With these grim statistics in mind, the City convened the Philadelphia Youth Violence Prevention Collaborative (PYVPC), which includes the Police Department, Department of Human Services, Family Court, the Philadelphia Youth Network, and dozens of other partners, to create a Youth Violence Prevention Plan.

The plan takes a comprehensive approach to preventing youth violence, looking at ways to control criminal activity as well as addressing issues of poverty and education that can contribute to this problem. It emphasizes a placed-based strategy focusing resources on one of the areas with the highest rates of youth violence – the 22nd Police District in North Philadelphia. Perhaps unsurprisingly, the district is one of the poorest in the city, with a poverty rate of 42.35%.

CEO will work with PYVPC to advance the mutual goals of the Youth Violence Prevention Strategy and Shared Prosperity Philadelphia, and to pilot some new initiatives in the 22nd Police District.
The CEO will provide the following infrastructure to advance the goals outlined in this plan:

- **Convening and facilitating** other City departments, nonprofit and business sector partners, and community leaders through meetings, public forums and the learning community
- **Continuous communication** regarding citywide efforts to address poverty through multiple vehicles like the learning community, CEO’s website and virtual library, annual reports and public forums
- **Web-based technology** for a shared system of measurement and reporting on poverty-related outcomes
- **Fundraising and funding support** to seed innovation and advance effective, evidence-based practices of other City departments and nonprofit grantees

CEO is well-positioned to provide representative, supportive infrastructure to the city’s anti-poverty efforts. Its leadership brings deep expertise in creating and driving inclusive, structured processes that galvanize multi-sector partners and move decisions forward. As Philadelphia’s Community Action Agency, CEO administers CSBG funds through a tripartite Oversight Board whose membership comprises diverse representatives from the community, public, and private sectors: a minimum of one-third low-income individuals and families who reside in Philadelphia; one-third local officials or their representatives; and one-third from major groups or interests in Philadelphia, such as business, industry, labor, religious, law enforcement, education, etc (see Appendix A). CEO will also call on representatives of City departments and organizations with a vested interest in poverty reduction to bolster its “backbone support”, for example, by serving on or chairing the learning community or related taskforce, providing expertise and information.

5) **Backbone Support**

Large-scale collective impact initiatives for social change require supportive infrastructure—a “backbone support” organization—to plan, manage and support the effort. CEO was appointed and charged to play this critical role: CEO provides the facilitative, technological and communications infrastructure to catalyze Shared Prosperity Philadelphia and accomplish Philadelphia’s anti-poverty agenda.
Goals, Strategies and Metrics

Guided by the five conditions of collective impact and the scale of poverty in Philadelphia, CEO will work with partners to pursue five goals:

Focus workforce development and job creation efforts on adults with the greatest barriers to employment

Expand access to public benefits and essential services

Ensure children enter school prepared to learn and expand opportunities for year-round learning

Increase housing security and affordability

Strengthen economic security and asset-building

To achieve these goals, Philadelphia must address the full range of causes and effects of poverty at a scale commensurate with the problem and people’s varying levels of need.

To that end, the CEO and its partners will target people-centered strategies in three levels of intervention to:

• **Alleviate poverty’s most immediate effects** through increased access to essential services and income-boosting benefits

• **Provide pathways out of poverty** that support education, employment, financial literacy and asset-building

• **Prevent the inter-generational transfer of poverty** by providing social and educational supports to children and families and advocating for policies that create an even playing field for low-income and marginalized Philadelphians

The time horizon for impact will vary according to level of intervention; for example, policy change is likely to take longer to effect than increasing people’s access to vital services and benefits will. CEO will launch the strategies outlined in Shared Prosperity Philadelphia in the next one to two years though it will take longer to significantly reduce the poverty rate in Philadelphia. Shared Prosperity Philadelphia should be read as a foundational document for Philadelphia’s ongoing anti-poverty efforts.
Focus job creation and workforce development efforts on adults with the greatest barriers to employment

**Background**

Nearly one in ten Philadelphians is unemployed. Many more have dropped out of the labor force and go uncounted in the unemployment statistics.\(^{55}\) While the number of available jobs has rebounded since the recession, many people have been left behind, as the returning jobs are in high-skill areas.

Even those who hold a high school diploma or equivalent and have been out of school for years, find themselves failing employer and job-training tests and are unfamiliar with technologies currently in use in every sector of the economy. In 2011, more than 4 of every 5 job seekers tested for literacy at a PA CareerLink scored at 5th-8th grade reading and math levels.

Many others face additional barriers to working. 50,000 city residents are on active probation or parole, and tens of thousands of others have a criminal record, a serious impediment to employment despite efforts like “ban the box.”\(^{56}\) Other groups face specific barriers to working. The rise in female-headed households means that many families must have access to affordable childcare before they can find a job. In the sectors that are expected to generate new opportunities for Philadelphians, many residents lack the education or training necessary to get their foot in the door.
A narrow focus on the present gloom would miss efforts around the city that are addressing many of these challenges head on. Philadelphians are working to bring more jobs to the city.

The Department of Commerce looks at long-term policy and economic trends to make sure that the City is equipped to match people and opportunity. For example, Commerce will work with industry leaders in sectors like hospitality and manufacturing to pave the way for growth. Commerce will also coordinate with Philadelphia Works, Inc.—Philadelphia’s workforce development agency—to maximize access to employment offered by the Affordable Care Act and the City’s new First Source hiring policy, a new ordinance requiring that businesses with City government contracts consider Philadelphia’s unemployed first for any new jobs.

The Philadelphia Industrial Development Corporation (PIDC) has deployed a total of $110 million in federal New Markets Tax Credits between 2008 and 2012 to spur business across the city. These funds have supported investment projects in low-income communities, including business development that increased job opportunities for low-income Philadelphians.

However, many job opportunities will go unfilled if Philadelphia residents aren’t ready for employers’ demands. Fortunately, Philadelphia has made significant strides in educational attainment. The percentage of students graduating from high school is now 64%, up from 57% in 2008. And 38% of Philadelphians 25 to 34 years old have a bachelor's degree or higher, a rate that outranks the national average by 6%.

To address the skills gap, the Philadelphia Council for College and Career Success brings together the Philadelphia School District and other education agencies, employers, and the nonprofit sector to help students learn what they need to thrive in today’s job market.

PhillyGoes2College counsels students of any age interested in pursuing higher education, including a component that recruits adult college graduates as “coaches.” The Mayor’s Commission on Literacy and the Freedom Rings Partnership have a sharp focus on increasing adult reading skills and digital literacy and have served more than 20,000 participants. Philadelphia Works recently completed a strategic plan that prioritizes working with employers to train and connect low-skill workers in growing business sectors.

Other groups target specific populations for their jobs efforts. For example, in addition to passing “Ban the Box” legislation aimed at reducing discrimination against former prisoners, the City has worked within its prison system along with community groups to expand job training programming for inmates and increased participation in re-entry programs from 56% in 2009 to 78% currently.

The breadth of focus in these programs all aimed at employment demonstrates why a “one-size-fits-all” approach to employment will not work. With this in mind, CEO will work with other City departments and public agencies to advance the most effective of these and other current efforts. We will focus on populations facing significant barriers to employment. CEO will create and sustain a dialogue about the best way to create jobs for all kinds of Philadelphians while helping partners leverage resources across organizations and departments to maximize the impact of every dollar spent.
CEO, nonprofit partners and key City departments and public agencies will use a two-prong approach focused on strategies to create new career opportunities for low-skill workers to join the workforce, and workforce training to better prepare individuals to compete for jobs. Specifically, CEO and its partners will seek to:

1. **Job Creation**
   - Align business attraction efforts with growing sectors of the economy that provide for entry-level employment such as leisure and hospitality, healthcare and social assistance, and transportation and warehousing.
   - Assess the effectiveness of current tax credits, reductions, and other incentives to hire new workers. Implement improvements to existing programs and invest in new strategies to encourage the hiring of entry-level workers in positions that connect them to opportunities for a family sustaining wage in the long term.

2. **Job Development and Workforce Training**
   - Increasing job training and educational opportunities and developing career pathways so that low-skill job seekers can join the workforce, and develop skills to move up the steps of a career ladder to a family sustaining wage will be critical to transforming our workforce and our low-income communities. To support that effort, CEO will:
     - Work with employers to create incentives to hire entry level workers through a sector-based strategy. Provide training to help new employees to improve their skills.
     - Partner with Philadelphia Works to identify and train individuals for employment opportunities presented by the Affordable Care Act for entry-level workers.
     - Focus on how the City of Philadelphia as an employer can improve opportunities for low-skill workers by working with community-based organizations to develop training and educational pipelines to connect low-income job seekers to municipal job opportunities.
     - Work with the Community College and other partners to increase the number of educational and training placement opportunities available for low-income individuals.
     - Convene key actors from City departments, nonprofits and the business sector to analyze the results of “ban the box,” and develop new strategies to strengthen its effectiveness.

3. Implement the First Source policy requiring projects seeking public financing to hire from a Philadelphia Works maintained list of local unemployed individuals.

4. Promote supplier diversity programs and hiring practices among anchor institutions (such as universities and hospitals) that encourage sourcing from low-income areas near their campuses.
In the next year, CEO and its partners will:

- Convene a taskforce of City, nonprofit and business leaders to further develop strategies to increase job opportunities for adults with the greatest barriers to employment, and partner with non-profits and employers to define career pathways and training to improve the skills of low-income workers.
- Continue build-out of the hospitality sector, adding an additional 1,000 hotel rooms by supporting hotel and other hospitality and tourism projects that will provide approximately 1,700 permanent jobs when completed.
- Review existing incentives for hiring entry-level workers into careers with pathways to family sustaining wages. Make recommendations on how to improve incentives.

**METRICS**

CEO will work with other partner organizations to accomplish the following.

- Increase the number of jobs in Philadelphia by 25,000, including 1,700 jobs in hospitality and tourism by the end of 2015, returning employment to its level in 2000.
- Narrow the gap between the unemployment rate in Philadelphia and the national average.
- In Year 2, start working with employers to create 100 new employment opportunities each year for low-skill workers that include support services and on the job training.
- Increase the number of high quality seats available to low-income people in post-secondary educational and literacy training placement opportunities, including vocational literacy, life skills training, ABE/GED, ESL, and post-secondary education, particularly online workforce literacy classes and with posted career pathways.
- Connect 50 unemployed people to job opportunities through the First Source program each year.
SPOTLIGHT ON
THE AFFORDABLE CARE ACT

The Affordable Care Act (ACA) will present many opportunities for Philadelphia. In addition to expanding the availability of insurance for low-income residents, the ACA will mean new job opportunities in the health care sector, and not just for health care professionals like doctors and nurses to help treat the newly insured.

The ACA will also mean new potential opportunities for Philadelphians and individuals with low educational attainment, particularly in the areas of customer service and data entry. In the next year, health care organizations in the region will be hiring “navigators” at family sustaining wages to help people understand if they qualify for various subsidies through the ACA and otherwise guide residents through the complex health care system.

CEO will work with Philadelphia Works and other workforce development partners to build career ladders and adapt trainings to help connect low-income individuals with these new opportunities.
Expand access to public benefits and essential services

**Background**

Philadelphians are missing out on federal benefits intended to address poverty. Out of 209,000 Philadelphia residents eligible for the earned income tax credit (EITC), 39,000 (18.6%) do not even apply.

About 180,000 eligible Philadelphians do not enroll for Supplemental Nutrition Assistance Program (SNAP) benefits. And 15% of adult Philadelphians are without health insurance, despite the availability of public options like Medicaid, Medicare, Medical Assistance, or Veterans Affairs (VA) Healthcare. People without any health insurance comprise over half of the visits to city-run health centers.

Navigating the network of public and nonprofit service providers is confusing, time-consuming and frustrating. Accessing benefits often requires a laundry list of documents and stops to several offices. The services, referrals and culture and language in these offices are not always targeted to the specific needs of the surrounding communities. This is the case in the emergency food distribution system as well, with each location providing different hours, food options and services. For many people, access to benefits may thus be limited by where they live.
Philadelphia is already working to improve access to income supports and essential services. In some cases, the City brings different community groups together; in others, it focuses on outreach and direct service.

Some initiatives are already simplifying networks of providers and combining services. By bringing multiple program applications under one roof, programs like BenePhilly empower seniors by encouraging enrollment in a range of benefit programs.

**Filling gaps in the social safety net often requires targeted community outreach.** The Department of Parks and Recreation serves more than 2.8 million meals to youth during the summer when school lunch is not available. The City partners with non-profit programs like the Campaign for Working Families to connect eligible individuals to EITC and SNAP benefits while assisting them with tax preparation.

Other efforts are focused on increasing the efficiency of emergency food programs. The Office of Supportive Housing (OSH) and the SHARE Food Bank, together in 2011, distributed over 21.2 million pounds of food to soup kitchens, food cupboards and emergency housing programs. The new Philadelphia Food Access Collaborative is made up of emergency food providers, social service organizations, government, food-insecure individuals, and other nonprofits that reduce hunger in Philadelphia and connect individuals who seek group meals to social services.

The City’s Greenworks Philadelphia plan looks at food access from a sustainability perspective. It aims to bring locally-grown healthy, affordable food within 10 minutes of 75% of the city’s residents. Thanks to the work of the Philadelphia Department of Public Health, Philadelphia has benefited from the Healthy Corner Store Initiative, a “Philly Food Bucks” program for SNAP enrollees, and an expansion of farmers markets and community gardens.

**CEO will continue to work with partners to plug the access gap and streamlining benefits acquisition.** In its role as a convener, CEO will ensure that existing partnerships make full use of new resources from game-changers like the Affordable Care Act. CEO will reach out to underserved and less mobile populations to increase public awareness of available benefits.
**Strategies and Metrics**

**STRATEGIES**

1. Support a network of CEO-sponsored “outreach centers” where individuals and families can sit down and talk with knowledgeable, supportive ambassadors to receive consistent, customized access to benefits and resources located within existing, trusted community sites. Outreach center sites will be identified through a request for proposals (RFP). The RFP will establish a minimum set of criteria for each site, including:
   - Specific services and referrals to be provided
   - Cultural and language competencies of staff
   - Location in trusted, community-based organizations serving communities in need

   Each outreach center will use technology that provides a single application and assessment tool to streamline eligibility determination across the full complement of available benefits and link people to physical and behavioral health, social, and employment services. Access to benefits and services will not require physical access to the outreach center. This strategy will seek to leverage other place-based strategies, such as the community umbrella agencies (CUA) that the Department of Human Services (DHS) is using to implement their Improving Outcomes for Children strategy.

2. Work with other City departments, nonprofit partners and the state to use a common database or technology to collect and store clients’ paperwork and reduce duplicative efforts to help residents get the services they need more easily, while preserving privacy.

3. Promote public awareness to increase enrollment in essential benefits and access to social services, especially among vulnerable or less mobile communities, including: people who are unable to work, immigrants or people with limited English proficiency, families, people with disabilities and the elderly.

4. Promote partnerships between health centers and entities serving vulnerable populations (such as seniors, the chronically homeless, people with mental illness or substance abuse issues) to co-locate primary care within residential or other facilities.

5. Create a more coordinated system of emergency food distribution in group meal settings that connect individuals to other key services.

6. Support residents’ efforts to obtain photo identification by helping to remove key barriers to getting an ID such as cost, and reducing confusion on how to obtain identification.
**FIRST YEAR ACTION STEPS**

In the next year, CEO and its partners will:

- Inventory existing access points for key services to assess staff, technological and other competencies and identify gaps in service.
- Identify four (4) existing community-based access points or “outreach centers” through RFP.
- Identify a pilot site to test best practice strategies for providing additional meals and social services.
- Analyze the Affordable Care Act to identify role for CEO and implications for the CEO’s strategies.

**METRICS**

CEO will work with other partner organizations to accomplish the following:

- Requests for proposals issued and four outreach centers in different areas of the city up and running.
- Increase the number and percentage of low-income households that achieve an increase in financial assets and/or income as a result of accessing assistance.
- Increase the number of emergency group meals available on a daily basis by 2,000.
- Increase the number of organizations offering information and referral to photo identification services.
SPOTLIGHT ON
IMPROVING OUTCOMES FOR CHILDREN

For the last two years, Philadelphia’s Department of Human Services (DHS) engaged the entire family services community in a conversation about how to better serve Philadelphia’s children in need, and looked at best practices from across the country for strategies to build successful child and family services. The result was Improving Outcomes for Children (IOC), a community-based plan to shape DHS programs to center services around the needs of individual children and their families.

DHS provides a wide range of services for Philadelphians, with many families accessing multiple services. In the past, using these services meant lost hours traveling across town, waiting in different offices, and dealing with multiple caseworkers, with many families not using key services because of these challenges.

By contrast, the new model operates through community-based organizations, called Community Umbrella Agencies (CUAs), which shift services to a single point of contact in the DHS service network. A family’s case manager is located in the community and is equipped to provide an array of services in one place. This customer-centric approach is a model for the outreach centers that CEO will support to connect residents with benefits and other services. CEO will also look to leverage the services provided through the Community Umbrella Agencies to provide additional support services to DHS families and other residents in the local community.
Background

Recent research has highlighted the importance of a child’s first few years on long-term educational and earnings outcomes. With 39% of Philadelphia’s children living in poverty, early childhood education and school readiness must be part of an anti-poverty strategy.

Philadelphia’s low-income children start at a disadvantage both inside and outside of the classroom. There are public supports and programs for early childhood education, but supply does not come close to covering demand. Nearly two thirds of children live in families eligible for a childcare subsidy, but only one third of them actually receive it. The waiting list stretches into the thousands. Philadelphia’s public pre-school program does not serve 76.1% of eligible children, and is likely to be cut further due to the School District’s budget constraints.

