

**INNOVATE | ENGAGE | DELIVER**





CITY OF PHILADELPHIA

Office of the Managing Director

[www.tinyurl.com/PhillyInnovates](http://www.tinyurl.com/PhillyInnovates)



---

**Use your smartphone to scan this QR code.**

Throughout the publication, there will be QR codes to link you to online videos with additional content. To download a QR Reader, go to the App store on your mobile device and search for "QR code" or visit [www.scan.me/download](http://www.scan.me/download)

**Online readers: Click directly on the QR code to access the link**





## FROM THE MAYOR

---

Michael A. Nutter

Dear Philadelphians,

When I came into office in 2008, one of my priorities was to improve the way in which our City government approached and managed innovation and technology. Our goal was to use technology in a thoughtful and deliberate way to better engage our citizens and improve how we deliver services.

**We are** striving to create efficient, effective and innovative solutions to municipal challenges. To better reflect our new, innovation-focused vision of City government, we transformed the Office of Information and Technology into the Office of Innovation and Technology and charged it with **building** new systems and implementing new ideas to better serve the citizens of our great city.

Under the leadership of Managing Director Richard Negrin, our administration has made significant improvements, from modernizing our technology infrastructure to implementing new methods of communication with citizens. We have updated our Human Resources systems to accept online job applications, engaged Philadelphia's neighborhoods through PhillyRising, directly addressed the questions and concerns of citizens through Philly311, created the Municipal Innovation Lab and Innovation Academy and much more. Every day we are working hard to be **a** smarter government.

The Managing Director's Office has lead the way encouraging this innovative **culture** and we are proud of the many positive changes as a result **of** its good work. We believe that government can be an incubator of **innovation** and we will continue to strive to be a model of efficient, effective and innovative government.



# INNOVATE

04

- A New Operating Model
- The Innovation Ecosystem
- Where Innovation Happens
- Technology Leads the Way



# ENGAGE

12

- Citizen Engagement
- Modern City, Modern Workforce
- Building Strong Neighborhoods



# DELIVER

24

- The Public Face of Government
- Innovating Infrastructure



# INNOVATE

---

## A NEW OPERATING MODEL

Governing the nation's fifth largest city, with a population of over 1.5 million, 25,000 employees, hundreds of neighborhoods and all of the joys and challenges of urban life, is a vast and complex enterprise.

Under the leadership of Mayor Michael Nutter, the City of Philadelphia has committed itself to innovation, modernization, citizen engagement and customer service as key strategies for fulfilling the core responsibilities of delivering excellent and cost effective services, and making Philadelphia a great place to live, work or play.

To help facilitate this new operating culture, the Mayor turned to the Office of the Managing Director (MDO). As the Mayor puts it, Managing Director and Deputy Mayor Rich Negrin is the equivalent of a COO or chief operating officer, and has been responsible for the administration and coordination that helps drive innovation and performance across City departments and agencies.



**“Today’s leaders must make sure innovation is baked into their teams’ DNA. They must not only create the conditions for innovation, they must boldly demonstrate the behaviors that make innovation possible.”**

—Managing Director Rich Negrin



## PROFILE

NAME **RICH NEGRIN**

POSITION **MANAGING DIRECTOR**

## MISSION STATEMENT

The mission of the Managing Director's Office is to be the City of Philadelphia's catalyst for continuous improvement and innovation, to serve, engage and respond to Philadelphia's citizens with focus, dedication, efficiency, integrity and adaptability.

## THE MANAGING DIRECTOR OFFICE'S PORTFOLIO INCLUDES:

THE MANAGING DIRECTOR OFFICE'S PORTFOLIO INCLUDES:		PHILLY311
CENTER OF EXCELLENCE	INNOVATION ACADEMY	PHILLYRISING
OFFICE OF INNOVATION & TECHNOLOGY	CUSTOMER SERVICE	ANIMAL CARE AND CONTROL TEAM OF PHILADELPHIA
FLEET MANAGEMENT	HUMAN RESOURCES	PROCUREMENT
PUBLIC PROPERTY	RECORDS	SPECIAL EVENTS

### 2010

**RICH NEGRIN** brought extensive private- and public-sector experience to City government when Mayor Nutter appointed him Managing Director in 2010.



As a prosecutor for five years in the Philadelphia District Attorney's Major Crimes unit, Negrin had handled high-profile cases including significant hate crime prosecutions.



He also worked as a litigator and later as an in-house corporate counsel with major private-sector firms.



Negrin was a college football champion and, briefly, an NFL player.

Almost immediately upon becoming Managing Director, Rich Negrin embarked on fundamental changes to the culture of City government. Old job titles, descriptions, departments and programs were re-energized or reorganized into an inventive, new operating model.

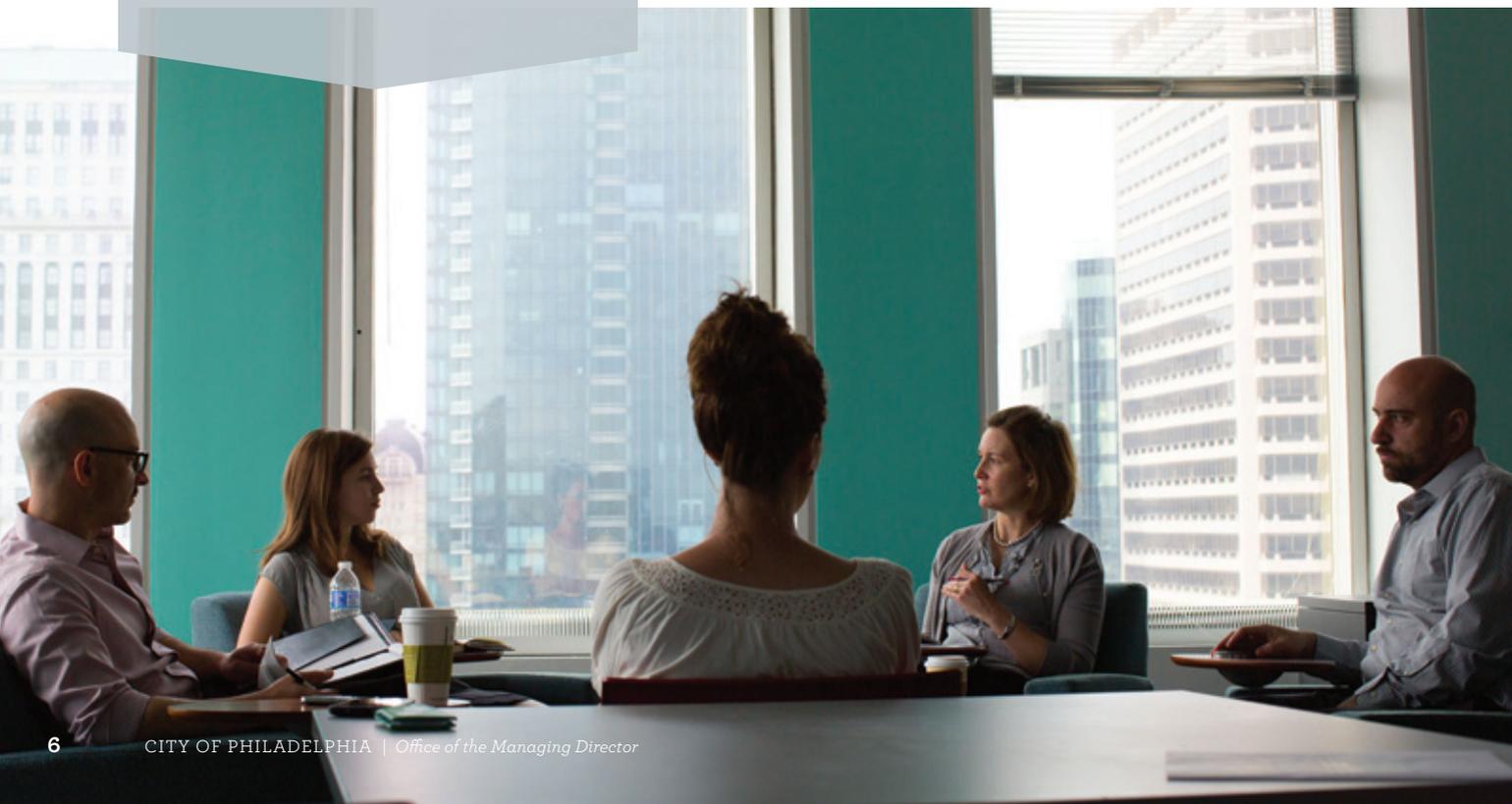
**TODAY THE MDO INCLUDES  
THESE NEW POSITIONS,  
DEPARTMENTS AND PROGRAMS.  
SOME ARE UNIQUE OR  
THE FIRST OF THEIR KIND IN  
THE NATION:**

