



# CITY OF PHILADELPHIA

## OFFICE OF THE MAYOR

March 14, 2013

Dear Philadelphians:

Over the last five years, our city workforce has undertaken an incredible amount of outstanding and significant work on your behalf. While we cannot capture every single item, I want to share with you with some of the most significant accomplishments for the City of Philadelphia's executive branch departments, agencies, boards and commissions. I'm also pleased to present additional accomplishments from some independent agencies and boards.

Please take the time to review the list of the great work being done by our city's outstanding public servants. They have achieved much. Some of these changes are easily visible to you, the public, in your daily lives. Other changes are internal, yet remain crucial to our city's operations.

The success of Philadelphia depends on our collective achievements, so please join me in applauding our city government's great accomplishments. We have much more to achieve and I am excited to build on what we've already done as we move our great city forward.

Sincerely,

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

Michael A. Nutter  
Mayor

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## **Office of the Mayor**

### **Mayor's Commission on Aging**

Lydia Hernandez Velez, Deputy Managing Director for Aging  
[www.phila.gov/aging](http://www.phila.gov/aging)

The mission of the Mayor's Commission on Aging is to improve the quality of life for older adults in Philadelphia.

### **Selection of New Commission Members**

In October 2010, Mayor Nutter named a new director to lead the Mayor's Commission for Aging and appointed new commission members a few months later. The new leadership was charged with developing a strategy that would address issues that impact seniors and ensure collaboration and coordination from various sectors in the city.

### **Publication of Strategic Plan**

In September 2011, the Commission's Strategic Plan was published after the new commission members defined a vision for aging in Philadelphia. New and closer relationships were established with aging networks in the city and region through meetings, events and participation in discussions around issues such as hunger, housing, access to services, fire safety and seeking the World Health Organization designation as an Age-Friendly city.

### **Philadelphia Seeks Global Age-Friendly City Designation**

In December 2011, the commission began an application to obtain the World Health Organization designation as an Age-Friendly City. Work begins on the assessment of the city's status against the eight dimensions defined by the World Health Organization. The assessment was completed February of 2012 and is under review by the WHO staff.

### **Senior Hunger Task Force**

The Senior Hunger Task Force was convened in March of 2012. The task force enables various actors in the food distribution system to discuss common issues, promote information sharing and strategize how to make sure that programs that wish to expand can do so in an intentional manner.

### **Publication of a Food Resource Guide**

In October of 2012, a Food Resource Guide for Philadelphia Older Adults was published, setting out all the supports for nutritional security for residents over 55. Seniors, service providers and caretakers can determine what resources exist, how to connect and how to ensure that seniors have the needed nutritional support to promote a good quality of life. Over 6000 guides have been distributed in English, Spanish and Russian. Shortly, the publication will be available in Korean, Vietnamese and Cantonese.

## **Office of Arts, Culture and the Creative Economy (OACCE)**

Gary P. Steuer, Chief Cultural Officer

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

The OACCE envisions a Philadelphia region internationally recognized as a global center for the creation and enjoyment of arts and culture, as well as a welcoming home for individual artists and creative businesses. Thanks in part to the work of the OACCE, Philadelphia was ranked as America's #1 city for culture by Travel + Leisure in 2012.

### **Expanded Visual and Performing Arts Offerings at City Hall**

OACCE successfully assembled employees working in arts capacities in other City departments into one staff, creating a formal office and new public gallery space in City Hall. The office and the Art Gallery at City Hall officially opened in June, 2010 and feature approximately six exhibits per year that are partnerships with Philadelphia's arts, culture and creative organizations. These are in addition to over ten Art in City Hall exhibitions per year that feature community and professionally juried shows. In 2012, and with a grant from the Knight Foundation, the OACCE launched City Hall Presents, a new two-year performing arts series highlighting Philadelphia artists from across the City in City Hall spaces such as the Mayor's Reception Room, Law Library and City Hall Courtyard. Additionally, the OACCE created an official Poet Laureate program, in partnership with the Free Library and named Sonia Sanchez as the Poet Laureate for the City of Philadelphia, a 2-year post that also includes a Youth Poet Laureate.

### **Creative Philadelphia Initiative (CreativePHL)**

The OACCE launched a major initiative, Creative Philadelphia, to serve and promote the creative economy through quarterly public events, Town Hall meetings, and multiple research publications, including two *Creative Vitality in Philadelphia* reports released in December 2010 and January 2011 that measure Philadelphia's creative health between 2006-2008, relative to the nation; and a white paper on *Creative Employment* conducted in partnership with Econsult (June 2012). Through the rebranded CreativePHL website, blog and social media efforts, the OACCE is able to communicate its programs and services more broadly to the sector and the public and create awareness and promote activities within the field.

### **CultureBlocks.com**

In partnership with the Commerce Department, The Reinvestment Fund and Social Impact of the Arts Project at the University of Pennsylvania, the OACCE is developing a free publically accessible web-tool that provides access to data about Philadelphia's creative and cultural assets. CultureBlocks is made possible through the generous support of the National Endowment of the Arts, Our Town Program and ArtPlace America, Inc. Once fully implemented, CultureBlocks can be used for decision making, policy development, research, planning, marketing and investment. This web-tool is designed to assist people and organizations such as city officials, arts and culture managers, creative businesses, tourism and marketing officials, students, researchers, real estate developers, economic development professionals, and funders in their work. Citizens are invited to use this tool to learn more about Philadelphia and its creative sector. The project will also feature new research on the relationship between culture and social well-being and a formal arts investment strategy.

### **With Art Philadelphia**

The OACCE partnered with the Greater Philadelphia Tourism and Marketing Corporation and the Office of the City Representative to produce *With Art*, a three-year international marketing campaign to promote the arts in Philadelphia and the arrival of The Barnes Foundation in 2012. *With Art* represents an unprecedented partnership between the resident cultural institutions of the City's Museum District along the Benjamin Franklin Parkway, as well as other cultural organizations throughout the city to further showcase Philadelphia as an international destination for art, culture and hospitality in a dynamic, unified promotion.

**Public Art**

The OACCE completed seven Percent for Art Projects at the following sites: Hawthorne Park, the Race Street Connector, the Juvenile Justice Services Center, Engine 38 Fire Station, and three at the Philadelphia International Airport. Additionally, twenty-two works from the City's public art collection were conserved, leveraging over \$90,000 of funds from private sources. With a grant from the William Penn Foundation, the OACCE produced the City's first temporary public art project, Soil Kitchen (2011), featuring artist team FutureFarmers, in conjunction with the Environmental Protection Agency's Brownfields Conference. In partnership with DRWC and Fringe Arts, the OACCE will produce "NET," a public art experience from an international artist team in the summer of 2013. Funded by Artplace, NET will take place at Race Street Pier Park and will feature a built environment that will foster public interaction.

**Chief Integrity Officer**

Joan Markman, CIO

<http://www.phila.gov/integrityworks/>

Promoting honesty, integrity, and transparency in City contracting, disposition or use of City property, and provision of City services.

**Implemented a culture of integrity in City government**

Mayor Nutter created the position Chief Integrity Officer at the inception of his administration to ensure that as the City conducts business, it does so honestly and with integrity, upholding the letter and spirit of ethics rules in the areas of procurement and contract monitoring, disposition of property, and provision of city services. To do that, the Chief Integrity Officer has:

- Investigated and, where warranted, rectified claims of unfairness in city contracting, disposition of property, and provision of city services;
- Created [www.phila.gov/integrityworks](http://www.phila.gov/integrityworks/), the city's nuts-and-bolts, plain English ethics website, and promptly answered hundreds of requests for ethics and contract procurement and property disposition advice from city officials, boards and commissions members, vendors, and citizens; and
- Ensured that federal Recovery Act funds were accountably spent, and will continue grant oversight through the new Mayor's Office of Grants.

## **Mayor's Office of Civic Engagement and Volunteer Service**

Catherine C. Wolfgang, Chief Service Officer

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

The MOCEVS's mission is to coordinate the implementation of SERVE Philadelphia, the City's blueprint for promoting service as a strategy to impact challenges and strengthen communities.

### **Creation of the Mayor's Office of Civic Engagement and Volunteer Service**

Through a grant from Cities of Service and the Rockefeller Foundation, the Office of Civic Engagement and Volunteer Service (MOCEVS) was established to achieve three priority goals: (1) Create or elevate volunteer opportunities that impact educational outcomes and contribute to community vitality; (2) Make it easier for citizens of every age to volunteer; and (3) Support both public and private sector efforts to engage more volunteers in ways that have the greatest impact.

### **Launch of [www.SERVEPhiladelphia.com](http://www.SERVEPhiladelphia.com)**

In January 2011, the City launched [SERVEPhiladelphia.com](http://www.SERVEPhiladelphia.com), a user-friendly website for Philadelphians of all ages to find volunteer opportunities that match their skills and interests. To date, SERVEPhiladelphia.com has attracted more than 86,000 unique visitors, 30% of whom have returned for multiple visits. Over 3,000 individuals have signed up for volunteer opportunities with 340 non-profit organizations. Thousands of additional volunteers have been connected to civic events and volunteer activities promoted on the site.

### **Creation of the SERVEPhiladelphia VISTA Program**

In June 2010, MOCEVS entered into an agreement with the Pennsylvania State Office of the Corporation for National and Community Service (CNCS) to create the SERVE Philadelphia AmeriCorps VISTA program. To date, 33 AmeriCorps VISTA members have served on a full-time basis for a period of one year on projects designed to increase citizen engagement in projects such as PhillyGoes2College and the Mayor's Graduation Coach Campaign; the PhillyRising Collaborative; the first annual "Love Your Park" Week with Philadelphia Parks and Recreation; the Mayor's Commission on Aging's efforts to address senior hunger; the Mayor's Commission on Literacy's volunteer support for adult learners; the Office of Sustainability's strategy to increase waste diversion at major City events; and the City's "Fun, Safe, Philly Summer" Campaign to connect children and youth to high quality programming and free summer meals.

### **Creation of the Mayor's Award for Distinguished National Service**

Mayor Nutter worked closely with the Corporation for National and Community Service, the U.S. Conference of Mayors, the National League of Cities and Cities of Service to establish the first annual *Mayors Day of Recognition for National Service*, to be celebrated around the country on April 9, 2013. Inspired by his leadership, more than 250 mayors have committed to honoring national service members in their cities on that day. In Philadelphia, Mayor Nutter established the first annual *Mayor's Award for Distinguished National Service* to recognize the outstanding contributions of a current AmeriCorps member, a current Senior Corps member and a National Service alumnus living in Philadelphia.



## **Mayor's Office of Education**

Lori Shorr, Chief Education Officer

[www.phila.gov/residents/education](http://www.phila.gov/residents/education)

The mission of the Mayor's Office of Education is to 1) increase the high school graduation rate to 80% by 2015 and 2) double the percentage of residents with a 4-year college degree from to 36% by 2018

### **Increase in High School Graduation Rate**

The 4-year high school graduation rate has increased from 57 percent in 2008 to the current rate of 64 percent. While more progress must be achieved to reach the Mayor's goal of 80% by 2015, these gains are due, in part, to our leadership's dedication and focus on providing the support to ensure that Philadelphians are better educated.

### **School District of Philadelphia Fiscal Stability**

In June of 2011, the historic Education Accountability Agreement was signed to formalize a request for improved information sharing and coordination between the City, Commonwealth and the School District of Philadelphia. Through the agreement, the City required the School District of Philadelphia to make data public on various expenditures, placed Executive Advisors from the State and City inside the School District of Philadelphia and required the School District of Philadelphia to develop and implement a Five-Year Plan. In order to help stabilize the School District's budget, the Mayor and City Council agreed to increase the amount of local revenue to the School District of Philadelphia by \$70 million annually.

### **The Philadelphia Great Schools Compact**

The Great School Compact, signed in December of 2011, is an agreement between the City of Philadelphia, the Commonwealth of Pennsylvania, the School District of Philadelphia, The Pennsylvania Coalition of Public Charter Schools (PCPCS), and the Philadelphia Charters for Excellence (PCE) and the Archdiocese of Philadelphia. The agreement is designed to increase cooperation between education providers in the City to establish and share consistent academic metrics, and to expand the types of high-quality educational options available to students. The Great Schools Compact was awarded \$2.5 million by the Bill and Melinda Gates Foundation in December 2012.

### **Council for College and Career Success**

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

### **PhillyGoes2College and Graduation Coach Campaign**

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

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

## **Office of the Inspector General**

Amy Kurland, Inspector General

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

The OIG's mission to eliminate waste, fraud and abuse in City government. The OIG has jurisdiction to conduct investigations and audits over all departments, agencies, commissions and boards under the Mayor's jurisdiction, as well as in contracts with individuals or companies receiving City funds and doing business with the City.

### **Major Savings and Financial Recovery**

Since 2008, the Office of the Inspector General has conducted over 1,000 investigations, resulting in vast financial recovery and savings for the City and taxpayers of Philadelphia. With an annual budget of approximately \$1.3 million or less, the OIG has saved Philadelphia taxpayers over \$34.8 million in the past five years and proven to be a sound financial investment. The office's continued emphasis on investigative quality ensures accurate and responsive outcomes, whether through settlement, restitution or pension disqualification. These results, in-turn, drive deterrents in the public integrity arena, thwarting corruption from the ground-up and systematically changing the character of the City.

### **Protection of Minority, Woman and Disabled-Owned Businesses**

The Office of the Inspector General has worked tirelessly to protect the integrity of the City's efforts to level the playing field for traditionally disadvantaged groups and businesses. To prevent abuse, the City's participation programs, articulated in Executive Order 3-12 and the Philadelphia Code, have been actively monitored through investigation of potential fraud and misrepresentation. Over the past two years, OIG investigations into abuses of the program, including circular billing arrangements and pass-through entities, have resulted in over \$2 million in settlement revenue and fines, the removal of wrongdoers from OEO's certified list of vendors, as well as the City's first-ever contract debarment hearing.

### **Significant Terminations and Criminal Convictions**

The Office of the Inspector General has engaged in multi-faceted enforcement efforts designed to root out corruption, abuse and misconduct. Over the past five years, OIG investigations have resulted in the termination of 161 City employees who were proven to have violated the public trust. In circumstances where administrative misconduct rose beyond the criminal threshold, OIG investigations have been vital in securing criminal convictions for 44 individuals. With a vigilant Office of the Inspector General in place, the public can rest assured, knowing that those municipal employees who breach their responsibilities will be held accountable.

### **Strengthened Pension Disqualification Program**

The Office of the Inspector General is committed to the ongoing enforcement of the Philadelphia Code provisions governing pension disqualifications, as a means of savings for City taxpayers and those hard-working employees who have contributed to pension funds over the course of long careers. Despite the Code's requirements, enforcement in this area was significantly lacking prior to 2008, and some employees who were convicted of job-related felony offenses prior to 2008 continued to receive pension benefits. Working with the Law Department and the Board of Pensions and Retirement, the OIG has transformed the pension disqualification program from an ad-hoc system to a proactive and well-coordinated effort to remove criminals from the pension rolls. In the past two years alone, over \$13 million in pension savings have been realized as a result of OIG efforts.

### **Implementation of Case Tracking and Management Systems**

In 2012, the Office of the Inspector General introduced a new online case management system. With greater search functionality and more sophisticated tracking features, the software seriously improves both efficiency and analysis. As public awareness and case activity continue to grow, the OIG is now armed with the necessary tools to track statistical data across a variety of variables, identify systemic enforcement issues and improve specific City policies and procedures accordingly.

## **Office of Lesbian, Gay, Bi-Sexual and Transgender Affairs**

Gloria Casarez, Director

The Office of Lesbian, Gay, Bi-Sexual and Transgender Affairs (LGBT Affairs) is responsible for developing public policy, serving as a point of contact for the region's LGBT residents and organizations, and providing support to the growth and development of Philadelphia's LGBT communities.

### **Creation of the Office of LGBT Affairs**

Established by Executive Order in 2008, the Office of LGBT Affairs serves as a central point of contact for LGBT policy and services. The Office serves as a resource to residents seeking information regarding rights protections, discrimination complaints, and City services. Further, the Office works within City departments to address the needs of LGBT people and supports LGBT policy development, community outreach, public education, and capacity building.

### **Fair Practices Ordinance**

In 2011, the Philadelphia Commission on Human Relations led the internal effort to overhaul the Fair Practices Ordinance. The revised Ordinance provides greater protections to LGBT people, including higher fines and penalties for violation. Increasing penalties is important to LGBT people, who do have recourse on the state level when there are violations. The revised FPO also streamlined the application process for the Life Partnership, the City's same-sex relationship recognition program.

### **LGBT Capacity Building and Policy Development**

LGBT Affairs developed a training module on LGBT issues that is required for all Police Academy cadets and has been delivered to all Police Academy classes since 2008. Key service departments including Department of Human Services (DHS), Department of Behavioral Health and Intellectual disAbility Services (DBHIDS), Office of Supportive Housing (OSH), among others have revised and/or developed specific policy and procedures on LGBT issues. Additionally, several of our City departments have prioritized having point people on LGBT issues working within departments (Police, DHS, DBHIDS) to better address needs and unique challenges.

### **Business Development and Tourism**

The City welcomes LGBT visitors and actively promotes Philadelphia as an LGBT-Friendly place to do business. A street signage project that displays a rainbow to the street signs in the downtown "Gayborhood" was expanded and the 600,000 hotel tear-off maps distributed throughout the city now include the Gayborhood as a neighborhood / point of interest. Since 2008, the City of Philadelphia has hosted no less than 10 regional, national, and international LGBT conventions and conferences, bringing more than 10,000 people to Philadelphia. The conferences, ranging from sports associations to journalists have been hosted at center city hotels.

### **Supporting LGBT Elders**

As a City, we are beginning to recognize the needs of LGBT elders and gaps in services for seniors. Growing out of a 2010 survey of local LGBT elders and a 2012 comprehensive assessment of the health needs of LGBT elders, the City lent support to the John C. Anderson Apartments, an LGBT-friendly senior housing community, which is currently under construction and will open in Spring, 2014. The project is currently the largest, publicly-supported LGBT construction project in the United States.

### **Mayor's Commission on Literacy**

Judith Renyi, Executive Director

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

The commission's mission is to ensure that every adult Philadelphian has the literacy skills necessary for the workforce, for parenting, and for community life.

### **Re-Establishment of the Commission on Literacy**

In the fall of 2010, Mayor Nutter re-established The Mayor's Commission on Literacy to focus on helping the City's 550,000 undereducated adults get jobs, keep jobs, and advance in careers. The newly appointed Executive Director began her work in January, 2011.

### **Literacy Training Provided**

Since being re-established two years ago, the Commission has provided training for nearly 1,000 tutors, teachers, case managers, and administrators in literacy organizations and the workforce system. Training focuses on helping citizens acquire reading, writing, math, digital skills, and work-ready skills. We have established literacy services in nine of the ten areas of the city where none were previously available; created a first-ever electronic referral system; and assured that assisting low-literate adults, English Language Learners, ex-offenders, and people with disabilities, is one of six highest priorities in the workforce development system's new strategic plan.

### **Elevated the Commission's Work Through a Dedicated City Funding Stream**

In July, 2011, Mayor Nutter proposed, and City Council approved, inclusion of \$1 million in the City budget for the first time in the Commission's 30-year existence. These funds allow the Commission to perform its important work.

## **Mayor's Office of Sustainability**

Katherine Gajewski, Director

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

The Mayor's Office of Sustainability's mission is to reach the targets of Greenworks Philadelphia to help make Philadelphia the number one green city in America.

### **Greenworks Philadelphia – Sustainability Planning, Performance Tracking, and Communication**

In April 2009, Mayor Nutter released *Greenworks Philadelphia*, the City's first sustainability plan. With *Greenworks*, Mayor Nutter set ambitious goals and charged the newly created Mayor's Office of Sustainability (MOS) with implementation. Since 2009, the City has reduced its municipal energy use by 5%; more than tripled curbside residential recycling rates; increased access to healthy, affordable food for more than 200,000 Philadelphians; and completed 428 miles of bike lanes. Halfway through the *Greenworks* implementation timeline, work on 148 of 167, or 89%, of the *Greenworks* initiatives is completed or started.

### **Integrated Energy Management, Conservation, Benchmarking & Disclosure**

#### **- Utility Bill Management Database**

MOS has focused on building internal capacity for better energy management in city government in order to meet the goals outlined in *Greenworks*. In 2010 MOS adopted a sophisticated utility bill management database that enables enhanced analysis of conservation opportunities. In partnership with the Mayor's Office of Transportation and Utilities, MOS uses this database to share energy use reports with City departments, and more than 70 employees have been trained on how to track energy use through the database. Armed with this information, departments and agencies better understand the opportunities and benefits of energy efficiency.