The quantity of service isn’t the only problem. Families with access to pre-K often lack access to high-quality pre-K that would prepare their children for grade school. Only 13.7% of the city’s childcare programs enrolled in Keystone STARS are rated as high-quality. Together with Head Start, they enroll only a third of the City’s eligible children.

Philadelphia children’s level of risk for developmental delays predicts the highest level of need in Pennsylvania for support services for their families. These services can be provided through a federal entitlement program known as “Early Intervention (EI).” Despite the need, Philadelphia’s EI enrollment is the lowest in the state.
Low-income families should have access to opportunities to help their children prepare for education—and, eventually, the workplace. High-quality child care, preschool, and summer enrichment must be accessible to all children in Philadelphia, not just to those whose parents can afford to pay for it or who live in a neighborhood with affordable, quality options.

Despite the lack of resources available, some groups are making headway. Many of these efforts focus on intersections between poverty and education. The Philadelphia Department of Public Health’s Healthy Homes Healthy Kids partnership with St. Christopher’s Hospital for Children educates families about health hazards at home that may affect the long-term well-being of pediatric asthma patients.

Families may not enroll in the state’s EI program due to a lack of knowledge, or stigmatization. With a focus on children between birth and age three with developmental delays, the City’s Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) recently assumed responsibility for Infant/Toddler EI registration. The Department has registered almost 400 children in the EI program.

The Philadelphia Department of Human Services’ Improving Outcomes for Children Initiative aims to improve the safety, permanency and well-being of children in the welfare system by adopting a community-based service delivery system that clearly defines the role of county staff and provider staff.

Strong communities support strong education. The City of Philadelphia’s new Youth Violence Prevention Strategic Plan is a place-based initiative that aims to deter violence and promote safety in Philadelphia. The plan will take a comprehensive approach, addressing education, employment, crime prevention, and community development.

The plan focuses on North Philadelphia’s 22nd Police District, which has the highest incidence of shooting victims citywide between the ages of 14 and 24.

We all know that learning cannot end once school lets out. Several city departments and the Out-of-School Time (OST) provider community have embarked on an ambitious three-year project to expand upon the 40,000 daily capacity of quality afterschool opportunities in the city for youth in 1st through 12th grades and strengthen the academic impact of existing programs. At the same time, the Department of Parks and Recreation is working with Drexel University on a pilot expanding Out of School Time options for students in Mantua. The partnership is evaluating their work with an eye towards the long-term expansion of OST programs citywide.

Working with other City departments and nonprofits, CEO will join with the Mayor’s Early Learning Advisory Council (MELAC). The City organized MELAC to coordinate efforts to improve quality and access to services for children from birth to age 5. MELAC brings together city, state, and School District representatives along with key non-profit and philanthropic partners to serve as the Mayor’s voice for quality pre-K and school preparedness. CEO will work with MELAC to drive efforts to increase young children’s enrollment in quality early education and increase parents’ awareness of the need and opportunities for year-round learning and enrichment.
**STRATEGIES**

CEO, nonprofit partners and key City departments and public agencies will:

1. Develop a city-wide plan and framework that:
   - Increases awareness and utilization of Early Intervention screening and referral pathways.
   - Establishes a set of identified outcomes to ensure successful transitions from pre-K to kindergarten, as well as each following grade through high school graduation.

2. Increase parents’ awareness of critical early childhood education opportunities and supports, particularly of Keystone STARS ratings, their meaning, and value.

3. Inform advocacy efforts for increased state and federal funding for additional high-quality early childhood learning opportunities.

**FIRST YEAR ACTION STEPS**

Over the next year, CEO will work with City and other partners to identify concentrations of need and analyze school readiness trends, outcomes and best practices. CEO and partners will:

- Ensure all Keystone STAR 3 and 4 programs and their equivalent are enrolled at full capacity.
- Identify points of contact with parents to ensure dissemination of information and referrals related to childhood development, quality pre-K options, afterschool and summer enrichment programs, and adult and child reading and literacy.
- Gather data and policy analysis to inform advocacy agenda for increased early childhood learning opportunities.

**METRICS**

CEO will work with other partner organizations to accomplish the following:

- Double the number of Keystone STAR 3 and 4 programs, and serve twice the number of children in these programs locally.
- Increase the number of children entering kindergarten with established pre-literacy skills by at least 25 percent.
- Increase the number of pregnant women and parents of young children receiving early childhood resources (e.g. child care supports, early intervention, Head Start, immunization, CHIP, WIC, etc.).
- Expand the 40,000 daily capacity of quality afterschool opportunities in the city for youth in 1st through 12th grades.
Increase housing security and affordability

Many Philadelphians are one or two missed paychecks away from living on the street.

Federal standards state that a family should not spend more than 30% of their income on housing. In Philadelphia, almost 60% of renters and more than 40% of homeowners spend one-third or more of their income on housing expenses.

This problem is exacerbated by an inadequate supply of affordable housing and about 10,000 properties that are in some state of foreclosure.

Moving Forward

While it may sound obvious, the best way to keep a family out of the homeless services system is to keep that family in their home. The City’s Basic Systems Repair Program kept nearly 10,000 low-income families in their homes from 2008-2012 by providing free repairs for owner-occupied homes in serious need. The City’s nationally-recognized Mortgage Foreclosure Prevention Program has kept 6,000 homes out of foreclosure.

The City also has a vision for addressing long term housing needs, including the Ten Year Plan to End Homelessness. The plan resulted in a 5% decrease in the number of people experiencing homelessness in 2011, and 1,724 more individuals transitioning to permanent supportive housing.

The City’s Housing Partnership between the Philadelphia Housing Authority (PHA) and the Office of Deputy Mayor for Health and Opportunity, which connects homeless individuals and families to permanent housing, created thousands of new affordable housing units and rentals.

Helping people in struggling neighborhoods can require thinking outside of the box. The Pennsylvania Horticultural Society partners with OHCD to help homeowners and property values in blighted communities through vacant lot revitalization.

CEO will convene and advance the work of OSH, OHCD, and PHA to maximize low-income Philadelphians’ access to programs and services that assure housing security and affordability.
STRATEGIES
CEO, nonprofit partners and key City departments and public agencies will:

1. Coordinate the efforts of the city’s housing and homeless focused agencies with efforts to provide better access to financial security and counseling services to help people stay in their homes.

2. Provide wraparound services to people receiving housing counseling to assure their access to other resources and supports (e.g., energy conservation resources, weatherization, utility assistance, and case management or other social services).

FIRST YEAR ACTION STEPS
Over the next year, CEO will convene key City departments, public agencies and nonprofit providers to:

- Analyze the effectiveness of current services and programs to keep people in their homes (e.g., eviction prevention, home repair, and adaptive modification programs; the residential mortgage foreclosure diversion program; etc.), and outline strategies to improve the success of these efforts.

- Develop strategies for increasing the number of affordable housing opportunities for low-income Philadelphians.

- Ensure better linkages between housing and homeless strategies with financial security strategies.

METRICS

- Increase the number of people who receive assistance to prevent loss of home, make home repairs, and other homebuyer related assistance.

- Increase the number of people who secure safe and affordable permanent housing.

- Increase the number of people receiving housing counseling who also receive other needed services: treatment for mental illness, substance abuse counseling, domestic violence counseling; financial education workshops; utility and conservation assistance; and public benefit counseling.
Too many Philadelphians struggle to stay current on loan and debt payments.

The delinquency rate for Philadelphia's mortgages, student loans, and bank cards are 6%, 15%, and 2%, respectively. Low-income communities lack access to traditional banking services. Fourteen percent (14%) of Philadelphia households have no checking or savings account. One in four households reported using costly and predatory check cashing services, payday loans or pawnshops. Banks are increasingly deriving significant profits from overdraft and other fees.

City residents acknowledge a need for more financial help and counseling. In a recent survey by the Philadelphia Federal Credit Union, 79% of respondents said they were “not very successful” in maintaining a budget or controlling spending in the last year. Eighty-four percent (84%) considered themselves “not very knowledgeable” about personal finance. Thirty-seven percent (37%) were unable to save “at all” in the past year and 37% also indicated they were in “critical need” of improving their financial condition.

In 2008, the City Controller started the Bank On Philadelphia program to provide financial education for youth and working adults. The program strives to bridge the divide between banking services and low-income individuals.

In March 2013, CEO rolled out six Financial Empowerment Centers with its non-profit partner, Clarifi. The Centers are managed by CEO, run by community allies, and funded by Bloomberg Philanthropies and Living Cities’ Cities for Financial Empowerment (CFE) Fund.

The Centers provide confidential, high-quality one-on-one financial counseling to low-income residents from trained professionals.