- Center of Excellence
- Chief Customer Service Officer
- Chief Data Officer
- Chief Innovation Officer
- Deputy Managing Director for Talent Acquisition
- Director of Civic Technology
- Innovation Academy
- Innovation Lab
- Office of Innovation Management
- Office of Innovation & Technology
- Philly311
- PhillyRising

Together this adds up to a **culture of continuous improvement** aimed at building **efficiencies** and **effectiveness** in how government functions.

A culture that puts customer (read: citizen) **service foremost**, encourages **new ideas** and creative **problem solving**, and tolerates **calculated risks**.

This new culture brings **modern technology** and **methodology** to its operations and welcomes **collaboration** from in and out of government.





## THE INNOVATION ECOSYSTEM

Philadelphia as a whole is evolving into an innovation ecosystem. It starts with technology as its foundation, but it goes much deeper. By creating the conditions that spur innovation, municipal government is the, facilitator, and catalyst for many of the new ideas that will change how we interact with our neighborhoods and our fellow citizens.



**“We don’t necessarily think of technology as the only driver of innovation. In fact, it’s really just thought of as a means to an end, with the end being the social outcomes, the community-based outcomes that we’re aiming for across City government as a whole.”**

—Ashley Del Bianco, Division of Technology

  
infuse  
innovation



  
track  
data



  
change  
culture



**“The way to create a culture of continuous improvement in a manner that is not subjective is by utilizing data in creative ways to really get a sense of what you’re doing, what you’re measuring and what you’re accomplishing. That which you measure typically improves over time.”**

—Managing Director Rich Negrin



PROFILE

NAME **ADEL EBEID**  
 POSITION **CHIEF INNOVATION OFFICER**

**ADEL EBEID** is the first City’ Chief Innovation Officer. As head of OIT, he is responsible for advancing the City’s innovation agenda, nurturing the City’s innovation ecosystem and managing the City’s extensive information technology apparatus. Prior to joining the Nutter Administration, Ebeid served as chief information and technology officer for the State of New Jersey.

## KEY CONCEPTS AND TERMS



**IDEATION** is the process of generating ideas. Even the best ideas require creative ways to assess, prioritize, find resources, test and, ultimately, implement them. The City’s new Innovation Lab is designed to foster that process.



Philadelphia’s modern, **DATA DRIVEN** government relies on real measurements, to quantify performance, set targets, track operations, plan ahead and be accountable to the public.



**OPEN DATA** promotes government transparency by releasing data sets (regarding crime or property assessments, for example) to the public online. Entrepreneurs and other positive “civic hackers” use open data to create **CIVIC APPS** that make the information even easier for the public to use. The City also actively develops its own mobile apps that are helpful to citizens.



Many Philadelphians still do not have full and ready access to technology. Bridging this digital divide is critical to ensuring access to education, job opportunities, health care and much more. KEYSLOT is the City’s **DIGITAL INCLUSION** program which operates in high-need neighborhoods across Philadelphia.



Traditional government was known for its aversion to **RISK TAKING**. Today’s modern City government understands that fear of failure can stymie innovation and is willing to try new ideas and approaches, when appropriate.



Ideation and information sharing require government to shed its old departmental silos. Today the City encourages **COLLABORATION** across government departments and welcomes ideas and expertise from outside stakeholders such as businesses, academia, non-profits, the tech community and, above all, Philadelphia residents. Officials engage regularly, too, with peers in other cities to learn about best practices beyond our borders.



“The entire public is dependent on government for essential services so failure has different ramifications for us than for a private entity. We have to balance responsible risk taking with the need for innovation. We’re trying to find that balance where we are doing things differently and taking those risks and possibly failing, but hedging against that possibility so we still deliver on core functions and don’t let services go by the wayside. That’s difficult. That’s a challenge.”

—Edward Garcia, Assistant Managing Director



## THE INNOVATION LAB IS:

- A centralized location for classes, meetings, workshops and brainstorming sessions.
- A space for the Center of Excellence and the Innovation Academy to host formal ideation sessions with cross-department teams working together to solve old problems in new ways.
- A place for the City to host hackathons, or collaborative tech events focused on software projects, both internal and in conjunction with Philadelphia's burgeoning tech community.
- A setting to facilitate projects, initiatives and events sponsored through the Mayor's Innovation Fund and in partnership with the Mayor's office on New Urban Mechanics.
- A central location for City leaders to meet around innovation, strategic planning and other project management endeavors.

## WHERE INNOVATION HAPPENS

Co-working. Collaboration. Ideation. They're all hallmarks of innovation. And they thrive in an environment that is informal, flexible and technologically enabled.

That is the role of the City's new **INNOVATION LAB**. On the top floor of the Municipal Services Building, the lab is a state-of-the-art, 1,600-square-foot space modeled after the research-and-development and co-working facilities found in the private sector and academia.

