



REPORT

First 100 Days

Just Getting Started

OFFICE OF  THE MAYOR

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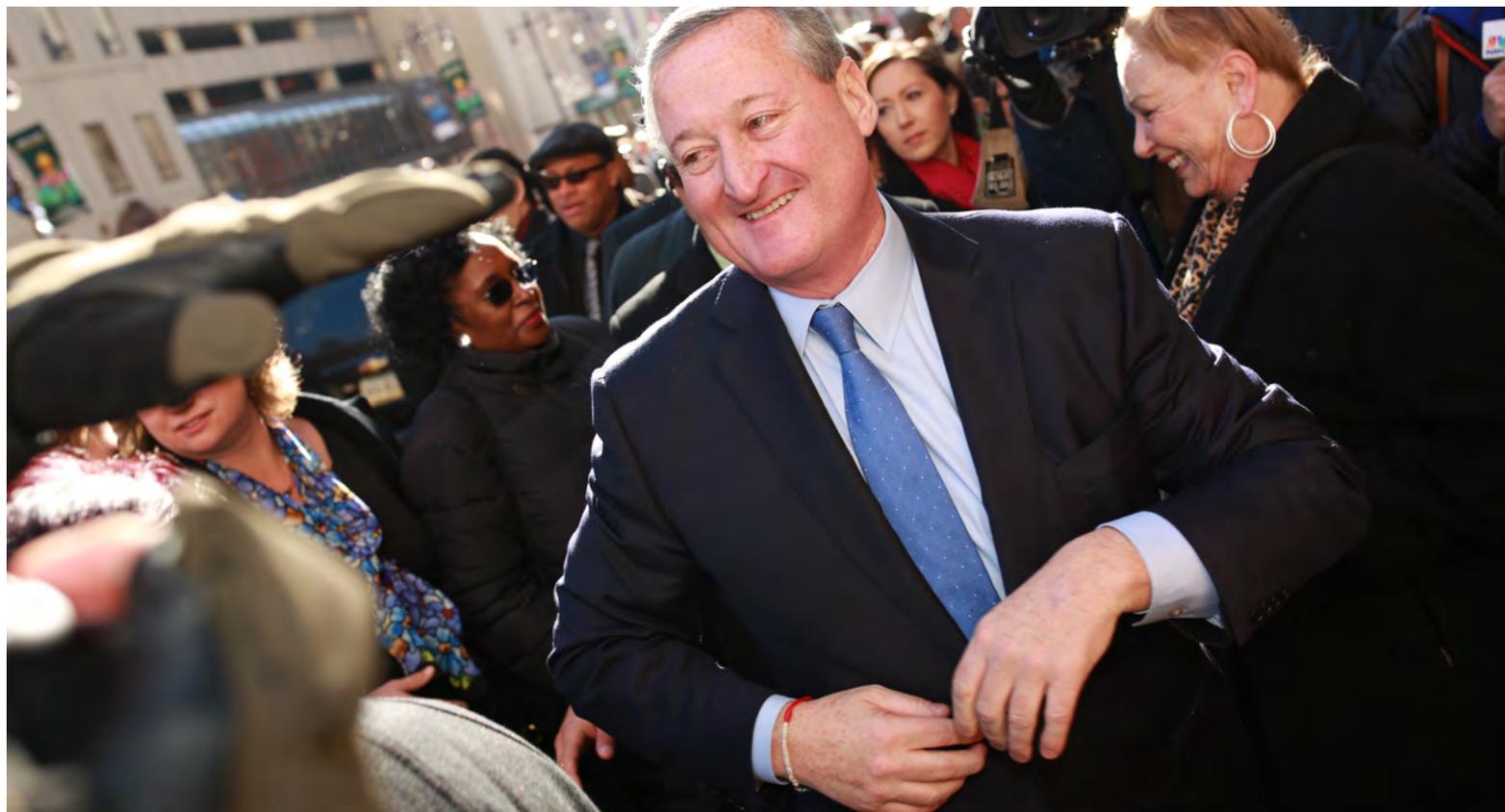
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Letter from Mayor Kenney

Fellow Philadelphians,

Today is the 100th day that I have had the privilege to serve as your mayor. And, I can say without a doubt that the last three months have been nothing short of the most humbling experience of my life.

On my first day as mayor, I promised in my inaugural address to lead a city government that worked for everyone. In the pages that follow, we have outlined some progress on that goal. It would be impossible to record all the many ways in which our city workers serve their fellow residents every day, so we focused on progress in the areas of education, public safety, and economic security and development. We also noted our efforts to create a city government that is both more accountable, inclusive and accessible as well as more efficient and effective.

Historically, there has been a lot of emphasis placed on the first 100 days of a new administration. Personally, I find that to be a little silly. The true test of what our city will accomplish is still ahead and, as I've said often, the administration will not be able to accomplish anything great alone. So, in the weeks, months and years to come, I look forward to working with City Council, all our many city partners and, most importantly, you to create a fairer future for all Philadelphians.

Sincerely,

Jim

PROGRESS ON Philadelphia's Education System

In just 100 days, the City worked with a range of stakeholders to produce a proposal for the most comprehensive and forward-thinking education investment in decades. This nearly \$300 million plan to fund pre-K and community schools was completed after extensive community outreach to students, parents, educators and neighborhood pre-k providers. Since January, the City also strengthened its partnership with the School District, lobbying the state for a full funding formula and addressing a critical infrastructure safety issue. Additionally, the Mayor met with principals on a monthly basis to discuss the community school model and to learn other ways that the City can better support its students.



PROGRESS ON Philadelphia's Education System

Launched pre-K and community school outreach effort.

The Mayor's Office of Education engaged with over 250 early childhood educators, parents, center owners and directors representing 109 pre-K providers at seven community roundtable discussions. This Office also coordinated with dozens of quality pre-K providers to promote available publicly-funded pre-K seats to families. Mayor Kenney also personally visited 25 schools and early childhood education centers since January 4, 2016.

Supported efforts to secure private funding for pre-K expansion.

The Mayor's Office of Education joined with other partners to help support a \$15 million grant renewal from William Penn Foundation for the Fund for Quality which will help STAR3 and STAR4 early childhood education centers expand facilities and create 1500 new quality seats.

Launched phila.gov/qualityprek. In order to garner public feedback and assess the need and interest in quality pre-K expansion, the Mayor's Office of Education launched a website called "Ready. Set. Pre-K" which invites parents, pre-K providers, and the public-at-large to get involved.

Proposed funding plan for pre-K and

community schools. The Administration is committed to improving the way the City supports local students. To achieve this, the Mayor's Office of Education is working to expand quality pre-K for three- and four-year-olds who currently lack access, and to create community schools that deliver wrap-around services for students, families, and neighbors. Mayor Kenney proposed a sugary drink tax to fund these critical initiatives, which, among other initiatives, will fund the addition of 6,500 locally-funded, quality pre-K seats, and the creation of 25 community schools over the next five years.

Lobbied for a fair, full funding formula from the state. In February, the City's Law Department filed an amicus brief in the case of William Penn School Dist., et al. v. Pennsylvania Department of Education, et al. on behalf of the City. The brief argues that the Pennsylvania General Assembly has a constitutional obligation to provide for the maintenance and support of a thorough and efficient system of public education and that only through a substantial increase in State funding can this obligation be fulfilled to the students of the Philadelphia School District.



Completed safety inspection & repair of Philadelphia School District boilers. After a boiler explosion at FS Edmonds School on January 11, 2016, the Managing Director's Office convened representatives from the City, Philadelphia Gas Works, the School District of Philadelphia, and representatives of the Service Employees International Union to determine a path forward to ensure the safe operation of school boiler systems citywide. Over a nine-week period, 609 boilers in 240 buildings were functionally tested and inspected. 56% of these boilers require repairs which are currently underway and slated to be complete by the next heating season.

Grew OIG District Office at School District. In 2015, the Office of Inspector General (OIG) entered into a Memorandum of Understanding with the School District to serve as the Inspector General (IG) for the district and to help build an IG program there to function as successfully and significantly as the City OIG. In the last 100 days, Inspector General Amy Kurland and her team have begun to build the district OIG office. They have assisted the District in hiring a Deputy IG and two investigators. Working together and using the city OIG model, the City's OIG will help to eliminate waste, fraud, mismanagement and misconduct to ensure that the district operates honestly and efficiently and that funds are available for education. Already the partnership has resulted in a monetary settlement with a charter school and the dismissal of a high level employee for misconduct.

PROGRESS ON Our City's Public Safety

The Kenney Administration's public safety policies are centered around the philosophy that the City must not only protect, but also serve all Philadelphians. In the first 100 days, the Police Department implemented some of the strongest accountability measures in the country to prevent unconstitutional pedestrian stops. Our Fire Department saw the reversal of Recession-era policies and budgetary proposals for additional needed funding. The entire administration made Vision Zero practices a priority, increasing enforcement around illegal sidewalk closures and organizing planning measures to make more systemic changes across the city, including protected bike lanes. L&I also took additional measures to make public safety its first priority, increasing training for inspectors and implementing other recommendations made by the Office of the Inspector General. Additionally, all our City's public safety partners came together to compete for the MacArthur Foundation Safety and Justice Challenge and to successfully manage one of the largest snow storms in the City's recent history.



PROGRESS ON Our City's Public Safety

Ended Fire Department brown outs. The policy of rolling brownouts of fire companies which was implemented in 2010 has been suspended. The suspension of this policy will allow the Philadelphia Fire Department to increase the number of training hours for its members while ensuring adequate fire protection throughout the City.

Placed moratorium on firefighter rotation policy. As a result of increased staffing levels, coupled with the strategic movement of personnel to stabilize staffing imbalances in various battalions across the city, as well as the establishment of a Departmental transfer policy in accordance with the latest Act 111 Arbitration Award, there will be no firefighter rotations in 2016.

Proposed significant investments in Police & Fire Department infrastructure. The Mayor's proposed budget includes over \$30 million for infrastructure investments in the Police Academy Firearms Training facility, Police District offices, and the Police Headquarters over the next six years. The City's Six Year Plan will also include over \$30 million for Fire Department infrastructure needs and equipment and \$47.5 million for new fire vehicles.

Expanded pilot program for body worn cameras and requested body camera funding.

The City approved purchase of 300 cameras for one police district, specifically to test the ability of the cameras to link directly to the Police Department's existing digital evidence management system, as well to develop logistical plans for a force wide deployment. The Mayor's proposed Fiscal Year 2017 Budget and Five-Year Plan also includes funding for 800 new cameras per year to rollout the program citywide.

Integrated City public safety cameras. The Office of Innovation & Technology pushed forward with the integration of existing city-owned cameras into the Police Department's video surveillance system. OIT now has 315 city-owned cameras as well as more than 1,900 feeds from private cameras accessible at the Delaware Valley Intelligence Center.

Strengthened police-community outreach.

Among many other examples of police-community outreach, this year's City Hall Police Athletic League (PAL) Day had a record number of participants, and the City Representative lead a coordinated effort with PPD and the Mayor's Office of Education to deliver 300 cards to Officer Hartnett from six schools. The Mayor, senior

members of the administration and PPD also met with Black Lives Matter activists to discuss their call for reform in Philadelphia. Additionally, the Managing Director's Office engaged with the Philadelphia Commission on Human Relations (PCHR) and the Police Advisory Commission (PAC) to expand their youth-police dialogues.

Worked to prevent unconstitutional pedestrian stops. Commissioner Ross instituted several measures to prevent unconstitutional pedestrian stops, including the use of progressive discipline and implementation of other accountability measures detailed in the following five points.

1) Integrated 75-48A stats into Compstat.

Compstat is an accountability tool used to identify patterns and trends as soon as possible. While the process is most notably used in crime fighting, this process focuses district commanders on what is important to the Police Commissioner. Placing Police Department Pedestrian Investigation Reports, 75-48A, metrics into this system sends a very strong message from the Police Commissioner of the importance of the entire 75-48A review process.

2) Increased district captain access to 75-48A system. District Captains have been instructed how to access the 75-48A system to monitor, in real time, the reports being generated under their commands. This will allow commanders the opportunity to address issues proactively rather than waiting for the quarterly audits that are currently conducted.

3) Added additional accountability measures to quarterly audits. The current 75-48A policy already had three (3) levels of review (i.e. Sergeant, Inspector, and Chief inspector –Standards and Accountability); however, direct responsibility for corrective action was lacking in policy. This has been corrected in a dramatic fashion. Now, after the quarterly divisional audits, the inspectors are required to forward an Action and Report memorandum to each Captain under their command.

The Captains are then required to relay the errors or mistakes down to the individual officer level and specifically address how the errors and mistakes will be corrected in the future. The response memorandum is due back to the divisional inspectors within ten (10) days.

Additionally, now the Standards and Accountability Unit, who audits the work of the Divisional Inspectors, is required to forward a copy of its report to all pertinent divisional/special unit inspectors. Much like the Captains mentioned above, the Divisional Inspectors are required to address, in writing, to the Chief Inspector of Standards and Accountability how any inconsistencies or errors will be corrected in future audits.

4) Instituted progressive discipline. Progressive disciplinary actions will be instituted for failure to conduct and properly document legally permissible pedestrian stops and failure to comply with the accountability measures detailed above.

5) Added pedestrian stops to Municipal Police Officer (MPO) Training: Each and every police officer is required to complete a week-long training on legal issues/changes in law concerning law enforcement. The curriculum for each calendar year is written and approved a year in advance. Beginning in 2017, MPO will include training regarding pedestrian stops and the requirements of reasonable suspicion to conduct these stops.

Launched Roosevelt Boulevard "Route for Change" Program. The Office of Transportation & Infrastructure Systems (oTIS) and Streets Department kicked off a 3-year, \$5 million federally funded program. The goal is to develop a series of improvements that will make Roosevelt Boulevard a more inviting corridor, one that is safer, more accessible, and more reliable for all everyone.

Federal funding secured for protected bike

lanes. The Office of Transportation and Infrastructure Systems secured federal funding to build a Protected Bike Network in the City. This effort will include converting some existing bicycle lanes into protected facilities, and adding new protected bicycle lanes, by installing flexible reflective delineator posts to clearly separate vehicle and bicycle space in the right of way. The project also will include striping and signage in high priority bicycle corridors throughout the City.

Proposed funding for Office of Complete Streets and the Safer Streets task force. The Mayor's proposed budget set aside funds for an Office of Complete Streets and Safer Streets task force within the Office of Transportation and Infrastructure Systems. The Office of Complete Streets seeks to ensure safe and access to streets and destinations whether you travel on foot, by bicycle, or in a car or bus. The new task force would support the Office of Complete Streets by developing a targeted plan to significantly reduce the number of traffic fatalities and serious injuries in Philadelphia.

Increased enforcement around illegal sidewalk closures. The Fiscal Year 2017 proposed budget identifies funding for the Streets Department to increase compliance on maintaining safe pedestrian transit around projects that close or restrict access to the public right of way. The focus will be on increased inspections to ensure that construction activities are properly permitted and maintain vehicle and foot traffic safety, as well as creating safe spaces for people with disabilities.

Launched stronger "Ban the Box" law. The Philadelphia Commission on Human Relations (PCHR) successfully launched its education and enforcement campaigns of the new, stronger Ban the Box law. Ban the Box helps to open doors to employment for the 1 in 3 Philadelphians with a criminal record by restricting when an employer can inquire about a person's criminal history and how it can be used. Studies have shown that consistent gainful employment is a significant factor to reduce recidivism.

Submitted request for MacArthur Grant. The City of Philadelphia, in close collaboration with the Philadelphia Police Department, the First Judicial District of Pennsylvania, the Defender Association of Philadelphia, the Philadelphia District Attorney's Office, and the Philadelphia Prison System, submitted a proposal to the MacArthur Foundation under its Safety and Justice Challenge. The proposal consisted of a reform plan, designed by the City and the previously mentioned partners, to reduce the jail population by 34% over three years. Specifically, the proposal reflects a collaborative and data-driven set of reforms that focus on the jail's pretrial population and would reduce the jail population, as well as the rate of racial and ethnic disparities, while preserving public safety. If the proposal is successful, the City could be awarded several million by the MacArthur Foundation to implement the plan.

Managed record blizzard clean-up. A historic storm dropped nearly two feet of snow on Philadelphia during the mayor's third week in office. All primary streets and nearly 80% of residential streets were cleared within 24 hours of the end of the storm. The government stayed open through regular business hours on Friday, January 22, when the storm arrived, and was open for business the following Monday, unlike D.C., New York and other cities.

Sharpened focus on public safety at L&I. L&I has implemented a concentrated certification training program to prepare 35 new inspectors, demolished 170 dangerously unstable buildings, collaborated with the Fire Department on fire safety measures to be taken during construction work, and, pursuant to recommendations made by the Office of the Inspector General in December 2015, revised staff directives to improve tracking of demolition safety inspections. Additionally, L&I and OIT are partnering on an initiative that is incorporating aerial and street-level imagery, mapping, data mining, and computer modeling to help identify potentially vacant properties and prioritize inspections and demolitions of structurally unstable buildings.

PROGRESS ON Economic Development & Security

The Kenney administration made significant progress in its first 100 days on neighborhood corridor and workforce development. In addition to supporting an increase in the number of paid summer jobs for Philadelphia's youth, the Commerce Department launched a talent development initiative which will target the challenges both holding back our current workforce and making it difficult to retain college graduates and other young talent. The Commerce Director's commercial corridor outreach initiative also guided the Department's proposed investments in Business Services Managers, the Storefront Improvement Program, business coaching programs and language assistance. The Kenney administration also worked to increase economic development across the board by improving online access to business licenses, reducing the case turnaround time in the Office of Business Services and by proposing to lower wage and business taxes. Additionally, the administration offered targeted economic support through StartUp PHL and its Earned Income Tax Credit awareness campaign.



PROGRESS ON Economic Development & Security

Launched Talent Development Initiative. The Commerce Department recently launched a new Talent Development Unit to strengthen and train Philadelphia's workforce. Different workforce development strategies will include organizing an all-encompassing outreach effort to businesses, so that the City can better understand their personnel needs and provide resources that enable them to hire from the Philadelphia workforce. Commerce will also work directly with City partners like Philadelphia Works, the Community College of Philadelphia, and PIDC to streamline the coordination process between employers and prospective employees. Additionally, they will be supporting budding entrepreneurs and innovators on Philadelphia's college campuses.

Launched Commercial Corridor Outreach initiative. The Commerce Director has launched a commercial corridor outreach campaign, and he will continue to personally travel across Philadelphia over the upcoming months to meet with neighborhood business owners and to learn how the City can increase commercial corridor growth.

Budgeted for Storefront Improvement Program line item. This program will partially fund approximately 100 storefront upgrades this year. Research shows that investment in facade improvements leads to additional foot traffic, increased revenue, and the creation of new jobs.

Funded business coaching programs. The Department of Commerce will fund two pilot business coaching programs to help business owners navigate the City's application process for tax incentives and loans. RFPs will be issued within the next two quarters for a citywide Commerce business coaching program and an Empowerment Zone business credit counseling program.

Budgeted for reduction in wage & business taxes. The Mayor's budget proposes to continue the City's commitment to wage tax relief, with rates reduced throughout the Five Year Plan. Specifically, rates would decline from the current rate for residents from 3.91% to 3.73% and for non-residents, from 3.348% to 3.33% by 2021. This would be the lowest resident wage tax rate since 1975.

The Mayor's budget also includes continued reform of BIRT taxes, namely a new exemption of the first \$100,000 of receipts for the Business Income and Receipts Tax. The reform of that tax continues with the adoption of single sales factor apportionment, and a drop in the net income portion of the BIRT (from 6.39% to 6.15% by 2021).

Eased access to business licenses – but not for tax scofflaws. More than 40 business licenses issued by L&I can now be renewed and paid for online through the eCLIPSE system. By verifying tax compliance, which is required for license renewal, eCLIPSE has enabled the Revenue Department to collect more than \$1.25 million in unpaid taxes this year.

Convened first National Disadvantaged Business Enterprise Roundtable. On Thursday, March 24, the Office of Economic Opportunity convened the first National Disadvantaged Business Enterprise (“DBE”) Roundtable. Participants included representatives from five cities (Atlanta, Baltimore, Chicago, New York, Philadelphia) and states (Delaware, Georgia, Illinois, Maryland, New York,). The mission of this group is to discuss and develop best practices and strategies for driving diversity and inclusion throughout government and within public private partnerships. Initial focus will be on: (1) the certification process, (2) goal setting, (3) monitoring, (4) reporting participation results, and (5) developing new markets for inclusion.

Strengthened international ties. The Kenney administration has been developing bilateral relationships with numerous countries in the first 100 days. Visits from high level international dignitaries and ambassadors include: Japan, China, Taiwan, Canada, Ireland, Mongolia, Cameroon, and Portugal. In addition to these visits, Commerce is planning a business delegation to Germany and researching international opportunities with Cuba and Mexico. Commerce is also a key partner in the upcoming launch of an export plan for metro Philadelphia. Further, a Director of International Investments has been hired and will start on April 15, 2016.

Increased number of paid summer jobs for young Philadelphians. JPMorgan Chase & Co., in partnership with the DNC Host Committee, recently awarded Philadelphia Youth Network, a primary partner for youth summer jobs, a \$150,000 grant to support 2016 WorkReady summer employment programs, making them the largest new investor in WorkReady Philadelphia. This investment creates 100 additional summer jobs.

The Fun Safe Philly Program of the Youth Commission is also currently conducting resume workshops (8 total in March & April) for youth from all over the City who are all invited along with the general public to attend a Youth Summer Job Fair on April 30th. This 2016 Youth Summer Job Fair will provide 400 youth (ages 15-25) with an opportunity to meet with 30-40 employers, apply for summer jobs, and access other useful resources during the resource portion of the fair. All youth will participate in a job skills and interview workshop at the start of the fair. The “Summer Jobs” section of Youth Commission website will host the online portion of the Youth Summer Job Fair and also serves as a page for posting other available job opportunities throughout the year.

Fun Safe Philly additionally has raised \$10,000 from the Philadelphia Foundation for the Playstreet Book Club program at summer feeding sites. This program helps prevent summer reading loss among Philadelphia children. Six different book bundles (5 books each) for reading levels up to age 18 will be assembled and volunteers, City staff, and Foster Grandparents (a Senior Corps program) will help conduct onsite literacy assessments and distribute books.

Launched awareness campaign on the federal Earned Income Tax Credit. The Revenue Department supports outreach and free federal tax preparation in order to connect the 40,000 eligible but not enrolled low and moderate income Philadelphians with the federal Earned Income Tax Credit (EITC) which averages \$2,400 per taxpayer. As part of this awareness campaign, the Revenue Department teamed up with the Office of Public Engagement to reach out to Faith groups and other underserved populations to inform them about EITC and free tax filing services. The goal is to increase the number of EITC filers using free tax preparation by 10,000 in Fiscal Year 2017.

Reduced Office of Business Services’ turnaround time. The Office of Business Services has handled 365 cases in the first quarter of 2016, and it has succeeded in reducing the average case turnaround from what has historically been 3-5 days. A new interdepartmental business services task force will focus on continuing to reduce turnaround time.

Formed interdepartmental business services task force. The Kenney Administration formed an interdepartmental business services task force, chaired by Commerce and Managing Director's Office leadership, to streamline internal systems and processes in order to make it easier for small businesses to start, operate, and grow in Philadelphia. This recently formed task force will activate in the second quarter of 2016.

Funded business language assistance staff. The Commerce Department will add two new Bilingual Business Services Managers over the next few months to assist immigrant businesses and to support the Latino and Korean business community.

Redesigned StartUp PHL. The Department of Commerce relaunched www.StartupPHL.com to serve as a resource for companies, investors, students, and media to find information about Philadelphia's entrepreneur and tech community. The website will serve as a key attraction and promotion tool for Philadelphia boosters wishing to provide information to prospective start-ups.

Expanded access for state tax credits for tech companies. The Mayor announced the expansion of the Keystone Innovation Zone (KIZ) boundaries to include the growing tech community in Old City, including the area along N.3rd Street, known as "N3rd Street" in March. This expansion of the KIZ program will accelerate the already exciting growth of tech companies in the city.

Established a formal presence at SXSW. For the first time, the City of Philadelphia had a formal presence in Austin at the SXSW Interactive Festival this March. They joined a coalition of Philadelphia startups, corporations, musicians, and non-profit partners. The intent of this initiative was to promote Philadelphia as a hub for startups, increase Philadelphia's visibility on the startup map, and promote the companies, innovations, and technologies that are created in Philadelphia.

PROGRESS ON

Creating a More Accountable, Accessible & Inclusive Government

In his inaugural address, Mayor Kenney committed to leading a government that worked for everyone and, as part of that push, his administration specifically looked at ways to make the City more accountable, accessible and inclusive. Over the last 100 days, the Mayor worked to expand opportunity for all Philadelphians by establishing the position of the Chief Diversity and Inclusion Officer and by reversing the previous administration's policy on ICE. The City also built on Mayor Nutter's commitment to Open Data through the release of the salaries of all city employees, among other data sets. Additionally, since January 4, the Office of Inspector General recovered over \$2 million through pension oversight and launched a non-profit task force to protect our most vulnerable citizens. The City also proposed a historic \$300 million investment in parks, rec centers and libraries to help address systemic neighborhood inequity.



PROGRESS ON Creating a More Accountable, Accessible & Inclusive Government

OIG launched non-profit task force. Working with the Pennsylvania Attorney General's office, the United States Attorney's office, the Federal Bureau of Investigation, the District Attorney's office and other agencies (including internal City departments), the City's Office of Inspector General (OIG) will monitor and investigate possible wrongdoing within city-funded non-profits. Non-profits provide essential services to the city's most vulnerable citizens. In addition to funding these non-profits, we must ensure that the funds are actually reaching those in need.

Increased contract oversight. To support the administration and City Council's priority to ensure a diverse and local workforce, the Office of Inspector General has begun a series of meetings throughout City departments and in the community relating to OIG investigations into abuses of the city's minority participation contracting program, including circular billing arrangements and pass-through entities. Bringing awareness to these schemes will help the OIG prevent abuse, enforce city regulations and help to ensure a level playing field for minority, women-owned and disadvantaged businesses.

OIG realized \$2 million in pension savings. The OIG, along with Law and Pensions, has built a pension disqualification program where city employees who are convicted of crimes in relation to their jobs are disqualified from receiving a pension. Previously, the pension disqualification law was enforced randomly, but now this proactive and well-coordinated program saves the city millions each year. In the last 100 days, we have realized over \$2,137,000 in pension savings.

Embraced a "Health in All" approach to serving citizens. Philadelphia was named one of 16 finalists in the Robert Wood Johnson "Culture of Health Prize" competition, recognizing cities that holistically address community health needs, including social determinants of health. Philadelphia joined a national network of 28 cities organized by the University of Chicago to engage youth over the summer to develop a new way to identify and serve homeless young people. In addition, the City acted to strengthen its child welfare system, including identifying additional technical assistance from national experts and issuing a Request for Proposals for an independent evaluation of "Improving Outcomes for Children," the recent initiative that moved services to a community-based approach.

Pushed for federal immigration reform. The

Creating a More Accountable, Accessible & Inclusive Government - cont



City was a signatory to an amicus brief in *United States v. Texas* in the United States Supreme Court. This brief urges the Court to overturn a lower court's decision and allow President Obama's executive action on immigration to move forward.

Reversed ICE policy. On his first day, Mayor Jim Kenney signed an executive order to ensure that Philadelphia residents in police custody could not be detained solely at ICE's request because of questions about their immigration status.

Established position of Chief Diversity and Inclusion Officer. The Diversity and Inclusion Office was created to achieve Mayor Kenney's goal of an administration that practices diversity and inclusion in all the ways that the City conducts its business. The office will make recommendations for initiatives that promote opportunities for all of our diverse citizens in the city's workforce, as well as contracting and procurement. Already, they have been able to add the City Solicitor's Office into the Philadelphia Diversity Law Group (PDLG) summer hiring program for first year law students.

Expanded access to artistic performances across Philadelphia. The Mayor's office has

organized 10 upcoming performances in public spaces, one in each Council district. Performances in Public Spaces is an initiative that directly supports artists and performing arts organizations interested in presenting free performances in public parks and plazas across the city; encouraging collaboration and creativity between artists and site stewards. This program delivers meaningful, high quality cultural experiences in Philadelphia's communities, and provides opportunities for families to see high quality performances in their neighborhoods for free. The performances range from Shakespeare-in-the-Park performances, to flamenco dancing, to a pop-up circus theater performance and much more.

Released Additional Open Data Sets. The City's Department of Innovation and Technology continued to push out massive amounts of data in machine-readable formats, available for residents at opendataphilly.org. One of the largest such data sets was the release of the salaries of all city employees. