



CITY OF PHILADELPHIA

Priorities & Accomplishments

MAYOR MICHAEL A. NUTTER

MARCH 2014

A large, stylized handwritten signature in light gray, which appears to read "M.A. Nutter".

LETTER FROM THE MAYOR



Dear Philadelphians,

More than six years ago, you elected me the 98th Mayor of the City of Philadelphia. It is the greatest honor of my life to serve you and this fine city.

When I took the oath of office in January 2008, I pledged that I would lower crime; increase high school and college graduation rates; make Philadelphia the greenest city in America; and attract new businesses and new residents. I also pledged to lead an ethical City government, delivering excellent and cost effective services to all taxpayers.

I take these responsibilities very seriously and am proud and humbled by the important work that has been accomplished, despite enormous economic challenges presented by the Great Recession. Through our work, a transformation is happening: we are improving the well-being of Philadelphians, including our most vulnerable residents. In recognition of our outstanding and innovative efforts, City government has received more than 140 awards during the past six years. None of this would have been possible without the expertise and dedication of our public employees. Yet, I want us to achieve even more. And so my Administration will continue to do all we can in order to deliver our bold vision for Philadelphia.

I am presenting you this report of my Administration's accomplishments to date and major priorities for the next two years. I know, based on all that we have achieved so far, that City government's sustained progress depends on your active feedback, collaboration, and partnership. Please join me as we strive to achieve this ambitious agenda and more.



Sincerely,

A handwritten signature in blue ink, which appears to read "Michael A. Nutter".

Michael A. Nutter
Mayor

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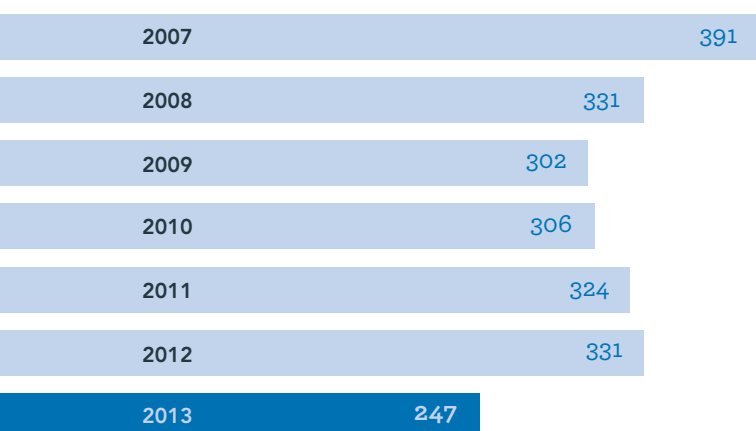
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Improve Public Safety for Philadelphians

PROGRESS ACHIEVED

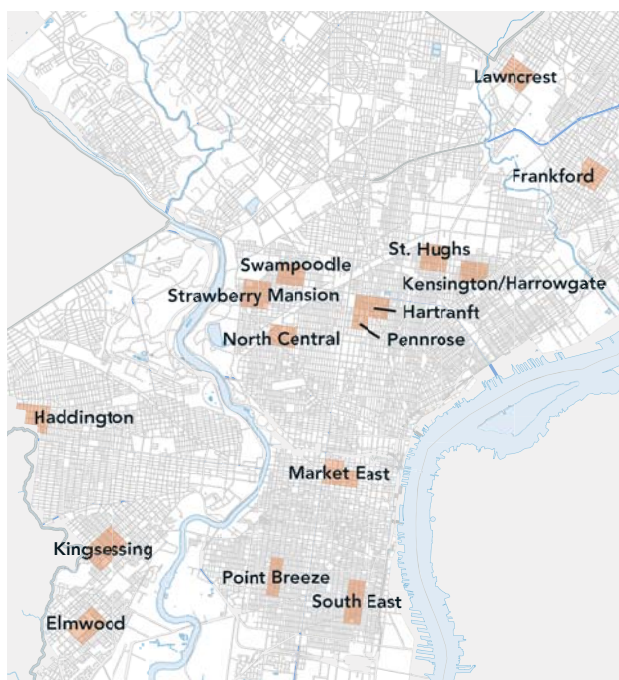
Philadelphia has become a safer city since 2007 thanks to the outstanding efforts of our public safety employees who possess an unwavering commitment to using innovative and evidence-based practices.

TOTAL HOMICIDES IN PHILADELPHIA: 2007-2013



SOURCE: PHILADELPHIA POLICE DEPARTMENT, JANUARY 2014

PHILLYRISING TARGET COMMUNITIES



Violent Crime Reduced: Part I Crimes—including homicide, assault, rape, robbery and property crimes—have declined by 15 percent since 2007 and are at the lowest levels since 1971. In 2013, Philadelphia experienced 247 homicides—the lowest annual number since 1967 and a 50.6 percent decline from the city's peak of 500 homicides in 1990.

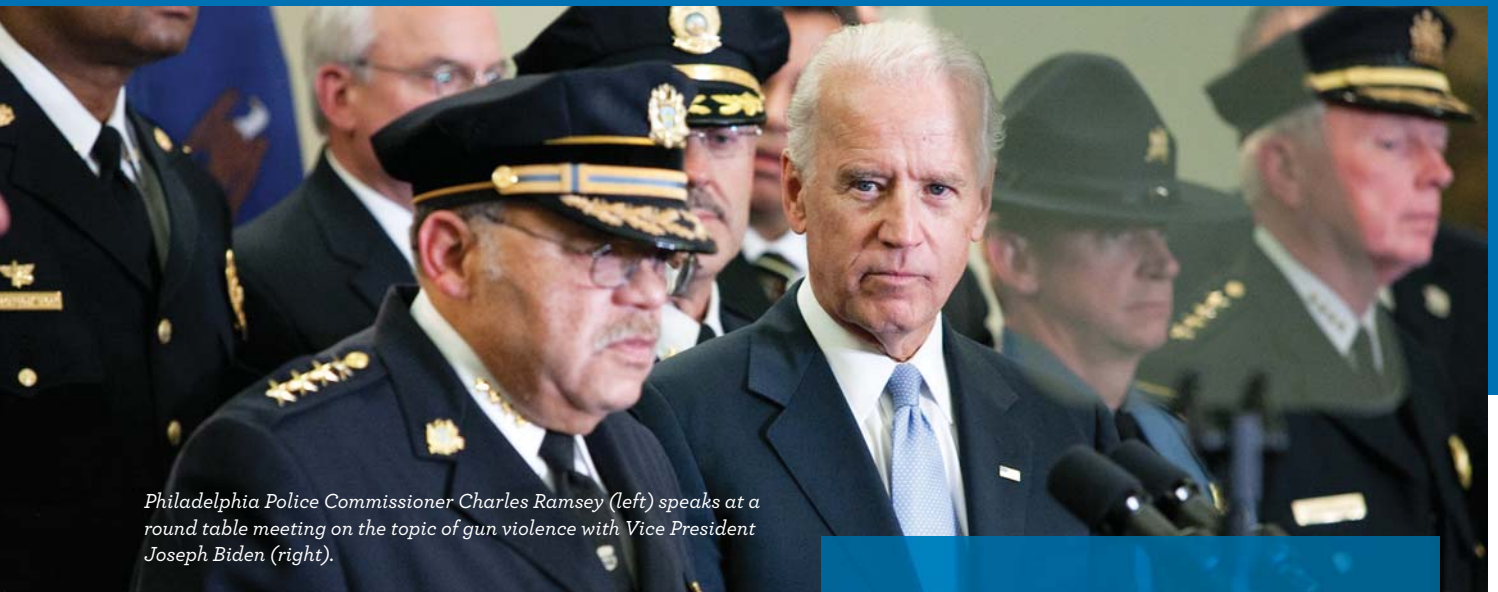
Decreased Fire Deaths: In 2013, Philadelphia saw the fewest fire fatalities—24—in its history. Since 2007, civilian fire-related injuries have decreased by 49 percent.