Featuring wireless enabled monitors, wifi, moveable furniture and partitions, the lab can be reconfigured to accommodate individual work, private conversation or meetings of most any size.

With an awe-inspiring view overlooking City Hall, bright colors, comfortable furnishings and an extraordinary mural by artist Eric Okdeh, the lab is designed to spur collegiality, innovative thinking and creative problem solving in an atmosphere altogether new in City government.

“The Innovation Lab serves as an important symbol to all stakeholders that we are truly in the innovation business; that it truly is a new day.”

—Managing Director Rich Negrin

# TECHNOLOGY LEADS THE WAY

Mayor Nutter established the new **OFFICE OF INNOVATION & TECHNOLOGY (OIT)** under the Managing Director’s Office in 2011 to bring smart and innovative oversight to the City’s information and communications technology infrastructure. Its vast portfolio includes databases, geographic information systems, web and creative services, enterprise architecture, information security, open data and more.

As a major step towards government transparency, Mayor Nutter ordered the public release of **OPEN DATA** in 2012. Since then, the City has released more than 80 data sets online. For high value data sets, citizens no longer have to make a specific freedom-of-information request to get detailed information from government.

Instead, the City has so far released reams of data on an array of subjects including:

- Appeals (Zoning, L&I Review Board, Board of Building Standards)
- Campaign Finance
- Census Tracts
- City Owned Vacant Property
- City Owned Buildings Energy Benchmarking
- Combined Sewer Service Areas
- Crime
- Election Results
- Evacuation Routes
- Healthy Eating Philly/ Healthy Corner Stores
- Land Use
- Professional Services Contracts
- Property Assessments
- Solar Projects



## PROFILE

**NAME** ANDREW BUSS  
**POSITION** DIRECTOR OF INNOVATION MANAGEMENT

Trained as a geographer, **ANDREW BUSS** heads the Office of Innovation Management, whose mission is to establish and promote the innovation agenda throughout City government and to make technology available, accessible and useful to the public. The City’s Innovation Academy and Innovation Lab are among its most recent projects.



**“Technology is different today. The City has pushed a lot of mission critical services out to the **CLOUD** so that we are buying services, not buying hardware and software. This new approach is more cost efficient and give us more flexibility. There’s no strategic advantage to owning hardware and software.”**

—Adel Ebeid, Chief Innovation Officer



Outside entrepreneurs and software developers, known as “civic hackers,” have taken full advantage of this free and public data to produce innovative and highly useful websites and mobile apps.

Software developer David Walk, for example, designed PHLCrimeMapper.com. It allows users to draw a shape around a neighborhood to view serious crimes over a specified time period. It’s proved so useful that the Philadelphia Police Department incorporated it into its own website.



NAME **TIM WISNIEWSKI**

POSITION **CHIEF DATA OFFICER**

PROFILE

**TIM WISNIEWSKI** has a particular passion for leveraging technology to enhance civic engagement and empower communities, particularly among underserved neighborhoods. At a hackathon before he joined the City, he helped develop PhillySNAP.com, a text-messaging-based app that enables food stamp recipients to locate participating retailers with an emphasis on finding healthy, fresh food.

The City also actively develops its own **MOBILE APPS** to make it ever easier for citizens to get practical information instantly. Besides the highly successful Philly311 Mobile App, these include:

- **The Property Search App**, which allows users to look up property characteristics, ownership information and assessment records. It's the highest trafficked application on phila.gov, the City's main web portal.
- **myPhillyRising**, a social network for community building, enabling residents to learn about neighborhood activities and resources and to share information.
- **The Zoning Appeals App** that allows residents, businesses and community groups around the City to zero in on upcoming zoning hearings in their neighborhoods.



These projects are all designed to modernize our processes, not just technology. Because when you build technology on top of old processes you've really done yourself a disservice. So part of the challenge is doing new things in new ways and having technology be an enhancement of that."

—Managing Director Rich Negrin

OIT is overseeing  
**EIGHT MAJOR TECHNOLOGY PROJECTS**

that will revolutionize how City government does business. Among them, the new **311 CUSTOMER RELATIONS MANAGEMENT (CRM)** system will speed and enhance services to 311 users. **ONEPHILLY** will integrate and modernize administrative processes and systems for critical back office operations for everything from payroll to procurement. Another new, state-of-the-art system will allow for faster processing of payments and forms submitted online by the public.

Philadelphia is the  
**ONLY NORTH AMERICAN CITY,**

and one of only 13 worldwide, designated as a **MICROSOFT CITYNEXT SHOWCASE** City. The MDO is seizing the opportunity by partnering with Microsoft to pilot a digital executive dashboard that will allow City officials to monitor key performance indicators for their agencies or departments in real time.



# ENGAGE

## CITIZEN ENGAGEMENT

Job one for today's Philadelphia government is engaging in an open dialogue with its citizens. And to realize that goal, the City is using every available tool from modern communications technology to old-fashioned, face-to-face contact to give residents the opportunity for real input.

Social media provides unprecedented access to City leaders and citizens alike. Never before has a Philadelphia mayor responded directly and publicly to service requests, in real time, as Mayor Nutter does regularly via Twitter. Never before has it been easier for citizens to stay posted on government activities and let City officials know what's on their minds.

FOR MANAGING DIRECTOR RICH NEGRIN, IT ALL STARTS WITH A COMMITMENT TO INNOVATION AND A SERVICE-CENTERED LEADERSHIP STYLE.



**"We're such a unique, diverse city. A city of many different neighborhoods and there's no cookie cutter, one-way approach to solving all our problems. So we've adopted a service-centered leadership model where we're listening, we're engaging in different ways, we're giving the public a voice and an opportunity to help drive positive change in this City. We're connecting with our citizens every possible way we can, whether it's through technology, face-to-face, one-on-one, spending time in the community, listening and responding to their issues.**

**It's a humble leadership style that listens and then delivers to improve quality of life. It's not just about citizen engagement, it's about empowerment!"**

—Managing Director Rich Negrin



**SOCIAL MEDIA,**

notably Twitter and Facebook, make it possible to stay up-to-the-minute on traffic in your neighborhood, a weather emergency, the day's air quality or where to find a street fair or clean up. Or to view a wide selection of videos, produced by the Managing Director's Office, on YouTube and take a virtual tour of Philly311, learn how to apply for a City job or catch up on the latest City innovation rollouts.