#### **- Guaranteed Energy Savings Project**

The Mayor's Office of Sustainability is implementing the City's first guaranteed energy savings project at the City's four largest downtown office buildings, which are heavy energy users with high-energy savings potential. In 2011, an energy service company determined the feasibility of energy conservation measures (ECMs) at each of the four facilities, and the City selected nine ECMs to implement. The City will use the guaranteed energy savings from the ECMs to fund the upgrades, which will result in City facilities that are easier to operate, more comfortable, and less costly to maintain.

#### **- Energy Efficiency Fund**

To continue the trend of reducing energy use, the Mayor's Office of Sustainability (MOS) created the Energy Efficiency Fund (EEF), which offers funding to departments on a competitive basis to support the implementation of energy efficiency projects within existing City-owned facilities. The first round of EEF supported 10 projects, which are all underway or completed as of spring 2012. MOS anticipates measurable energy savings resulting from the projects beginning in 2012. MOS selected another 15 projects for the second round of EEF in spring 2012 and plans to make funding available for future rounds of projects.

#### **- Energy Benchmarking and Disclosure**

In 2012 Mayor Nutter signed Bill No. 120428 which amends the 'Energy Conservation' portion of the Philadelphia Code to require large commercial buildings to benchmark and report energy and water usage data to the city. The bill's purpose is not only to make organizations aware of their energy use, but also to identify opportunities for improvement and assist in establishing energy consumption baselines that will help set future goals. MOS worked with stakeholders in the real estate, environmental advocacy, and energy services sectors to become one of a handful of U.S. cities with a benchmarking and disclosure laws. In advance of the first reporting deadline in October 2013, MOS voluntarily benchmarked nearly 300 City facilities and will publish a report on the results in spring of 2013.

## **Deputy Mayor for Administration & Coordination/Managing Director's Office**

### **Philly 311**

Rosetta Carrington Lue, Chief Custom Service Officer

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

The mission of Philly 311 is to provide the public with quick, easy access to all City of Philadelphia government services and information while maintaining the highest possible level of customer service.

### **Creation and Evolution of Philly311**

In December 2008, the City of Philadelphia launched its first 311 service. Philly311 was implemented to provide the public with quick, easy access to all city services and information, while maintaining the highest level of customer service. In its over 5 years of existence, 311 has maintained and/or exceeded a 90% customer satisfaction rate while receiving over 1 million calls each year. Moreover, Philly311 has extended its service past the scope of a traditional government call center. Residents can connect with Philly311 by telephone, email, mail, a walk-in center or through the Philly Mobile App. Philly311 has also extended its service through various social media channels. The Philly311 Facebook and Twitter accounts are managed by an experienced agent who responds to questions and enters service requests based on user interaction. Since the beginning of 2012, Philly311 has seen a 360% increase in its social media followers.

### **Launch of the Philly 311 Mobile App**

In September 2012, Philly311 launched a mobile application. The Philly311 Mobile App allows users to enter service requests with pictures and a personalized description from any smart phone. Most notably, however, is the app's flexibility which has helped to create a more adaptive and responsive city government. For example, the app quickly added a "Hurricane FAQs" widget when Hurricane Sandy hit the region. The Philly311 team also added an "Election Day" widget to provide users with a polling locator, candidate information and voting rules. Most recently, an "L&I" (Licenses and Inspections) widget was created for users to enter a specific address and view property history. In the week of its launch, the Philly311 Mobile App was the 53rd most downloaded iPhone app. On the Monday, October 29th (the Monday of Hurricane Sandy) the app was the 33rd most downloaded iPhone app.

### **The 311 Neighborhood Liaison Program (311NLP)**

The 311NLP was created in 2009 to empower community leaders and ensure that neighborhoods had a representative connection to the city government. This program trains volunteers as members of the Philly311 team. Trained liaisons are given accounts in a portal through which they are able to enter service requests directly into the 311 systems and track progress. The NLP engages community members through meetings, newsletters, an active social media presence and a partnership with the PhillyRising Collaborative. To identify and track community engagement, the NLP has introduced a GIS mapping tool. Since its launch, the NLP has trained over 500 volunteers.

## **Office of Human Resources**

Albert L. D'Attilio, Director

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

The Office of Human Resources works in partnership with City departments, agencies, boards, and commissions to attract and maintain a competitive and diverse workforce.

### **Controlled Cost of Employee Health Benefits**

Through implementation of self-insurance for medical benefits, competitive bidding and minor plan design changes, calendar year expenditures for 2010 were \$17 million less than 2009 expenditures. Calendar year 2011 benefit expenditures represented less than a 1% change in spending when compared to calendar year 2010, remaining under the fiscal year Fringe Benefit Budget of \$84M by 3%. While health care costs in this region are trending at 11% annually, the City Administered Plan was able to counteract external factors such as medical inflation, the rising cost of medical service and an ageing workforce, and hold cost flat for the year. In November 2011, an employee Health and Wellness program was implemented.

### **Successfully Demonstrated a More Efficient, Lower Cost Model of HR Service Delivery**

On July 1, 2010, OHR implemented a "shared" model of HR and payroll service delivery for 8 departments: the Civil Service Commission, the Office of Fleet Management, the Office of Human Resources, the Office of the Managing Director, the Office of Mural Arts, the Procurement Department, the Department of Public Property, and the Records Department. HR services for 900 employees were provided with 2.5 fewer staff members, avoiding \$124,000 annually in salary and benefits. In July, 2012, responsibility for payroll and HR transaction services for the Office of Innovation & Technology was transferred from Office of the Finance Director to OHR. The greater HR exposure and expertise in OHR continues to enable shared service staff to process employee transactions correctly the first time at a rate over 99% compared to 91% citywide - a 9% improvement over the citywide average.

### **Completed the first phase of the "Improving the Hiring Process" Initiative**

Working with the Managing Director's Office, OHR has completed a major data analysis effort, identifying processes that protract the hiring process. The Office of Human Resources continues to focus on its processes, reducing the time to produce eligible lists in FY12 from an average 163 days to an average of 69.3 days. The Office of Human Resources established a goal of administering exams during the week announced in the official job announcements, which enables candidates to better arrange their schedule and increases exam participation. OHR met this target 95% of the time in the 1st quarter of FY13.

### **Replacement of OHR's 20 Year Old Test Management System**

The new system allows job seekers to apply on-line and speeds communications with candidates through the use of email. Test development, administration and scoring modules are fully operational and the candidate referral features are currently being implemented. New functionality to support new hire on-boarding will be implemented in calendar year 2013.



## **Office of Fleet Management**

Christopher Cocci, Fleet Manager

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

The mission of the Office of Fleet Management (OFM) is to support City departments and agencies in the delivery of municipal services by ensuring that City vehicles and other automotive related equipment are available, dependable, and safe to operate.

### **Vehicle Availability**

OFM has met the Fire Departments vehicle target for both Fire Fighting and Medic Units 100 percent of the time. OFM meets vehicle availability for Police Radio Patrol Cars and Streets Department Refuse and Recycling Compactors 90 percent of the time. All of these vehicles are considered as high priority for City Services for the public health, safety and security of our citizens.

### **Vehicle Lease Purchase Financing**

In conjunction with the City Treasurer, the Department completed a \$28 million lease purchase-financing program in March 2011. This program enables OFM to replace older and no longer economically feasible vehicles and equipment with technologically advanced and more fuel efficient vehicles and equipment. Through the lease purchase-financing program, OFM ordered 94 pieces of heavy equipment and vehicles for the Streets Department at an estimated cost of \$13.9 million, 35 apparatus equipment for Fire Department at an estimated cost of \$13.3 million and 5 vehicles for other departments at an estimated cost of \$700,000. This has enabled OFM to provide more reliable and economical vehicles to the operating departments.

### **Parking Expenditure Savings**

Since FY10, OFM has been responsible for managing on-street and off-street parking for the City. The relocation of off-street parking permits, which began in FY12, allowed OFM to save \$210,000 in garage expenses annually.

### **Fuel System Modernization**

OFM is upgrading the existing seventeen-year-old fuel dispensing technology. Year-to-date OFM completed the upgrade of 27 fuel sites and is expecting to complete the remaining 33 sites by FY2014. This upgrade will allow OFM to automate fuel dispensing to motorcycles, gas cans and other type of equipment and avoid manual recording of fuel transactions. This new system will enhance fuel security, secure all fuel transactions and enable OFM to stay current with technological upgrades in the industry, resulting in future costs savings and efficiencies to the City.

### **High School Internship Program**

In FY2012, OFM initiated High School Internship Program by hiring four students, which will extend OFM's support to the Administration's Educational Initiatives and After School Program. In FY2013, OFM is expecting to hire 3 more high school students in to this program. This will enable OFM to train and develop students in a career oriented automotive training program.

## **Office of Innovation and Technology**

Adel Ebeid, Chief Innovation Officer

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

IT oversees all major information and communications technology initiatives for the City of Philadelphia. IT's main responsibilities include: Identifying the most effective approach for implementing new information technology directions throughout City government; Improving the value of the City's technology assets and the return on the City's technology investments; Ensuring data security continuity; Planning for continuing operations in the event of disruption of information technology or communications services; Supporting accountable, efficient and effective government across every City department, board, commission and agency.

### **Innovation and Technology**

On August 22, 2011, Mayor Nutter signed Executive Order No. 12-11 which established the Office of Innovation and Technology and created the position of Chief Innovation Officer, which, at the time, was only the second such position existing nationwide. The establishment of the new Office of Innovation and Technology and the Chief Innovation Officer position reinforced the Mayor's commitment to improving the use of technology to not only enhance the efficiency and effectiveness of delivering City services to citizens, but to also facilitate better communication and collaboration between City government and its residents and businesses.

### **Application Modernization Projects**

Beginning in 2010, Mayor Nutter charged the then Division of Technology, predecessor to the Office of Innovation and Technology, to assume the task of identifying, prioritizing, and selecting large-scale technology modernization projects that would have significant positive impacts for the City of Philadelphia. As a result, literally hundreds of technology projects were submitted by City agencies. These projects were aggregated and then reviewed with a focus on prioritization for completion. Selection criteria included issues such as stability of existing applications and the impact of interruption in City business processes. The project list was narrowed down to about 50 major projects, then vetted through Managing Director's Office, the Deputy Mayors, and a list was ultimately presented to Mayor Nutter. From the list, eight Prioritized Business Applications emerged as the most urgent applications that were critical to the missions of various departments: Licenses and Inspections, CAMA, 311 CRM, Revenue Modernization, Cashiering, Arrest to Arraignment (PARS), Inmate Management System (Lock and Track), and Workforce Management. Capital funding has been set aside for the completion of each of these prioritized projects and, under the stewardship of the current Office of Innovation and Technology, these projects are in various stages of implementation, with several in the vendor selection and project initiation stages. All eight projects are expected to launch before or during FY14.

### **Champions of Change**

In today's digital age, a computer with Internet access is vital for nearly every educational and occupational pursuit, yet four in ten Philadelphians do not have access. Collaborating with community organizations, other government agencies and universities to create the Freedom Rings Partnership, OIT has been a lead partner in helping bring Internet access, training and technology to communities citywide through the KEYSPTS initiative. To date, OIT has played a major role in helping launch 80 KEYSPTS that collectively offer 813 workstations across Philadelphia, which so far have helped deliver 197,181 hours of training to 20,786 participants, and which have served over 280,000 clients through free computer access. In September 2012, Chief Innovation Officer Adel Ebeid, on behalf of Philadelphia, accepted a White House Champion of Change award, which was awarded to the CIO and the City for local innovation efforts that included the citizen-engagement work involved in KEYSPTS.

**Open Data**

In April 2012, Mayor Nutter signed Executive Order 1-12 creating a formal open data and government transparency policy. As a result of E.O. 1-12, Philadelphia has become one of the first cities in the nation to appoint a Chief Data Officer and to embark on an enterprise-wide process of releasing important and valuable city data to the public - making it available to citizens, journalists, technologists, researchers and entrepreneurs. In less than a year since the signing of E.O. 1-12, the City's open data program has become the envy of the nation and the City's actions in this area set the standard for other cities to follow. The Mayor's commitment to release open data and to engage with the City's local civic and technology communities is a key underpinning of a much larger strategy to foster innovation that can both help our government to work more efficiently and to encourage more citizen engagement.

**Philly on the Web**

As part of the Mayor's commitment to better use technology to enhance the ability of City agencies to communicate with constituents in an effective and efficient manner, OIT has dramatically increased the City of Philadelphia's overall web presence. Since 2011, OIT has helped redesign and release into production fifteen City agency sites. Several more agency sites are in various stages of redesign and will be released in 2013. In all, the Phila.gov web umbrella will include approximately 60 agency sites, all designed to improve the citizen and business community experience when interacting or transacting business with City government.

## **PhillyRising**

John Farrell, Director

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

PhillyRising targets neighborhoods throughout Philadelphia that are plagued by chronic crime and quality of life concerns, and establishes partnerships with community members to address these issues.

### **Creation of the PhillyRising Collaborative**

In 2010, Mayor Nutter commissioned a pilot project labeled “Public Service Areas” to supplement police response with a coordinated effort from other city agencies in areas of the city plagued with chronic issues of crime and disorder. After some initial signs of crime reduction in the Hartranft community of North Philadelphia, the pilot was renamed “the PhillyRising Collaborative” and expanded across each of the Philadelphia Police Department’s six divisions. Each neighborhood selected for participation in PhillyRising is chosen based on an evaluation data regarding levels of crime, disorder, and other quality of life data. In January 2013, PhillyRising expanded to its fifteenth neighborhood, the Kingsessing section of Southwest Philadelphia.

### **Crime & Quality of Life**

Since its inception in 2010, the PhillyRising Collaborative has supported crime reduction through improved quality of life in some of Philadelphia’s most challenged communities. The team has supported active citizens with a variety of strategies, including the creation of three public computer labs (Hartranft, Frankford, & Kensington), and three Citizens’ Engagement Academies (Hartranft, Swampoodle/Strawberry Mansion, & Point Breeze) which have produced 65 resident graduates. PhillyRising has also helped re-open the Hartranft Community Pool and brought the Police Athletic League to Hartranft Elementary School. These efforts, and many others, have helped to produce an average reduction of Part 1 Crimes by 4% and Part 2 Crimes by 9.5% after a full year of PhillyRising involvement in the pilot neighborhood. These reductions are significantly greater than those for the surrounding Police District.

### **Partnerships**

To bring these strategies to fruition, the PhillyRising team has partnered with a wide variety of organizations, from grassroots neighborhood support to large corporations and universities. These partnerships have resulted in many great programs, such as the Philadelphia Youth Music Partnership with Dominic McFadden and PHA at the Wilson Park Homes. More than 100 youth have been served by this program, many of whom were referred through the Juvenile Probation System. PhillyRising also worked with a wide network of partners to coordinate community health events, including fairs and flu shot giveaways in several communities.

### **Volunteer Development**

Many of the projects in the PhillyRising team’s portfolio have required more staffing than is available within the communities of focus. To supplement the local workforce of active residents and city employees, the PhillyRising team has leveraged over 2,200 volunteers for community projects. Thanks to help from SERVE Philadelphia, these volunteers have been identified from programs ranging from AmeriCorps to corporate service days, and their work has directly improved the quality of life in many Philadelphia communities.

### **Work with City Departments**

To promote sustainable results in communities, the PhillyRising team makes a significant effort to educate residents about how to access city services. Working with residents, department representatives, and the outreach team at Philly 311, PhillyRising communities have experienced: 329 graffiti hits abated, 234 lots cleaned, 24 alleys cleaned, 38 “imminently dangerous” buildings demolished, 77 buildings cleaned & sealed, and multiple clean ups of Parks & Recreation facilities. The team has also facilitated the training of 51 new

Philly311 Neighborhood Liaisons, and recruited residents to participate in “friends of” groups for libraries, parks, and recreation centers, PMBC Block Captains, and Town Watch Integrated Services. These steps toward active citizenry will ultimately make change in PhillyRising neighborhoods sustainable, as residents build the capacity to maintain and continue progress.

**Procurement Department**  
Hugh Ortman, Commissioner  
[www.phila.gov/bids](http://www.phila.gov/bids)

The mission of the Procurement Department is to obtain quality, cost-effective goods, services, and construction in a timely and professional manner through a competitive, fair, and socially responsible process in accordance with the law.

**Cooperative Purchasing**

Since November 2010 when charter changes were approved by the electorate of Philadelphia to allow the City to expand its cooperative purchasing program, the Procurement Department drafted and/or approved 24 justifications that certified the purchase of 24 different commodity types resulting in over 30 contracts and estimated savings in the millions of dollars as compared to the unit cost on an invitation and bid processed by the City. Contracts certified in FY13 include office furniture and handicap accessible vehicles.

**Purchase Order Imaging**

The Department continued its expansion of imaged (electronic) purchase orders. The vendors that have the highest volume of purchase orders receive their purchase orders via email. This has led to a minimal savings in postage but also leads to a higher level of customer service with those vendors. City Departments can continue to access their own purchase orders and email them the same day.

**Customer Service**

The Procurement Department welcomed a new Customer Service Officer who is working with the Managing Director's Office to develop an updated customer service survey to assess their needs and identify training opportunities for Procurement staff members.

**Workforce Succession Planning**

The Procurement Department had the highest rate of employees in DROP with another substantial number of employees who were retirement eligible in Calendar Year 2012. The Department successfully hired and trained 18 new employees over an eighteen (18) month period which amounted to 36% of budgeted positions. Some of these positions are the lifeblood of the Department. The Procurement Department successfully filled all of the middle management and supervisory positions. The talent and new energy at all levels has made Procurement a stronger department.

## **Department of Records**

Joan T. Decker, Commissioner

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

The Home Rule Charter of 1951 established the Department of Records to ensure that Philadelphia's municipal records were appropriately controlled and managed.

### **Electronic Recording of Land Records / Financial Disclosures Statements / Campaign Finance**

In line with the Mayor's goal of efficient government and a Green City, the Records Department implemented electronic recording of land records and electronic filing of Campaign Finance Reports and Financial Disclosure Statements. Electronic recording of land records continues to increase and for Fiscal Year 2013 year to date, 57% of recordings were submitted electronically. Additionally, 83.8% of Financial Disclosure Statements were submitted electronically in calendar 2011 and 100% of the Campaign Finance Reports (7 cycles per year) were electronically submitted. Electronic submissions are processed more quickly with less manual work and provide a convenient way for filers to meet requirements.

### **Community Outreach – Homeowner's Tips / Fraud Prevention**

The Records Department works in partnerships with members of the Philadelphia Bar Association and various non-profit legal services agencies on issues related to real property. The objective of this work is to alert Philadelphia property owners to good practices for entering into real property transactions, to alert them to fraudulent scams and also provide information about how to protect this most valuable asset from fraudulent activity. There is a need for citizen education about proper property title and legal compliance. Informational brochures in English, Spanish and Vietnamese were created and distributed. Community Outreach programs were held. The multi-prong collaboration initiatives also included work with the Courts in order to provide for an efficient and expeditious restoration process for victims of property fraud.

### **PhillyHistory**

PhillyHistory is a popular, unique and innovative website that utilizes the City's archival photographs. The site is a wonderful way to learn about the City over time, its people, places and progress and distinguishes Philadelphia from other large cities. This website is accessed by both national and international users and has received awards and recognition. Since January 2012 there has been 501,836 total visitors, an increase of 33.5% from 2011, consisting of 222,504 unique visitors, an increase of 32.5% from 2011, making 2,279,806 total searches on the website, which contains a total number of 104,724 images on-line. Thirty-six requests to license a total of 138 PhillyHistory.org images for use in publications, exhibits, presentations, and décor were approved. Each image is credited to PhillyHistory.org, helping to spread the word about the project. Each year, Records adds to the on-line collection that is accompanied by interesting stories and blogs. This past year, over 10,123 photos were added to the on-line system.

### **National History Day and Temple University Student Teachers**

In keeping with the Mayor's education goal, the Records Department participates in the National History Day Philly Initiative. This initiative reaches school age children grades six through twelve, by engaging them in a competition about a history theme. The goal of the initiative is to develop critical thinking, research, writing, communication and presentation skills while using authentic historical documents and visiting and using archival collections. Eight hundred students participated in 2012, which is a 320% increase over the course of just a few years. One hundred students competed in the State competition, with five students from Masterman High progressing to Nationals. Their entry was the only Pennsylvania project to win at Nationals this year.

## **Deputy Mayor for Health and Opportunity**

### **Department of Behavioral Health and Intellectual Disability Services (DBHIDS)**

Arthur C. Evans, Commissioner

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

The mission of the DBHIDS is to create, promote, and enhance the supports and services available to individuals with intellectual disability.