CEO and Financial Empowerment Centers will target programs that combine direct service, public awareness and advocacy efforts to give Philadelphians more resources to manage their income. Such programs will strengthen the economic security and reduce the debt of low-income Philadelphians.
STRATEGIES

CEO, nonprofit partners and key City departments and public agencies will:

1. Expand the network of existing programs for community-based financial education to address consumers’ range of personal financial goals, from debt management and low-cost banking to saving for buying a home or paying college tuition.

2. Collaborate with credit unions, banks and other private financial institutions to expand the availability and promote the use of low- or no-cost transaction checking accounts.

3. Ensure referral to consumer credit counseling services from other public agencies and nonprofit providers to ensure timely, streamlined access to economic security resources.

4. Promote and connect individuals to financial tools that incentivize savings, such as Individual Development Accounts (IDAs).

5. Develop a communications strategy to increase public awareness about predatory lending and check-cashing practices and the availability of low- and no-cost banking options.

FIRST YEAR ACTION STEPS

In the next year, CEO and its partners will:

- Co-locate one to two Financial Empowerment Center with outreach center sites.
- Develop a service plan that ensures people receiving other supports, services and benefits are referred to financial education and consumer credit counseling services.
- Convene a core group of financial institution leaders to expand the availability of low- and no-cost checking.
- Develop a strategy to identify and promote high quality financial literacy programs throughout the city.

METRICS

CEO will work with other partner organizations to accomplish the following:

- Increase the number of financial institutions offering low- or no-cost banking.
- Starting in Year 2, connecting 50 low-income individuals to individual development accounts

- Co-locate up to five (5) outreach center and Financial Empowerment Center sites to increase the number of Philadelphians who:
  - Opened or transitioned to a safe bank account
  - Kept bank accounts open 6 months later
  - Improved their credit score by at least 35 points
  - Established credit
  - Increased savings by at least 2% of income
  - Established and maintained a regular saving habit
  - Reduced debt by at least 10%
**Government Agencies and Abbreviations**

The goals and objectives found in Shared Prosperity Philadelphia will be accomplished through the partnership of various agencies and organizations. Below is a listing of the City agencies that will play a role in the implementation of this plan. The abbreviations correspond with those used in the “Tracking Progress” matrix.

<table>
<thead>
<tr>
<th>Full Name</th>
<th>Abbreviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Community College of Philadelphia</td>
<td>CCP</td>
</tr>
<tr>
<td>Department of Behavioral Health and Intellectual Disability Services</td>
<td>DBHIDS</td>
</tr>
<tr>
<td>Department of Human Services</td>
<td>DHS</td>
</tr>
<tr>
<td>Free Library of Philadelphia</td>
<td>Library</td>
</tr>
<tr>
<td>Mayor’s Commission on Aging</td>
<td>MCOA</td>
</tr>
<tr>
<td>Mayor’s Commission on Literacy</td>
<td>MCOL</td>
</tr>
<tr>
<td>Mayor’s Commission on People with Disabilities</td>
<td>Commission on Disabilities</td>
</tr>
<tr>
<td>Mayor’s Office of Community Empowerment and Opportunity</td>
<td>CEO</td>
</tr>
<tr>
<td>Mayor’s Office of Education</td>
<td>MOE</td>
</tr>
<tr>
<td>Mayor’s Office of Multicultural Affairs</td>
<td>Multicultural Affairs</td>
</tr>
<tr>
<td>Mayor’s Office of Re-Integration Services for Ex-Offenders</td>
<td>RISE</td>
</tr>
<tr>
<td>Office of Housing and Community Development</td>
<td>OHCD</td>
</tr>
<tr>
<td>Office of Human Resources</td>
<td>HR</td>
</tr>
<tr>
<td>Office of Legislative Affairs</td>
<td>Legislative Affairs</td>
</tr>
<tr>
<td>Office of Supportive Housing</td>
<td>OSH</td>
</tr>
<tr>
<td>Office of the Controller</td>
<td>City Controller</td>
</tr>
<tr>
<td>Office of the Deputy Mayor for Public Safety</td>
<td>Public Safety</td>
</tr>
<tr>
<td>Office of the Director of Finance</td>
<td>Finance</td>
</tr>
<tr>
<td>Philadelphia Commission on Human Relations</td>
<td>PCHR</td>
</tr>
<tr>
<td>Philadelphia Department of Commerce</td>
<td>Commerce</td>
</tr>
<tr>
<td>Philadelphia Department of Licenses &amp; Inspections</td>
<td>L&amp;I</td>
</tr>
<tr>
<td>Philadelphia Department of Public Health</td>
<td>PDPH</td>
</tr>
<tr>
<td>Philadelphia Housing Authority</td>
<td>PHA</td>
</tr>
<tr>
<td>Philadelphia Parks and Recreation Department</td>
<td>PPR</td>
</tr>
<tr>
<td>Philadelphia Revenue Department</td>
<td>Revenue</td>
</tr>
<tr>
<td>Philadelphia School District</td>
<td>PSD</td>
</tr>
<tr>
<td>Philadelphia Works, Inc.</td>
<td>Philadelphia Works</td>
</tr>
<tr>
<td>Philadelphia Youth Network</td>
<td>PYN</td>
</tr>
<tr>
<td>Southeastern Pennsylvania Transportation Authority</td>
<td>SEPTA</td>
</tr>
</tbody>
</table>
## JOB CREATION & WORKFORCE TRAINING

<table>
<thead>
<tr>
<th>Strategies</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Focus job creation efforts on opportunities for low-skill workers.</td>
<td>Commerce; Philadelphia Works</td>
</tr>
<tr>
<td>Leverage tax incentives for hiring low-skill workers.</td>
<td>Commerce; Philadelphia Works; Public Safety</td>
</tr>
<tr>
<td>Implement and enforce the First Source policy.</td>
<td>Philadelphia Works; HR; Finance</td>
</tr>
<tr>
<td>Support sourcing and hiring from low-income neighborhoods.</td>
<td>Commerce; MOE</td>
</tr>
<tr>
<td>Create incentives to hire and train entry-level workers in targeted sectors.</td>
<td>Philadelphia Works; MCOL; PYN</td>
</tr>
<tr>
<td>Train individuals for entry-level job opportunities presented by the Affordable Care Act.</td>
<td>Commerce; Philadelphia Works</td>
</tr>
<tr>
<td>Build pipeline to City job opportunities.</td>
<td>Commerce; HR; PhillyRising</td>
</tr>
<tr>
<td>Increase job and literacy training opportunities.</td>
<td>CCP; MCOL; Philadelphia Works</td>
</tr>
<tr>
<td>Improve the effectiveness of “ban the box.”</td>
<td>RISE; Public Safety; PCHR; Commerce; Philadelphia Works</td>
</tr>
</tbody>
</table>

### Metrics

- Increase the number of jobs in Philadelphia by 25,000 by the end of 2015.
- Narrow the gap between the national and local unemployment rate.
- Beginning next year, annually create 100 new subsidized employment opportunities with support and job training.
- Grow the number of seats available to low-income people in high-quality, post-secondary educational and literacy training.
- Add at least 1,700 jobs in the hospitality industry.
- Hire 50 unemployed people through the First Source program every year.
PUBLIC BENEFITS AND ESSENTIAL SERVICES

<table>
<thead>
<tr>
<th>Strategies</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop outreach centers.</td>
<td>DHS; OHCD</td>
</tr>
<tr>
<td>Streamline benefits eligibility determination.</td>
<td>OSH; OHCD; DBHIDS; DHS; PDPH</td>
</tr>
<tr>
<td>Increase enrollment in benefits and social services.</td>
<td>MCOA; Multicultural Affairs; Commission on Disabilities</td>
</tr>
<tr>
<td>Co-locate primary care access within residential or other facilities serving the vulnerable.</td>
<td>PDPH; MCOA</td>
</tr>
<tr>
<td>Create a more coordinated system of emergency food.</td>
<td>OSH; PDPH; Philadelphia Food Access Collaborative; DBHIDS</td>
</tr>
<tr>
<td>Support resident's efforts to obtain photo identification.</td>
<td>OSH; PDPH; DBHIDS</td>
</tr>
</tbody>
</table>

Metrics

- Requests for proposals issued and four outreach centers in different areas of the city up and running.
- Increase the percentage of low-income households receiving assistance.
- Increase the number of emergency group meals available on daily basis by 2,000.
- Increase the number of organizations offering information and referral to identification services.