Increased Fire Safety: The Fire Department has distributed 22,734 lithium battery-powered smoke alarms to 14,280 homes, and in 2012 created the first ever "FireSafety App," providing easily accessible information for fire safety and prevention.

EMS Services Increased: In response to an increasing need for EMS service, the Philadelphia Fire Department has added five medic units and two field chief positions. For the first time in history, the PFD has hired a Deputy Commissioner for EMS.

Community Policing Established: The Philadelphia Police Department implemented a comprehensive foot-patrol strategy after an independent evaluation of foot patrols in Philadelphia demonstrated a decrease in violent crime by 23 percent. Foot patrols in targeted high crime areas are now integral to policing operations and are credited with producing a more coordinated, effective response to crime.

Services for Returning Citizens Improved: The Mayor's Office of Reintegration Services (RISE), in partnership with the Philadelphia Prison System and community partners, works to integrate the formerly incarcerated into their neighborhoods. Since 2009, the prisons have increased the participation of sentenced inmates in literacy and job training programming from 56 percent to 78 percent. Efforts include the Pennsylvania Horticultural Society's Roots to Reentry program, which conducts job training with guaranteed employment for qualified inmates.

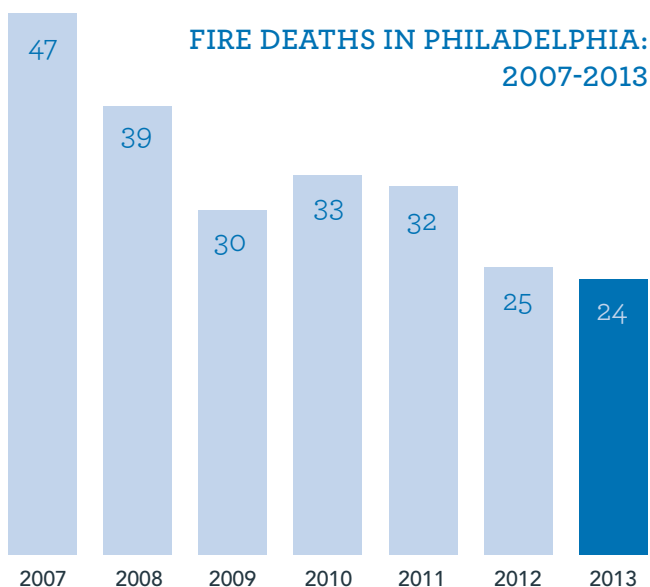


Philadelphia Police Commissioner Charles Ramsey (left) speaks at a round table meeting on the topic of gun violence with Vice President Joseph Biden (right).

Delaware Valley Intelligence Center Created: Opened in 2013, this major regional intelligence center uses a **data-driven system to better identify and forecast crime**, terrorism and all types of hazards including major weather events.

New Juvenile Justice Services Center: In 2013, the City opened the new Center, which provides **educational, medical, and legal aid services to detained youths** to give them the tools to positively change their lives.

Safer Streets and Alleys: The Streets Department's adoption of a *Complete Streets* philosophy has increased the attention given to pedestrian safety, including the installation of hundreds of new pedestrian countdown signals at intersections and the redesign of other intersections to improve pedestrian safety. Between 2007 and 2012, the number of pedestrians hit by cars was reduced by 10 percent. The Streets Department has also **repaired lighting systems in more than 5,800 alleys** across the city and upgraded to higher voltage lighting in more than 2,000 alleys in high crime areas.



SOURCE: PHILADELPHIA POLICE DEPARTMENT, JANUARY 2014

PRIORITIES

The Nutter Administration will remain focused on its goals of reducing Part 1 Crimes—including homicide, assault, rape, robbery and property crimes—by 20 percent from 2007, decreasing the number of homicides to below 200, and improving residents' overall safety by working to implement the initiatives listed below:

- **Hire additional officers** to maintain 6,525 officers in the Philadelphia Police Department.
- Increase the **collaborative use of data and surveillance technology to combat crime**, including working with City Council to install surveillance cameras at staffed recreation centers.
- Work with multiple partners, including the Stoneleigh Foundation, to implement Philadelphia's **youth violence prevention strategic plan** to connect at-risk youth and their families to resources and new opportunities.
- Establish a **Unified Call Center** for all emergency dispatches.
- **Expand PhillyRising to more neighborhoods**—This program establishes neighborhood-specific community partnerships to address chronic crime and quality of life concerns (see page 2 graphic).
- **Establish a database of building information** that is vital to the Fire Department's effectiveness in emergency situations.
- Break ground on a **state-of-the-art police headquarters** in West Philadelphia.

Enhance Educational Opportunities and Outcomes for Philadelphians

PROGRESS ACHIEVED

Philadelphia has seen promising improvements in educational outcomes despite unprecedented fiscal challenges facing the School District of Philadelphia.