### **Pay For Performance (PFP)**

Pay for Performance (PFP) was introduced in 2009 as a mechanism to increase provider accountability, improve clinical outcomes, and promote recovery and resilience among service recipients. This initiative affords service providers eligibility for financial incentives tied to an array of performance indicators. Over the last 4 years, PFP has been greatly expanded and now involves 10 levels of care including mental health inpatient, drug and alcohol rehabilitation, behavioral health outpatient, and case management services. To date this strategy has prompted significant improvement in continuity of care for persons being discharged into the community from inpatient treatment and residential rehabilitation programs.

### **Evidence-Based Practices**

DBHIDS is committed to introducing and disseminating evidence-based practices (EBPs) throughout Philadelphia's behavioral healthcare system. Local EBP training has included Cognitive-Behavioral Therapy (CBT), Trauma-Focused CBT, Prolonged Exposure, the Sanctuary Model, and Dialectical Behavioral Therapy. Each of these EBPs is an empirically supported behavioral health treatment not typically available to people receiving publicly-funded services. To date, 370 personnel from over 40 agencies have been trained to provide these state-of-the-art interventions.

### **Mental Health First Aid**

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

### **Access To Recovery Grant**

In 2010, DBHIDS was awarded an \$11 million grant to provide clinical and recovery support services for uninsured adults with alcohol and other drug challenges. The Substance Abuse and Mental Health Services Administration (SAMHSA) issued the Access to Recovery (ATR) grant to the Pennsylvania Department of Health, Bureau of Drug and Alcohol Programs (BDAP). DBHIDS manages this four-year program, which is projected to serve approximately 10,705 people.

### **Early Intervention (Intellectual disAbility Services)**

Early Intervention is a State and Federal entitlement program for children birth to three years of age with developmental delays. DBHIDS is responsible for the provision of early intervention services to eligible infants and toddlers. In September 2012, DBHIDS assumed responsibility for Infant/Toddler Early Intervention Registration. Since assuming this responsibility, more than 500 service requests have been processed per month, with approximately 80% of inquiries resulting in registrations for the Infant/Toddler Early Intervention Program.



## **Department of Human Services**

Anne Marie Ambrose, Commissioner

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

The Philadelphia Department of Human Services' mission is to ensure the safety, permanency and well-being of vulnerable children and youth at risk of abuse, neglect and delinquency.

### **Improving Outcomes for Children (IOC)**

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

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

### **Reduction in Children Removed from their Homes**

In 2008, DHS implemented a Safety Model of Practice to better focus on threats to child safety and ensure that children only entered dependent placement when they were not safe in their home. As a result, DHS has been able to maintain more children in families involved with the child welfare system in their own homes and the number of children in dependent placement decreased 32% between 2006 and 2011.

### **Reduction in Children Placed Out of State**

Between 2006 and 2011, DHS reduced out-of-state dependent placements 56% and out-of-state delinquent placements 96%, enabling social workers to monitor child safety more effectively and enabling children to maintain contact with their biological families, as appropriate.

### **New Youth Detention Facility**

The new detention center, the Philadelphia Juvenile Justices Services Center, finished construction at 48th and Haverford Avenue. Residents are expected to move into the new facility during the Spring of 2013. The 160,000 square foot facility provides more space for juvenile housing, program administration, education, visitation, dining, indoor and outdoor recreation, and medical care as well as court and hearing rooms. The building, which is easily accessible by public transportation, also has designated space for community meetings.

### **Performance Management and Accountability**

In an effort to enhance greatly its internal and external accountability system and organizational efficiency, in 2009 DHS created the Division of Performance Management and Accountability (PMA). Staff in this division closely monitors providers, conducts quality improvement reviews on DHS cases, holds regular Child Stat and Provider Stat meetings, as well as administers the Act 33 Child Fatality/Near Fatality Review Team. The Act 33 Team has served as a state model for effective interdisciplinary and interagency coordination in examining child fatalities and near fatalities.

## **Department of Public Health**

Donald F. Schwarz, Health Commissioner and Deputy Mayor for Health and Opportunity

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

The mission of the Department of Public Health is to protect the health of all Philadelphians and to promote an environment that allows us to lead healthy lives.

### **Sexual Health/Condom Campaign**

In April 2011, the Philadelphia Department of Public Health (PDPH)'s Division of Disease Control launched a sexual health campaign in response to the rising numbers of sexually transmitted diseases (STDs) among youth. As a part of the campaign, PDPH promoted a custom-labeled Philadelphia condom (The Freedom Condom), expanded the number, location, and type of venues providing free condoms to teens, implemented a mail-order program for condoms, and developed a social media presence for the campaign. Since April 2011, PDPH has distributed over four million free condoms through local community centers, health centers, barbershops, retail stores, clinics, and the mail. As a result of the multi-faceted adolescent STD prevention campaign, the epidemic appears to be waning. Cases of chlamydia in teens, which had been steadily increasing since 2007, showed a decline of 5% over the last year. Gonorrhea, which had shown a 52% increase in adolescent case counts from 2009 to 2011, declined by 6% among teens in 2012.

### **Reducing Obesity Through Policy and Environmental Change – Get Healthy Philly**

Through the *Get Healthy Philly* initiative, the Philadelphia Department of Public Health partnered with agencies across the city to promote healthy eating and active living. From 2006 to 2010, childhood obesity dropped by 5% among Philadelphia schoolchildren. In 2012, levels of adult obesity declined for the first time in 8 years. Some key *Get Healthy Philly* accomplishments include: a healthy corner store initiative involving 650 small businesses; 10 new farmers' markets in low-income communities; 25 miles of new bike lanes; 171 School Wellness Councils; 220 healthier beverage vending machines; new citywide afterschool food and fitness standards; and a mass media campaign on the health harms of sugary drinks, which was seen or heard over 40 million times.

### **Reducing Smoking Through Policy and Environmental Change – Get Healthy Philly**

Through the *Get Healthy Philly* initiative, the Philadelphia Department of Public Health partnered with agencies across the city to promote smoke-free communities. From 2008 to 2012, smoking among adults in Philadelphia decreased by 15%, from 27.3% to 23.3%. Key *Get Healthy Philly* accomplishments include: a smoke-free policy for recreation centers, playgrounds and pools; a new tobacco retailer permitting law; reduced tobacco sales to minors through better education and enforcement; expanded Medicaid benefits for smoking cessation; and a mass media campaign encouraging smokers to quit, which was seen or heard 24 million times.

### **Business-Friendly Food Protection Unit Work**

Environmental Health Services began rolling out a new initiative in January 2013 to become more business-friendly. The first phase is the "Starting a Food Business" component, which will help increase customer knowledge and service through creation of a manual, website, training program, and a new application process. The second component will focus on the internal food inspection process through increased knowledge and standardization, reduced violations, improved compliance and creation of a manual and video on how to prepare for a food inspection. Finally, the third component will allow customers to pay food-related fees on-line.

### **Healthy Homes**

The *Healthy Homes Healthy Kids Program* is a new initiative of the Philadelphia Department of Public Health (PDPH) to prevent and correct significant health and safety hazards and improve energy efficiency in homes of pediatric asthma patients at St. Christopher's Hospital for Children (SCHC). This three-year program, which is funded by the U.S. Department of Housing and Urban Development will enroll and educate families, and remediate homes of 150 low-income pediatric patients of SCHC in Philadelphia. The Healthy Homes Healthy Kids Program integrates clinical, environmental, and educational strategies to successfully mitigate and manage a child's asthma. Families referred from SCHC receive several visits in their home by a PDPH

Community Health Worker, who provides and information on recognizing and reducing asthma triggers and other home safety hazards. A PDPH Risk Assessor performs a comprehensive home environment assessment. Each family receives a personalized environmental action plan, which provides specific information about the environmental health hazards found in their home, along with action steps the family can take to remove or reduce the hazard. In addition, PDPH staff or its contractors remediate hazards. Thus far, 109 families have been enrolled and 77 have received remediation.

## **Office of Supportive Housing**

Dainette M. Mintz, Director

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

The Office of Supportive Housing (OSH) is the public entity charged with the policy, planning and coordination of the City's response to homelessness. Its mission is to assist individuals and families in moving towards independent living and self-sufficiency in safe and stable housing through Philadelphia's homeless continuum of care and Riverview Home.

### **Decrease in Homelessness**

In 2011, based on the Annual Homeless Assessment Report, the City of Philadelphia realized a 5% decrease in the total number of people experiencing homelessness – from 15,124 in 2010 to 14,361 in 2011.

### **City/Philadelphia Housing Authority Homeless Housing Partnership**

In 2008, the Nutter Administration brokered a new relationship with the Philadelphia Housing Authority with a commitment for new affordable housing opportunities for men, women, and children. This effort, combined with other resources, resulted in an 86% increase in the City's permanent affordable housing capacity for singles and a 323% increase for families.

### **Increase in Homeless Individuals and Families Moving into Permanent Supportive Housing**

In 2009, of the 27 cities participating in the annual U. S. Conference of Mayors Hunger and Homelessness Report, Philadelphia reported an increase in the number of homeless people who entered permanent supportive housing over the past year at 1,724. The only city remotely close was San Francisco with 1,120.

### **Over 6,000 Households Receive Financial Assistance Through the Three-Year Recovery Act Funded Homelessness Prevention and Rapid Rehousing Program (HPRP).**

The three-year program, which began on Oct 1, 2009 and ended on August 16, 2012, provided rental assistance and housing-focused services to prevent and end homelessness through two components: Prevention, which assisted households (individuals and families) to maintain their housing, and Rapid Rehousing, which assisted homeless households residing in Emergency or Transitional Housing to relocate back into the community. In the three years of operation:

- 4,828 households received financial assistance with back rent, utility bills and security deposits in order to prevent homelessness
- 1,385 households moved out of homelessness and into housing through the Rapid Rehousing component
- 2,900 referrals/linkages were provided to rapid rehousing households for employment, financial management etc.
- HUD cited the program for three exemplary Best Practices.

## **Deputy Mayor for Economic Development**

### **Philadelphia City Planning Commission**

Gary Jastrab, Executive Director

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

The City Planning Commission is responsible for guiding the orderly growth and development of the City of Philadelphia.

### **Created and Implemented a New Zoning Code**

In December 2011, after four-plus years of work, Mayor Nutter signed into law the first comprehensive revision of the City's Zoning Code in 50 years. The new Code, which was passed unanimously by City Council, modernizes the City's land use and subdivision regulations, streamlines and promotes predictability in development approval procedures, incorporates an open and transparent "civic design review" process, and codifies the role of citizens in the development approval process. The new Code, which became effective in August 2012, was also reorganized to be more user-friendly and easier to understand. The Commission is closely monitoring the operation and effectiveness of the new Code, and will issue a one-year report recommending any needed "fine-tuning" adjustments.

### **Philadelphia2035 Comprehensive Plan**

*Philadelphia2035* is the City's first citywide comprehensive plan in 50 years. The first phase of the comprehensive plan, the *Citywide Vision*, was adopted in June 2011 by the Planning Commission. It is a 25-year framework for the City's sustainable growth and development. The second phase is a series of 18 strategic district plans, addressing land use, zoning, urban design, "healthy community," and other physical infrastructure issues throughout the City. The first three district plans (Lower South, West Park, and Lower Northeast) were adopted in 2012. Four additional district plans (Central, University/Southwest, Central Northeast, and Lower North) are scheduled for adoption in 2013. Subsequent district plans will be adopted as they are completed through 2015.

### **Citizens Planning Institute**

The Commission created the Citizens Planning Institute (CPI) as its education and civic engagement arm. The mission of the CPI is to empower Philadelphians to take a more active and informed role in shaping the future of their city through a better understanding of planning, zoning, and the development process. Each spring and fall, the CPI offers classes that focus on planning and urban design topics. The CPI has now graduated 150 "Citizen Planners" serving community organizations throughout the City. Its sixth semester of classes begins this spring.

### **APA National Planning Excellence Award**

The Commission has received national acclaim as the recipient of the American Planning Association's *2013 National Planning Excellence Award for a Best Practice* for its "Integrated Planning and Zoning Process." The American Planning Association is the professional association for city planning in the United States, and this award will be presented at their national conference in Chicago on April 16<sup>th</sup>.

### **Central Delaware and Lower Schuylkill Riverfront Plans**

The Central Delaware Riverfront Master Plan has begun to increase public access and extend thriving city neighborhoods to the Delaware River. Through the collective work of the DRWC; PCPC, and a variety of other governmental, nonprofit, and civic organizations, this master plan is guiding the transformation of the Central Delaware into a beautiful, practical, sustainable, economically-vibrant waterfront. Change is already taking place with the creation of the Race Street Pier; improvements to, and extensions of, cycling and walking trails along the riverfront; and the groundbreaking for a permanent home for the Philadelphia Live Arts and Philly Fringe Festivals on the riverfront. A master plan for the Lower Schuylkill River will soon make apparent the strategic, locational advantages of Philadelphia's "hidden river" between economic anchors of Center City, University City, the Navy Yard, and the Airport.

## **Department of Commerce**

Alan Greenberger, Director of Commerce and Deputy Mayor for Commerce and Economic Development  
[www.phila.gov/commerce](http://www.phila.gov/commerce)

The Philadelphia Department of Commerce is the umbrella organization for all economic development activity in the city. Coordinating the work of related agencies, including the Philadelphia Industrial Development Corporation (PIDC) and the Philadelphia Redevelopment Authority (RDA), the department leads efforts to develop business-friendly strategies to help both small businesses and major corporations in Philadelphia thrive.

### **Improved Business Climate Leads to Business and Development Growth**

By exempting businesses from the business income and receipts tax for 2 years if jobs are created, and phasing in the first \$100,000 in gross receipts and net income tax, and collecting taxes based only on Philadelphia revenues (starting in 2015), Mayor Nutter and City Council have made smart changes to Philadelphia's business tax structure. These changes will help us attract and retain entrepreneurs and businesses. Since 2008, despite the national recession, the Department of Commerce has attracted almost 60 new firms to Philadelphia creating 2,800 new jobs and has worked to retain more than 100 companies within the city, accounting for approximately 40,000 jobs retained. There is currently an unprecedented level of construction activity in Philadelphia with approximately 40 projects representing more than \$2.9 billion in construction. Recent projects include a state of the art new facility for GlaxoSmithKline at the Navy Yard, a major residential development by the Chicago-based Buck Company at 21st and Chestnut, and a new Home2Suites hotel at 12th and Arch.

### **Making the City Business-Friendly**

Commerce has made great strides in improving city services for businesses. In 2009, it launched an online Business Services Center, the first one-stop shop for businesses in the City of Philadelphia that has since been recognized as national model. In the same year, the city reorganized the existing business services team into the newly established Office of Business Services (OBS). OBS, which has a business hotline and 10 Business Services Managers, provides a concierge service to businesses that need assistance in navigating City agencies to start and grow their company. Since its inception, OBS has sustained a 91% satisfaction rate, assisting 2,773 businesses and helping 107 businesses get started. OBS has also significantly increased language access for immigrant businesses through its bilingual outreach program which assigns multi-lingual AmeriCorps VISTAs to neighborhood business corridors with a strong immigrant presence. For business owners pursuing real estate development projects, the City established the Developer Services Program, which guides developers through City processes, working with other departments to ensure that major projects are completed with a minimum of regulatory delays. Commerce has also worked with the administration to change several business licensing/registration fees and taxes so that small businesses are encouraged to locate in the city.

### **Expanding Opportunities for Minority, Women and Disabled-Owned Businesses**

Increasing and ensuring robust participation of Minority, Women and Disabled-Owned businesses (M/W/DSBEs) has been a priority of this administration. In 2011, Commerce developed a strategic plan called "Inclusion Works" outlining a strategy for creating the Office of Economic Opportunity (OEO) to increase the participation of M/W/DBEs with City, Quasi-City and Federal contracts. OEO has been very successful in accomplishing the goals outlined in the Plan. Annual participation met the Mayor's goal of 25% in 2011 and exceeded the goal by 3%, reaching 28% in 2012. The value of contracts awarded to M/W/DSBEs is up 17%, having reached \$280 million. Furthermore, OEO's registry of certified M/W/DSBE businesses has experienced an increase of 50% to 2,000 companies since January 2010 and continues to grow. OEO has successfully engaged City leadership by establishing the Economic Opportunity Review Committee established by City Council to monitor the effectiveness of current Economic Opportunity Plan legislation. OEO supports over 150 Public, Quasi-public and private entities in meeting the goals established in their respective economic opportunity plans. Furthermore, OEO has expanded the Administration's goals of economic inclusion by encouraging non-profits that contract with the City to make best and good faith efforts to promote diversity in all of their business and employment opportunities.

### **Investing in Neighborhoods**

Through the Office of Neighborhood and Economic Development (ONED) the city has made strategic investments in neighborhood commercial corridors in order to create safe, vibrant shopping destinations. The Storefront Improvement Program (SIP), a cornerstone program in revitalizing neighborhood commercial corridors, has awarded storefront rebates to 262 businesses employing 1,289 people. SIP awards have totaled \$1,946,382 and leveraged \$3.4 million. The Targeted Corridor Management Program has provided \$4.5 million to community-based development corporations to pay for a Corridor Manager to lead revitalization activities on 12 commercial corridors throughout the City. The Commercial Corridor Cleaning Program has funded 18 organizations to carry out regularly scheduled litter-removal on neighborhood commercial corridors. Commerce has helped 14 Business Improvement Districts get started, renewed and/or operating more effectively and has developed a training program and 'How To' guide on How to Start a Business Improvement District (BID). Since 2008, Commerce has invested \$5 million in neighborhood-based commercial and mixed-use development projects to support job creation and blight removal.

### **Supporting Small Businesses and Entrepreneurs**

Since the beginning of the administration, Commerce has played a key role in designing and launching major initiatives and programs to support entrepreneurship and small business development in the city. In 2010, the Business Technical Assistance Program (BTAP) was developed to support organizations providing technical assistance and lending to small business. Through its financial investment in 6 providers since 2011, BTAP has served 654 entrepreneurs, creating 92.5 jobs, 66 of which were retained. BTAP providers have also made 158 small business loans, totaling \$1.27 million. In 2012, Commerce and Philadelphia Industrial Development Corporation (PIDC) partnered to launch Startup PHL, a program to support startups and entrepreneurs in Philadelphia and enhance the city's reputation as a place to start and grow a business. Initial components include a public/private venture fund, seeded with \$3 million from PIDC, that will leverage private capital to make investments in Philadelphia-based startups beginning in 2013 and a 'Call for Ideas' grant program offering \$500,000 over three years for proposals that support entrepreneurs and startups in Philadelphia. In January 2013, the City announced the Goldman Sachs 10,000 Small Businesses Program, a \$20 million dollar investment, which provides an intensive, hands-on educational program and access to loan capital for growth-stage small businesses in the Philadelphia area.

## **Philadelphia Historical Commission**

Jon Farnham, Executive Director

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

The Historical Commission identifies and designates historic resources, listing them on the Philadelphia Register of Historic Places. It regulates preservation through the City's building and other permitting processes, reviewing alteration and demolition proposals that would require a building permit and/or alter the appearance of a resource on the Philadelphia Register.

### **Designation of Historic Sites, Districts, and Interiors**

After suspending its historic district designation program in 2003, owing to concerns about its capacity to review increasing numbers of permit applications, the Historical Commission took steps to increase its efficiency and restarted the program in 2009. The Historical Commission established the Tudor East Falls Historic District (210 properties) in October 2009; the Parkside Historic District (110 properties) in December 2009; the Awbury Historic District (30 properties) in May 2010; and the East Logan Historic District (29 properties) in November 2010. The Historical Commission initiated the review of the proposed Overbrook Farms Historic District (497 properties) in December 2011.

Currently, there are 22,314 addresses on the Philadelphia Register of Historic Places. The Historical Commission continued to designate individual sites as historic, listing them on the Philadelphia Register of Historic Places, during the period 2008 to 2012. It designated 8 properties as historic in 2008, 7 in 2009, 4 in 2010, 5 in 2011, and 5 in 2012. It rescinded the designations of 2 designations in 2008, 1 in 2009, 1 in 2010, 3 in 2011, and 1 in 2012. It amended 1 designation in 2008. The Historical Commission also initiated an interior designation program in 2010, after City Council amended the historic preservation ordinance and authorized it to designate interiors in 2009. The Historical Commission created processes and documents needed to designate interiors including revising its Rules & Regulations. The Historical Commission designated 1 interior in 2010 and 1 in 2012.

### **Regulatory Activities**

The Historical Commission's primary tool for promoting historic preservation is the review of building permit applications to ensure compliance with historic preservation standards. The Historical Commission approved 1,294 building permit applications in 2008, 1,102 in 2009, 1,426 in 2010, 1,585 in 2011, and 1,627 in 2012. In addition to its regulatory work under the local preservation ordinance, under an agreement with state and federal authorities the Historical Commission conducts federal Section 106 historic preservation reviews of projects proposing the rehabilitation of housing for elderly, disabled, and low-income persons and the adaptive reuse of commercial properties. The Historical Commission determined whether 3,556 properties met the federal eligibility requirements in 2008, 2,492 in 2009, 2,064 in 2010, and 2,081 in 2011. After making the eligibility determinations, the Historical Commission reviewed 184 construction proposals in 2008, 245 in 2009, 196 in 2010, and 148 in 2011.