EARLY CHILDHOOD DEVELOPMENT

<table>
<thead>
<tr>
<th>Strategies</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop a city-wide plan to ensure transition from pre-K to kindergarten.</td>
<td>MOE; PDPH; DHS; DBHIDS</td>
</tr>
<tr>
<td>Increase parents’ awareness of early childhood education.</td>
<td>MOE; PDPH; DHS</td>
</tr>
<tr>
<td>Inform advocacy efforts to increase funding for high-quality ECE opportunities.</td>
<td>Legislative Affairs</td>
</tr>
</tbody>
</table>

Metrics

- Double the number of Keystone STAR 3 and 4 programs, and serve twice the number of children in these programs.
- Provide 25 percent more children with pre-literacy skills before kindergarten.
- Increase the number of pregnant women and parents of young children receiving early childhood resources.
- Expand the capacity of quality afterschool opportunities.
# Tracking Progress for CEO

## HOUSING SECURITY

<table>
<thead>
<tr>
<th>Strategies</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coordinate housing, homeless, and financial counseling agencies.</td>
<td>OSH; OHCD; DBHIDS</td>
</tr>
<tr>
<td>Provide benefits and other services to housing counseling clients.</td>
<td>OSH; OHCD; DBHIDS</td>
</tr>
</tbody>
</table>

**Metrics**

- Increase the number of people who receive assistance to prevent loss of home.
- Increase the number of people who secure safe and affordable permanent housing.
- Increase the number of people receiving housing counseling who also receive other needed services.

## ECONOMIC SECURITY AND ASSET BUILDING

<table>
<thead>
<tr>
<th>Strategies</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expand financial education programs.</td>
<td>City Controller</td>
</tr>
<tr>
<td>Expand access to low- or no-cost checking accounts.</td>
<td>City Controller; Commerce</td>
</tr>
<tr>
<td>Streamline referrals to economic security resources.</td>
<td>Water Revenue; Revenue; DHS; OHCD;</td>
</tr>
<tr>
<td>Connect to financial tools that increase savings.</td>
<td>PhillyRising; L&amp;I; PHA</td>
</tr>
<tr>
<td>Launch public awareness campaign about dangerous banking practices.</td>
<td>SEPTA; Controller</td>
</tr>
</tbody>
</table>

**Metrics**

- Increase the number of Philadelphians who opened or transitioned to a safe bank account.
- Increase the number of Philadelphians who keep bank accounts open 6 months later.
- Increase the number of Philadelphians who improved their credit score by at least 35 points.
- Increase the number of Philadelphians who established credit.
- Increase savings by at least 2% of income.
- Increase the number of Philadelphians who established and maintained a regular saving habit.
- Increase the number of Philadelphians who reduced debt by at least 10%.
- Increase the number of financial institutions offering low- or no-cost banking.
- Starting in Year 2, connecting 50 low-income individuals to individual development accounts.
While CEO and its efforts will be focused on the anti-poverty strategies outlined in the section on goals, strategies and metrics, the City of Philadelphia continues to advance other key anti-poverty goals through the work of other offices, and agencies. Below are the key metrics that guide that work.

**Focus Area: Education**

<table>
<thead>
<tr>
<th>Metric</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Four- and six-year high school graduation rates</td>
<td>MOE; Council for College and Career Success</td>
</tr>
<tr>
<td>9th grade on-track for on-time graduation rate</td>
<td>MOE; Council for College and Career Success</td>
</tr>
<tr>
<td>College attainment rate</td>
<td>MOE; Council for College and Career Success</td>
</tr>
<tr>
<td>Number of students receiving a recognized industry credential</td>
<td>MOE; PSD</td>
</tr>
<tr>
<td>Percentage of high school graduates earning an Associates and/or Bachelor's degree within six years</td>
<td>MOE; CCP</td>
</tr>
</tbody>
</table>

**Focus Area: Employment and Workforce Development**

<table>
<thead>
<tr>
<th>Metric</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of slots available in scalable programs in place for hard-to-reach populations</td>
<td>Philadelphia Works; RISE; Graduate Philadelphia; MCOL</td>
</tr>
<tr>
<td>Number of hard-to-serve achieving GED-ready and WIA-ready outcomes</td>
<td>Philadelphia Works; RISE; Graduate Philadelphia; MCOL</td>
</tr>
<tr>
<td>Number of students enrolling in and completing training programs</td>
<td>Philadelphia Works; MCOL</td>
</tr>
<tr>
<td>Number and % of trainees hired, retained, and advanced through career pathways</td>
<td>Philadelphia Works; MCOL</td>
</tr>
</tbody>
</table>

**Focus Area: Housing Assistance**

<table>
<thead>
<tr>
<th>Metric</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of households assisted with retaining their homes with emergency funds to satisfy mortgage debt and avoid foreclosure</td>
<td>OSH: Housing Trust Fund; PHA</td>
</tr>
<tr>
<td>Number of households served through the Emergency Assistance and Relocation Unit</td>
<td>OSH: Housing Trust Fund; PHA</td>
</tr>
<tr>
<td>Number of home repairs funded</td>
<td>OSH: Housing Trust Fund; PHA</td>
</tr>
<tr>
<td>Number of very low-income families and individuals served</td>
<td>OSH: Housing Trust Fund; PHA</td>
</tr>
<tr>
<td>Number of low- to moderate-income families and individuals served</td>
<td>OSH: Housing Trust Fund; PHA</td>
</tr>
</tbody>
</table>

**Focus Area: Hunger/Food Access**

<table>
<thead>
<tr>
<th>Metric</th>
<th>City Partners</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of emergency group meals in dignified settings</td>
<td>Mayor’s Office; PDPH; OSH; Philadelphia Food Access Collaborative</td>
</tr>
<tr>
<td>Number of individuals enrolled in SNAP/Food Stamps</td>
<td>MCOA</td>
</tr>
<tr>
<td>Increase access and consumption of healthy food</td>
<td>PDPH</td>
</tr>
<tr>
<td>Number of meals served to youth through Summer Meals Service Program and Afterschool Supper program</td>
<td>PPR; PDPH; MOE; Mayor’s Office of Civic Engagement</td>
</tr>
</tbody>
</table>
Appendix A: Oversight Board Membership

**Marcus Allen**  
Chief Executive Officer  
Big Brothers Big Sisters Southeastern PA

**Leslie Benoliel**  
Executive Director  
Entrepreneur Works

**Catherine Carr**  
Executive Director  
Community Legal Services

**John Chin**  
Executive Director  
Philadelphia Chinatown Development Corporation

**E. Steven Collins**  
Director of Urban Marketing and External Relations  
Radio One

**Michael DiBerardinis**  
Deputy Mayor for Environmental and Community Resources  
City of Philadelphia

**Mark Edwards**  
Chief Executive Officer  
Philadelphia Works Inc.

**Arthur Evans**  
Commissioner, Behavioral Health/Intellectual disAbility Services  
City of Philadelphia

**Maria Gonzalez (Chair)**  
President  
HACE

**Patricia Hasson**  
Executive Director and President  
Clarifi

**Thurston Hyman**  
Housing Counselor  
Philadelphia Unemployment Project

**Wayne Jacobs**  
Chief Executive Officer  
Ex-Offenders for Community Empowerment

**Kelvin Jeremiah**  
Executive Director  
Philadelphia Housing Authority

**Lucy Kerman**  
Vice Provost of University and Community Partnerships  
Drexel University

**Staci Moore**  
Board Co-Chair  
Women's Community Revitalization Project (WCRP)

**Thoai Nguyen**  
Chief Executive Officer  
Southeast Asian Mutual Assistance Associations Coalition (SEAMAAC)

**Maria D. Quinones-Sanchez**  
Philadelphia City Council, 7th District  
City of Philadelphia

**Donald Schwarz**  
Deputy Mayor for Health and Opportunity  
City of Philadelphia
A Comprehensive Response: The City’s Anti-Poverty Efforts

The City of Philadelphia has a number of key initiatives focused on reducing poverty and mitigating its effects on individuals, families, and the community. Below is a brief overview of some of the City’s ongoing anti-poverty efforts.

Education, Literacy & Employment

Increasing the High School Graduation Rate and Connecting Students to College

Having a high school diploma and going to college are critical to improving opportunities for Philadelphia residents. That is why increasing the high school graduation rate has been a key focus of the City leadership and its many partners, particularly the Council for College and Career Success. This council has taken up this goal as a key focus of its work. In the last five years, the 4-year high school graduation rate has increased from 57% in 2008 to its current rate of 64%. While more progress must be achieved to reach the Mayor’s goal of 80% students graduating high school on-time by 2015, these gains are important milestones on the path to achieving that longer term goal.

The Philadelphia Council for College and Career Success is comprised of leaders from government, K-12 and higher education, employers, foundations and youth-focused community organizations to organize and lead efforts in: 1) creating a citywide system for dropout prevention and re-engagement of disconnected students; 2) aligning and monitoring the City’s diverse youth-related funding streams, including youth funds and activities authorized by the Workforce Investment Act; 3) aligning the various resources that support a college-going culture and specifically enhancing the connections and transitions between high school and college; 4) expanding and improving youth workforce development efforts in the city; and 5) influencing the design of an enhanced career and technical education system. Through these efforts more than 12,000 youth have been helped by the Re-Engagement Center to find an education option to fit their needs and the number of FAFSA (Financial Application for Federal Student Aid) forms completed has increased from 94,082 in 2008 to 114,540 in 2012.