Graduation Rate Increased: At the close of 2013, the high school graduation rate had increased to 64 percent, up from 53 percent in 2007, and the percentage of residents with a 4-year college degree or higher has increased to 24.3 percent in 2013 from 18 percent in 2007.

Philadelphia Great Schools Compact Created: Signed in December 2011, the Philadelphia Great Schools Compact is a joint commitment between the City, the Commonwealth, and Philadelphia's District-managed, charter, and Archdiocesan schools to convert 50,000 of the poorest performing classroom seats across the city into high-performing seats. Since 2011, approximately 20,000 of the poorest performing classroom seats have been converted into high-quality education alternatives.

Improved Financial Stewardship: The Mayor and City Council now require the District to develop a five-year financial plan. Philadelphia has also increased its share of funding to city schools by more than \$155 million since 2010, an important step toward ensuring all of our students receive a superior education.

Enhanced College Readiness: To ensure that Philadelphia's residents receive the support they need to achieve their higher educational goals, the Nutter Administration created PhillyGoes2College and the Graduation Coach Campaign with the generous support of the Lenfest Foundation.

PhillyGoes2College provides **comprehensive guidance and referral information to students of any age who are interested in attending or completing college.** The office has reached more than 29,000 Philadelphians through its website and office in City Hall.

The Graduation Coach Campaign is a grassroots effort to engage adults in taking on a more robust role in **helping young people in their lives graduate from high school, get into college, and plan for a career.** Since September 2010, the Campaign has trained over 6,000 coaches through 496 workshops.

Increased Access to Technology: The Freedom Rings Partnership launched in 2011 to provide **computer access to underserved communities.** To date, nearly 80 KEYSPTS have been created, offering 847 workstations across Philadelphia and providing over 200,000 hours of computer training to more than 22,000 residents.

Mayor's Commission on Literacy: In Fall 2010, Mayor Nutter reinstituted the Commission on Literacy, which **promotes adult literacy** and quality literacy education. The Commission has trained 1,000 tutors to help individuals achieve work ready skills.

Out of School Time: The Department of Human Services, through its Out of School Time (OST) program, supports 202 after-school and summer programs for almost 16,000 youth in grades K-12. In support of the City's out of school time system, Philadelphia Parks & Recreation launched the REACH pilot at 21 recreation centers, with the goal of increasing the **quality and quantity of afterschool programs for Philadelphia youth.**

SCHOOL DISTRICT OF PHILADELPHIA 4 YEAR GRADUATION RATE



SOURCE: SCHOOL DISTRICT OF PHILADELPHIA, DECEMBER 2013



(Left) Philadelphia students participating in classroom discussion. (Right) Mayor Nutter and Philadelphia college graduates at the annual Toss Your Caps citywide graduation reception.

PRIORITIES

The Nutter Administration will remain focused on its goals of increasing the high school graduation rate to 80 percent by 2015 and doubling the percentage of residents with a 4-year college degree to 36 percent by 2018. To do that we will continue to prioritize specific strategies including:

- Establish financial stability for the School District of Philadelphia by advocating for increased and predictable state funding through a **fair student-weighted funding formula** and an increase in the basic education subsidy.
- Turn around the remaining 30,000 seats in the lowest performing schools by 2016-2017 by **expanding high-quality school options** and employing effective school turnaround strategies.
- **Create a portfolio system** that will provide all Philadelphians access to high-quality educational options.
- **Expand the reach of PhillyGoes2College and the Graduation Coach Campaign.**
- Strengthen the Community College of Philadelphia's efforts to help more students graduate from **low-cost degree and certificate programs.**
- Re-define the role of libraries in our community by renovating the Parkway Central Library and selected branch libraries, increasing **virtual circulation of e-books**, and remaining the city's number one provider of free computer access.
- Release a citywide **early childhood learning plan** to increase access to high-quality early childhood education, and ensure that children enter kindergarten ready to learn.
- Enroll at least 1,000 new tutors and mentors and **improve job readiness** of at least 1,000 learners through the Mayor's Commission on Literacy.
- **Support academic success for Department of Human Services' engaged youth** by strategically co-locating staff in specified schools whose student populations have high incidences of truancy and DHS involvement.
- With support from the Wallace Foundation, build an out of school time "system of systems" so all **Philadelphia children and youth will have access** to high-quality out of school time programs.
- Expand the reach of the City's "**Returning to Learning**" partnership, which provides full-time City employees with a 25 percent tuition reduction at 13 local colleges and universities for Associates, Bachelors, and Masters level degrees.
- Expand youth summer job opportunities through **WorkReady Philadelphia.**

Philadelphia has increased its share of funding to city schools by more than \$155 million since 2010.

Support Economic Vitality in Philadelphia

PROGRESS ACHIEVED

Philadelphia is a city where people want to live and businesses want to grow. Philadelphia is a choice destination for new companies that need access to a talented workforce.

Population Growth and Diversity: Reversing fifty years of population decline, **Philadelphia has added more than 60,000 new residents since 2006**, boasting the strongest population growth among Pennsylvania's cities, and the largest growth in 20-to 34-year olds of any major city in the United States. To foster more growth, the Nutter Administration created an Office of Immigrant and Multicultural Affairs that supports and celebrates Philadelphia's increasing immigrant population.

Robust Private Investment: The City has undergone an unprecedented level of construction with approximately **170 projects recently completed, representing more than \$5.25 billion in investment**.

Increased Business Diversity: **Minority, women, and disabled-owned businesses now account for over 28 percent of City contractors**, up from 18 percent in 2007. The Administration has set a new goal of 30 percent participation.

More Opportunities for Startups and Small Businesses: The Goldman Sachs 10,000 Small Businesses initiative represents **a \$20 million investment in Philadelphia small businesses** through increased lending and a business education program at the Community College of Philadelphia. In addition, in partnership with PIDC and First Round Capital, Mayor Nutter launched a public-private venture fund to invest in Philadelphia startups, cementing Philadelphia's position as a rapidly emerging hub for startups and technology.

New Zoning Code: The Nutter Administration completed the **first overhaul of the Zoning Code in more than 50 years** and in June 2011 adopted the Philadelphia 2035 Comprehensive Plan—created with the support of the William Penn Foundation. The City also streamlined its licensing operations, reducing from 120 to 38 the total number of municipal licenses.