### **Process Improvements**

The Historical Commission completed a major revision of its Rules & Regulations in December 2009; the new Rules & Regulations became effective in February 2010. Among the many changes, the new Rules & Regulations provide a streamlined review process to reduce time and cost and improve customer service and include revised review standards to accommodate sustainable technologies.

The Historical Commission completed a major project to verify accuracy of Philadelphia Register of Historic Places in 2010. It researched and clarified hundreds of designations; verified the compliance of more than 22,000 addresses on Register with official City-assigned addresses; created an automated system to ensure continued address compliance; and providing City and public with accurate database of historic properties. The Historical Commission completed a major project to digitize essential documents in 2010. It digitized 41,251 critical documents including minutes and agendas, ensuring the conservation of documents dating back to establishment of the Commission in 1955. The Historical Commission continues to digitize and archive new documents as they are created.



**Implementation of an Enhanced Enforcement Program for Historic Buildings**

In concert with the Law Department, the Historical Commission implemented an enhanced enforcement program in 2011 to pursue owners who neglect historic buildings and compel them to correct violations of the historic preservation ordinance. As part of this program, the Historical Commission developed a database system to track violations of the historic preservation ordinance, increasing efficiency and success rates.

## **Office of Housing and Community Development**

Deborah McColloch, Director

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

The Office of Housing and Community Development (OHCD) was created in 1974 to develop comprehensive strategies and programs for creating viable urban neighborhoods. OHCD accomplishes its mission through the coordination of programs for housing, economic development, site improvements and community planning. Designed to benefit low and moderate income Philadelphians, these programs are funded annually through the federal government's Community Development Block Grant.

### **Prevented Homelessness Through the Basic Systems Repair Program (BSRP)**

The primary program designed to maintain habitability for low- and moderate-income households is the Basic Systems Repair Program (BSRP). BSRP provides free repairs to the electrical, plumbing and heating systems of owner-occupied homes in Philadelphia. In certain instances BSRP may also repair a home's roof. From 2008 to 2012, BSRP repairs enabled 9,575 low-income households to remain in their homes.

### **Created a Nationally-Recognized Mortgage Foreclosure Prevention Program**

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

### **Increased Affordable Housing by Producing New Units**

OHCD supports affordable homeownership, rental and housing for special needs populations, including veterans, seniors, the formerly homeless, children and people with disabilities, in communities throughout Philadelphia. Since January 2008, 80 affordable housing developments have been completed, which have: created 2,800 new affordable housing units; leveraged nearly \$450 million in investment; and employed more than 12,000 construction workers. The City's first Transit-Oriented Development (TOD), Paseo Verde, a \$47 million mixed-use, mixed-income development, is now under construction at 9<sup>th</sup> and Berks Streets.

### **Stabilized vacant and Blighted Lots Stabilization**

Research studies have found that cleaning and greening of vacant lots increases property values, decreases crime and increases neighborhood health. Toward that end OHCD has worked with the Pennsylvania Horticultural Society (PHS) to stabilize vacant lots through cleanup, tree planting and fencing, and then through the maintenance of stabilized and unstabilized lots by both nonprofit and for-profit organizations. Philadelphia's LandCare Program was recognized in 2011 by Harvard's Kennedy School as a "Bright Idea" for addressing a pressing public issue with creative and innovative programming. Since 2008: nearly 2,500 vacant and blighted parcels were cleaned and stabilized; over 7 million square feet of previously stabilized land has been maintained; and 200 jobs are supported each year.

### **Mitigated the Effects of the 2008 Recession with Federal Stimulus Funding**

The City was awarded \$74 million in stimulus funding from the federal government (CDBG-R, Neighborhood Stabilization Program 1 & 2) and successfully expended all funding by the federal deadlines. Accomplishments include: creation of nearly 400 new rental units and rehabilitation of more than 300 rental units; development of 184 new homeownership units; demolition of nearly 300 vacant and dangerous structures; employment of nearly 2,000 construction workers; and creation of opportunities to 26 small businesses - 11 of which are minority- or woman-owned - to rehabilitate and resell foreclosed-upon homes throughout Philadelphia.

## **Department of Licenses and Inspections (L&I)**

Carlton Williams, Commissioner

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

The Department of Licenses and Inspections strives to be the nation's leading code enforcement agency by exercising the highest level of integrity in our interpretation and application of the city's building, maintenance and safety codes. We support investment growth and development by delivering outstanding customer service to businesses and citizens that make Philadelphia their destination of choice.

### **License Consolidation Project**

In FY10, L&I reduced the number of business licenses from approximately 130 licenses to 35 licenses through legislation and collaboration with Philadelphia City Council. This consolidation made the license process less burdensome and the regulatory framework easier to navigate. We continue to look at our current license inventory to see what business or trade licenses can be combined to better serve the public.

### **Delinquent License Program**

Following the license consolidation effort and the resulting reduction in administering those licenses, the Department uncovered that upwards of 60,000 business licenses had unpaid fees more than one year past due. Hence, the Delinquent License Program was established in June 2011 to bring those license holders into compliance. To date, \$3.5M in fees have been collected. Through this program, the Department was able to clean up its database with those respondents that renew their licenses as well as with those who choose to discontinue, which will be helpful as we transition to a new database system (see below).

### **Vacant Strategy Initiative**

The Vacant Strategy Initiative began in the fall of 2011 as part of a larger citywide program to address how City and privately owned property is bought, sold and maintained. The initiative seeks to make private owners accountable for the maintenance of their vacant property thereby improving the neighborhood in accordance with the vision of residents and community groups. Approximately 25,000 structures were identified that were believed to be vacant. The Department is enforcing a "doors and windows" ordinance passed by Philadelphia City Council that allows the Department to ask the court to fine owners \$300 per day per opening that is not covered with a functional door or window. Also, state legislation allows the Department to ask the court to attach these potentially high dollar fines to owner's personal property. L&I is working alongside the Law Department and Judge Bradley Moss to dedicate court dates exclusively to address vacant cases. This initiative won the *America's Crown Communities Award* from American City and County Magazine for excellence in local government in December 2011. To date, this initiative has generated over \$555,000 in revenue from permits, licenses, and property certificates.

### **Launch of Our New Website: [www.phila.gov/li](http://www.phila.gov/li)**

In August 2012, L&I became the first City Department to provide its extensive collection of data in a way that can be easily searched, mapped, and analyzed by any user with internet access. The website's interactive features allow users to see the complete history of L&I's activities at any address. The website's powerful mapping tool will help residents and businesses to not only monitor the work the Department does in their neighborhoods, but also to identify problems the Department may be unaware of. This new tool allows the citizens of Philadelphia the ability to report concerns, through 311, and get results that make their neighborhoods safer. The Department views this new tool as way of further strengthening our integrity, accountability, efficiency and transparency as we move forward.

### **Hansen Replacement RFP and Vendor Selection (Project eCLIPSE)**

On November 1, 2012, after reviewing submissions in response to a Request for Proposals (RFP), the Department selected a vendor for a new database system provider. L&I's current database, Hansen, was installed in 2006 and has been a useful tool for the City as a whole. Carrying property history including licenses, permits, violations, liens, etc., Hansen serves as a data collection resource. With the replacement system, L&I will revolutionize the way it currently does business. For the public, an opportunity to apply and pay for, as well as, receive licenses and permits online is our number one objective. For the Department, our inspectors will have handheld devices in the field making the inspection and written violation process much

more efficient. Management of staff will also become much more efficient with reporting, auditing and performance measurement tools available to us with the new system. Work on this project is anticipated to begin in late FY13.

## **Deputy Mayor for Public Safety**

### **Office of Emergency Management**

Samantha Phillips, Deputy Managing Director  
[www.oem.readyphiladelphia.org](http://www.oem.readyphiladelphia.org)

The Managing Director's Office of Emergency Management (OEM) is responsible for ensuring the readiness of the City of Philadelphia for emergencies of any kind through an integrated and collaborative program that educates the public on how to prepare for emergencies, works with organizations throughout the city to prepare emergency contingencies, mitigate the impact of emergencies and enable the city to recover from an emergency as quickly as possible.

#### **Major Weather Events**

OEM has successfully navigated the city through several major weather events and milestones, including Hurricanes Sandy and Irene, and several significant snowstorms. For example, during the 2009-2010 winter, the city experienced four snowstorms, three of which had the 2<sup>nd</sup>, 3<sup>rd</sup> and 9<sup>th</sup> highest snowfalls on record. OEM also successfully managed emergency operations through two tropical storms, two hurricanes, the hottest summer on record (2010), the strongest earthquake on the East Coast since 1944, and the wettest month on record. OEM's role in natural disaster management focuses on interagency coordination, communication, and information sharing.

#### **Major Events Coordination**

Since 2009, OEM has positioned itself as the central agency for public safety coordination supporting large-scale special events that bring large crowds to Philadelphia, such as Welcome America or the Made in America music festival. Prior to OEM assuming this role, there was no one singular agency responsible for successful organization and execution of coordinated public safety efforts. OEM is entrusted to bring together stakeholders and ensure the seamless delivery of health and safety operations.

#### **Effective Staffing**

OEM has worked diligently to fully staff the office with a level consistent to other large cities and has a compliment of professional employees who oversee planning, training and exercises, information technology, geographic information systems, logistics, operations, and public information. In August 2012, OEM went through a reorganization to better align core function areas while simultaneously creating greater opportunity for cross-divisional collaboration. A once flat organization is now focused around three core divisions—planning, operations, and external affairs. The new organizational structure includes deputy directors and program managers, which allow for upward mobility and in-house growth, while empowering all levels of the organization to make tactical and strategic decisions.

#### **Regional Integration Center**

In 2011, OEM successfully opened the Philadelphia Regional Integration Center, a 24/7 watch center. The Regional Integration Center coordinators serve as a primary interface and point of contact for emergency management staff to provide critical information and support incident monitoring, response, and recovery. The RIC provides for better coordination with other public safety and first responder agencies. For instance, during a fire, the RIC can check databases for pertinent information about the property, location of evacuation shelters, analyze the effect on public transportation, and communicate to personnel on the scene.

#### **Disaster Recovery Funding**

OEM coordinated the data analyses and documentation necessary to secure funding for disaster recovery projects following the major weather events experienced in the past five years. These funds continue to be critical to restoring and repairing any damage incurred during the disasters and assisting residents with their road to recovery.

## **Philadelphia Fire Department**

Lloyd Ayers, Commissioner

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

The Philadelphia Fire Department's mission is to protect the public safety by quick and professional response to emergencies and through the promotion of sound emergency prevention measures. This mandate encompasses all firefighting functions and emergency medical services (EMS).

### **Declining Civilian Fire-Related Fatalities and Injuries**

In 2012, Philadelphia saw the the lowest recorded fire fatality rate – 25—in its history. Of the 25 fire fatalities, 13 fatalities occurred in properties that did not have smoke alarms, or had smoke alarms with inoperable or missing batteries. This number represents a 22% drop compared to 2011 (32 fire deaths) and a 47% decline since 2007. Also over the last 5 years there has been a 37% reduction in civilian fire related injuries (down from 271 in the calendar year 2008 to 171 in the year 2012).

### **Enhancing Emergency Medical Service Operations**

In 2008, the Philadelphia Fire Department added 5 medic units and in 2012 started opening the ranks for the EMS personnel by adding 2 more field chiefs. Additionally, the Department is looking forward and is planning to hire the first ever Deputy Commissioner for Emergency Medical Services this Spring 2013. As the number of EMS calls for service increase, the Department is focused on offering the most efficient and effective services to citizens and visitors.

### **Community Risk Reduction Program**

In 2012, The Community Risk Reduction Program (CRRP) was created, and began prioritizing fire and life safety risks for citizens and visitors of Philadelphia. Going forward ,the CRRP will focus energy on mitigation and prevention through the Freedom from Fire program, which provided 22,734 lithium battery0powered smoke alarms to 14,280 residences and made 145 fire safety presentations to 9,117 older adults. The Fire Department also developed a “FireSafety app”, which provides easily accessible information for fire safety and prevention. The development of the first ever fire safety app grew from a partnership between the Philadelphia Fire Department, Drexel University’s Antoinette Westphal College of Media Arts & Design, Drexel University’s Department of Public Safety, and the Kal & Lucille Rudman Foundation.

### **Continuing Decline in Fire Incidents**

As with fire fatalities, there has been a consistent decrease in fire incidents. Philadelphia and its residents are safer and healthier as a result of a more secure city with fewer fires. In 2012, there were 46,935 fire service incidents, down from 53,076 in 2007, an almost 12% reduction. Also important to note are the reductions in injuries and accidents for Fire Department personnel; this allows our members to be healthy and ready for the next emergency. Since 2008, firefighter injuries have been reduced by over 21% and vehicle accidents have declined by over 39%. This was achieved through the initiation of various policies and a constant focus on firefighter health and safety practices while working before, during and after a fire incident.

### **Implementation of New Fire Code Initiatives**

In December 2011, after four years of work, Mayor Nutter signed into law the first comprehensive revision of the City’s Zoning Code in 50 years. As part of the effort to bring about transparent “civic design review” while protecting citizens from potential fire incidents, the Fire Department with the Administration and City Council signed an ordinance requiring 10-year, lithium battery-powered smoke alarms in all one and two family dwellings. This action will help to increase the number of working smoke detectors in homes, allowing citizens an early warning system to get out of the house should a fire incident start. Additionally, the City of

Philadelphia passed an ordinance in 2008 requiring owners of all one and two family dwellings and small residential care/assisted living facilities to install carbon monoxide detectors and alarms in their buildings. This ordinance has reduced the number of people who would otherwise become sick, perhaps emergently, over time as exposure to small amounts of carbon monoxide can be toxic if undetected.

## **Philadelphia Police Department**

Charles Ramsey, Commissioner

[www.phillypolice.com](http://www.phillypolice.com)

The mission of the Philadelphia Police Department is to demonstrate excellence in policing by working in partnership with the community and others to fight and prevent crime, the fear of crime, and terrorism; enforce laws while safeguarding the constitutional rights of all people; provide quality service to all of our residents and visitors; and create a work environment in which we recruit, train and develop an exceptional team of employees. Its efforts have led to a decrease of 15% for both murder and total violent crime since 2007.

### **Establishing Neighborhood Based Policing**

The City of Philadelphia is geographically divided into 21 police districts, each led by a police captain. Within each district, the Department has created two to four smaller geographical subdivisions called Public Service Areas (PSAs), for a total of 64 throughout the city. Each PSA is headed by a police lieutenant, who along with an average of four sergeants and fifty-six officers, are now responsible for patrolling the same area, day in and day out, bringing greater community contact, familiarity and involvement. The PSA team spends more time getting to know the area, its chronic crime and disorder issues, and problem solving with the community members who live and work there. Geographic accountability and continuity of assignment for the officers within each PSA are at the core of this neighborhood policing model.

### **Re-organizing the Police Department**

Early in 2008, the Philadelphia Police Department was reorganized to become aligned with the goals and principles of our Crime Fighting Strategy. The structure of our organization is a critical element in aligning our units, our personnel and our resources to fit the core functions of the Department. All of the organizational changes have focused on providing a more streamlined command system, accountability and greater coordination amongst units whose function is similar. The new structure represents nothing short of a complete transformation of the Department, from a bureaucratic, incident-driven organization, to a customer-service driven organization, focused on developing the partnerships that promote our neighborhood-based policing strategy.

### **Implementing and Testing Evidenced-Based Strategies**

The Philadelphia Foot Patrol Experiment changed the way police departments understand foot patrol, and demonstrated the importance of research partnerships in supporting police management. The PPD worked with the Department of Criminal Justice at Temple University in developing an initiative that tested the effectiveness of foot patrol in reducing violent crime. Over 200 new police officers were assigned to 60 foot patrol areas in the summer of 2009 in Philadelphia. Results showed that the use of foot patrols had a 22% reduction in violent crime compared to the control areas. Foot patrols are now a permanent part of the Department's crime fighting strategy for reducing violent crime. The Bureau of Justice Assistance (BJA), SMART Policing grant is another example of applying this principle in practice. The PPD worked with Temple University in 2010 and 2011 to test the effectiveness of problem solving, an offender-focused intelligence initiative, and foot patrol on reducing violent crime. The offender-focused areas were successful in reducing all violent crimes by 22% compared to equivalent control areas. As a result of this effort, BJA awarded a second SMART Policing grant to Philadelphia Police. GunStat, implemented in Fall/Winter 2011 to combat gun violence in Philadelphia, adopts what we learned in SMART Policing and expands the partnership. The program uses criminal intelligence and multi-agency collaboration to target the city's most violent gun offenders in the most violent areas in Philadelphia. After one year, preliminary results are positive: the violent hotspots where GunStat operates have experienced a 25% drop in violent gun crimes and a 56% drop in shooting victims from the previous five-year average.

### **Developing Analytical Capabilities**

It is essential that the 21st century police department have a robust analytical capacity. The Real Time Crime Center became operational January 2012 and final software delivery was completed in October 2012. The Real-Time Crime Center (RTCC) leverages technology to provide 24x7 accurate information and investigative support to our law enforcement officers and detectives in the field, so that they can spend most of their time



doing what they do best: problem-solving and making our city safer. The RTCC has a sophisticated data search across fourteen separate databases. No longer do detectives have to search through infinite paper reports and separate databases to find that critical piece of information needed for their investigation. With over 1,200 CCTV camera feeds, 21 automated license plate readers, and the database search capability, the RTCC a real asset in solving crime. A major roll-out of the Department's crime mapping capability occurred in November 2012. It is one of the largest public safety GIS systems in the country and helps to fight crime more efficiently and effectively by seeing where and what times of day crimes are occurring. This allows the PPD to create modeling to proactively police hotspots. Going forward, GIS will be citywide, including Fire department, Licenses & Inspections, Streets department, Water department, and OEM assets.

### **Investing in a Skilled Workforce**

The Philadelphia Police Department recognizes that proper workforce training can leverage technological advances, transforming data points into actionable intelligence. PPD has hired seven civilian analysts and, in addition, as part of our SMART Policing grant Temple University is training select police officers in the skills necessary to be analysis coordinators. Eight districts will have coordinators by the end of 2013. The Philadelphia Police Department will continue to leverage technology and trained analysts to maximize our crime fighting efforts.

## **Philadelphia Prison System**

Louis Giorla, Commissioner

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

The Philadelphia Prison System ensures the security and safety of the inmates in its care, as well as the protection of the citizens of Philadelphia. The Prison System also shares a fundamental responsibility to provide services that will help inmates return to Philadelphia's communities with the skills, knowledge and support that they need.

### **Strategic Plan**

In early 2013, the Prison System began developing a comprehensive strategic plan, which allows for forecasting of inmate population levels, custody levels, and analyses and assesses the physical plan to meet these projected levels. It allows for the Prisons to more appropriately plan for the types and amounts of beds needed in the facilities going forward, contributing to more streamlined and efficient operations. The plan is expected to be completed by mid year 2013.

### **Inmate Participation**

Since 2009, the Prisons have raised the participation of sentenced inmates in facility programming from fifty-six to seventy-eight percent, including expanding programming offerings, like the Pennsylvania Horticultural Society's Roots to Reentry program, which conducts job training with guaranteed employment for qualified inmates. Greater participation leads to less opportunity for inmate-related incidents, and allows for prisoners to develop a better skill set, increasing the likelihood for successful reintegration upon release.

### **Reaccreditation**

In 2012, Riverside was reaccredited with the National Commission of Correctional Healthcare. As a result, now all Philadelphia Prison facilities carry this accreditation. The accreditation assures inmates and their families that the prisons are providing a level of care that meets or exceeds national standards, and that service delivery is competent.

### **Video Conferences**

In 2012, integration of video conferences with the court systems, including the expanded use of video stations by initiating links with the Philadelphia Municipal and Traffic courts, which saves time and money for transportation and other staff expenses. Savings for transportation costs exceed \$250,000 annually.

### **Enhanced Educational Services**

Since 2009, PPS has expanded the offerings for educational opportunities inside the Prison system, including over 200 inmates receiving their GED, participating in literacy programs, Test for Adult Basic Education (TABE) proficiency testing for math and reading assessments, and offering college-level classes.

## **Office of Public Safety**

Michael Resnick, Director

[www.phila.gov/topics/publicsafety](http://www.phila.gov/topics/publicsafety)

The Office of Public Safety is responsible for setting policy and coordinating operations of the Police and Fire departments, the Prison System, the Office of Emergency Management, and the Mayor's Office of Re-Integration Services for Ex-offenders (RISE), along with smaller units, like the Youth violence Reduction Partnership, Police Advisory Commission, and Town Watch Integrated Services. In addition, the Office serves as the Administration's liaison to the First Judicial District, the Defender Association, the District Attorney's Office, and Adult and Juvenile Probation and Parole.

### **Decrease in Crime**

Philadelphia has become a safer city in the past five years. Both murder and total violent crime have seen 15% declines since 2007 – 391 murders to 331 murders in 2012 and 21,179 violent crime incidents in 2007 down to 17,853 incidents in 2012. Additionally, overall Part One crimes (violent crimes, burglary, theft, and property crimes) have decreased 10%, from 82,974 in 2007 to 74,850 in 2012.

### **Communications Network**

Beginning in 2010, the Public Safety departments have developed a comprehensive communications network that functions across multiple systems and allows for inter-departmental communication. The Philadelphia Police, Fire, Prisons, and Emergency Management departments were all a part of this initiative. The network includes "Next Generation" 911, a new Computer Aided Dispatch (CAD) system, and new radios, all of which allow for greater functionality in responding to disasters. Going forward, the network will include a unified 911 system, rather than separate, coordinated department communications.

### **Criminal Justice Advisory Board**

Beginning in 2008, coordination of criminal justice partners across branches of government, such as the First Judicial District, District Attorney, Police Department, Prison System and Office of Behavioral Health has increased drastically. The Criminal Justice Advisory Board's (CJAB) monthly meetings have led to increased coordination and successful initiatives, such as a reduction in the prison population. CJAB will continue to address major issues facing the justice partners, and is preparing a comprehensive strategic plan.

### **Innovative Crime Prevention**

Public Safety has led several cross-departmental, collaborative initiatives to prevent and reduce crime. Some examples include Gunstat, a targeted law enforcement and prosecution program that uses criminal intelligence and multi-agency collaboration to target the city's most violent gun offenders in the most violent areas in Philadelphia; Establishing a pilot program for Focused Deterrence; and continuing the successful restorative justice partnership between the Mural Arts Program and the Youth Violence Reduction Partnership (YVRP).

## **Mayor's Office of Reintegration Services for Ex-offenders (RISE)**

Bill Hart, Executive Director

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

The Mayor's Office of Reintegration Services for Ex-offenders (RISE) is the lead agency in the City for the management of reintegration services for the formerly incarcerated back into society.

### **Creation of Agency**

The Mayor's Office of Reintegration Services for Ex-offenders (RISE) was created through Mayoral Executive Order, prioritizing the needs of returning citizens. Its mission emphasizes and formalizes the commitment of the Nutter Administration to promote safer communities and reduce law enforcement costs, assisting ex-offenders to be constructive individuals who contribute positively to our Philadelphia community, thereby reducing recidivism. As a City department, rather than a contract agency, RISE now has an ability to take lead/coordinator/partner role with grant funding solicitations. There are additional synergies and efficiencies created from the sharing of City resources.

### **Establishment of the Philadelphia Reentry Coalition**

RISE convenes local, state and federal public service entities - led by RISE, the US Attorney's Office and the Pennsylvania Commission on Crime and Delinquency - and empanels working groups who convene monthly to develop a five-year county-wide plan to reduce recidivism. The Coalition was awarded a grant from the Pennsylvania Commission on Crime and Delinquency to support strategic planning. The Coalition coordinates and aligns existing services/resources to meet reentry goals, and has determined priority areas: assessments, referrals, data, employment and housing

### **Serve an Increasing Population with a Decreasing Budget**

RISE has increased reentry activity levels despite a decrease in funding from \$3.2 million to \$1.4 million. The number of walk-in clients serviced has doubled (944 vs. 2339) and the number of clients enrolled in services has increased (531 vs. 731). In addition, there has been a 31% increase in number of clients employed (180 vs. 253).

### **Ban the Box Legislation**

RISE has effectively rolled out a "Ban the Box" informational campaign and led an ex-offender focused campaign in conjunction with the Commerce Department and the Commission on Human Relations. RISE developed Ban the Box "FAQ's" and facilitated training sessions for Managed Reintegration Network partners. There were facilitated "town hall" sessions targeting high crime/reentry neighborhoods in South and Southwest Philadelphia and significant media coverage. Ultimately, the legislation should open more employment doors to returning citizens.

## **Deputy Mayor for Environmental and Community Resources**

### **Free Library of Philadelphia**

Siobhan A. Reardon, President and Director

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

The mission of the Free Library of Philadelphia is to advance literacy, guide learning, and inspire curiosity. Its vision is to build an enlightened community devoted to lifelong learning.

### **Technology Access for all Philadelphians**

The Free Library is the city's number one provider of free computer access. In 2011 the first four of an eventual six Hot Spots were opened, offering free computer use, training, and internet access to neighborhoods without libraries, in partnership with local organizations. In 2012, the Library continued its efforts to reach customers wherever there was need, launching a techmobile and extending its wireless network to Terminal E of the Philadelphia International Airport. The techmobile travels all over the city, in particular to underserved areas, offering free access to technology, such as iPads and laptops. Now offered weekly due to popular demand, the FLP hosts a free e-gadget help desk for customers who need guidance with their Nooks, iPads and other electronic devices.

### **Renovation of Parkway Central**

The Parkway Central Library, the Beaux Arts gem along the Benjamin Franklin Parkway, has launched a room-by-room renovation, which will eventually restore the entire building to its original grandeur. Since 2010, with the oversight of world-renowned architect Moshe Safdie, the two reading rooms adjacent to the main lobby, the Music Department and Philbrick Hall, have been entirely refurbished, restoring floors, ceilings, and windows and bringing new shelving, lighting, and modern furniture and computers. With the renovations, 2,500 square feet of space in each room was returned to public use, a teen center was established, state-of-the-art video walls were installed, and self-check computers were added for customer convenience. Additionally, Shakespeare Park, which connects the Library to the Parkway, was redesigned and now offers new landscape architecture and more benches for the public to enjoy. Further renovations to Parkway Central are underway in 2013.

### **Growth in Virtual Use / E-Books**

Since 2008, the way the Library responds to customer demand for materials has changed dramatically. Freelibrary.org is now the Library's busiest "branch," with nearly 6 million virtual visitors in FY12 alone, and the number of downloadable materials, like e-books and podcasts, has grown 50% since 2010. Also in the last year, visits to the Library's site from mobile devices has risen 42%.

### **Services for Children**

The Library continues to make services for children and school students a priority. In each of the past five years, more than 70,000 children attended LEAP, the Library's after-school homework help program in libraries throughout the city. Last spring, the Library partnered with the Local Education and Resource Network (LEARN) and the School District of Philadelphia (SDP) to present kindergarten registration panels for parents of children entering kindergarten the following fall.

### **Library in the Public Eye**

In spring of 2012, The Pew Charitable Trusts' Philadelphia Research Initiative launched the results of its year-long study, *The Library in the City: Changing Demands and a Challenging Future*, capturing the significance of the Free Library's place in the city and identifying challenges for the years ahead. Also in 2012, the Free Library acted as host for the Public Library Association's yearly national conference, bringing nearly 9,000 librarians from around the country to Philadelphia for the week-long event. Additionally, Siobhan Reardon, President and Director, was named Chair of the Board of LYRASIS, a national library services organization.

## **Parks & Recreation**

Michael DiBerardinis, Commissioner and Deputy Mayor for Environmental and Community Resources  
[www.phila.gov/parksandrecreation](http://www.phila.gov/parksandrecreation)

The Philadelphia Department of Parks and Recreation promotes the well-being of the City, its citizens and visitors by offering beautiful natural landscapes and parks, high quality recreation centers and athletic programs, important historic resources and enriching cultural and environmental programs.

### **Merger of Fairmount Park and Department of Recreation**

The merger of Fairmount Park System and the Department of Recreation created Philadelphia Parks & Recreation, one of the largest urban park and recreation systems in the world. Citizens now enjoy vastly improved access and opportunity with hundreds of recreation facilities and over 10,600 acres of parkland throughout the Philadelphia. In April 2009, Mayor Nutter appointed the first-ever Philadelphia Parks & Recreation Commissioner, Michael DiBerardinis, to oversee merger planning and implementation. From spring 2009 through winter 2010, seventeen public meetings were conducted throughout Philadelphia. These meetings engaged thousands of individuals in a discussion around the formation of PPR and the development of the department's new vision, mission and goals. In concert with these public meetings, PPR also initiated a robust staff engagement process. Staff from all tiers of the merging departments were actively involved to further develop the new Department's Vision, Mission, and Goals. The merger process highlighted the value and positive impact of public engagement and PPR is seeking to develop effective collaborative relationships that will continue to respond to new opportunities.

### **External Funding and Community Support for Public Pools and Ice Rinks**

With the support of numerous community and business partners through the Mayor's "Splash and Summer Fund," the Department of Parks and Recreation opened all 70 operational outdoor pools and 5 indoor pools for the past three summer seasons. Over the last three years, the Mayor's "Splash and Summer Fund" raised approximately \$1.7 million to keep pools open during the summer seasons. In addition to providing outdoor recreation for children, youth, teens, and families, the department also employed approximately 800 seasonal staff as part of operating and programming. There were 1,031,262 visits during the eight-week pool season and 2,744 swim lessons provided, representing a 53% increase over the previous summer.

Since 2010, the Department of Parks and Recreation has partnered internally and externally to make significant investments in each City ice rink facility. The Department's lead partner is the Ed Snider Youth Hockey Foundation who will make a four-year capital and programmatic commitment to each City ice rink facility. The department continues to run a seven-day a week operation at all ice rinks to expand public skating. This represents an additional full-day of public and community skating at City ice rinks.

### **A New Collaborative to Provide More Youth Development and Out-of-School-Time Opportunities**

Department of Parks & Recreation and Drexel University will jointly lead a collaborative project to expand youth development opportunities for children and youth living in the Mantua community. The parties' goals are to create more program choices during out of school (OST) time hours, to improve the quality of those choices, and to identify and support adult leadership in Mantua that can work with the parties in order to accomplish these goals. Ultimately, the parties hope to build a sustainable and energized youth development system in Philadelphia as well as an organizational model and coordinating organization able to lead the work. The structure would grow out of the parties' collective interests and should have a strong foundation in communities, and the families and institutions that reside there. This structure will have the ability to set compelling goals and strategies for the expansion and improvement of OST programs citywide. It will also be able to conduct exciting campaigns that invite everyone to join in this effort, to raise resources, and to collect data that will inform the participating entities about the effectiveness of their work.

### **Greening Schoolyards and Recreation Centers in Neighborhoods Currently Lacking Green and Play Spaces**

Starting in 2011, the Department of Parks and Recreation, in collaboration with the Philadelphia Water Department, partnered with the national non-profit Trust for Public Lands to undertake a greening pilot initiative at selected parks and recreation facilities in neighborhoods across the City lacking green space. In addition, as part of the School District's facilities master plan, schoolyards will also be considered and will be linked programmatically and through green streets to nearby parks and recreation facilities. With this pilot, supported by the William Penn Foundation and other external funders, approximately 7 to 10 parks and recreation facilities and schoolyards which are heavily underutilized and/or paved will receive high-impact greening treatments to transform them into viable public green spaces while helping to treat neighborhood stormwater run-off.

### **Collaborative Efforts to Increase the City's Tree Canopy**

To support the Mayor's tree planting target outlined in the Greenworks plan, in 2012 the department launched a neighborhood-based campaign "TreePhilly" to engage citizens, businesses, and communities in tree plantings around the city. A yard tree giveaway, funded by Wells Fargo, provided 4,000 free yard trees for the 2012 spring and fall tree planting seasons to Philadelphia property owners. In 2013, TreePhilly will giveaway another 5,000 free yard trees to property owners and community groups. Working in neighborhoods throughout the city, TreePhilly will help to increase tree plantings that benefit communities for years to come.

## **Deputy Mayor for Transportation and Utilities**

### **Philadelphia International Airport**

Mark Gale, Chief Executive Officer

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

Philadelphia International Airport (PHL) serves as the principal gateway for the fifth largest metropolitan population in the United States. Owned by the City of Philadelphia, the Philadelphia Airport System (comprised of Philadelphia International Airport and Northeast Philadelphia Airport) is operated by the Department of Commerce's Division of Aviation.

### **Advancing Airline Services**

In 2012, four airlines announced the start of service to PHL. In April, Virgin America became the first new airline to begin service at PHL in eight years with flights to San Francisco and Los Angeles. In June, Alaska Airlines began service to Seattle. Spirit Airlines announced plans to begin flights to Dallas, Myrtle Beach, and Las Vegas in 2013. JetBlue Airways will begin service to Boston in 2013. US Airways introduced new daily nonstop service between Philadelphia and Austin and San Antonio, Texas as well as seasonal international service to Shannon, Ireland. These services provide more options for business and leisure travelers and create dozens of new jobs at the airport.

### **Advancing PHL's Capacity Enhancement Program (CEP)**

In December of 2010, after a decade of work, the Federal Aviation Administration issued Record of Decision approving the PHL's multi-billion dollar capacity enhancement program. Over the course of 10 to 15 years the program will improve the airport's terminals, add a people mover system, create additional capacity to cut delays and expand cargo opportunities. The program is anticipated to support nearly 100,000 jobs during its duration and create more than 2,000 permanent jobs. In June 2012, the Airport selected a Program Management Office (PMO) to manage the CEP. The PMO contract was awarded to Global Program Partners (GPP). GPP is a tri-venture led by CH2MHill and Delon Hampton & Associates and CMTS. Delon Hampton & Associates and CMTS are minority businesses with national reputations for excellence in project management and project delivery. Both established Philadelphia offices in December 2012. In 2013, the City and our airline partners reached agreement on an initial billion dollars of investment to improve the B/C terminal, extend the airport's longest runway and begin design of a people mover system.

### **PHL Invests in New Customer Amenities**

Since 2008, the Airport has unveiled a number of major customer service improvements. In 2009, the airport opened a free on-Airport Cell Phone Waiting Lot situated about a minute from the baggage claim areas. The cell phone waiting lot can accommodate 150 vehicles and is one of the largest waiting lots in the nation and features large digital signs displaying flight information. In February 2010, the airport opened the \$45 million Terminal E Expansion consolidating Southwest Airlines operations to Terminal E. In addition to the new gates and the expanded seating area, there is a mini-food court and the Airport's newest permanent artwork, Cloudsphere, by Philadelphia artist Mei-ling Hom. An internationally-renowned artist whose work has been featured in numerous exhibitions, including exhibits at the Philadelphia Museum of Art, Hom's stunning creation was selected from a national Call to Artists by the City's Percent for Art program. The new combined D/E baggage claim opened the same month. In 2010, the airport also made wi-fi available for free throughout the terminals. In 2012, the airport has completed the process of entirely rebuilding the men's and women's restrooms in the oldest terminals. The restrooms now sport a bold fresh look with colorful décor, natural lighting and sparkling fixtures including new hands-free faucets, paper towel and soap dispensers, toilet seat cover dispensers, and trash receptacles. The new restrooms feature eco-friendly fixtures including LED lights, occupancy sensors to control local lighting, hand dryers, coreless toilet tissue and high-efficiency toilets and urinals. Vibrant artwork created by local children covers the exterior walls near the entrances to the new facilities.



### **PHL Achieves Record Participation by Minority and Women Owned Businesses**

In 2012, the Airport exceeded all three of its established disadvantaged business enterprise (DBE) goals. The City DBE goal was 32% and the Airport finished the fiscal year at 32.3%. This marks the first time that the Airport surpassed its City DBE goal. This achievement represents \$18.1 million (22.2%) in contract awards to minority business enterprises (MBE's) and \$8.2 million (10.1%) to women's business enterprises (WBE's). The federal DBE goal was 14.9% and the Airport finished the federal fiscal year at 15.4%, totaling \$10.7 million. The Airport Concession DBE (ACDBE) participation goal was 6.3%. The total ACDBE achievement as of the third quarter of the federal fiscal year was 25.7%, which represents \$54.1 million in total sales by DBE operators. This figure includes total gross sales generated by all concessionaires, total ACDBE sales, and the total dollar value of goods and services awarded to DBEs by the concessionaires.

Additionally, the Airport was recognized by the Conference of Minority Transportation Officials (COMTO) by being presented with the Philadelphia Chapter's first Ambassador Award in recognition of the Airport's support of the organization's mission and goals. Additionally, Airport CEO Mark Gale received the COMTO Executive of the Year award in recognition of his leadership, efforts and accomplishments in several areas including COMTO service, activities and contributions; hiring and promotion of minorities in executive management and supervisory positions; ensuring growth in contracting opportunities for historically disadvantaged business enterprises; and leadership in supporting equal opportunity and increased access for minorities.

### **Expanding Business Access through Economic Opportunity Forums**

In 2012, the Airport hosted three Economic Opportunity Forums. These forums are provided in order for disadvantaged business enterprises to learn more about business opportunities at Philadelphia International Airport. Two of the Forums were targeted for specific business opportunities (Concessions and Energy Services Company, better known as ESCO), while the Forum held in the fall, provided a broader view of both near and longer-term business opportunities. The Airport also provided an opportunity for DBEs to network with potential prime vendors. As a result, 342 attendees representing 272 companies and 26 exhibitors attended the Forum held in the fall.

## **Streets Department**

Clarena Tolson, Streets Commissioner

[www.philadelphiastreet.com](http://www.philadelphiastreet.com)

The Streets Department's mission is to provide clean and safe streets in a cost-effective and efficient manner. Included among the department's many duties are the ongoing collection and disposal of residential trash and recyclables, as well as the construction, cleanliness and maintenance of Philadelphia's entire street system.

### **Investing in Our Transportation Infrastructure for Drivers, Transit Riders, Pedestrians and Cyclists**

The Streets Department with a combination of federal, state and local funding completed construction of 12 projects worth over \$44,000,000 in 2012. Projects included the completion of the 40th Street bridge, 34 miles of paving, 29 miles of micro-surfacing, the South Street Bridge Tower Lighting system, and Schuylkill River park Pedestrian Bridge. In 2012, the department began to use micro-surfacing, on residential streets in place of traditional resurfacing, allowing the department to improve the roadway surface conditions at a reduced cost. In 2012, traffic signals were retimed on six corridors providing smoother traffic flows for drivers and transit riders. The department installed 422 pedestrian countdown signals at 68 intersections in 2012. To improve the pedestrian experience in neighborhoods across Philadelphia, the department designed, installed and is testing a variety traffic calming strategies, including raised cross walks and extending sidewalks at curbs. In partnership with the Mayor's Office of Transportation and Utilities we expanded bike parking for the growing number of Philadelphians that choose to travel by bike, installing 500 new racks and seven in-street bike parking corrals. In partnership with the Health Department and Planning Commission more than 300 directional signs for cyclists were installed across the city. In partnership with the Pennsylvania Department of Transportation a buffered bike lane was added to Walnut Street from 22<sup>nd</sup> Street to the City lane to accommodate high cyclist volumes.

### **Alley Light System Restoration**

In January 2012 work began to repair the entire system of lighting in over 5,800 alleys across the city. The project includes upgrading over 2,000 of the alleys in areas identified as high crime to higher voltage lighting and installing energy efficient LED lighting in 60 of the alleys. To facilitate access to alleys that have accumulated years of debris, trash, and overgrowth, the Department has partnered with the community groups who provide labor to clear the alleys. This program has developed into a partnership with the Streets Department, City Council, and local community groups coordinating efforts to improve quality of life, especially in areas of high crime; while improving lighting infrastructure.

### **New Rubbish Disposal Contracts Create Philadelphia Jobs and Save \$6 million Per Year**

New disposal contracts nearly eliminate landfilling of waste and include the development of a new technology with a \$22 million investment by Waste Management, Inc. to build a new facility to process waste and create an Engineered Fuel Product. These contracts will exceed the Greenworks goal of 70% to landfill diversion. In addition we will see disposal costs drop from \$68 to \$59 ton, saving approximately \$6 million in FY13. The contracts will also create more than two dozen new jobs in Philadelphia.

### **Recycling Reaches Record Levels**

Under the Nutter administration the city has experienced the greatest rise in recycling participation in its history with diversion rates rising from just over 7% in 2009 to a projected rate of close to 20% for FY13, a nearly three fold increase. The increase has been fueled by changes the Department has made in both the process of collection, implementation of single stream city wide, and addition of materials such as plastics, cardboard and various cartons, and the offering of Philadelphia Recycling Rewards.

### **Philadelphia Spring Clean Up Collects More Than 1 Million Pounds of Trash**

The first Philly Spring Cleanup in 2008 was recognized by Keep America Beautiful (KAB) as the largest single day, citywide Cleanup on record in the United States. We continue to have incredible success with our annual Philly Spring Clean up with over 1 million pounds of trash cleaned collected each year with the 2012 campaign marking the 5th citywide effort. 2012 saw a record breaking number of 348 community groups participate in the event with an estimated 12,000 volunteers joining the clean up. The City also formed a partnership with DOW Chemical that provided over 1,200 gallons of paint for graffiti removal.

## **Mayor's Office of Transportation and Utilities**

Rina Cutler, Deputy Mayor of Transportation and Utilities

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

The Mayor's Office of Transportation and Utilities (MOTU) is charged with building a shared vision for transportation and coordinating decision-making among City agencies and public and private partners in order to save money and improve conditions throughout the City's transportation system.

### **Maximizing Grant Opportunities to Preserve and Improve Our Infrastructure**

Coordinated by the Mayor's Office of Transportation and Utilities, the staff of the Streets Department, Water Department and Division of Aviation worked long hours to have projects ready for Recovery Act funding. The Streets Department and Division of Aviation received nearly \$70 million in grants to renew our aging infrastructure. The Philadelphia Water Department received \$200 million in low-interest loans made available because of the Recovery Act to replace 14 miles of water mains and rehabilitate our water treatment facilities. Maximizing the impact of the American Recovery and Reinvestment Act the city repaved hundreds of blocks, converted every traffic signal in the city to energy efficient LEDs, brought solar powered Big Belly trash bins and recycling units to South, North and West Philadelphia, deployed thousands of bike racks, reconstruct the airport's longest runway and brought state of the art baggage screening to PHL. MOTU has successfully secured \$40 million from three separate rounds of the U.S. Department of Transportation's highly competitive Transportation Investment Generating Economic Recovery (TIGER) Discretionary Grants Program. The funds have been used to fill critical gaps in the City's bicycle and pedestrian trail network, bring upgraded traffic signals and transit priority to corridors across the city and rebuild the SEPTA substation responsible for power to six of SEPTA's regional rail lines

### **Reestablished an Energy Office Earns Non-tax Revenue and Avoid Costs for Taxpayers**

In 2010, Mayor Nutter reestablished an Energy Office under the Mayor's Office of Transportation and Utilities to manage the City's more than \$80 million annual procurement of electricity, natural gas and steam and coordinated with the Mayor's Office of Sustainability (MOS) on driving energy efficiency.

The Energy Office tracks every departments' energy expenditures and finds ways to save money and energy. In partnership with the Mayor's Office of Transportation and Utilities (MOTU), MOS continues to make the utility bill management database more robust. Each month MOTU provides energy use reports to City departments, and more than 70 employees have received training on how to track energy use through the database. Armed with this information, departments and agencies better understand the opportunities and benefits of energy efficiency. By upgrading equipment for the Departments of Health and Public Property, the office has begun to save tax payers more than a quarter of million dollars a year through only three projects. By paying close attention to our utilities the Energy Office has not only saved the City money, but also earned more than \$1 million in revenue through participating in emergency energy reduction programs that go into effect to avoid blackouts or brownouts. During what are called Demand Response events, when energy consumption regionally is at its highest, large energy consumers reduce their demand (by turning off air conditioners at, etc) and help stabilize the entire region's energy consumption. This also helps us reduce our consumption at its peak. By reducing our peak consumption the Energy Office has saved the city an additional \$436,000.

### **Achieving Renewable Energy Goals**

With leadership of the Energy Office the City has also positioned itself as a sustainability leader by voluntarily purchasing a portion of our electricity from renewable sources, such as wind, through purchasing renewable energy certificates (RECs). Mayor Nutter's Greenworks Philadelphia plan pledges that 20 percent of the electricity used in Philadelphia will come from alternative energy sources, and we as a municipal government are setting an example for the rest of the City by meeting this goal internally. We have purchased wind renewable energy certificates covering 20 percent of the usage of the General, Aviation, and Water Funds (excluding Street Lighting) through the end of 2013, at a cost of \$139,500. Historically, the City has actually purchased renewable energy covering a smaller percentage of its usage for approximately \$400,000. This purchase has earned us the #7 spot of the EPA Green Power Partnership's Top 20 List of Local Government purchasers of renewable energy, and the #37 spot on the National Top 50 List overall. It puts us in line with our peer cities such as Washington, D.C. and San Francisco. The Energy Office also played a critical role in the

completion of a solar PV installation, the first owned by the City of Philadelphia, at the Philadelphia Water Department's (PWD) Southeast Water Pollution Control Plant. The PWD installed a 250kW solar photovoltaic system, which was completed as a result of Philadelphia's partnership with the U.S. Department of Energy's (DOE) Solar America Cities program. The solar array, which produces enough energy to power 28 homes each year, also contributes to a goal of the Greenworks Philadelphia sustainability plan, to purchase or generate 20 percent of electricity used in the city from alternative energy sources by 2015.

### **Complete Streets Policy, Legislation and Handbook Makes Philadelphia a More Livable and Vibrant City**

In 2009, Mayor Michael Nutter issued an executive order, ensuring that the City's streets would accommodate "all users of the transportation system be they pedestrians, bicyclists, public transit users, or motor vehicle drivers." In doing so he made a promise that all of the City's streets would be designed, built, and maintained as "Complete Streets." In 2012, City Council passed legislation introducing complete streets approach into the City Code. 2012 also saw the completion of The Philadelphia Complete Streets Design Handbook. The handbook is a tool for City and State agency staff, design professionals, private developers, community groups, and others involved in the planning and design of streets in Philadelphia. The Philadelphia Complete Streets Design Handbook illustrates preferred multimodal street design and management practices within the City of Philadelphia and provides project review checklists to ensure these designs and practices are applied to new, reconstructed or redesigned City streets. The Handbook catalogues existing local policies and design standards related to design of streets, sidewalks, intersections, and other elements in the public right-of-way. It also provides recommended policies and practices where they did not previously exist.

### **Parklets and Pedestrian Plazas Transform Thinking about Underutilized Street Space**

Small spaces can make a big difference in a neighborhood. Creating new pedestrian spaces improves the quality of life in Philadelphia's neighborhoods and commercial corridors. The Mayor's Office of Transportation and Utilities built on the success of our Parklet Pilot program in 2011 and supported bringing parklets to neighborhood across Philadelphia in 2012. Parklets are small platforms that take the place of parking, with seats and tables that allow people to stop, sit and enjoy their neighborhood street life. They can act like a front porch or stoop to hang out on. Governing Magazine featured the program in their 2012 issue. The Woodland Avenue Pedestrian Plaza is the first completed project of the City of Philadelphia's Pedestrian Plaza Program, which seeks to reclaim these unused swathes of asphalt and concrete by turning them into new public parks. In September, the University City District with MOTU and Streets department transformed a bleak traffic triangle at 42nd Street into vibrant, verdant urban oasis complete with trees, planters, bistro tables and umbrellas.

## **Philadelphia Water Department**

Howard Neukrug, Commissioner

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

The mission of the department is the planning, operation and maintenance of both the physical infrastructure and the organized personnel needed to provide high quality drinking water, and to provide an adequate and reliable water supply for all domestic, commercial, and industrial requirements, and to manage wastewater and storm water to protect and improve the quality of the region's watersheds, especially the Delaware River and the Schuylkill River.

### **PWD Expands Investment in Infrastructure Stability**

PWD is increasing its re-investment in its infrastructure and has taken steps to do so in a more effective and efficient manner. The Department initiated a new capital planning program aimed at aligning key infrastructure needs with financial planning. The largest Capital Planning Prioritization Model of a water distribution system in the world was completed to prioritize and replace pipes based on risk and consequence of failure. A cutting-edge Contaminant Warning System was implemented to protect the drinking water supply and distribution system of the City.

PWD designed \$145 million in capital projects in 2012 and renewed or replaced 25 miles of new water and sewer pipes. Despite some high profile and destructive water main breaks in 2012, PWD realized a 58-year low in total annual breaks. Major new sewer projects were initiated, including the \$47 million Venice Island project, and other major sewer projects were completed, including the \$48 million State Road project. Beginning this year, PWD is ramping up its capital program from \$170 million per year to \$250 million per year.

### **Green City Clean Waters Begins to Transform Philadelphia**

In April 2012, USEPA Administrator Lisa Jackson and Mayor Michael Nutter signed the historic *Green City, Clean Waters Partnership Agreement* at a ceremony at the Fairmount Waters Works. The event symbolizes how far we have come as a City in gaining support for and recognition of the green approach to solving water pollution problems. EPA has embraced Philadelphia's program to restore our waterways through the use of cost effective and community beautification green stormwater infrastructure practices to manage stormwater runoff. *Green City, Clean Waters* has become a national model. To date, 1,100 greened acres have been constructed citywide, reducing runoff by over 500 million gallons per year. Over 68 green roofs (21 acres) and 117 porous pavement systems (54 acres) are planned or built and an additional 80 green infrastructure projects have been designed or constructed on or near our public streets.

### **PWD Opens a "Class A" Biosolids Facility Reducing Costs and Community Impacts**

In February of 2012 a \$75 million "Class A" biosolids facility began operations at a site near the Philadelphia Airport. This facility converts sewage treatment waste into pellets which are suitable for farm application as fertilizer and sold in Pennsylvania, Maryland, Virginia, and Florida. In the process, vital nutrients are recovered from the waste stream and sewage gases are reused as a fuel for the facility. PWD's private operator for the facility, PBS/Synagro, continues to meet or exceed all contractual requirements and monetary targets. The requirements including reducing the costs to rate payers of sewage treatment and reducing the impacts on the community by nearly eliminating odors associated with sewage treatment. PWD develops biogas cogeneration plant to reduce its environmental impact and cut costs: Construction is underway on the project to transition the Northeast Water Pollution Control Plant (NEWPCP) to the use of green power. The \$45M facility - which will feature gas cleaning equipment, four 1.4 MW reciprocating engines, and state-of-the-art air pollution control equipment - will use methane (biogas) produced by existing digesters to safely generate power and heat for the facility. Upon its completion at the end of 2013, this conversion will result in green energy accounting for more than 80% of the NEWPCP's power consumption (approximately 44MWh/year).

**PWD Pilots Innovative Heat Recovery System**

A large-scale pilot heat recovery system was installed and is operational at the Southeast Water Pollution Control Plant, and it is the first of its kind in the country. The system extracts heat from wastewater and uses it for facility heating. The project was accomplished at no cost via grant funding and was installed by NovaThermal Energy. Detailed cost analyses and scale-up feasibility are pending the outcomes from the 2012/2013 heating season.

## **Office of the Director of Finance**

Rob Dubow, Director of Finance

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

The Director of Finance is the chief financial officer of the City and all powers and duties concerning finances, accounting, and budgeting in the executive branch are directly or indirectly the Director's.

### **Budget and Financial Management**

The Office of the Director of Finance has been a strong steward of fiscal prudence through the financial crisis and economic recession. Since 2008 the City has had to close more than \$2.5 billion in projected Five Year Plan deficits as its tax revenues fell far below expectations and its pension obligations grew. The Office of the Director of Finance managed to close this deficit through more than \$135 million in General Fund expenditure cuts and the elimination of over 1,600 General Fund funded positions (a 6.5% decrease in the workforce) across almost all departments and services, temporary reductions in contributions to the pension fund which have been paid back with interest and increases in sales and property tax rates, and a tax amnesty program. The recession continued to impact the Philadelphia economy resulting in fund balances of -\$137 million in FY09 and -\$114 million in FY10. As a result of the City's aggressive budget balancing measures, the City ended FY11 with a positive fund balance of \$92,000. This was a significant achievement, and took careful management of expenditures by departments and agencies across the City. The City was able to increase this fund balance to \$146.7 million at the end of FY12 and is projecting to maintain a fund balance of more than \$100 million at the end of FY13. While the extensive cuts that were necessary to return to the City to positive fund balances were difficult to make, they were implemented in a way that was designed to minimize the impact on services.

### **32 years of GFOA Certificates of Achievement for CAFR**

For the 32nd year in a row, the Office of the Director of Finance (Accounting Division) received the Government Finance Officers Association (GFOA) Certificate of Achievement for Excellence in Financial Reporting related to publication of the City's Fiscal Year Comprehensive Annual Financial Report.

### **Successful Oversight of Recovery Act Funds**

The Recovery Office managed the successful oversight of \$278 million in Recovery Act funds that were awarded to the City as of December 31, 2012, as well as an additional \$76 million that were awarded to quasi-City agencies such as the Philadelphia Housing Development Corporation and Philadelphia Workforce Investment Board. Related to the \$278 million for which the City has direct responsibility and for solely the fourth quarter of 2012, 229 full time equivalent jobs were created or saved.

### **Increased Efficiency and Improved Customer Service**

The Office of Administrative Review (OAR) has successfully reduced the wait time to schedule a hearing to appeal a code violation notice from a high of ten months in FY11 to three weeks in the second quarter of FY13. Additionally, OAR's call center's response time has decreased from a high of 8 minutes, 4 seconds in FY11 to one minute, 38 seconds in the first quarter of FY13. Notifications of code violations are now being issued within a month, down from six months in FY11.

Under the guidance of the Office of Risk Management, and in furtherance of their mission to improve worker safety in City departments and drive down the associated costs, the number of departments with formal safety programs has increased to 82 percent of all departments. Injuries were down seven percent from FY10 to FY11 and again from FY11 to FY12. From FY11 to FY12, the number of injuries decreased from 3,400 to 3,170. The cost of injuries has decreased by 21 percent from \$27 million in FY11 to \$21.3 million in FY12. Another Risk Management success is that the time to process claims has been reduced from a high of 16 weeks in FY11 to one or two weeks in FY 13. Industry data indicates that quicker response times on claims means better ability to control claim costs. In the Bureau of Administrative Adjudication, residents are now able to appeal their parking tickets online without having to come into the office for in-person hearings. A process for hearings by mail has also been implemented to allow for residents to formally appeal by mail, rather than in person.



**Increased Transparency and Focus on Ethics**

The Finance Division remains focused on transparency and ethics across its multiple functions. The Bureau of Administration Adjudication (BAA) worked diligently over the last several years, since the hiring of its new director in 2010, to provide transparent and ethical processes and procedures to ensure that citizens have fair and reasonable hearings. Additionally, in the last year, the BAA updated its website with frequently asked questions to ensure that residents have a better understanding of the process. The Contracting Unit works daily to educate all City departments on transparency in the professional services contracting process and adherence to Chapter 17-1400 of the Philadelphia Code, which was established to ensure an open, transparent and ethical process around citywide professional services contracting. In addition, the Finance Department, in cooperation with the City Treasurer's Office, has been diligent in employing open transparent processes for the selection of bond professionals, a shift from past practices where selections may have been based on relationships and not qualifications. Further, through its work with the Office of Property Assessment in implementing the Actual Value Initiative, Finance has shown its commitment to ensure transparency and fairness in the citywide tax assessment process.

## **Board of Pensions and Retirement**

Francis X. Bielli, Executive Director

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

The 9-member Board formally approves all benefit applications, but its major role is that of 'trustee', to ensure that the Retirement System remains actuarially and financially sound for the benefit of current and future benefits recipients. The Board, with the assistance of its professional consultants, develops the policies and strategies which will enable the Board to successfully execute its fiduciary obligations.

### **Expenditure Reductions**

In FY12, the Board reduced its salary expenditures for the second consecutive year and reduced its overtime and temporary staff expenses for the third consecutive year. By delaying the filling of vacancies and eliminating the use of overtime and temporary employees, the Board's overall Class 100 expenditures for FY2012 were nearly \$159,000 less than in FY10. This is a significant reduction compared to the period from FY00 through FY09, during which expenditures for overtime and temporary staff averaged more than \$131,000 and \$64,000 per respectively. Additionally, in FY12 the Board reduced its Class 200 expenditures to \$1,478,561, which was over \$248,000 less than in FY11. This also marks significant reduction of nearly \$554,000 from the Board's all time high of \$2,032,190 in Class 200 expenditures in FY09.

### **Electronic Funds Transfer of Pension Payments**

The Board continues to increase the percentage of monthly benefit recipients who receive their payment through electronic funds transfer (EFT). Early in FY12 the number of EFT recipients surpassed 30,000. That number now stands at 30,406, representing 88.12% of the Boards monthly payments. This represents an increase of nearly 1,700 pensioners since the end of FY08. Since EFT recipients receive quarterly statements instead of monthly checks, the increased participation since FY08 means that the Board consumes 10,000 less sheets of paper and pays the United States Postal Service for 10,000 less pieces of mail on an annual basis.

### **New Asset Allocation Strategy**

The Board approved a new asset allocation strategy in FY12. The new asset allocation plan is designed to meet our assumed earnings rate while reducing risk and ensuing an adequate income stream.

### **Improved Process to Begin Pension Benefits**

The Board has refined its process for scheduling retirement interviews. New retirees now meet with a pension counselor within two weeks of their retirement date, roughly half of the time it had taken in the past. This ensures the payment of a pensioner's initial check, which also triggers the start of payments for retiree health coverage, in a timely manner.

## **Office of Property Assessment**

Richie McKeithen, Chief Assessment Officer

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

The Office of Property Assessment values all real property within the City of Philadelphia. These valuations are the basis for property taxes that support Municipal and School District operations as determined by City Council.

### **Separation of the Tax Assessment from the Appeals Functions**

The processes for assessing taxes and for appealing tax assessments have been separated, thereby removing the inherent conflict of having the same agency responsible to both assess taxes and then hear appeals on their own assessments. In May 2010, Philadelphia residents voted in favor of replacing the Board of Revision of Taxes (BRT) with two separate agencies: one to assess all real property (now the Office of Property Assessment, OPA) and another to handle the appeals. In late 2010, the Pennsylvania Supreme Court ruled the shift of assessment duty from the BRT to the new OPA was lawful, but that an amendment to state law was needed in order to replace the BRT in its capacity as an existing appeals board. As a result, the BRT remains in place as the assessment appeals board.

### **Establishment of a Professional, Trained Staff**

In June 2010, the Mayor, with the approval of City Council, appointed a professional assessor, Richie McKeithen, to be the first Chief Assessment Officer of OPA, and in August 2010, the Office began working towards a full real estate tax reassessment. In addition, to ensure that assessments are performed in a consistent manner, all OPA employees have been trained and all assessors are required to obtain professional certifications.

### **Implemented a New Accurate and Fair Property Tax Assessment System**

Over the last two years, OPA, with the assistance of other agencies throughout the government, has been working to overhaul the Property Tax assessment system, under a program known as the Actual Value Initiative (AVI). AVI involves two key components: a comprehensive reassessment of all 579,000 parcels in the city to ensure that they are fair and accurate, and simplifying the tax calculation to make the system easier to understand. The process began with a sales analysis and validation of 86,000 arms-length transactions, going back several years. Preliminary statistics were also calculated, relevant permits were checked and inspected, and field inspections began in the fall of 2011. Trained evaluators were deployed around the city, inspecting and recording all relevant property characteristics into the assessment system. Property valuation models were developed, with thorough statistical testing and validation to ensure accuracy and consistency. In February, 2013, new assessments for tax year 2014 were mailed to all City property owners.

### **Communicating Accurate Assessments & Potential Relief Measures to Residents and Businesses**

Although getting accurate assessment values is the most significant goal of AVI, communicating a significant program change across the city has been another large initiative. For approximately one year, a team within Finance, the Mayor's Office, and OPA have been speaking at community events, describing the changing assessment process, and the potential impact on property owners across the City. A new call center was established to allow property owners to call with any questions, and new online features were established on the City's websites. Before AVI was implemented, commercial properties were valued much closer to their actual values than were residential properties. As a result, the accurate values produced by AVI will shift some of the tax burden from commercial buildings to residential property owners. In order to provide relief from some of the increases in residential property taxes caused, in part by this shift in tax burden, the Mayor introduced, and City Council passed, a homestead exemption. The OPA has been administering this new program since June 2012, including mailing all residential property owners a brochure describing the new program and a pre-populated application, as well as providing other application methods, including online forms and an ability to call the hotline to complete the application. Alongside the other community forums that the team has attended, specialized "homestead workshops" were established in communities that are typically harder-to-reach with traditional media. Additionally, OPA, the Mayor's Office, Law, Records, and Finance have also been working to ensure properties with "tangled title" issues are able to take advantage of the homestead exemption relief.

**Established a First Level Review Process**

OPA has amended the assessment appeal process to allow property owners to have a “first level” review with the evaluator of record to discuss why they feel the value of the property is not correct. If the owner is not satisfied with the outcome of the review, they can formally present their case to the BRT, and then, if not satisfied with the BRT ruling, file a legal petition in the Court of Common Pleas.

## **Department Of Revenue**

Keith Richarson, Revenue Commissioner

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

The mission of the Department of Revenue is to collect all revenue due to the City and tax revenue due to the School District of Philadelphia and to do so promptly, courteously, and in a manner that inspires public confidence in the integrity and fairness of the Department.