Guiding Students Interested in Pursuing College

In February 2010, the City launched the PhillyGoes2College Initiative which includes an office, the first of its kind, located in City Hall and a companion website that provides comprehensive guidance and referral information to students of any age who are interested in attending or completing college. PhillyGoes2College sponsors programs pairing college students with high school students to help complete college and scholarship applications. Since its inception the PhillyGoes2College staff has reached out to over 25,000 Philadelphians of all ages through presentations and workshops. In addition, the PhillyGoes2College website has been accessed over 166,000 times.

The Graduation Coach Campaign is a grassroots effort to engage adults in taking on a more robust role in helping the young people in their lives graduate from high school, get into college, and plan for a career. Originally housed at the Philadelphia Youth Network, the Graduation Coach Campaign was brought under the umbrella of PhillyGoes2College in March 2011 to allow for shared resources and information between the offices. Since September 2010, the Campaign has trained over 4,300 coaches through 315 workshops. This year, eight community-based organizations, are engaged to reach into their communities to recruit adults to be trained as coaches. Additional outreach to partners, such as faith-based and mentoring organizations, will also be done in an effort to reach as many adults who are working with youth as possible.
Expanding the Role of the Community College of Philadelphia in Workforce Development

Community College of Philadelphia is the largest institution of higher education in Philadelphia and the sixth largest in the state, with roughly 38,000 students. It is a vital partner in advancing City's goal of increasing the high school and college graduation rate, continuing to expand the K-12 pipeline to create a seamless connection to higher education, and developing a local labor force for the 21st century.

CCP is finalizing its strategic plan designed to make the College the premier open access learning institution in the region and nationally – one that embraces innovation, efficiency and transparency in all of its work. The College will ensure that through high quality academic programs and strategic support services, students are trained to develop the knowledge and skills they need to succeed in the 21st century economy. CCP will serve employers by providing rigorous training programs that equip future jobseekers and current employees with the knowledge and skills they need to be successful in their career.

Increasing Cooperation among Education Providers

It is important to not only strengthen coordination between the City, State and School District, but also among all the partners that educate Philadelphia’s youth. The Great Schools Compact, signed in December 2011, is an agreement between the City, the Commonwealth, the School District of Philadelphia, the Pennsylvania Coalition of Public Charter Schools (PCPCS), the Philadelphia Charters for Excellence (PCE) and the Archdiocese of Philadelphia. The agreement is designed to increase cooperation between education providers in the City to establish and share consistent academic metrics, and to expand the types of high-quality educational options available to students. The Great Schools Compact was awarded $2.5 million by the Bill and Melinda Gates Foundation in December 2012.

Assisting Low-Literate Adults

Many of Philadelphia's working age adults struggle to gain the reading and math skills needed to earn family-sustaining wages. To bring renewed focus and collaboration to this issue, in 2011, the City re-established the Mayor's Commission on Literacy in 2011. Since that time, the Mayor's Commission on Literacy has provided training for nearly 1,000 tutors, teachers, case managers, and administrators in literacy organizations and the workforce system. Training focuses on helping citizens acquire reading, writing, math, digital, and work-ready skills. The Commission on Literacy has also established literacy services in nine of the ten areas of the city where none were previously available; and created a first-ever electronic referral system for individuals seeking literacy training.

Improving Fiscal Stability and Data-Sharing for the School District of Philadelphia

In June 2011, the historic Education Accountability Agreement was signed to formalize a strengthened relationship between the City, Commonwealth and the School District of Philadelphia to improve information sharing and coordination. Through the agreement, the School District of Philadelphia makes expenditures data public, places Executive Advisors from the State and City inside the District, and the District must develop and implement a Five-Year Plan. At the same time, the City increased the local contribution to the School District by $90 million annually to help stabilize the School District's budget.

Increasing Inmate Participation in Re-entry Programs

Returning citizens, or ex-offenders, often face multiple barriers to financial security. The Philadelphia Prison system has increased its focus on job readiness programs for individuals currently incarcerated. Since 2009, Philadelphia's prisons have raised the participation of sentenced inmates in education programs from fifty-six to seventy-eight percent, including expanding job training opportunities, like the Pennsylvania Horticultural Society's Roots to Reentry program, which provides job training in landscaping along with guaranteed employment for qualified participants. These programs lead to fewer inmate-related incidents while in prison, and increase the likelihood for successful reintegration upon release.
Promoting Digital Literacy and Closing the Digital Divide

A computer with Internet access is vital to be successful in school and in the job market, yet four in ten Philadelphians do not have regular access to a computer. Collaborating with community organizations, government agencies and universities to create the Freedom Rings Partnership, the City has been helping to bring Internet access, training and technology to communities citywide through the KEYSPOTS initiative. To date, Philadelphia has launched 80 KEYSPOTS computer labs that collectively offer 813 workstations across Philadelphia, which have helped deliver 197,181 hours of training to 20,786 participants, and have served over 280,000 clients through free computer access. In September 2012, this initiative was recognized by the White House with a Champion of Change award.

Housing and Homelessness

Reducing Homelessness and Increasing Use of Supportive Housing

In 2008, Mayor Nutter pledged to address the supportive service and housing needs of Philadelphia’s chronically homeless single population and homeless families. To support that goal, the City recalibrated the Ten Year Plan to End Homelessness: Creating Homes, Strengthening Communities, and Improving Systems (the “10-Year Plan”), first established in 2005.

The overall objectives of the plan are to:

• Decrease the number of persons experiencing homelessness and the time they are homeless
• Increase the number of affordable housing opportunities
• Integrate health and social services to address and prevent homelessness
• Identify evidence-based best practice solutions

Through these efforts, we have seen a meaningful 5% decrease in the number of people experiencing homelessness at some point in the year—from 15,124 in 2010 to 14,361 in 2011.

Over 6,000 Households Received Financial Assistance Through the Homelessness Prevention and Rapid Rehousing Program (HPRP)

Preventing homelessness before it happens and providing housing for individuals and families is a proven strategy to help residents achieve and maintain financial stability. For three years starting in 2009, the Homelessness Prevention and Rapid Rehousing Program (HPRP) provided rental assistance and housing-focused services to prevent and end homelessness through two components: 1) prevention, which helped individuals and families maintain their housing, and 2) rapid rehousing, which helped homeless households residing in Emergency or Transitional Housing to relocate back into the community. During the three years of operation:

• 4,828 households received financial assistance with back rent, utility bills and security deposits in order to prevent homelessness.
• 1,385 households moved out of homelessness and into housing through the Rapid Rehousing component.
• 2,900 referrals/linkages were provided to rapid rehousing households for employment, financial management, and other services.

Because of its great work, the US Department of Housing and Urban Development (HUD) cited the program three times for exemplary Best Practices.

Prevented Homelessness Through the Basic Systems Repair Program (BSRP)

Enabling individuals and families to make key house repairs is another critical strategy to keep people in their homes and preventing homelessness. The Office of Housing and Community Development’s Basic Systems Repair Program (BSRP) is designed to maintain habitability for low- and moderate-income households. BSRP provides free repairs to the electrical, plumbing and heating systems of owner-occupied homes in Philadelphia. BSRP can also provide assistance in roof repairs. From 2008 to 2012, BSRP repairs enabled 9,575 low-income households to remain in their homes.
Creating a Nationally-Recognized Mortgage Foreclosure Prevention Program

When the foreclosure crisis hit in 2008, the City responded by creating the Residential Mortgage Foreclosure Prevention Program. This program alerts homeowners to their rights and the supports available to them; connects them to housing counselors who work to create a financial structure in which the home can be saved and who negotiate with the lenders on agreements to save the home; and provides legal support through public-interest attorneys. The program has become a national model being replicated in other cities, and has received national and international media attention. Over the last five years, more than 14,500 homeowners have participated in the program; 6,000 homes have been saved from foreclosure; and 5,500 homeowners remain in the process of saving their homes.

Increasing Affordable Housing by Producing New Units

The Office of Housing and Community Development (OHCD) supports the development of affordable homes, rental units and housing for special needs populations, including veterans, seniors, the formerly homeless, children and people with disabilities, in communities throughout Philadelphia. Since January 2008, 80 affordable housing developments have been completed, creating 2,800 new affordable housing units, and employing more than 12,000 construction workers. The City’s first Transit-Oriented Development (TOD), Paseo Verde, a $47 million mixed-use, mixed-income development, is now under construction at 9th and Berks Streets.

Stabilizing Vacant and Blighted Lots

Strengthening communities is vital to improving the future outlook of its residents. Cleaning and greening of vacant lots have been shown to improve neighborhood health, increase property values, and decrease crime. Toward that end, OHCD has worked with the Pennsylvania Horticultural Society (PHS) to stabilize vacant lots through cleanup, tree planting and fencing, and then through the maintenance of stabilized and unstabilized lots with support from both nonprofit and for-profit organizations. Philadelphia’s LandCare Program was recognized in 2011 by Harvard’s Kennedy School as a “Bright Idea” for addressing a pressing public issue with creative and innovative programming. Since 2008, nearly 2,500 vacant and blighted parcels were cleaned and stabilized; over 7 million square feet of previously stabilized land has been maintained; and nearly 200 jobs were created.

Early Childhood Development

Correcting Health and Safety Hazards in Homes to Protect Children

One of the most important factors of determining health outcomes of young children is their living conditions. The Healthy Homes Healthy Kids Program is a new initiative of the Philadelphia Department of Public Health (PDPH) to prevent and correct significant health and safety hazards, and improve energy efficiency in homes of pediatric asthma patients at St. Christopher’s Hospital for Children (SCHC). The Healthy Homes Healthy Kids Program integrates clinical, environmental, and educational strategies to successfully mitigate and manage a child’s asthma. Families referred from SCHC receive several visits in their home by a PDPH Community Health Worker. Each family receives a home assessment and a personalized environmental action plan, which provides specific information about the environmental health hazards found in their home, along with action steps the family can take to remove or reduce the hazard. PDPH also works to remediate hazards. In the last year, 109 families have been enrolled and 77 have received remediation.
Providing Early Intervention Services for Children with Developmental Delays

Early Intervention is a program for children from birth to three years of age with developmental delays. The program, managed by the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), provides families with a variety of therapeutic and support services to help the child’s developmental progress. In September 2012, DBHIDS assumed direct responsibility for Infant/Toddler Early Intervention Registration. Since that time, approximately 3,600 families have been registered for the Infant/Toddler Early Intervention Program with help from DBHIDS.

Improving Learning During Out-of-School Time

Thanks to support from the Wallace Foundation, several City departments and the Out-of-School Time (OST) provider community, led by the Deputy Mayor for Health and Opportunity, have embarked on an ambitious three-year project to expand upon the 40,000 daily capacity of quality afterschool opportunities in the city for youth in 1st through 12th grades and strengthen the academic impact of existing programs. At the same time, the Department of Parks and Recreation and the Department of Human Services is working with Drexel University to do a pilot to expand Out of School Time options for students in Mantua. The partnership is evaluating their work with an eye towards the long-term expansion of OST programs citywide.

Place-Based Strategies

Improving the Safety, Stability, and Well-Being of Children in Philadelphia’s Child Welfare System

In the past two years, DHS developed and began implementation of a system-wide child welfare reform initiative called Improving Outcomes for Children (IOC). IOC is a community/neighborhood approach to child welfare that clearly defines roles for county and provider child welfare staff. IOC will positively affect safety, permanency, and well-being for the children and families that DHS serves. The goals of IOC are:

1. More children and youth maintained safely in their own homes and communities;
2. More children and youth achieving timely permanence;
3. A reduction in the use of congregate care; and
4. Improved child and family functioning

This groundbreaking, family-centered neighborhood-based approach to child welfare has already begun to increase accountability, improve processes, and enhance child welfare and well-being.

Increasing Safety and Improving the Community through Neighborhood Participation

Since its inception in 2010, the PhillyRising Collaborative has worked to improve quality of life in some of Philadelphia’s most challenged communities. The PhillyRising Team helps to connect local residents with City services and use community resources to address issues, while at the same time empowering residents to find their own solutions to common problems. Working with residents, department representatives, PhillyRising communities have experienced: 329 graffiti hits abated, 234 lots cleaned, 24 alleys cleaned, 38 “imminently dangerous” buildings demolished, and 77 buildings cleaned and sealed. The program also resulted in 51 new Philly311 Neighborhood Liaisons, and residents recruited for “friends of” groups for libraries, parks and other community resources. These efforts, and many others, have helped to produce an average 4% reduction of serious violent crimes and damage to property, and a 9.5% reduction in drug offenses, vandalism, and other minor crimes. These reductions after a year of PhillyRising involvement in the pilot neighborhood were significantly greater than those for the surrounding area.
Investing in Low-Income Neighborhoods and Commercial Corridors

Since 2008, the Philadelphia Industrial Development Corporation (PIDC) has deployed more than $400 million in project financing capital through a variety of public and private resources, to support nine important community development projects throughout many of Philadelphia’s low income neighborhoods. These projects have resulted in more healthy foods available in underserved communities; new hotel developments that have created new job opportunities for low-income residents of the city; mixed use residential and commercial developments in emerging neighborhoods, and improved access to medical and related services for children and the elderly.

Ensuring the Safety of Philadelphia’s Youth Population

In 2013, Mayor Nutter will introduce the Youth Violence Prevention Strategic Plan, outlining the City’s strategy to make Philadelphia one of the safest cities in America and to improve the well-being of our most important asset—our children and youth. The plan focuses on a community-based strategy in North Philadelphia in the 22nd Police District, which has the highest incidence of shooting victims citywide between the ages of 14 and 24 years old. The key elements of the plan are to: promote safe access to and in schools; connect and support youth in the labor market; provide access to high-quality early education and afterschool activities; remove illegal guns; lower truancy rates; and rebuild community safety (both physical and social). The goal is to create sustained reductions in violence, and a long-term cultural shift away from violence to productive activities.

Health and Wellness

Providing Opportunities to the Uninsured to Enter Drug and Alcohol Recovery Programs

In 2010, DBHIDS was awarded a four-year, $11 million grant, which provides clinical and recovery support services for uninsured adults with alcohol and other drug challenges. This program, known as Access to Recovery, is projected to serve approximately 10,705 people by 2014.

Providing Mental Health First Aid Training

DBHIDS, in collaboration with the Mayor’s Office, launched Mental Health First Aid (MHFA) in January of 2012. This initiative is a groundbreaking public education and early intervention program that helps the public identify, understand, and respond to signs of a behavioral health challenge. Philadelphia is the largest metropolitan area to launch a campaign designed to educate and support the public in responding to behavioral health crises and non-crisis situations. Over 950 local individuals have received MHFA training to date.
Hunger and Food Access

Supporting the Emergency Food and Group Meal System

The Office of Supportive Housing (OSH), through a partnership with SHARE, utilizes the Pennsylvania Department of Agriculture’s Emergency Food Assistance program to provide emergency food support to thousands of Philadelphians each year. In 2011, OSH distributed 21.2 million pounds of food—a 9% increase from the year before—to local soup kitchens, food cupboards, and emergency housing programs throughout Philadelphia. OSH also purchases fresh fruit, baby formula and other essential items for children in emergency housing through the Child and Adult Care Food Program. OSH directly manages the soup kitchen system that provides food to over 50 soup kitchens.

Providing Meals for Children and Youth

Ensuring that young people have regular access to healthy and nutritious food is critical to their long-term development and success in school. The Philadelphia School District’s Universal Feeding program ensures that more than 142,000 students in poor schools are pre-qualified for free breakfast and lunch, and do not worry about completing any paperwork in order to be eligible. The Parks and Recreation Department serves meals to young people during the summer months. In 2012, the City worked with key partners to successfully increase participation by 25% over 2011 across Philadelphia, with over 880 sites providing a total of 3.4 million free meals. This year, in addition, Parks and Recreation converted 120 afterschool snack sites into supper programs in order to provide dinner to young people after school.

Increasing Access to Healthy, Nutritious, and Affordable Food

One of the goals of GreenWorks is to bring healthy, affordable food within 10 minutes of 75% of residents. In support of this goal, the Philadelphia Department of Public Health implemented the Healthy Corner Store Initiative. More than 630 participating corner stores now carry fresh fruits and vegetables. They also implemented 7 pilot healthy carts in communities with limited access to healthy foods, high levels of poverty, and low car ownership. Healthy Carts offer fresh affordable produce, water, 100% juice, and innovative healthy items such as smoothies. In partnership with the Food Trust, the Health Department opened 17 new farmers markets in low income communities, and started the Philly Food Bucks program. For every $5 spent at a farmers market using SNAP benefits, customers get an extra $2 worth of produce. Twenty-six farmers markets around the city participate in the program, and SNAP usage at farmers’ markets have increased 335% since the start of the program until December 2011.
Financial Literacy

Improving Financial Stability and Support Services for City Residents

The City has made a substantial investment in supporting residents’ efforts to buy a home or stay in their homes. The Office of Housing and Community Development funds 28 housing counseling agencies to provide services including pre- and post-home purchase counseling, credit repair, home maintenance, foreclosure prevention and intervention, and counseling for tenants. In the last year alone, over 10,000 city residents have received counseling, and over 2,000 have participated in group financial education sessions.

Increasing Participation in the Earned Income Tax Credit and Other Benefits Programs

The City has partnered with a local non-profit, the Campaign for Working Families, to provide free tax return preparation to low income individuals across the city. In 2011, the effort resulted in the completion a total of 5,261 tax returns for low income individuals, for a total of over $12 million in refunds, including over 2,000 families receiving EITC. The City also worked with the Commonwealth to launch Benephilly, a program designed to help older Philadelphians to identify and enroll in state and federal programs that could help them as they age. Since its inception in 2008, the program has submitted over 25,000 applications on behalf of seniors, with nearly $60 million in benefits accrued.

Encourage the Use of Safe and Affordable Financial Tools

The City also engages in basic financial education for youth and working adults. In 2008, the City Controller established the Bank On Philadelphia program to help “unbanked” Philadelphians gain access to mainstream financial services. Bank On partners with community and faith-based organizations, and financial institutions that work with low-to-moderate income individuals. In the last year, the program has resulted in the opening of 3,500 new financial accounts, and over 700 youths receiving financial literacy training.

Providing Free, One-on-One Financial Counseling

In March 2013, Philadelphia launched 6 new Financial Empowerment Centers throughout Philadelphia. These centers, funded by a $3.3 million grant through Living Cities and Bloomberg Philanthropies, offer free, high-quality one-on-one financial counseling to low-income residents by trained professionals. This CEO-managed program has already served over 500 clients.
In January 2013, Mayor Michael Nutter issued the following executive order establishing the Mayor’s Office of Community Empowerment and Opportunity.

EXECUTIVE ORDER NO. 2-13
THE MAYOR’S OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY

WHEREAS, nearly 1 in 4 Philadelphians lives below the poverty line and thousands more struggle each month to pay for basic necessities;

WHEREAS, Philadelphia has had the highest rate of poverty among the nation’s ten largest cities for the last 20 years;

WHEREAS, this persistent poverty imposes an enormous cost on our city, and threatens to hold Philadelphia and many of its residents back from realizing their full potential;

WHEREAS, it is the policy of the City of Philadelphia to provide equal opportunity to all of its citizens;

WHEREAS, we must ensure that we are maximizing the impact of every dollar spent in Philadelphia to reduce poverty and buffer its effects;

WHEREAS, I, Michael A. Nutter, Mayor of the City of Philadelphia, by the authority vested in me by the Philadelphia Home Rule Charter, do hereby order as follows:

SECTION 1.
ESTABLISHMENT OF MAYOR’S OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY (CEO)

The Mayor’s Office of Community Empowerment and Opportunity (CEO) is hereby established. The Mayor shall appoint the Executive Director who shall be responsible for setting strategic direction and the day-to-day management of the CEO and who shall report to the Mayor’s Office. The CEO will be designated the Community Action Agency for Philadelphia.

SECTION 2.
MISSION OF MAYOR’S OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY (CEO)

Acting at the direction and on behalf of the Mayor, the Executive Director is to carry out the mission of the CEO. The mission of the CEO shall be to align the City’s efforts to lift individuals and communities out of poverty, and increase opportunities for low income individuals and families.

SECTION 3.
FUNCTIONS AND DUTIES OF MAYOR’S OFFICE OF COMMUNITY EMPOWERMENT AND OPPORTUNITY (CEO)

At the direction of the Mayor, the CEO shall perform the following functions and duties:

a) Provide leadership and strategic support in the development of an anti-poverty plan for the City of Philadelphia;

b) Serve as a single point of contact and accountability for the City’s anti-poverty efforts;

c) Manage the Community Service Block Grant funds;

d) Work with City departments and other lead agencies responsible for anti-poverty goals and initiatives to ensure they are on-track to meet their yearly targets and provide strategic support to meeting those goals where needed;

e) Provide oversight and strategic direction to offices within the Mayor’s Office and Managing Director’s Office that operate programs critical to the achievement of anti-poverty goals;

f) Oversee the implementation of key anti-poverty programs that operate within the former Mayor’s Office of Community Service;

g) Evaluate the effectiveness of anti-poverty pilots and initiatives to determine which efforts bring the City closer to reaching its targets and which fail to provide adequate return on investment;
h) Work with the Mayor’s Office of Grants and the Fund for Philadelphia to identify and pursue funding to advance goals and strategies in the anti-poverty plan;

i) Convene stakeholders across City government and within the community to find opportunities for collaboration to advance the goals of the plan;

j) Improve community outreach and education about the City’s anti-poverty efforts to ensure that it provides value to all the residents of Philadelphia, and especially to low-income and working individuals and families; and

k) Provide regular updates to the Administration and the public about the progress made on each of the goals, including the release of a report detailing yearly progress.

SECTION 5.
ESTABLISHMENT OF AN OVERSIGHT BOARD

An oversight board for the CEO is hereby established. The oversight board serves to envision and develop citywide partnerships, strategies, and infrastructures to support the City’s anti-poverty goals, and hold the CEO and the City government accountable for meeting key targets.

(a) The oversight board shall be composed of no fewer than 15 members and no more than 30, appointed by the Mayor. The membership shall represent elected officials, City departments, community stakeholders, advocates, business, academic, and foundation leadership, along with representatives of low-income communities and individuals.

(b) All members and the composition of the board shall be in compliance with the rules governing Community Action Agencies and their administrative board, and shall perform as the administrative board for the Community Service Block Grant as provided by the Pennsylvania Department of Community and Economic Development (DCED).

(c) All appointments shall be for terms of two years with staggered terms. Board members shall serve at the pleasure of the Mayor, and shall be eligible for reappointment to successive terms limited to six years total.

(d) The members of the board shall serve without compensation.

(e) The board shall adopt its own rules of procedure and internal organization. Such rules shall be consistent with the provisions of this Executive Order, and the administrative rules governing Community Action Agencies.

(f) The board shall convene regularly at such times and places it may designate. Meetings will occur at least on a quarterly basis, and will be open to the public.

(g) The board chair will be appointed by the Mayor.

SECTION 6.
MAYOR’S OFFICE OF COMMUNITY SERVICE

The Mayor’s Office of Community Service (MOCS) and the advisory commission of MOCS are hereby abolished.

SECTION 7.
PRIOR EXECUTIVE ORDER

Executive Order 15-84, dated December 6th, 1984, is hereby repealed.

SECTION 8.
EFFECTIVE DATE

This Executive Order shall take effect immediately.
Appendix D: References


10. Numbers of people are minimum estimates derived from most currently available population, subpopulation and poverty rate figures from the U.S. Census ACS (2012, 2010 and 2011, respectively). Estimates are within a reasonable margin of error, typically about ±0.1-5%.


12. Numbers of people are minimum estimates derived from most currently available population, subpopulation and poverty rate figures from the U.S. Census ACS (2012, 2010 and 2011, respectively). Estimates are within a reasonable margin of error, typically about ±0.1-5%.

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References


33 PCCY (based on information supplied by the School District of Philadelphia and the federal Head Start program), 2012-2013. Note there is some overlap between pre-k and Keystone STAR 3 and 4 numbers.


36 U.S. Census Bureau, “Financial Characteristics for Housing Units with a Mortgage,” 2011 American Community Survey 1-Year Estimates

37 RealtyTrac Foreclosure Data Aggregator (February 2013) available at www.realtytrac.com


43 2011 American Community Survey 1-Year Estimates: Population and Housing Narrative Profile: 2011. Note that numbers do not add up to 100%


53 See Appendix B for an overview of key City anti-poverty efforts and accomplishments.

54 See Appendix A for a list of Oversight Board members.


59 Including Head Start and Pre-K Counts.
Thank You

Shared Prosperity Philadelphia represents the hard work and aspirations of many Philadelphians who believe that we can and we must address the poverty crisis in this city. Their tireless efforts and dedication to the individuals, families, and communities in need inspired this plan, and to all of you we say thanks.

Shared Prosperity Philadelphia is the culmination of a public planning process that spanned five months in 2013. The civic engagement begun during this period will be the foundation for the continued engagement and communications efforts that will be integral to the successful implementation of the plan.

Consultants Fairmount Ventures, Inc., gathered and synthesized statistics on the current state of poverty in Philadelphia across various issue areas, including education, employment, health and nutrition, housing and homeless, economic security and asset building. They considered how poverty uniquely affects vulnerable populations, including immigrants, refugees, and people with limited English proficiency, ex-offenders, the elderly, disabled, and young children. Strategy development was a highly iterative process that engaged CEO, City leadership and many stakeholders.

We want to acknowledge and express our appreciation to the 200 individuals, City agencies, and organizations who participated in the planning process through group meetings, focus groups, telephone and face-to-face interviews, and surveys. CEO staff and the consultant team gathered feedback and input at key points in plan development—at early, mid-point, and end stages—to test our theory of change, goals, and strategies.

We gratefully acknowledge in particular the CEO Oversight Board for your insight and feedback through many iterations of the plan, and the consumers of CEO services that shared their first-hand insights about poverty in Philadelphia; challenges and opportunities.

We want to thank Mayor Nutter for shining the spotlight on poverty in Philadelphia, and asking us to gather together to understand the issue more deeply, craft better solutions, and improve our City for all Philadelphians.

Finally, we want to thank the individuals, organizations, and communities that will carry this plan forward, and make this a living document. We hope this plan will grow and change as we, together, learn from mistakes, manage unforeseen challenges, and hone the strategies and programs. Thank you for your commitment to this effort and your commitment to creating a better future for all Philadelphians.
Mayor’s Office of Community Empowerment and Opportunity

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