Successfully Re-purposed Navy Yard: Philadelphia is creatively responding to the changing economy. The City boasts 11,000 employees who now work at the Navy Yard with twenty-two new companies moving there in 2013,

the most successful re-purposing of a former naval base in the nation. In January 2014, Mayor Nutter announced that EcoSave, an energy efficiency firm, was opening its U.S. Headquarters at the Navy Yard, joining companies such as GlaxoSmithKline, Urban Outfitters, Tasty Baking, Iroko Pharmaceuticals, and The Mark Group.

Arts and Culture Enhanced: Through the first-of-its-kind public-private-nonprofit partnership, the With Art Philadelphia™ campaign is showcasing the city as **an international destination for art, culture and hospitality** and capitalizing on the debut of the 2012 Barnes Foundation Philadelphia Campus.

Improved Workforce Development: The Nutter Administration created Philadelphia Works, **aligning workforce development with growing sectors of the economy** and coordinating training and educational outreach to low-skill workers.

Expanded International Outreach: In Fall 2013, Mayor Nutter led a delegation of Philadelphia businesses to the United Kingdom and Israel on an **international trade mission** to raise the profile of Philadelphia, to attract new businesses, and to reinforce global relationships. In December 2012, the Mayor signed an MOU with the Mayor of Tianjin, China to encourage trade development and educational cooperation building upon their Sister City relationship.

Expanded Services at Philadelphia International Airport: Since 2008, non-stop service from PHL has been expanded to seven cities and four additional airlines now land in Philadelphia. These are the first new airlines to open in Philadelphia since 2004. In April 2014, **Qatar Airways will provide daily, non-stop service from PHL to Doha, Qatar.**

Inclusive City Leadership: The City government is a **leader on LGBT rights and gender equality** with protections and provisions on the basis of sexual orientation and gender identity and a life partnership program. The City's leadership was recognized in 2013 when Philadelphia was ranked #1 for LGBT equality by the Human Rights Campaign's Municipal Equality Index.



Philadelphia has added more than 60,000 new residents since 2006.

Philadelphia's skyline including the proposed Comcast Innovation and Technology Center on the 1800 block of Arch Street.

PRIORITIES

Over the next two years, the Nutter Administration will remain focused on its goal of creating economic vitality and increasing the number of jobs in Philadelphia by 25,000 from its 2013 level, returning employment to its level from 2000. We will continue to create jobs and attract new residents and businesses through the prioritization of the following initiatives:

- Invest in **major real estate development projects** in priority areas such as Market East, North Broad Street, and the Delaware River Waterfront.
- Aggressively promote Philadelphia and **attract new business and investment** from both the United States and overseas.
- Continue scheduled **wage and business tax reductions** and explore other potential tax reforms to make the city more competitive and promote job growth.
- Enhance the support provided to small businesses and entrepreneurs in Philadelphia and the Startup PHL initiative to firmly establish Philadelphia as a hub for **startups, entrepreneurship and investment**, and to attract additional venture capital focused on health care and life sciences.
- **Bring new jobs to Philadelphia** through projects such as the expansion and modernization of the Philadelphia Airport, creating more than 2,000 permanent jobs, and working with the Commonwealth to develop a second casino in Philadelphia, bringing more than 1,000 permanent jobs for Philadelphians.
- Begin implementation of the Mayor's Manufacturing Task Force recommendations to better position Philadelphia to **take advantage of new manufacturing opportunities**.
- **Sell municipally-owned Philadelphia Gas Works (PGW)** to a private company that will invest in PGW's infrastructure and grow the utility, thus creating jobs for Philadelphians.
- Continue to reduce blight and vacant properties through the **development of the largest land bank in the country** in partnership with City Council.
- Accelerate revitalization efforts in neighborhoods across Philadelphia, including the **Mantua section of West Philadelphia**, which was recently selected for a Promise Zone designation by the White House, making the community more likely to receive federal funding and grants in areas from public safety to housing and job opportunities.
- **Alleviate poverty** by implementing Philadelphia's anti-poverty plan, *Shared Prosperity*.
 - Help thousands of citizens **increase savings, decrease debt, and improve credit** through free, one-on-one financial counseling at citywide Financial Empowerment Centers, with the financial support of Bloomberg Philanthropies.
 - **Launch four Benefits Access Centers** that will screen low-income individuals for public benefits eligibility and help them apply for critical supports.

Advance the Health and Well-being of Philadelphians

PROGRESS ACHIEVED

The City of Philadelphia has made great strides by investing in the health and well-being of Philadelphians. Through *Get Healthy Philly*, an award-winning initiative of the Health Department that seeks to lower obesity and tobacco use, the City is seeing progress toward its goals.

Obesity Reduced: Between 2006 and 2010, **obesity among Philadelphia schoolchildren decreased by five percent**. In 2012, levels of adult obesity declined following decades of increases. The City has partnered with 650 corner stores across Philadelphia to increase availability and incentivize the sale of healthy foods, and ten new farmers markets have opened in low-income communities. Philly Food Bucks, which provides a two dollar coupon for every five dollars spent, has increased SNAP (Food Stamp) redemption by 400 percent.

Increased Prevention and Cessation of Smoking: **Smoking rates have dropped 15 percent** since 2008, while smoke-free policies have made more than 200 recreation centers, playgrounds, and pools safer for children. In addition, more than 20,000 Philadelphians have called the Quitline (1-800-QUIT-NOW) and 70,000 low-income smokers have accessed free nicotine replacement therapy.

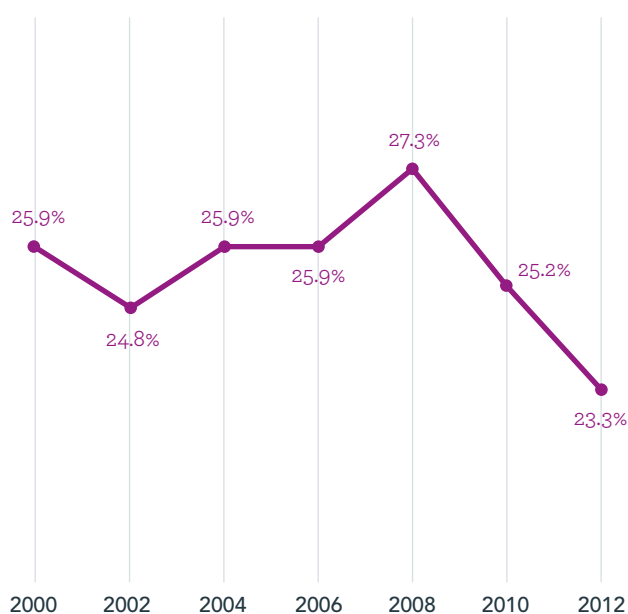
Improved Child Welfare: The City enacted a series of system-wide reforms within the Department of Human Services (DHS) to improve the safety and well-being of Philadelphia's most vulnerable children, with the support of Casey Family Programs, Annie E. Casey and other philanthropic foundations. Since 2008, there has been a 24 percent reduction in dependent children being removed from their homes and a 73 percent reduction in dependent children placed out of state. For its reform efforts, the Department was **recognized by the United Nations with a 2013 Public Service Award** for improving the delivery of public services.