### FIND CITY GOVERNMENT ON SOCIAL MEDIA

 <hr/> <p><b>Twitter:</b></p> <ul style="list-style-type: none"> <li>• @Michael_Nutter</li> <li>• @RichNegrin</li> <li>• @PhiladelphiaGov</li> <li>• @Philly311</li> <li>• @311NLP</li> <li>• @PhillyRisingMDO</li> <li>• @CityofPhilaJOBS</li> </ul>	 <hr/> <p><b>Facebook:</b></p> <ul style="list-style-type: none"> <li>• Citizens Engagement Academy</li> <li>• City of Philadelphia JOBS</li> <li>• Customer Service Leadership Academy</li> <li>• MDO Special Events</li> <li>• Philadelphia City Government</li> <li>• Philly MDO</li> <li>• PhillyRising Collaborative</li> </ul>
 <hr/> <p><b>YouTube:</b></p> <ul style="list-style-type: none"> <li>• Philly MDO</li> <li>• Philly311</li> </ul>	<ul style="list-style-type: none"> <li>• PhillyStat</li> <li>• Philly311</li> <li>• Philly311 Neighborhood Liaison</li> </ul>

*“Social media has leveled the playing field in terms of accessibility. Now all it takes to reach top officials is a tweet or a comment on Facebook. Social media and other technologies have also given government the ability to brainstorm with customers and get their feedback.”*

—Rosetta Carrington Lue, CHIEF CUSTOMER SERVICE OFFICER

## PHILLYINNOVATES.COM is the Managing

Director's Office blog, one of only a few of its kind in the nation. Managing Director Rich Negrin launched the blog in 2012 as another direct means of reporting to and hearing back from the public. The Managing Director and other officials post regularly and invite comments on topics including the latest in government innovation, technology, best practices in leadership, management, customer service, 311, employee achievements and much more.

### SOME POPULAR PHILLYINNOVATES.COM POSTS:

- "Service Centered Leadership"  
May 29, 2014
- "Celebrating Unsung Heroes"  
December 10, 2013
- "5 Myths of Government"  
November 14, 2013
- "Using Disney's Customer Service Model in Government"  
August 15, 2013
- "What's Your Adversity Quotient?"  
June 27, 2013
- "Philadelphia Open Data Pipeline"  
March 20, 2013
- "City Launches New AVI Calculator"  
February 19, 2013

## PHILLY311 engages the

public directly by offering multiple methods to contact the City regarding non-emergency service requests and general information inquiries, including: telephone, via the **PHILLY311 MOBILE APP**, online, through email and social media, and at its City Hall walk-in center.

The mobile app, launched in 2012, allows citizens to use their smartphones to send photos and input requests at any time. It was the first such app in the country to provide access in 17 languages including Spanish, Mandarin, Cantonese, Vietnamese, Arabic, Russian and Serbian, ensuring that Philadelphia's growing multicultural community has a voice around quality of life issues.



The City's multi-language, multi-generational

## KEYSPOT PROGRAM

works to address that digital divide with public computer centers at community organizations and recreation centers in underserved neighborhoods. KEYSPO T locations provide technology, hardware, internet access, and hands-on assistance from trained personnel, many hired from the host neighborhood.

Studies show that a vast majority of Philadelphia residents have cell phones, making mobile apps readily accessible. But many citizens do not have a home computer or an Internet connection.

### KEYSPOTS BY THE NUMBERS:

- Visits: **500,000** and growing
- Centers: **50**
- Workstations: **650**
- **50** personnel on staff to offer trainings and assist residents with their computing needs

Photo by Keith Privitera for the City of Philadelphia



# CONNECT



## WATCH THIS

Check out the Philly Innovates video. Learn more about Keypots and other innovative MDO programs.



[www.tinyurl.com/Keypots](http://www.tinyurl.com/Keypots)



## LEARN MORE

Find Keypot locations and other resources by visiting:

[www.phillykeypots.org](http://www.phillykeypots.org)

Although advanced communications technology is both fast changing and here to stay, **DIRECT, FACE-TO-FACE CONTACT** between government and citizens will never go out of style.



PhillyRising's **CITIZEN'S ENGAGEMENT ACADEMY** de-mystifies City government for residents in 19 of our most challenging neighborhoods. City officials speak on topics including Philly311, the District Attorney's Public Nuisance Task Force, the Streets Department's Philadelphia More Beautiful Committee and much more. At the end of each eight-week course, Mayor Nutter attends to provide commemorative pins and personally hand out diplomas to encourage graduates to keep PhillyRising.



Both 311 and PhillyRising work closely with **COMMUNITY VOLUNTEERS**, providing training and tools to help residents work effectively with government to improve quality of life.



Managing Director Rich Negrin blogs and posts regularly to social media, but he still holds **OPEN-DOOR MEETINGS** with the public in his office every Friday to ensure that citizens can share their great ideas with government leaders.

# CUSTOMER SERVICE

Customer service is a longstanding concept in the private sector, but recognizing and interacting with citizens as customers is new to municipal government. Throughout Philadelphia government, customer service is now a core principle necessary to providing better services and cost efficiencies. The 1.5 million Philadelphia residents are the City's primary customer base, but the City is also focused on improving customer satisfaction among internal customers such as City workers and internal departments, as well as visitors and the business community at large.



**"We are all in the Customer Service business."**

—Mayor Michael A. Nutter



Throughout the Managing Director's Office, every department and agency now has a strategic plan that spells out its customer service approach and a dedicated customer service officer responsible for implementation. The plan identifies exactly who the customers are and incorporates a survey or other mechanism for getting actionable feedback and making improvements.

As the City's non-emergency contact center, **PHILLY311** is the City's foremost customer service tool. Since its launch, 311 has averaged an extraordinary

**93%**

**CUSTOMER SATISFACTION**

rating as determined by an independent assessment.

More than

**1,100**

**PHILADELPHIA**

**POLICE OFFICERS**

have been trained to use 311 systems to report problems they see on patrol, monitor their progress and report back to the community they serve.



## PROFILE

NAME **ROSETTA CARRINGTON LUE**  
POSITION **CHIEF CUSTOMER SERVICE OFFICER**

**ROSETTA CARRINGTON LUE** left a flourishing private-sector career in 2008 to launch the City's 311 call center. Today, she serves as the City's first chief customer service officer, a position unique in municipal government in the United States. Her role is to instill a customer service approach across every aspect of City government.

**IN ROSETTA'S WORDS:** "When I came to City government, there was much more of a transactional culture. Now we are shifting that into a model of continuous improvement and service."



## MODERN CITY, MODERN WORKFORCE

Philadelphia relies on its more than 25,000 City employees to deliver a vast array of services, 24/7, across 142 square miles. For modern government, those workers need to be increasingly tech-savvy, data-driven, customer-service-oriented and, above all, innovative.

To build that capacity, the Managing Director’s Office has embarked on a series of pioneering workforce development innovations.



**“Innovation is something that can be taught and put into practice. It’s a way of thinking, a set of tools and practices.”**

—Ashley Del Bianco, Office of Innovation Management

The **INNOVATION ACADEMY** is Philadelphia’s groundbreaking program that teaches City workers how to think creatively and embrace innovation. Its goal is to develop a culture of innovation that will permeate City operations, challenge traditional ways of doing business and meet the ever-evolving demands of modern government. Developed in collaboration with Philadelphia University, the curriculum focuses on how to develop an innovative mindset through problem-solving strategies, systems thinking, research, analytics and designing new processes.



### INNOVATION ACADEMY GRADUATES COME FROM ACROSS CITY GOVERNMENT.

The inaugural class of 19 had officials from:

- Arts & Culture
- Commerce
- Fleet
- Human Resources
- Office of Innovation & Technology
- Office of the Managing Director
- Parks & Recreation
- Procurement
- Public Property
- Office of Sustainability

*“We are trying to create a network of innovators within the City. When you get enough people who can think and work this way, that’s when true change happens.”*

— **Andrew Buss**, DIRECTOR OF INNOVATION MANAGEMENT



## PROFILE

NAME **JACKIE LINTON**

POSITION **DEPUTY MANAGING DIRECTOR,  
CENTER OF EXCELLENCE**

After 20 years advising the private sector on how to improve operating results, **JACKIE LINTON** joined City government in 2012 to launch the Center of Excellence. The Center's job: boost the performance and transparency of City departments and agencies by applying modern practices in project management, organizational development, performance management and more.

The Center's new **LEADERSHIP DEVELOPMENT** initiative is training the next generation of City workers at the rate for 40 new leaders per quarter on strategic planning, managing change, communicating and delivering expectations and measuring, analyzing and capitalizing on performance data.



**"In essence, a lot of City work is project work: to start something new, to revamp a process, to initiate a new system. There are basic tools and ideas ... ready-made best practices from the private sector that we can bring into government to increase our productivity, increase our efficiency, get to the thing we want with an easier time and with less waste."**

—Edward Garcia, Assistant Managing Director

The Center of Excellence is training City workers in state-of-the-art, **PROJECT MANAGEMENT** techniques for everything from individually managed programs to multi-year, multimillion-dollar undertakings. In the last year alone, 200 City employees took "basic training," learning strategies such as understanding project resource management, project risk assessment and using project management organizing tools. The Center also offers advanced project management training for mid-level and senior officials. The Center's **PERFORMANCE MANAGEMENT** function engages departments and agencies by providing best practice tools, training and strategic support, and a community of practice for performance management across the City.



36% OF CITY EMPLOYEES ARE ELIGIBLE TO RETIRE OVER THE NEXT FIVE YEARS.

Succession planning is top-of-the agenda at the Center. Working with every City department and agency, the Center is consulting on strategic plans to anticipate what skills and capabilities are essential to stay on the innovation track.



**"We're doing things differently and government is not what it was 10 years ago. Through new initiatives managed by the Center of Excellence, we're making sure our employees have access to the training and tools they need to progress up their career ladder."**

—Managing Director Rich Negrin



Modern government demands a well-educated City workforce. The Center has reinvigorated the **MAYOR'S RETURNING TO LEARNING PARTNERSHIP PROGRAM**, which offers City employees a 25% tuition discount at many area colleges and universities.

Advancement from within drives the

## OFFICE OF FLEET MANAGEMENT.

The Office of Fleet Management recently opened a new state-of-of-the-art training center for its technicians. After struggling for many years to attract qualified mechanics already skilled in repairing and maintaining specialized equipment, the training center is a resourceful solution that will allow Fleet to grow its own in-house expertise.

**You can't just go out and hire a technician for fire apparatus. So we have to grow them from within. Not only do we partner with the Philadelphia School District to bring in interns, but we hire 'trades helpers' who may not have all the credentials that a journeyman technician has, and train them in the various disciplines of fleet repair and maintenance."**

—Chris Cocci, Commissioner,  
Office of Fleet Management



## MODERNIZATION IN PROCESS

DEPT.

HUMAN RESOURCES

PROCESS

JOB APPLICATIONS



As recently as 2008, applicants for City jobs had to fill out and mail in a paper form, along with a processing fee, to take the Civil Service exam.



One of Mayor Nutter's first directives was to modernize this cumbersome and antiquated process.



In response, the City's Office of Human Resources implemented an online job application system that has been used by more than 300,000 applicants to date.



Openings are posted regularly to social media and are updated and searchable on the department's website.



The new system has opened the City's recruiting to a larger pool of well-qualified candidates from across the City and even the world.

*"The talent that is coming into government is a lot different than before. The younger generation that is coming into government has a different perspective that leads to more creativity, more innovation, more expectations of modern government."*

— David Wilson, FIRST DEPUTY FOR ADMINISTRATION



**"Online applications are just one, very visible modernization project which has been successfully completed over the last few years. Human Resources has also been working tirelessly behind the scenes to move forward many other successful new innovations that have saved over \$100 MILLION DOLLARS in employee benefit costs in the last four years without shifting costs to the employees."**

—Al D'Attilio, Commissioner,  
Office of Human Resources

## THE OFFICE OF HUMAN RESOURCES:

- Implemented a SHARED SERVICES MODEL that covers 8 City departments and 1300 employees
- Introduced an EMPLOYEE WELLNESS PROGRAM where City employees can actively maintain their health and manage conditions
- REORGANIZED SEVERAL DEPARTMENTS, including Parks and Recreation, the Board of Ethics, and the Clerk of Quarter Sessions
- Administers over 400 Civil Service tests annually under a new, modernized test management and certification system
- Processes as many as 90,000 civil service applicants annually
- Makes over 1,600 new hires in a typical year
- Tracks payroll, sick leave, and vacation time for over 25,000 City employees



## INNOVATION SPOTLIGHT

One of the most forward thinking and ambitious of recent HR changes came in December 2013 when the City adopted a new policy for **parental leave**. The new rules make it easier for parents to take time off when bringing a child into the home.

The amount of time mothers are automatically eligible to take as sick leave with the arrival of a newborn has **doubled** to 8 weeks. Additionally, **all** parents (including fathers, adoptive, and foster parents) now have access to four weeks of paid parental leave during the 12 months after a new child enters the home.

The Managing Director's Office worked in close partnership with the Mayor's Office,

the Office of Finance, the **Office of Human Resources**, and other and key personnel across City agencies to develop and implement this new policy. It's a key tool the City can use to invest in its workforce and become an employer of choice throughout the region.





## BUILDING STRONG NEIGHBORHOODS

**PHILLYRISING** is a new way of serving and engaging with neighborhoods facing crime and quality-of-life issues. It coordinates City services and develops strong partnerships to help neighborhood residents improve their daily life and realize a vision for their communities through sustainable, responsive and cost-effective solutions.



**“The first meeting we had, only six people showed up in Hartranft in North Philly in 2010. Folks were a little upset and had a lot of questions about what we were doing, what we weren’t doing and what we should be doing to make their neighborhood better. Even though this all happened at a time when the City was facing historic budget challenges; we took it as a window of opportunity to develop and roll out a new service delivery model. Today we get calls from all over the country about PhillyRising.”**

—Adé Fuqua, Deputy Managing Director and Director of PhillyRising

### PHILLYRISING:

Coordinates service delivery with almost

**60**  
CITY AGENCIES  
&  
DEPARTMENTS

Partners with more than

**90**  
PRIVATE-SECTOR  
ORGANIZATIONS  
& COMMUNITY  
GROUPS

Has leveraged more than

**14,000**  
VOLUNTEERS  
at events across  
Philadelphia

Has cleaned almost  
400 lots,  
110 alleys and  
more than

**625**  
BLOCKS



Using crime, litter and other data, PhillyRising has grown to include 19 of the most challenged neighborhoods around the City, including four “PhillyRising 2.0” communities that are considered to be tipping point neighborhoods on the cusp of change.



- |                |                       |                   |
|----------------|-----------------------|-------------------|
| 1. Hartranft   | 8. Swampoodle         | 14. North Central |
| 2. Overbrook   | 9. Strawberry Mansion | 15. Penrose       |
| 3. Market East | 10. Kensington        | 16. St. Hugh's    |
| 4. Kingsessing | 11. Elmwood           | 17. Eastwick      |
| 5. Hawthorne   | 12. Lawncrest         | 18. Brewerytown   |
| 6. Frankford   | 13. Southeast         | 19. Germantown    |

PhillyRising works by identifying the hardworking community heroes; soliciting their ideas and empowering them to lead their neighborhood to change. It builds capacity by educating community members about available resources and how to access them to achieve sustainable, efficient, and cost-effective solutions to neighborhood issues. **PHILLYRISING DIVISIONAL COORDINATORS** are constantly on the ground in the neighborhoods, working with police, City agencies, and community partners to ensure that services get delivered and neighborhood goals are accomplished.

In addition to helping residents find their voice and advocate for their own community, PhillyRising has been an integral part of **GUNSTAT**— the city’s violent crime reduction strategy.

PhillyRising has had a **MEASURABLE IMPACT ON CRIME** in neighborhoods across Philadelphia. Some highlights are:

**SWAMPOODLE**  
(North Philadelphia)

• All crime **↓ 25%**

**HADDINGTON**  
(West Philadelphia)

• Violent crime **↓ 18%**  
• Property crime **↓ 23%**

**POINT BREEZE**  
(South Philadelphia)

• Violent crime **↓ 6%**  
• Property crime **↓ 21%**



**WATCH THIS**

To Learn more, check out the GunStat video

[www.tinyurl.com/GunStat](http://www.tinyurl.com/GunStat)





## INNOVATION SPOTLIGHT

McPherson Square, a **Kensington** neighborhood park, was neglected, rundown and a no-go for families and children. For many years the park was known locally as a place for drug sales and rampant drug use. Cleaning up this square was a priority for the neighborhood. Working in **close partnership** with multiple City agencies and **community leaders**, including the Friends of McPherson Square Park, PhillyRising was able to set in motion lasting positive change for the area. Today the square is **revitalized** and for the first time in years parents feel safe letting their children play in the park there or visit the neighboring McPherson Square library.



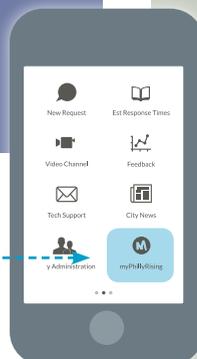
The **PHILLYRISING CONFERENCE** is an annual celebration to honor the community heroes who are leading the revitalization of their neighborhoods. It's also a day for education and idea sharing, with sessions on neighborhood best practices such as how to build community gardens, how to connect with City government, and how to best reduce all forms of violence in their community, including domestic violence.



Taking its inspiration from popular mobile apps like Yelp and AroundMe, the City developed the

**MYPHILLYRISING APP** as the way to stay up-to-date and spread the word on what's going on in PhillyRising neighborhoods. It offers users a full social media experience where they can announce meetings, events, cleanups and available resources, share success stories and photos and post questions and comments on their neighborhood's discussion board. And the app's got game, awarding points to neighborhoods and users based on their level of participation.

Find the **myPhillyRising "Widget"** on the Philly311 App.



## CONNECT



### WATCH THIS

Check out the myPhillyRising video  
[www.tinyurl.com/myPhillyRising](http://www.tinyurl.com/myPhillyRising)



### LEARN MORE

Access the web enabled app on your mobile device or computer. Go to:  
[www.myPhillyRising.com](http://www.myPhillyRising.com)

#### STAY CONNECTED WITH:

**Blog:** [www.phillymdo.wordpress.com](http://www.phillymdo.wordpress.com)

**Facebook:** [www.facebook.com/phillyrisingmdo](http://www.facebook.com/phillyrisingmdo)

**Twitter:** @PhillyRisingMDO



# DELIVER

## THE PUBLIC FACE OF GOVERNMENT

When the Nutter Administration launched **PHILLY311** at the stroke of midnight on January 1, 2009, it was a transformative new way for the public to make non-emergency service requests and get information via telephone, freeing 911 for critical public safety calls.

Since then, Philly311 has fielded more than six million inquiries, achieved a remarkable 93% customer satisfaction rating and expanded to multiple means of communication. Today it is the public face of Philadelphia government, accessible via:



**The Philly311  
Mobile App**



**The website:**  
[phila.gov/311](http://phila.gov/311)



**Email:**  
[philly311@phila.gov](mailto:philly311@phila.gov)



**Telephone:**  
Dial 3-1-1



**The Walk-In  
Center:**  
City Hall Room 167



**Social Media:**  
Facebook &  
Twitter



311 still gets a handful of letters and faxes and responds in kind!



**“Philly311 connects citizens to the government so it’s important that we take every opportunity to use it as a community engagement platform and provide excellent service.”**

—Managing Director Rich Negrin



# TOP 10

## PHILLY311 SERVICE REQUESTS

- [1] Business License Information
- [2] Court Information
- [3] Graffiti Removal
- [4] Residential Maintenance
- [5] Trash Information
- [6] Pothole Removal
- [7] Housing
- [8] Illegal Dumping
- [9] Vacant Lot Cleanup
- [10] Vacant Homes



“Props to @Philly311 for spotting my tweet about a clogged [sewer] drain in S. Philly and responding pretty quickly via Twitter.”

—Tweet from @Morganzalot to Philly311 during Hurricane Sandy.



## INNOVATION SPOTLIGHT

Philly311’s busiest period ever was during Hurricane Sandy. Over four stormy days in late October 2012, 311 handled **almost 40,000 calls** reporting flooding, power outages and downed trees and inquiring about school closings, trash pick-up and mail delivery. During the storm, 311 implemented a **live feed** so that the City Office of Emergency Management could see requests in **real time** and reroute emergency vehicles to avoid downed trees or flooded streets.



The City developed the **PHILLY311 MOBILE APP** in 2012 to put the power of 311 into our citizen's hands. A free download, it allows residents and visitors to input requests and send a photo of the problem 24/7. Philadelphia is a great interna-

tional city, and to ensure that residents and visitors from all backgrounds have access to City government, the 311 app works in multiple languages.

## 17 LANGUAGES

are currently  
available.

—  
ENGLISH, SPANISH,  
MANDARIN, CANTON-  
ESE, KOREAN, RUSSIAN,  
CAMBODIAN (KHMER),  
ITALIAN, VIETNAMESE,  
ARABIC, FRENCH,  
GERMAN, GREEK,  
TURKISH, SERBIAN,  
POLISH AND FRENCH.

Among its special features, the **L&I Property History "Widget"** allows users to look up properties and see the history of permits, licenses, violations and appeals from the Department of Licenses & Inspections. The Cold Weather Widget offers help for no-heat complaints, frozen traffic signals, streetlight outages and all "Code Blue" emergency information. The City Administration directory provides important contact information for top City officials.



"Just discovered the @philly311 app! Talk about #effective & #efficient community #engagement! #download #phillypride #PHL #servicedelivery"

—Tweet from @Emi A

As its latest technological advancement, Philly311 is rolling out a powerful, new **CUSTOMER RELATIONSHIP MANAGEMENT (CRM) SYSTEM**.

Among its features, the CRM will create a social platform for neighbors and stakeholders to collaborate, share information and ideas and organize community events. It will enable real-time dialogue across multiple communications channels, streamlining and speeding 311 responses, especially during crisis situations such as storms or accidents.

*"The new CRM technology will provide more information and functionality to both City agents and customers, paving the way for improved issue resolution. This, paired with the technology's social capabilities, will add to the City's current success in making positive change."*

—ROSETTA CARRINGTON LUE, CHIEF CUSTOMER SERVICE OFFICER

In January 2014 Mayor Nutter surprised some Philly311 callers when he answered requests at the Call Center.



# WHAT YOU MAY NOT KNOW ABOUT



311 is on TV too! The **PHILLY311 SHOW** is in its second season. All-new episodes appear on YouTube and on the City's Channel 64.



The **PHILLY311 NEIGHBORHOOD LIAISON PROGRAM** allows citizens to serve their communities as a direct link to government. In monthly training sessions, participants get an overview of 311 and City government and a user account they can use to directly report and track issues using the 311 website or the Philly311 Mobile App. More than 1,000 citizens have been trained as Neighborhood Liaisons to date.



Philly311 serves City government as much as it serves the public by turning over data to City departments who can use it to make improvements in their performance management and customer service efforts.



## CONNECT



### WATCH THIS

Check out the video on How to connect with Philly311.



[www.tinyurl.com/Contact311](http://www.tinyurl.com/Contact311)



### GET THE APP

To download a the Philly311 App, go to the App store on your mobile device and search for "Philly311"



### LEARN MORE

[www.phila.gov/311](http://www.phila.gov/311)

**Facebook:** [www.facebook.com/Philly311](https://www.facebook.com/Philly311)

**Twitter:** @Philly311

**YouTube:** [www.youtube.com/user/philly311center](https://www.youtube.com/user/philly311center)



Photo by B. Krist for Visit Philadelphia

## INNOVATING INFRASTRUCTURE

Departments within the Managing Director’s Office operate out of, or are responsible for, locations around the City ranging from City Hall, to the animal shelter on Hunting Park Avenue, to the Benjamin Franklin Parkway on a concert day.

Some have largely internal or administrative functions that may go largely unnoticed by the public. But they are all key to efficient City operations, they share the innovation agenda and they focus on serving their customers, whether they are other City departments or the public.



The **DEPARTMENT OF PUBLIC PROPERTY** (DPP) is the City’s “Builder-in-Chief”, and directly maintains

### 149 CITY FACILITIES

comprising of over 5 million square feet. They also manage the capital responsibilities for 15 associated public agencies; which requires the maintenance of an additional 1,100 facilities, 11 million square feet of office space, and 11,000 acres of park space.

Established in 1951, the **DEPARTMENT OF PUBLIC PROPERTY** is one of the City’s oldest departments. But that doesn’t mean it’s standing still. One of the most important shifts in recent years has been a broad transition towards preventative maintenance of City facilities. Historically, close to 98% of DPP operations were aimed at responding to issues in a reactive manner. Today, preventative maintenance accounts for the roughly 30% of operations, well within the industry standard. The increased emphasis on preventative maintenance will allow the City to save costs and get better use out of facilities for years to come.



**“DPP’s Preventive Maintenance Team stops problems before they happen. Instead of chasing our tails, being preventive has allowed us to be more strategic in the way we schedule and perform our work.”**

—Bridget Greenwald, Commissioner, Department of Public Property



The **OFFICE OF FLEET MANAGEMENT** keeps the City rolling, maintaining more than **6,000 VEHICLES**

for 43 departments, with an eye to cutting Philadelphia's carbon footprint.



Its FUMES automated fuel system uses new, advanced technology to monitor fuel usage and consumption.



Older vehicles are gradually being replaced with hybrids, biodiesel and other fuel-efficient models.



And the City actively uses car share service.

**THE OFFICE OF FLEET MANAGEMENT IS RESPONSIBLE FOR:**

**16** Repair and Maintenance Facilities

**62** Fueling Sites

**100+** Underground Fuel Storage Tanks

**1600** Police Cars

**360** Fire Department Vehicles  
— INCLUDING LADDER AND PUMP TRUCKS AND AMBULANCES

**950** Streets Department Vehicles  
— INCLUDING TRASH AND RECYCLING TRUCKS

**950** Water Department Vehicles



**INNOVATION SPOTLIGHT**

Several hundred Chevrolet Impala police patrol cars shared a potentially dangerous flaw in the design of a main structural component. With **ingenuity and innovation**, technicians at the City's body shop devised a replacement part that did a better job than one under development by General Motors. **GM incorporated the Fleet technicians' design** into its replacement part and even uses it in new vehicles.



## PHILADELPHIA'S ANIMAL CARE & CONTROL TEAM

is an altogether new model for addressing an old urban problem: providing shelter and care to homeless, abandoned and abused animals, while safeguarding public health and safety. ACCT Philly, as it's commonly called, was established in 2012 as an independent, city-related, non-profit organization. Since then, its lifesaving programs have allowed almost

# 20,000 ANIMALS

to re-enter the community annually. In fact, more families acquire a new pet originating from ACCT Philly than from any other local source.

### IN A TYPICAL YEAR, ACCT PHILLY:

- Shelters more than **30,000** animals
- Adopts out more than **6,500** animals
- Transfers more than **10,000** animals to rescue partners
- Places more than **3,000** animals in volunteer foster homes
- Spays or neuters nearly **8,000** animals



**“One example of how an innovation we’ve implemented is making a positive impact is our new strategy for managing free roaming cats. The old way of handling these cats was to have them destroyed. It was hard on the staff and didn’t impact the overall population. Today we’re breaking that cycle through an active approach to population management—free roaming cats are neutered and vaccinated and returned to their home territories. We’re just in the first year of this new approach and already the impact has been dramatic.”**

—Susan Cosby, Executive Director,  
Animal Care & Control Team of Philadelphia



The Managing Director's **OFFICE OF SPECIAL EVENTS** has a proven track record of producing world-class events. A great example of efficiency and effectiveness, this office is on the cutting edge of innovative public safety tactics and stakeholder management. In a typical year, the Special Events team manages the permitting process for

# 1,200 EVENTS,

and provides on-site planning and execution support for 800 of those, including large-scale festivals, parades, marathons, regattas, and runs. Special Events also coordinates the City operations for dignitary visits and major motion picture film productions.

### MAJOR SPECIAL EVENTS OFFICE OPERATIONS:

- The annual Wawa Welcome America Festival draws more than **500,000** visitors to the City over the week around Independence Day.
- The Philadelphia International Festival of the Arts brings **250,000** to South Broad Street.
- The Made in America Music Festival draws as many as **120,000** music lovers to the Benjamin Franklin Parkway over two days of concerts.
- More than **40,000** people run annually in the Broad Street Run.
- The World Meeting of Families in 2015 is projected to draw as many as **four million** guests to the City.



**“As a City we’ve gone beyond simple tourism and visitors and embraced the attraction and proliferation of special events as a tool to promote economic development, urban revitalization, and community building for all of Philadelphia.”**

—Jazelle Jones, Deputy Managing Director



Philadelphia holds City records going back as far as

1701.

Today the **DEPARTMENT OF RECORDS** uses geographic information systems, sophisticated document management systems and cloud computing to process, maintain and make available millions of deeds, legal, financial and other public records.

*“We envision the Records Department as a state-of-the-art information center serving the public, the business community and City agencies. We continue to explore and adopt tools and technologies to improve internal work efficiencies and provide convenient and timely service.”*

—Joan Decker,  
COMMISSIONER, DEPARTMENT OF RECORDS



The **PROCUREMENT DEPARTMENT** is responsible for buying everything from paper clips to fire engines for the City. Using inventive tactics such as reverse auction, cooperative purchasing and the online surplus auction site MuniBid.com, the department is achieving new efficiencies and saving taxpayer dollars.

*“With innovative processes and new, streamlined terms and conditions, the department is actively encouraging a wider range of bidders, saving on costs down the line.”*

—Hugh Ortman, COMMISSIONER, PROCUREMENT DEPARTMENT



The City is making smart use of technology to procure tech vendors.

.....  
**BIGIDEASPHL.COM** is a website where more than

**425 TECHIES**

have signed up so far to stay abreast of new software or web development contract opportunities. The City found its vendor for the myPhillyRising app through GitHub.com, a hosting service for software development projects.



## FROM THE MANAGING DIRECTOR

Philadelphia is not just a City of neighborhoods, it's a City of GREAT Neighborhoods full of dedicated, **passionate** people. When Mayor Nutter asked me to return to public service in July 2010 as Deputy Mayor and Managing Director, I was both honored and excited to be part of his efforts to implement new policies that would improve the lives of all Philadelphians.

At the time, the City was just beginning to make major changes. We were starting to bring new technology into play to deliver services and engage our citizens. Over the last few years these early innovations have taken root and grown a culture of continuous improvement and **service**. We have infused a service-centered leadership model into everything we do and embrace a spirit of public service and customer service in our everyday interactions.

Whether it's Philly311's award winning mobile app or it's Neighborhood Liaison Program, PhillyRising's Citizen Engagement Academy and tireless efforts in our neighborhoods, or our KEYSPOTS providing desperately needed digital access and computers across Philadelphia, we've made these changes to enable our citizens **to engage** with their government on their own terms. And that engagement is what truly leads to citizen empowerment.

Our new Center of Excellence, Municipal Innovation Lab, and Innovation Academy, recently designated the "Innovation of the Year", are just a few examples of the many creative efforts going on throughout City government. Through our Innovation Lab, we are engaging **stakeholders** from across Philadelphia's innovative eco-system and working together to be a great innovation friendly City. We will bring our children and our neighborhoods to the table as we work together to solve our biggest challenges through fresh solutions and creative thinking. This effort will not just help our kids embrace innovation **and** technology, but it will begin to get our children excited about public service and making a difference.

We have seen an important shift in how our employees and citizens interact. We are an honest, open and fully engaged government. Today, I am proud to say that we **partner** with local heroes every day across all sectors to make our communities better. That is what public service is all about.

Serving as Managing Director during this exciting time and serving with so many talented public servants has been a humbling experience. It is only because of our exceptional team that we have been able to achieve our goals. Thank you all for your earnest efforts. You handle great challenges with dignity and grace. I look forward with great optimism to what I know we will accomplish **together** going forward.

In your service,

**Rich Negrin**  
MANAGING DIRECTOR  
CITY OF PHILADELPHIA



**WATCH THIS**

Check out the new MDO neighborhoods video

[www.tinyurl.com/MDOneighborhoods](http://www.tinyurl.com/MDOneighborhoods)





Photo by Kait Privitera for the City of Philadelphia

## ACKNOWLEDGEMENTS

The Office of the Managing Director offers its heartfelt thanks to the people and organizations that have helped make this report and the new culture of innovation in Philadelphia government possible.

*“When You’re Finished Changing, You’re Finished.”*

—BENJAMIN FRANKLIN

DESIGN:  
WFGD Studio

PHOTOGRAPHY:  
Conrad Erb Photography  
(unless otherwise noted)

WRITING:  
Elise Vidler Editorial Services

# INNOVATE | ENGAGE | DELIVER

CITY OF PHILADELPHIA  
Office of the Managing Director

---



**Blog:** [www.phillyinnovates.com](http://www.phillyinnovates.com)



**Facebook:** [www.facebook.com/PhillyMDO](http://www.facebook.com/PhillyMDO)



**Instagram:** @PhillyMDO



**Twitter:** @PhillyMDO



**YouTube:** [www.youtube.com/user/PhillyMDO](http://www.youtube.com/user/PhillyMDO)

[www.phila.gov/mdo](http://www.phila.gov/mdo)