### **Improved Coordination with Law Department to Enhance Collections**

Through a Memorandum of Understanding, the Tax Unit of the Law Department was merged into the Department of Revenue to ensure a closer relationship aimed at streamlining enforcement activity and strengthening collections. The physical relocation of the Law Department's Tax Unit to the Municipal Services Building with the Department of Revenue took place in November 2012. This puts the Department in a better position to enhance collections as outlined in the new Collections Strategy announced by the Mayor in February, 2013.

### **Tax Compliance of City Vendors**

For vendors, the City Controller and Revenue have had a longstanding process in place to withhold payment from vendors who are tax delinquent. Revenue has built on the process by requiring tax checks of all vendors **before** the City enters into a contract with them, requiring compliance before contracting can occur. Additionally, Revenue is working with quasi City agencies and area Universities to request their cooperation in employing a similar policy to check tax status of their vendors. In early fiscal year 2012, the Revenue Department launched an on-line process for vendors so that they could get compliance certificates on-line to submit with their proposals/bids for City business. The on-line process allows potential vendors to check for any tax debt issues, receive a compliance certificate if they are compliant, and if not, advises them who to contact in order to resolve tax issues before they are retained.

### **Tax Compliance of City Employees**

Revenue has conducted several successful efforts to ensure that current and prospective City employees, as well as all City Board and Commission members, are tax compliant. In fiscal year 2010, Revenue worked cooperatively with the City Controller's Office to determine the tax status of all city employees and to enforce collection, either voluntarily or through non-voluntary payroll deductions in cases where an employee did not comply. This process netted \$3.8 million. Additionally, a process has been put in place to check the tax status of all prospective City employees, requiring them to either pay what they owe in full or enter into a payment agreement before they are hired. Revenue has also worked with the Board of Pensions to ensure pensioners' tax compliance. For pensioners who did not respond to letters requesting compliance, the first pension check withholding took place in August 2012, collecting \$152,000 from about 400 pensioners. In total, \$2.7 million to date has been collected through this effort. Late in FY12, Revenue launched an additional phase of on-line tax clearances, this time for persons seeking employment with the City. Similar to the process for vendors, the on-line process allows prospective hires to check for any tax debt issues, receive a compliance certificate if they are compliant, and if not, advises them who to contact in order to resolve tax issues before they are hired.

### **Improvements in the Sheriff Sale Process and Coordination with L & I Around Vacant/Blighted Properties**

The Tax Unit has been working with outside counsel to increase the number of properties offered for Sheriff Sale, with a goal of bringing 600 new properties to Sheriff Sale each month. The Unit has been able to bring approximately 150 properties each month to Sale, compared with an average of 50 properties a month before Amnesty. In partnership with Licenses & Inspections (L&I), the Tax Unit is also working on two different projects to collect revenue and reduce blight. The first involves securing L & I's liens so that properties with code violations can be brought to Sheriff Sale, even if the properties do not have tax liens. Selecting a few, high profile large-scale property owners can set an example for other large-scale property owners that the City is serious about cracking down on vacant property neglect. The second project is the identification of approximately 25 properties for which L & I has asked the Tax Unit not to allow the owner to enter payment agreements due to their blighting impact on the neighborhood. Entering a payment agreement stops the use

of Sheriff Sale, but does not address the blight issue. By preventing the payment agreement, the owner must either pay in full, or could be taken to Sheriff Sale, thus allowing for a better outcome for that particular property.

**Hosting a Regional Tax Officials Conference**

Secured the hosting privilege for the regional state tax association conference for the Northeastern States Tax Officials Administration (NESTOA) in September 2013.

## **City Treasurer's Office**

Nancy Winkler, Treasurer

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

The mission of the City Treasurer is to manage new and outstanding City debt in accordance with the City's Debt Management Policies, maximizing the value received from new financings and minimizing interest and transaction costs; manage custodial banking for all City funds by encouraging standards and practices consistent with safeguarding City funds; serve as the disbursing agent for payments from the City Treasury by distribution of checks and electronic payments in the most modern, secure, effective, and efficient method; and maximize amount of cash available for investment after meeting daily cash requirements, thereby providing a source of revenue to support the City's financial commitments.

### **Bond Rating Increase from BBB to BBB+**

Over the course of the last two years, the Treasurer's office undertook a systemic analysis of the City's general obligation bond rating and developed a strategy to seek an upgrade from Standard & Poor's. The strategy focused on emphasizing the City's economic stability in the fiscal downturn relative to other large cities, pointing out the success of the recovery plan that was developed in 2009, emphasizing the stability that the higher education and medical sector of the economy provide, and discussing how City managers are able to manage on very narrow budget margins. Standard & Poor's changed the outlook from stable to positive in April 2011, and awarded the upgrade from BBB to BBB+ (positive) in April of 2012. An important impact of this rating increase is that it has helped to lower City borrowing costs.

### **Debt Service Savings for both General and Revenue Funds**

Through various debt restructurings, the Treasurer's Office has produced substantial debt service savings to the City's General Fund, as well as the City's Revenue Funds. On the general fund side, the Treasurer's Office has completed five separate refundings and seven letter of credit restructurings and renegotiations, which have generated lifetime budgetary savings of \$81 million. In fiscal years 12 and 13, \$17.23 million of savings have been realized, and \$28.4 million of savings will be realized in Fiscal Years 14-18. For the Revenue Funds, the Treasurer's Office led four different bond refundings and 13 letter of credit restructurings/replacements for the Airport, Water and PGW, saving ratepayers in aggregate \$59.78 million over the life of the bonds. In the fiscal years 12 and 13, \$15.2 million was saved, and \$41.9 million of savings will be realized in Fiscal Years 2014-2018.

### **Generated a \$22.6 Million Deposit to Pension Fund through a Unique Financing Transaction**

For two years the Treasurer's office evaluated over ten different proposals to restructure a non-callable zero coupon bond that had been issued in 1999 to fund the pension fund. A single investor was willing to sell a large holding of the zero interest bond at a market loss; however the budget impact on the City to buy it back would have increased debt costs in the short run. The Treasurer's Office was able to execute a market purchase and simultaneously sell bonds to fund the purchase. This transaction did not increase debt service in any year and also generated one-time \$22.6 million deposit to the Pension Fund.

### **TRAN Savings through Competitive Bond Sales**

For the last two years, the Treasurer's Office has instituted competitive sales of the City's annual cash flow borrowing known as the Tax and Revenue Anticipation Note (TRAN). As part of this process, and for the first time, the notes have been sold on an internet platform and awarded to the lowest bidder. Thirty-four bids were received in 2011 and 27 bids were received in 2012. The annual net interest costs were lowered by \$1.5 million in 2011 (versus 2010) and by \$1.69 million in 2012 (versus 2010).

### **Increased Transparency and Competition in Selection of Services**

The Treasurer's Office has been diligent in employing open transparent processes for the selection of financial advisors and bond professionals, a shift from past practices where selections may have been based on relationships and not qualifications. The Treasurer's Office is employing a number of steps to increase competition and transparency in the selection of professional advisors, including the use of Requests for Proposals and Requests for Information for the selection of underwriters, letter of credit (LOC) providers, commercial banking services, financial advisors and bond counsels. The Treasurer's Office issued a RFI for

Underwriting Services, using this process to solicit ideas and to select firms bringing unique and actionable debt ideas for senior-manager positions on transactions. This helps the City attract creative and strong financing ideas, while lowering the borrowing cost to the City. As part of the process to increase competition, the Treasurer's Office has also prioritized the inclusion of Minority, Women, and Disabled Owned Business Enterprises (M/W/DBEs). The Treasurer's Office has increased the participation of M/WBE investment banking firms by including firms as co-senior manager or bookrunning senior manager on every transaction. Additionally, a minority commercial paper dealer has been added to the Airport commercial paper program, a first for the City. A conference was held in New York to promote the City's credits to LOC banks. This helped to increase the number of respondents to RFIs issued subsequently and substantially lower LOC fees. Another investor conference will be held in Philadelphia in April, 2013. Additionally, the Treasurer's Office plans to competitively procure commercial banking services, a practice not employed in the past, using a comprehensive RFP to be issued in March of 2013.



## **Law Department**

Shelley R. Smith, City Solicitor

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

The City of Philadelphia Law Department is responsible for providing legal advice to all officers, departments, boards, and commissions within the City concerning any matter arising in connection with the exercise of their official powers. Included within this responsibility is the collection of all fines, taxes and other debts owed the City, the representation of the City and its officers in litigation, the preparation of ordinances for introduction in City Council, and the negotiation and preparation of City contracts.

### **Assistance to Homeowners through the Residential Mortgage Foreclosure Diversion Program**

The Law Department provided significant support and assistance to the Residential Mortgage Foreclosure Diversion Program in the Philadelphia Court of Common Pleas, which has received national recognition as a model government initiative. Today, Senior Attorney Lesia Kuzma provides continuing assistance to the Court and the program as Chair of the Mortgage Foreclosure Steering Committee, and the department has implemented new outreach efforts for housing counseling agencies to improve the effectiveness of this program.

### **Reduced Reliance On Outside Counsel**

Despite a significant increase in litigation filed against the City, there has been a decrease in the cost of outside counsel of 32% from FY2008's total of \$4.9 million to FY 2013's estimated costs of \$3.3 million.

### **Improved Collection Strategies**

Better management of outside collection agencies and co-counsel resulted in more than \$10 million of additional collections from those sources. Since 2008, the Law Department and Revenue Department have streamlined the joint operations of those departments to achieve greater efficiencies, a more coordinated collection effort and better service to citizen taxpayers. Increased efficiency from the Tax Unit working with Revenue is illustrated by two examples. First, the entering of payment agreements negotiated by the Law Department into the Revenue Department's system so that taxpayer receives coupons, payments are processed automatically by Revenue machines upon return with the coupon and Tax Unit staff no longer spend their time manually processing payments. Second, taxpayers can now check their tax compliance status themselves by going to the Revenue Department website. Moreover, Revenue has established a unit to help delinquent taxpayers understand their liabilities and become compliant.

### **Increased Permanent Homes for Children**

The Law Department provides representation to DHS in thousands of cases each year. In 2008, the number of children who achieved permanent homes and exited the care of DHS either through adoption or permanent legal custody was increased by 25% for both of those permanency options. The Law Department annually files approximately 1,000 petitions to assist DHS to achieve the increased permanencies.

### **Verizon Cable Franchise Contributes Revenue and Grant Funds to City**

Between 2008 and 2009, Law Department attorneys negotiated a 15 year cable television franchise with Verizon Pennsylvania, Inc. These attorneys also advised the Administration and City Council through City Council's passage of an ordinance authorizing the franchise. Under the franchise agreement, Verizon will build out its network and provide its FiOS cable service throughout the City over a period of seven years. City revenue from the 5 per cent franchise fee is projected at \$23 million over the 15 year franchise term. In addition, Verizon will make payments totaling more than \$11 million to fund a technology grant to the City and for public, educational and governmental (PEG) access.

### **The Office of the City Representative**

Desiree Peterkin-Bell City Representative

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

The Office of the City Representative (OCR) oversees ceremonial functions, international protocol, and is the marketing, public relations and branding arm of the City of Philadelphia, active in the development, promotion and execution of large-scale and multi-day events intended to attract visitors, new residents, add leisure options to enrich the quality of life for citizens, and serve as an economic development vehicle.

### **Successfully Produced Annual Welcome America Fourth of July Festival**

Wawa Welcome America (WWA) is Philadelphia's multi-day celebration of the Fourth of July, with "the largest free concert in America." In February of 2010, the OCR secured Wawa Inc. for the multi-year role of title sponsor of Welcome America at a 40% increase over previous title sponsorship revenue. In January 2013, the OCR announced a partnership with VH1 which will result in an exclusive national broadcast and live simulcast of the Philly 4<sup>th</sup> of July Jam concert over VH1 and its Palladia and VH1.com outlets.

### **Expanded the Prominence of the Philadelphia Marathon**

The Philadelphia Marathon Weekend has grown from a field of 16,000 participants in 2008 to over 30,000 runners in 2012. Philadelphia Marathon Weekend is promoted as a destination for runners to compete in a top-ranked Marathon—rated 5<sup>th</sup> of "ten best first time marathons for runners" by Forbes Editors Choice, a "best fall marathon" by Running.about.com, and recognized as 8<sup>th</sup> in national rankings by Running USA—while identifying Philadelphia as an attractive destination for the thousands of friends and families who accompany runners. The Philadelphia Marathon is a strong economic event driver in the city and regional economy, with an economic impact that has more than doubled from a reported \$15,393,218 in 2009 to a reported \$32,524,440 in 2012, based on a Temple University study.

The OCR introduction of the Philadelphia Marathon Charity Partners Program in November of 2008 has evolved to the Marathon hosting 34 Charity Partners in 2012 to raise \$1.2 million for local, national and international causes. In 2012, the Philadelphia Marathon reacted to the Hurricane Sandy-related cancellation of the ING New York City Marathon by receiving nearly 1,500 registrants from the displaced NYC runners. In an effort to continue OCR goodwill efforts to our displaced runners and affected families, \$150,000 was raised for the American Red Cross Hurricane Sandy Disaster Relief Fund.

### **Marathon Becomes the Greenest Large-Scale Event in Philadelphia**

The Philadelphia Marathon-In collaboration with the Streets Department, RISE, the Mayor's Office of Community Empowerment and Opportunity, Mayor's Office of Sustainability, Mayor's Office of Civic Engagement, Police, Philadelphia Parks & Recreation, and a public-private partnership with Waste Management Corporation, over 87% waste diversion was achieved through recycling and composting to become the greenest large-scale event in the City. The Council for Responsible Sport, a leading authority in the greening of participatory sports events, is evaluating the Sustainability and Community Involvement contributions of the Marathon for a 3-year Green Certification.

### **Showcase the City's Growing Fashion Community**

The Philadelphia Collection was launched in 2010 as a promotional partnership led by the Office of the City Representative and the Center City District/Philadelphia Retail Marketing Alliance. The program showcased the City's growing fashion retail community and increased exposure for its local design community through marketing, public events and media outreach. In 2012, The Philadelphia Collection increased its participation by more than 35 percent to offer approximately 100 fashion-themed events and a series of in-depth panel discussions featuring retail and design experts from across the country.

The Philadelphia Fashion Incubator was launched at Macy's Center City March 1, 2012 to represent a partnership between the Office of the City Representative, the Center City District/Philadelphia Retail Marketing Alliance, and Macy's Center City Philadelphia, along with the city's prominent design schools—Drexel University, Moore College of Art and Philadelphia University. It was created to select four aspiring

Designers in Residence (DIRs) who each received a year of workspace and the essential mentoring and business resources needed to run and sustain successful fashion companies in Philadelphia.

### **Raised the Profile of Philadelphia Nationally and Internationally**

"With Art Philadelphia" and Made In America were two new high profile events that occurred in 2012. Last April, the Barnes Foundation opened the doors to its brand new home and Made In America, the first ticketed concert festival produced on the Parkway, was held in an outside gated Parkway "venue" over Labor Day Weekend. The opening of the Barnes was highlighted in a major communications and marketing effort—"With Art Philadelphia"—spearheaded by GPTMC with assistance from the OCR and the Mayor's Office of Arts, Culture and the Creative Economy and in collaboration with visual arts organizations throughout Philadelphia. Now in its second year, the campaign continues to yield broad international attention to the visual arts scene in Philadelphia and increase tourism.

*Made in America* required extensive outreach by the OCR to the cultural institutions and other stakeholders on the Parkway, the general public, and the media in order to manage expectations about the nature of the event. The OCR utilized its collective experience of best practices in maintaining communications and community relations honed in producing and creating large-scale events which also impact the resident cultural institutions, businesses and residential communities bordering the Parkway. *Made in America* was a successful experiment in event production that yielded a wealth of intelligence that may be adapted for future gated events on the Parkway and far exceeded all expectations of room night benefits to the Philadelphia hotel industry.

## **Boards and Commissions**

### **Mayor's Commission on Asian American Affairs**

Nina Ahmad, Commission Chair

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

The Mayor's Commission on Asian American Affairs is charged with keeping the Mayor and Administration officials apprised of issues and concerns in the Asian American community and serving as a connector between the Asian American community and social service, community, cultural organizations and City government.

### **Re-Establishment of the Commission**

On January 8, 2009, Mayor Michael A. Nutter re-established the Mayor's Commission on Asian American Affairs (MCAAA) recognizing that the needs and issues of Philadelphia's increasingly diverse Asian American population were to be reflected in the City's agenda and decision-making processes. The 25 member all-volunteer Advisory Commission representing the multi-ethnic Asian Diaspora in Philadelphia has been actively engaged in identifying issues important to the community, collaborating with other organizations working on common issues and made recommendations after soliciting input from a variety of sources and put into action what was feasible within its purview.

### **Work with the Census**

The Commission worked closely with U.S. Census Bureau to ensure that all Asian Americans in the City of Philadelphia were counted in the 2010 Census to ensure allocation of federal resources. Many Commissioners also served on the Asian American Complete Count Committee of the Philly Counts Campaign instituted by Mayor Nutter. The 2010 census reports indicate that the total population rose by 0.6% and the Asian population of Philadelphia has doubled and spread uniformly through the city with largest increases in Northeast, South and West (University) Philadelphia

### **Flags on the Benjamin Franklin Parkway**

The Commission was very engaged in advocating for the inclusion of flags from Asian countries which were missing from the Benjamin Franklin Parkway Flag display. The Mayor hosted a Flag Raising and Naturalization Ceremony on November 19, 2010 and flags of Bangladesh, Cambodia, Indonesia and Nepal were included among the 19 flags that were added to the Parkway. The Commission assisted in the programming by organizing a Multinational Community Choir who sang the closing number "This Land is Your Land", the popular folk song by Woody Guthrie with lines translated in the native language of the participants (who were in National dress).

### **Assessing Need**

To assess needs in the community, The Commission hosted a "listening tour" in collaboration with the Migrant Services of the School District at the Southwark School on March 3, 2012. This neighborhood has had a recent influx of immigrants from Asia many of whom have come as refugees. Over a hundred residents attended and the entire meeting was conducted with instantaneous translations. With the information gleaned, the Commission organized a follow-up community forum on July 17, 2012 at Southwark School where a variety of service providers gave presentations including the Welcoming Center, Immigration attorneys, Philadelphia Works, JEVS Human Services, Migrant Education program, United Communities and Intercultural Family Services. The Commission hosted a community meeting on Dec 2, 2011 in Northeast Philadelphia at The St.Thomas Indian Orthodox Church where Dr. Donald F. Schwarz, Health Commissioner and Deputy Mayor for Health, Lydia Hernandez, Deputy Managing Director of the Mayor's Commission on Aging and Michael Fink, Deputy Commissioner, Licenses & Inspections presented very informative session with an extensive Q & A. The Commission has met with SEPTA and has undertaken a Job Fair initiative with SEPTA for 2013.

**Promoted a Safe and Secure Environment**

The Commission continues to work to assist in fostering a safe and secure environment for all students in our city. Many of the Commissioners were members of Taskforce for Racial and Cultural Harmony of the School District of Philadelphia and contributed to the final report on September 22, 2010 to Superintendent Ackerman and the School Reform Commission outlining recommendations for effective and sustained focus on diversity awareness, cultural competency, and inclusive excellence. The Commission itself held meetings where stakeholders testified about their best practices, experiences and perspectives in the realm of public education in the City and has met with the current Superintendent, Dr. Hite to maintain the lines of communication (November 21, 2012) . In the broader realm of Public Safety, The Commission has collaborated with the District Attorney's Office, the Philadelphia Police Advisory Commission as well as the Police Asian American Advisory Commission to update the community, especially small businesses in best practices to avoid becoming victims of crime. On the very sad occasion of fatalities resulting from such crimes, the Commission has assisted the family of the victim to access resources as well as lent support during such difficult times.

## **Board of Ethics**

Shane Creamer, Executive Director

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

The Board of Ethics is responsible for providing ethics training for all city employees, enforcing city campaign finance, financial disclosure, and conflict of interest laws, as well as rendering advice, investigating complaints and issuing fines. Since its inception, the Board has worked to create greater transparency and accountability in City government through administration and enforcement of the City's ethics, campaign finance, financial disclosure, conflict of interest and lobbying laws (the Public Integrity Laws).

### **Provide Advice On and Defend the City's Public Integrity and Campaign Finance Laws**

Every day the Board and its staff provide formal and informal advice to City employees and officials and other affected individuals to promote compliance with the Public Integrity Laws. The Board believes that each response to a request for advice is an opportunity to prevent a violation of those laws. The Board has also defended and continues to defend the City's campaign finance law and contribution limits from legal challenges. Contribution limits are the cornerstone of the City's campaign finance law and are necessary to remove undue influence, which comes with unlimited large contributions to candidates.

### **Collaboration with City Council to Clarify and Improve Public Integrity Laws**

The Board believes that those who are subject to the requirements of the Public Integrity Laws must be able to understand them and has therefore worked on legislation and regulations to ensure that the laws are reasonable and clear. For example, in 2010 City Council introduced legislation that would amend sections of the Ethics Code and campaign finance law and create a completely new lobbying law. Because the Ethics Board would have jurisdiction over the laws that were being amended and over the new lobbying law, the Board had a significant interest in all of the bills. Board staff therefore collaborated with Council staff on important amendments to the bills before their final passage. This unique and ongoing collaboration has resulted in better legislation, which serves to strengthen the overall integrity of City government.

### **Continual Examination and Clarification of Board Regulations**

The Board also appreciates the importance of its regulations as a tool for understanding and complying with the Public Integrity Laws and continually examines its regulations to amend and clarify them when necessary. On-going work on its regulations on Campaign Finance (Regulation No. 1), originally adopted in 2007, and Political Activity (Regulation No. 8), adopted in 2011, in particular are evidence of this commitment to clarity. Further, when a completely new law, like the Lobbying Law, was enacted in 2010, the Board proposed a new regulation (Regulation No. 9) to provide much-needed guidance for compliance with the new requirements. Regulation No. 1, Campaign Finance, has been amended four times, in 2010, 2011, and 2012, since it was originally adopted by the Board in 2007. Further amendments to the Campaign Finance Regulation will become effective in March 2013. Regulation No. 8, Political Activity, was adopted in 2011 to replace an outdated Civil Service regulation and specifically clarified that certain types of political activity were permissible for City employees and officials.

### **Implementation of the City's New Lobbying Code**

The Board adopted Regulation No. 9 on lobbying in 2011 to implement the City's new Lobbying Code. It provides "one stop shopping" for the rules applicable to lobbying activity in the City and was the result of a months-long process which included considerable comment from the public and the regulated community and collaborative and productive meetings with representatives of interested parties, including members of City Council staff. The comments and discussions resulted in an important clarification that there are many communications with City officials and employees that are routine and do not constitute lobbying. Regulation No. 9 was amended in 2012 to reflect changes to the law.

**Philadelphia Fair Housing Commission (PFHC)**

Rue Landau, Executive Director

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

The FHC addresses unfair rental practices in the city.

**Creation of Streamlined Case Management Procedures**

From 2007 through 2012, the number of new cases filed with the Fair Housing Commission has increased by 110%. The increase in cases is due to the poor economy as well as greater outreach to tenant advocacy organizations, and referrals from the 311 system. In order to deal with the increased volume, the FHC created new systems and procedures to streamline its case management. The new systems have resulted in increased documentation of alleged Fair Housing Ordinance violations, increased cooperation among City departments and agencies, consistent application of standard procedures for all cases, and a decrease in time from initial case docketing to final case closure.

## **Philadelphia Commission on Human Relations (PCHR)**

Rue Landau, Executive Director

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

The PCHR is the city agency that enforces civil rights laws and deals with all matters of inter-group conflict and neighborhood disputes within the city. PCHR's Compliance Division enforces the Philadelphia Fair Practices Ordinance, which prohibits discrimination in employment, housing, use of public accommodations and the provision of city services

### **Creation and Implementation of a new Fair Practices Ordinance**

In 2011, Mayor Nutter signed into law landmark legislation overhauling the Fair Practices Ordinance (FPO), the City's civil rights law prohibiting discrimination in employment, housing and real property, and public accommodations. The new FPO, which was passed unanimously by City Council, puts Philadelphia at the forefront of modern civil rights trends. Specifically, it expands protections against employment discrimination by covering more employers, establishes additional protected classes (including domestic and sexual violence victim status, familial status and genetic information) and grants stronger enforcement provisions. The new law also provides greater protections for members of the LGBT community who lack protection under state or federal law. It also extends existing housing protections to cover commercial property. Finally, the new law significantly streamlines enforcement by the Commission.

### **Release of Intergroup Conflict in Schools Report**

In response to violence against Asian immigrant students at South Philadelphia High School, in 2010, the PCHR conducted a year-long series of public hearings to hear from students, parents, teachers, principals, and community members about their experiences with intergroup conflicts in Philadelphia's public schools. In March 2011, the Commission released its report "Widening the Circle of Our Concern: Public Perceptions of the School District of Philadelphia's Responses to Intergroup Conflicts." The report delineates the Commission's findings and recommendations to the School District on ways to improve how it resolves, tracks and prevents intergroup conflicts. Since the report was released, the Commission has continued to work with the District and the community to insure that its recommendations are implemented. Most notably, the Commission participates on the School Reform Commission's Safety and Engagement subcommittee which has conducted numerous trainings for Principals and Assistant Principals on improving school culture and climate, understanding the effects of trauma on learning, and creating alternatives to discipline. In addition, the Commission continues to assist the District in resolving situations of intergroup conflict on a school by school basis.

### **Enforcement of the Ban the Box Law**

In 2011, the Mayor designated the PCHR as the enforcement authority of the Fair Criminal Records Screening Standards Ordinance, or the "Ban the Box" law. The Commission conducted trainings on the new law, created a case management process solely for Ban the Box cases and participated in coordinated outreach activities with R.I.S.E., the Commerce Department and a coalition of stakeholders. Those outreach activities have continued through the present. From December 2011 through February 2013, our public-private Ban the Box coalition conducted 11 trainings, held 12 information sessions, hosted two town hall events and did a variety of media outreach. In total, 300 individuals from community based organizations, 2,500 employers and 2,200 formerly incarcerated individuals were trained. Because of the coalition's outreach and the Mayor's strong support for providing people with records a second chance, the PCHR has received very few Ban the Box complaints. Of the nine complaints filed with the PCHR, all were resolved by employers quickly complying with the law.

### **Creation and Release of New Regulations**

In 2012, the Commission promulgated new regulations that substantially improve its internal processes and procedures. It also created forms and documents to support the implementation of the new regulations. The new regulations provide the public with a clear roadmap to navigate the Commission's procedures by outlining the Commission's powers and authority, delineating its investigative process from filing a complaint through the investigation and through the adjudicatory hearing. In addition, the regulations include the documents and forms needed to verify life partnerships for same-sex couples.



## **Mayor's Commission on People with Disabilities (MCPD)**

Charles Horton, Acting Executive Director and Accessibility Compliance Specialist

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

The Mayor's Commission on People with Disabilities (MCPD) provides a forum for the community of people with disabilities to express interest and opinions on city programs and services. It seeks to bring positive visibility to people with disabilities.

### **Scholarships for People with Disabilities**

Since 2008 the Mayor's Commission on People with Disabilities (MCPD) has sought donor support in order to provide 22 scholarships to individuals with disabilities to help further their secondary education in various fields of studies. By supporting and promoting higher levels of education for our community, MCPD strives to create equality within the educational system and a competitive work force within the community of people with disabilities. MCPD will continue to push and encourage our community to reach and surpass any and every goal to reach their educational endeavors.

### **Disability Awareness Month**

National Disability Employment Awareness Month was declared in 1988 by the United States Congress for October to raise awareness to the employment needs and contributions of individuals with all types of disabilities. In 2011 and 2012, MCPD worked with City Council on the resolution and received proclamations, proclaiming October 2011 and 2012 Disability Awareness Month in Philadelphia. The community of people with disabilities considers this a great accomplishment and opportunity for not only employers to recognize the diversity and abilities of people with disabilities, but the entire city to embrace the community of people with disabilities and our contributions to the City of Philadelphia.

### **Access Achievement Awards**

Since 2008, the Mayor's Commission on People with Disabilities (MCPD) has recognized over 40 area businesses, nonprofit organizations, government agencies, and individuals who have made outstanding efforts to improve and increase access for persons with disabilities in the City of Philadelphia with Access Achievement Awards. Through these awards of recognition, MCPD has garnered more support for our community and a more comprehensive understanding of the valuable attributes that people with disabilities have made and will continue to make to the City of Philadelphia. The Access Achievement Award winners are pioneers in the process of creating a more harmonious and accessible city for citizens of our city and visitors to our city with and without disabilities.

### **Revised City Snow Removal and Sidewalk Code**

In 2010 MCPD worked with City Council on the Philadelphia Code Chapter 10-700 (10-1720. Snow Removal from Sidewalks) to successfully change the snow removal regulations on sidewalks from 30 inches to 36 inches and help bring more awareness to home and business owners and owners of corner properties that it is their responsibility to remove snow from curb cuts and how much snow to remove on sidewalks. This is considered a major milestone in the community of people with disabilities. The community of people with disabilities now has the ability to safely travel from their homes with a level of confidence that there will be fewer obstacles and barriers to prevent us from accomplishing our daily goals.

## **Philadelphia Police Advisory Commission**

Ronda B. Goldfein, Chair

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

The Police Advisory Commission is the official civilian oversight agency of the City of Philadelphia for the Philadelphia Police Department. The general mission of the Commission is to improve the relationship between the police department and the community. The Commission investigates citizen's complaints about police misconduct.

### **Release of Police Advisory Commission Complaint Data on OpenDataPhilly**

In February 2013, the Commission released four years of data documenting citizen complaints received at the agency in connection with Mayor Nutter's OpenData initiative. The data will be updated monthly, and includes basic information about complaints, including the age, race and sex of the complainant, the type of complaint and location. This is a major step in the Commission's efforts to provide additional transparency of the police complaint process.

### **Citizen Complaints Against Police, Hearings, Training and Community Meetings**

From 2008 to date, the Police Advisory Commission responded to more than 500 citizen complaints, held three panel hearings including cases concerning warrant-less searches and physical abuse, and issued two opinions. Commissioners and staff also worked closely with Police and other city departments in connection with issues related to Crisis Intervention Training and Language Access issues. The Commission's monthly public meetings were held at 20 neighborhood recreation centers, churches and other organizations throughout the city.

## **Philadelphia Youth Commission**

Jamira Burley, Executive Director

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

The Commission represents Philadelphia's youth in public hearings and gives testimony that reflects the youth perspective. We work with the city, non-profits, community organizations, and private entities to develop strategies to improve the lives of Philadelphia's youth. The Commission also advises the Mayor, City Council, Philadelphia Public Schools, and other key decision makers inside and outside of city government.

### **Increased Youth Engagement in City Government**

Shortly after the Youth Commission was created, in 2008, it began holding monthly meetings that are open to the public. These meetings are designed to encourage youth from across the City to come and join in the dialogue. For those that cannot attend in person, the Commission has formed a partnership with Channel 64 to have all meetings broadcasted live or taped. During these meetings, youth commissioners are briefed on recent reports or issues that are facing youth and young adults in our city. Commissioners and youth in attendance are able to pose questions to policy makers and stakeholders about these pressing issues. Youth Commission meetings have grown to become an opportunity for youth to engage in the policy process, while learning about various issues. The monthly Youth Commission meetings have helped stabilize the Commission and raise its profile across the City.

### **Long-Term Planning**

With the support of the William Penn Foundation, the Youth Commission was able to develop a three-year strategic plan, which was completed in May 2012. Additionally, we regularly engage youth through various social media outlets such as Twitter (@phillyyc) and Facebook (Philadelphia Youth Commission). To keep in regular contact with our constituency we have formed a partnership with Instarta Inc., which provides us with the capability of sending mass text messages and text message polls.

### **Projecting Youth Voices**

The legislation that created the Youth Commission calls for the Commission to advise and comment to the Council, the Mayor, Agencies and Departments of the City on proposed ordinances, and other legislative matters which are of concern to the children and youth of the City. Over time, the Commission has increased by fourfold its presence by commenting or advising on legislative matters or policies which are of concern to the youth of our city for the last five years. The Commission has commented and will continue to comment via testimonies before Council, through letters to the Mayor, in recommendations to other City Agencies and in opinion articles.

### **Engagement**

Beginning in 2012, the Commission was restructured to increase its capacity to create informed and engaged youth throughout the City. To achieve this goal the Commission created four sub-committees. These committees are open to any youth in the city that would like to be a part of the process. Additionally, since its inception in 2008, the Commission has hosted more than 30 outreach events that offer youth the opportunity to engage with policy makers and stakeholders. One example is the Summer Opportunities Fair (May 11, 2010), which involved 35 vendors seeking youth applicants for summer programs. Over 500 youth attended the fair. Another example is the Youth Commission's collaboration with several different youth groups including Philadelphia Student Union, Youth United for Change, and Temple Youth Voices to host 200 high school students at a Nonviolent Schools Summit at the Community College of Philadelphia. This summit provided youth from across the city the opportunity to compile their thoughts and suggestions for the creation of nonviolent schools in a document for the leadership at the School District of Philadelphia and the City.

## **Other Affiliated Agencies**

### **Delaware River Waterfront Corporation**

Thomas Corcoran, President

[www.delawariverwaterfrontcorp.com](http://www.delawariverwaterfrontcorp.com)

The purpose of the Delaware River Waterfront Corporation (DRWC) is to design, develop and manage the central Delaware River waterfront in Philadelphia between Oregon and Allegheny Avenues.

### **Creation of the Delaware River Waterfront Corporation, January 2009**

Delaware River Waterfront Corporation (DRWC) was formed on January 30, 2009 in an effort led by Mayor Michael A. Nutter to establish a new direction for planning and coordinating the development of the Central Delaware River Waterfront in Philadelphia.

### **Central Delaware Master Plan Completed in 2011 & Adopted by the Planning Commission in 2012**

The Master Plan for the Central Delaware presents detailed proposals for strategic investment and phasing for future waterfront development over the next 30 years. The economic assumptions in the plan are grounded in reality, proposing a conservative investment strategy, which makes this plan implementable. The plan is focused on implementing new parks, trails and road projects to catalyze development across the waterfront.

### **Award Winning Race Street Pier Opened in Spring 2011 & Race Street Connector Completed in Fall 2011**

The Delaware River Waterfront Corporation (DRWC) along with Mayor Nutter officially opened the new Race Street Pier on May 12, 2011, the first new public space created on the Central Delaware River Waterfront as part of DRWC's ambitious new Master Plan. On October 6, 2011 Mayor Michael A. Nutter and the Delaware River Waterfront Corporation (DRWC) officially lit the first phase of the Race Street Connector Project, a combination of design elements and public art built to enhance the quality and the ease of access from Old City to the Race Street Pier and the riverfront.

### **Parks and Greenspace/ Waterfront Multi-use Trail**

In 2012, DRWC made important strides in realizing the Master Plan goal of establishing a park every half mile along the waterfront. Early in the year, DRWC acquired its first piece of land for a new waterfront park, working with the Natural Lands Trust to secure Department of Conservation and Natural Resources funding to purchase Piers 64 – 70. These piers add 16 new acres of green space to the Central Delaware, and will form the southern terminus for the permanent waterfront trail.

### **Twice the Fireworks, Twice the Fun Debuted on New Year's Eve, December 31, 2009**

In November 2009, Mayor Nutter announced the addition of a second, earlier fireworks show on New Year's Eve, greatly expanding the economic impact of this beloved Philadelphia New Year's Eve tradition started in 1991. This year's two cities, one waterfront celebration attracts over 100,000 visitors to the City and Delaware River Waterfront.

## **Philadelphia Industrial Development Corporation**

John Grady, President

[www.pidc-pa.org](http://www.pidc-pa.org)

The Philadelphia Industrial Development Corporation (PIDC) is Philadelphia's city-wide economic development corporation. Founded in 1958 as a non-profit, joint venture between the City of Philadelphia and the Greater Philadelphia Chamber of Commerce, PIDC plans and implements real estate and financing transactions that attract investment, jobs and tax ratables to the City of Philadelphia.

### **Expanding Access to Capital for Entrepreneurs**

From 2008 through 2012, PIDC lent more than \$120 million to support the growth of traditional small and midsize for-profit and non-profit business clients throughout all of Philadelphia's neighborhoods and across all industry sectors. In order to support the growth of small, minority, women, and disabled-owned businesses throughout the city, PIDC created the Emerging Business suite of programs, including a loan program for contractors and a loan guarantee program with three private bank partners, which have totaled more than \$10 million from 2008 through 2012.

PIDC partnered with the City to launch StartUp PHL to increase the availability of seed-stage capital for startups and to accelerate the development of a supportive environment for entrepreneurs already in the city, as well as establishing Philadelphia as a city of choice for startups. PIDC is providing up to \$3 million in seed-stage funding to be matched by a private investment firm to create the StartUp PHL Seed Fund. Finally, PIDC successfully competed in a national request for proposals for community development financial institutions (CDFIs) to secure \$10 million in lending capital and bring the Goldman Sachs *10,000 Small Businesses* initiative to Philadelphia, in partnership with the City and the Community College of Philadelphia.

### **Redeveloping The Navy Yard as America's Most Successful and Sustainable Navy Base Transition**

Since 2008, The Navy Yard has attracted 60 new companies and 2,500 employees to this dynamic, urban business campus. The Navy Yard is now home to 130 companies, 10,000 employees, and 6.5 million square feet of occupied office, industrial, manufacturing, and research and development space. Approximately 70% of the businesses located at The Navy Yard are new businesses or are new to Philadelphia. Notably, The Navy Yard's Smart Energy Campus is growing as a national center for energy research, development and commercialization, anchored by the \$150 million in federal and state investments in the Energy Efficient Buildings Hub (EEB Hub). PIDC recently completed a new Master Plan for The Navy Yard, in partnership with Robert A.M. Stern Architects, to build on the successes to date (including more than \$1 billion in total investment) and lay out a comprehensive vision for future growth. The Plan envisions environmentally friendly workplaces, notable architecture, industrial development, great public spaces, waterfront amenities, improved mass transit, and residential development. At full build-out, The Navy Yard will support up to 20 million square feet of development, \$3 billion in private investment, and over 30,000 jobs.

### **Invested in Priority Developments in Neighborhoods and Commercial Corridors**

Since 2008, PIDC has deployed more than \$400 million in project financing capital through a variety of public and private resources, including the HUD-108 Loan Program, the Welcome Fund (EB-5) Loan Program, and the New Markets Tax Credits initiative. PIDC successfully competed for and deployed a total of \$110 million in federal New Markets Tax Credits allocation between 2008 and 2012. PIDC has used these tax credits to support nine important community development projects throughout many of Philadelphia's low income neighborhoods. These projects have represented investments in key administration priorities such as providing healthy foods in underserved communities, hotel development and the resulting job opportunities for low-income residents of the city, mixed use developments in emerging neighborhoods, university-anchored developments, and improved access to medical and related services for children and the elderly.

### **Expanding Manufacturing and Industrial Development**

In partnership with the Department of Commerce and the Planning Commission, PIDC completed an Industrial Land and Market Strategy documenting the importance of the city's industrial economy which accounts for over 100,000 jobs citywide and more than \$322 million annually in direct taxes. The study, which was the first of its kind in more than 50 years, was designed to support the goals of expanding and retaining the right industries in the city, protecting employment opportunities, and rationalizing the city's supply of industrially-zoned land. PIDC also led a comprehensive master planning study of the Lower Schuylkill River area, in follow up to the Industrial Land and Market Strategy, in which this area was identified as critical to the future of industry in Philadelphia. The study area, which contains 20% of the industrially zoned land in the city, has become even more important with the acquisition of the former Sunoco refinery complex by Philadelphia Energy Solutions with a plan to bring new life to this important regional asset. PIDC also supported the Delaware Valley Industrial Resource Center in securing \$1.9 million in federal grants through the Advanced Manufacturing Jobs and Innovation Accelerator Challenge, a national competition sponsored by five federal agencies. And finally, PIDC has worked in close partnership with the Administration and City Council to plan, announce, and take the lead role in staffing a new Manufacturing Task Force which will evaluate the state of manufacturing in Philadelphia and develop a strategy to promote and grow this important sector of the economy. The task force will examine the challenges manufacturing companies face and recommend specific measures that will help support their growth and increase our region's competitiveness.

### **Supporting Key Hospitality and Tourism Infrastructure**

PIDC provided \$122 million in financing to the expansion of the Pennsylvania Convention Center through an innovative EB-5 immigrant investor program. The \$786 million total expansion project increased the saleable square feet of the convention center by 62% and currently allows the center to host mega-trade shows as well as two simultaneous conventions or gate shows. PIDC also provided senior or gap financing to allow for the development of five new hotel projects in the city, adding a total of approximately 880 new rooms to the marketplace in support of the convention center expansion and the overall growth of Philadelphia's tourism and business travel market. These projects included the 230-room Kimpton Hotel Palomar at 17<sup>th</sup> & Sansom Streets, the 136-room Homewood Suites University City at 41<sup>st</sup> & Walnut Streets, the 270-room Hotel Palomar by Kimpton at 5<sup>th</sup> & Chestnut Streets, the 246-room Hilton Home2Suites at 12<sup>th</sup> & Arch Streets (to be completed Summer 2013), and the first-ever hotel at The Navy Yard, a 172-room Courtyard by Marriott (to be completed Fall 2013).