Reduced Sexually Transmitted Diseases: The annual number of STDs among Philadelphia adolescents has decreased by 1,900 cases since 2011 (from 9,550 to 7,650 cases) during the ongoing Department of Health's **adolescent STD prevention campaign**.

Childhood Hunger Reduced: Participation in the Summer Food Service Program for children increased in 2013, with nearly **3.5 million summer meals served** to children throughout the city—a 26 percent increase from 2011.

Increased Homeless Housing: Between 2008 to 2012, the overall Philadelphia **homeless housing inventory increased by 50 percent** through local and McKinney-funded construction, rehabilitation and leased units, including units through the City's partnership with the Philadelphia Housing Authority. From FY10-FY12, 1,385 households moved out of homelessness and into permanent housing through the American Recovery and Reinvestment Act's Homelessness Prevention and Rapid Re-Housing Program.

ADULT SMOKING PREVALENCE: 2000-2012



SOURCE: PHMC HOUSEHOLD HEALTH SURVEY, MAY 2013



Philadelphia students mark the opening of Sister Cities Park.

PRIORITIES

In the upcoming years, the Nutter Administration will remain focused on its efforts to improve the health and well-being of all residents, and particularly the most vulnerable Philadelphians. To accomplish this goal, the City will seek to:

- Continue Department of Human Services reforms through *Improving Outcomes for Children* by working to **keep families intact** and enhancing child and family functioning.
- Reduce by 10 to 15 percent the sodium content of three million meals served annually at more than 200 Chinese take-out restaurants to **reduce high blood pressure** and prevent related health issues, such as heart attacks and strokes.
- Implement **nutrition standards for more than 20 million annual meals** served by City agencies.
- Improve three dose (full series) completion rates for **Human Papillomavirus (HPV)** immunization among Philadelphia adolescents from a coverage rate of 19 percent to 25 percent.
- In partnership with The Children's Hospital of Philadelphia (CHOP), **build the South Philadelphia Family Care Center** at Broad and Morris Streets. The site will combine CHOP and City health centers, the DiSilvestro playground, and the South Philadelphia Library.
- Partner with the Philadelphia School District and The Trust for Public Land to green and **enhance 10 pilot recreation centers and schoolyards** in neighborhoods currently lacking green spaces while helping to treat neighborhood stormwater run-off.
- With the Philadelphia Food Access Collaborative, **increase available emergency meals** by 2,000 additional meals weekly and connect guests of emergency meals to vital support services.

(TOP) Phillies First Baseman Ryan Howard (left) and Mayor Nutter (right) mark the opening of the newly renovated Hunting Park baseball diamond. (BOTTOM) The Phillie Phanatic attends the Hunting Park baseball diamond opening with youth.



Between 2008 to 2012, the overall Philadelphia homeless housing inventory increased by 50 percent.

Establish Philadelphia as the Greenest City in America

PROGRESS ACHIEVED

In 2009, Mayor Nutter launched *Greenworks Philadelphia*, a comprehensive sustainability plan. With *Greenworks* as a guide, Philadelphia has established its position as a leader in urban sustainability. Many City departments and external stakeholders have collaborated to achieve significant progress across all areas of the plan. Highlights include:

Implemented *Greenworks Philadelphia*: Over the past five years, the Nutter Administration, nonprofit organizations, residents, and businesses have **completed or made progress on 95 percent of *Greenworks*' 160 initiatives**. *Greenworks* is exceeding targets for waste diversion, recycling and reducing vehicle miles traveled; Philadelphia Parks & Recreation has planted 98,810 new trees; and the municipal government has cut its energy consumption by 14 percent.

Sustainable Stormwater Management Plan Approved: One of the highlights of Philadelphia's sustainability efforts is the *Green City, Clean Waters* plan to manage stormwater run-off and protect our rivers and streams using green infrastructure tools such as porous pavement, green roofs and rain barrels. To date, the Philadelphia Water Department has installed green infrastructure projects that manage 500 million gallons of stormwater run-off annually. The plan will reduce the City's infrastructure replacement costs by \$8 to \$10 billion over the next 25 years. The plan is fast **becoming a national model** and is recognized around the world for its innovative approach to stormwater management.

New Biogas Cogeneration Facility: To achieve *Greenworks*' ambitious energy and carbon emission reduction goals, the Philadelphia Water Department opened the Biogas Cogeneration facility at the Northeast Water Pollution Control Plant in November 2013. The plant is designed to generate 5.6 MW of power for on-site use, which will cover 85 percent of the plant's electricity needs and **reduce carbon emissions by nearly 22,000 tons per year**.

Invested in Parks and Open Space: The City worked in partnership with community groups, businesses, and the Commonwealth to develop new open spaces ranging from the Race Street Pier on the Delaware River to the expansion of the Schuylkill River Trail and the Porch outdoor space at 30th Street Station. Parks & Recreation is also enhancing neighborhood parks small and big, like Hunting Park in North Philadelphia and Hawthorne Park located at 12th and Catharine. The City is also increasing access to public space by **transforming the iconic Benjamin Franklin Parkway** and creating new recreational spaces at Eakins Oval and Sister Cities Park while hailing the arrival of the Barnes Foundation Philadelphia Campus.

BIG GREEN BLOCK

Transformation of Kensington Creative & Performing Arts High School and Shissler Recreation Center through the Big Green Block Initiative

- | | |
|----------------------------------|--|
| 1 Rain Garden | 6 Porous Parking Pavement |
| 2 Stormwater Tree Trenches | 7 Vegetated Filter Strip |
| 3 Green Roof | 8 Rainwater Cisterns |
| 4 Underground Detention Facility | 9 Improved Spray Park |
| 5 Infiltration Basin | 10 Drainage Area for adjacent stormwater feature |





Mayor Nutter (center) and Philadelphia residents participating in Bike to Work Day 2013.

PowerCorpsPHL: This innovative new AmeriCorps program is designed to **achieve environmental stewardship and public service goals while enhancing youth workforce development and violence prevention strategies.** Enrolling 100 young people annually, participants complete 9 months of service. Over the next three years, PowerCorpsPHL members will plant 3,000 trees, revitalize 3,000 acres of land, and educate 18,000 residents in watershed preservation.

RESIDENTIAL CURBSIDE RECYCLING RATE IN TONS: 2007-2013

2007	49,243
2008	54,992
2009	74,797
2010	97,614
2011	112,709
2012	118,418
2013	120,073

SOURCE: PHILADELPHIA STREETS DEPARTMENT,
JANUARY 2014

The Nutter Administration implemented single stream recycling in July 2008.

PRIORITIES

Over the next two years, the Nutter Administration will remain focused on fulfilling the commitments made in *Greenworks Philadelphia*. Some of the priority initiatives we will strive to achieve include:

- Continue implementation of the Philadelphia Water Department's *Green City, Clean Waters*, a 25-year plan to **manage Philadelphia's stormwater using green infrastructure.**
- Complete the City's **first large scale energy efficiency retrofit project** at the City's four largest downtown office buildings. The project guarantees energy and cost savings while making vital improvements to these buildings.
- Divert nearly **100 percent of residential solid waste** from landfills.
- Catalogue the best available climate risk predictions, City vulnerabilities, and potential adaptation solutions. By planning in advance to **tackle climate change concerns**, Philadelphia will remain resilient and competitive in the short and long term. The White House recognized Mayor Nutter's leadership in urban sustainability by appointing him to serve on the White House Task Force on Climate Preparedness and Resilience.
- **Plant 300,000** trees to increase the city's tree canopy.
- Create a world class **bike share program** providing a new, affordable, and convenient transportation option.
- Advocate for public transit funding and support SEPTA's implementation of a **new fare card system**, to sustain record levels of public transit ridership.
- Track and publicly disclose municipal and commercial building energy use to **reduce future electricity consumption and greenhouse gas emissions.**
- Work with Bartram's Garden, PIDC, and Schuylkill River Development Corporation to **transform one mile of underutilized Schuylkill Riverfront** from the Grays Ferry Bridge to 58th Street into a new trail and recreation space called "Bartram's Mile" and the Schuylkill River Boardwalk—connecting communities in the Southwest to green space along the river.

Act as an Efficient Steward of Public Resources

PROGRESS ACHIEVED

The Nutter Administration successfully steered the city through the greatest economic downturn since the Great Depression while growing taxpayers' investment in Philadelphia.



Philadelphia resident filing a Homestead Exemption form.

The Nutter Administration completed the first citywide property reassessment in a generation through the Actual Value Initiative.

Upgraded Bond Ratings: The Nutter Administration's sound financial management led to rating agency upgrades that have put the City in the **A category** with all three major rating agencies **for the first time since 1979**. In giving its rationale for a two notch upgrade to A+, S&P cited the Nutter Administration's success in balancing the budget during the recession and increasing the diversity of employers in the city. In the past two and a half years, S&P has updated the City's General Obligation Bond rating three times beginning at BBB.

Balanced Budgets: During the recession, **the City closed more than \$2.5 billion in projected Five Year Plan deficits**. The deficits grew as tax revenues fell far below expectations and pension and health benefit obligations soared. The City eliminated those budget gaps while minimizing the impact on core services and protecting the most vulnerable residents.

Achieved Pension Reform: At the same time that the City was dealing with the immediate impact of the economic downturn, it was also addressing fundamental structural issues. Arbitration awards with unions representing police officers, firefighters, correctional officers, probation officers, deputy sheriffs and employees in the Register of Wills Office all included pension benefit reforms that will help **create a more sustainable financial future for the City**.

Implemented Accurate Market Value Property Assessments: The Nutter Administration has completed work on the **first citywide property reassessment in a generation, the Actual Value Initiative**. For the first time, Philadelphia's property assessments reflect actual market values, increasing the total value of property in the city from \$38 billion to just under \$100 billion. The efforts of the new Office of Property Assessment mean that residents and business owners now have accurate, fair and understandable property assessments.

Increased Delinquent Tax Collections: While more needs to be done, the Administration has taken steps to address the decades-long issue of delinquent taxes. Those steps have included **rescinding the commercial licenses of delinquent payers**, earlier referral of delinquent cases, and the beginning of a receivership program.

Improved Taxes: **Wage tax rates are below 4 percent for the first time since the 1970s** and business taxes have been fundamentally restructured in order to level the playing field for Philadelphia-based businesses. This includes the elimination of business taxes and fees during the first two years of a new company if it creates a certain number of jobs, as well as a phased-in exclusion of the first \$100,000 of gross receipts from the city's Business Income & Receipts Tax.

Abolished the Clerk of Quarter Sessions: In 2010, the Mayor, City Council, and the First Judicial District (FJD) worked to abolish the Clerk of Quarter Sessions and transfer those duties to the FJD **to increase efficiency in municipal services**.



PRIORITIES

In the years to come, the Nutter Administration will remain focused on its sound management of the City's finances and will continue to increase the confidence the financial industry has shown through prioritization of the following actions:

- **Reassess all Philadelphia properties regularly** so that assessments continue to reflect actual market value.
- **Achieve future labor agreements that are fair to employees and all taxpayers** by pairing pay raises with essential reforms to pension, work rules, and healthcare costs.
- **Improve the health of the pension fund** by achieving benefits changes, depositing proceeds from a potential sale of PGW in the pension fund, and directing a portion of sales tax revenues into the pension fund.
- Improve revenue collection efforts to bring in additional revenue, including **\$28 million in FY14 to be dedicated to the School District of Philadelphia.**
- Continue to control the rising cost of City government employee health benefits by **fostering a culture of improved health** through enhancements to the employee Health and Wellness program, established in 2011.
- Begin to implement **performance-based budgeting** to identify the cost and effectiveness of City services in Fiscal Year 2015.
- Oversee the **implementation of expenditure savings and revenue enhancement initiatives.**

Brochures informing Philadelphians about the Actual Value Initiative—the first citywide property assessment in a generation.

Sound financial management since 2008 has led to rating agency upgrades that have put the City in the A category with all three major rating agencies for the first time since 1979.

Lead with the Highest Standards of Transparency and Ethics

PROGRESS ACHIEVED

Mayor Nutter has championed a culture of honesty, integrity, and transparency.

Established a Chief Integrity Officer: Upon taking office, Mayor Nutter created the position of **Chief Integrity Officer**, who counsels administration officials and the public on ethics issues, and whose contract reviews have saved the City more than \$9 million in unnecessary fees.

Strengthened the Role of the Office of the Inspector General: Since 2008, the Office of the Inspector General has conducted more than 1,000 investigations and saved and recovered taxpayers more than \$34.8 million as a result of its **commitment to preventing fraud and corruption** by City employees and businesses with City contracts. The Office's results are unparalleled and were recognized by the American Society for Public Administration with the 2013 Public Integrity Award.

Created Philly311: The Philly311 non-emergency Contact Center opened in December 2008, providing Philadelphia residents, businesses, and visitors with **easy access to municipal information and City government services**. Philly311 engages customers through a walk-in center, online self-service portal, social media, and a mobile app. In five years of operation, Philly311 has received more than 6 million calls—averaging 1.2 million calls annually—while maintaining or exceeding a 90 percent customer satisfaction rating.

Released High-Value Philadelphia Data: In April 2012, Mayor Nutter created a formal open data and government transparency policy. Since the adoption of this policy, the City has released more than 60 new high value data sets that include police complaints, crime incidents and data on all City-owned buildings. As a result, citizens have **more access than ever to the City's data**.

Increased Transparent Contracting: Under the Nutter Administration, the City's process for awarding competitively and non-competitively bid contracts has been enhanced. **Clear and transparent procedures** have been established for all steps in the government contracting process, from solicitation to selection and reporting.

New Online Lobbying Monitor Established: In January 2014, the Board of Ethics and the Administration implemented new software to **meet online lobbying registration and filing requirements** of the Ethics Code creating more transparency for both lobbyists and stakeholders.

PRIORITIES

Over the coming years, the Nutter Administration will remain focused on its goal of promoting the ethics, integrity, and transparency that all residents demand in government services. We will seek to:

- Continue to **root out corruption and safeguard the public trust** through the work of the Office of the Inspector General, Chief Integrity Office, and other related partners.
- Participate fully in the **Police Commissioner-initiated investigation** by the U.S. Department of Justice into the police department's use of deadly force.
- Work with City Council to create a **permanent and independent Office of the Inspector General** to properly insulate the office from political influence, strengthen the quality of investigative results, and ensure that the office can continue to benefit the citizens of Philadelphia for generations to come.
- **Enhance and expand ethics training** for staff with regard to ethical duties in their role as a City employee.
- Continue to implement a **citywide open data program** that focuses on the release of important data sets, as well as the development of policies and internal practices aimed at making Philadelphia the most transparent city in the nation.

(Opposite page) Denise Singleton (left) shakes hands with Mayor Nutter (right) at the Philly311 non-emergency contact center office.



Build and Beautify Philadelphia

Public Buildings, Parks and Facilities Under Mayor Nutter's Term

COMPLETED

JUVENILE JUSTICE SERVICES CENTER, provides educational, medical and legal aid services to detained youths to give them the tools to positively change their lives.

BIOGAS CO-GENERATION FACILITY, at the Northeast Water Pollution Control Plant, is expected to reduce carbon emissions by nearly 22,000 tons per year.

The **SOUTH STREET BRIDGE**, replacing a deteriorating bridge linking Center City and West Philadelphia, was completed on time and under budget.

THE DELAWARE VALLEY INTELLIGENCE CENTER, a major regional area intelligence center, opened to better identify and forecast crime, terrorism, and all types of hazards including major weather events.

SVU-DHS CO-LOCATION, combining members of the Philadelphia Police Department's Special Victims Unit, the DHS Sexual Abuse Investigations Unit, the Philadelphia Children's Alliance, and staff from the District Attorney's Office under one roof, the City is more prepared and able to support and protect victims of sexual abuse and to apprehend perpetrators more quickly.

FIRE DEPARTMENT ENGINE 38, a new station in the Tacony section of Philadelphia, includes a green roof, community room integrated with the fire station, and public art to better serve the community and fire fighters in the company.

PAINE'S SKATEPARK, a highly visible public skatepark in Center City, is an energizing addition to the Schuylkill River Trail and Art Museum area.

SISTER CITIES PARK, located in iconic Logan Circle, boasts a PHL Visitor Center, the Children's Discovery Garden, and a café on the Benjamin Franklin Parkway.

RACE STREET PIER, formerly Municipal Pier 11, reconnects Philadelphia's residents with their waterfront establishing a unique view of the Benjamin Franklin Bridge and the Camden waterfront.

HUNTING PARK, located on 10 acres in North Philadelphia, the Administration has spearheaded the redesign of the park including a new baseball field installed with the generous support of the Ryan Howard Foundation, the nonprofit of Phillies first baseman Ryan Howard, as well as a redesigned football field with the support of Team Vick, Eagles' player Michael Vick's nonprofit.

HAWTHORNE PARK, a \$3 million transformation of previously vacant space, hosts cultural and recreational activities in this South Philadelphia neighborhood throughout the year.

SHAWMONT TRAIL, connecting Philadelphia to its surrounding suburbs, creates new recreational options along the Schuylkill River, linking Philadelphia and Montgomery counties.

LARDNERS POINT PARK, located in the Tacony section, is a 4.5 acre riverfront park that includes a fishing pier, river overlook, and areas for recreational activities.

GRAYS FERRY CRESCENT, on the Schuylkill River, extends a widely used recreational trail to Southwest Philadelphia.

PHILADELPHIA POLICE REGIONAL TACTICAL TRAINING FACILITY, offers a facility where training is provided to City and regional law enforcement agencies in S.W.A.T., Ordinance Disposal (Bomb Squad), and K-9 operations.

THE SOUTHEAST WATER POLLUTION CONTROL PLANT, hosts the first 250kW solar voltaic system and is the first site in the United States to deploy a commercial scale geothermal system providing building heat by using domestic wastewater.

VENICE ISLAND UNDERGROUND STORAGE BASIN PROJECT, located between the Manayunk Canal and the Schuylkill River, temporarily stores diverted overflow from the sanitary interceptor sewer during intense rain storms. Above this storage will be a state-of-the-art recreation and performing arts facility.

JULIAN ABELE PARK, a new park in the Graduate Hospital neighborhood, the Julian Abele Park provides green space and local food options in a neighborhood with previously limited tree coverage.

BIG GREEN BLOCK, a collaborative effort between the Philadelphia Water Department, Mayor's Office of Sustainability, the School District of Philadelphia, and the Department of Parks & Recreation, the Big Green Block located in Kensington, includes stormwater infrastructure, green roofs, the Kensington High School of the Creative and Performing Arts, public art, improved recreational facilities, and new trees.



The Philadelphia Juvenile Justice Services Center.

IN PROGRESS AND PLANNED

NEW POLICE AND MEDICAL EXAMINER HEADQUARTERS, in a larger, enhanced location in West Philadelphia, the joint Police and Medical Examiner Headquarters will ensure a state-of-the-art facility located in one of the communities directly served by the police.

SOUTH PHILADELPHIA FAMILY CARE CENTER, a historic public-private partnership to create this public health center, recreation facility, and library will bring significant new facilities to this South Philadelphia community.

DILWORTH PLAZA, the newly renovated Dilworth Plaza will create a broad open space accessible from street level without stairs or ramp. Including tree-shaded areas, a large lawn, an outdoor café and a programmable fountain, the new plaza will have an additional 20,000 square feet of usable space when compared to the former plaza.

LOVE PARK, the renovated LOVE Park will provide new green space in Center City ensuring an inviting park for residents, workers, and visitors in Philadelphia at the entrance to the Benjamin Franklin Parkway.

POLICE ACADEMY, the new state-of-the-art academy will provide police cadets with up to date training facilities.

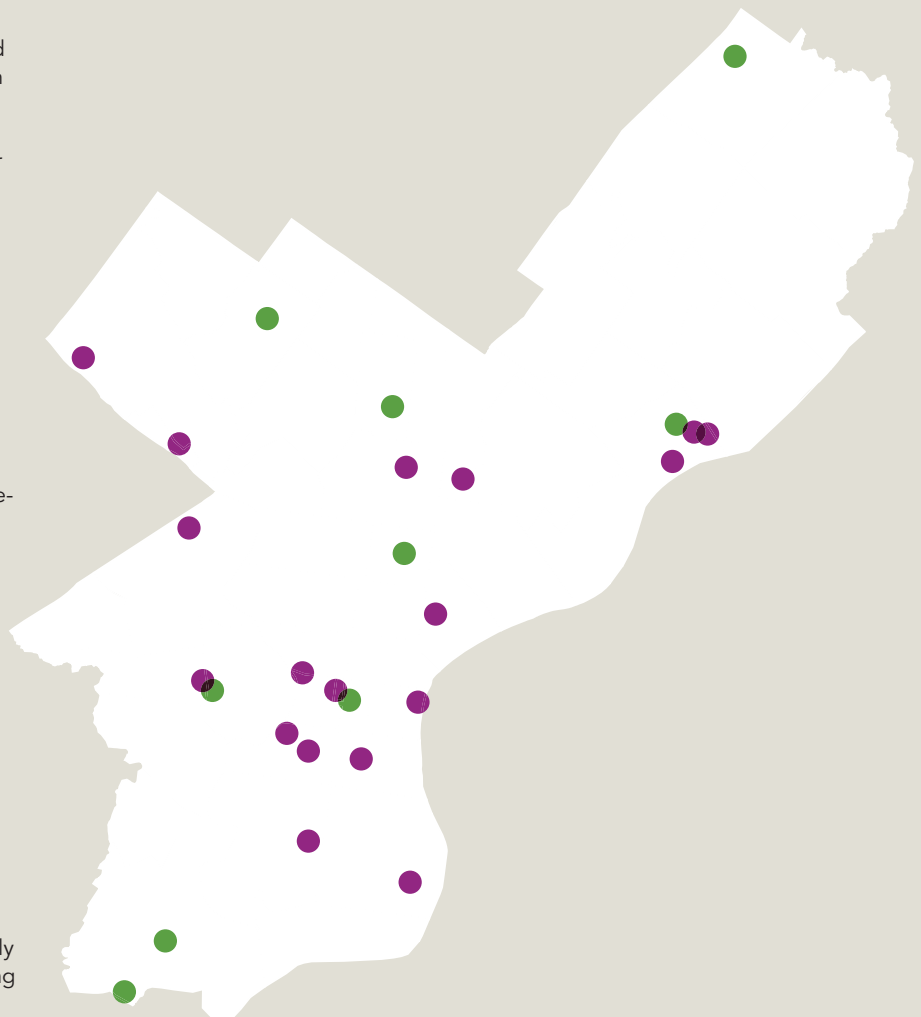
BARTRAM'S MILE, one mile of currently vacant, publically owned space will be transformed into a river front trail and greenway connecting Bartram's Garden to Center City. The path will provide new recreation opportunities in Southwest Philadelphia as well as increase riverfront access to the Schuylkill River.

PHILADELPHIA FAMILY COURTHOUSE, the new, 510,000 square foot courthouse will include the domestic relations and juvenile divisions of Family Court and is expected to open in Spring 2014.

PHILADELPHIA INTERNATIONAL AIRPORT CAPACITY ENHANCEMENT PROGRAM, the multi-billion dollar, 10 to 15 year expansion of the Philadelphia International Airport will relieve airport congestion, reduce delays, create jobs, and reinforce Philadelphia as an international hub for business and tourism. Currently, PHL is the 9th busiest airport in the United States.

21ST CENTURY LIBRARIES INITIATIVE, Four neighborhood libraries have been selected as part of a pilot program to create community hubs of learning and to increase the presence of the libraries in their neighborhoods, meeting the 21st century needs to residents. The four libraries are:

*Lillian Marrero Library
Logan Library
Lovett Memorial Library
Tacony Library*



Governing Philadelphia

Mayor Michael A. Nutter strongly believes in citizen engagement and the power of government to improve lives and help people. His commitment to public service is best embodied in the oath taken by young Athenians before becoming citizens. The Athenian Oath, recited by the citizens of Athens, Greece more than 2,000 years ago, serves as a guiding principal of Mayor Michael A. Nutter and his Administration. This ancient oath rings as true today in Philadelphia, the birthplace of American democracy, as it did centuries ago in ancient Athens, the world's cradle of democracy.

The Athenian Oath

We will never bring disgrace on this our City by an act of dishonesty or cowardice. We will fight for the ideals and sacred things of the City both alone and with many. We will revere and obey the City's laws, and will do our best to incite a like reverence and respect in those above us who are prone to annul them or set them at naught. We will strive unceasingly to quicken the public's sense of civic duty. Thus, in all these ways, we will transmit this City not only, not less, but greater and more beautiful than it was transmitted to us.

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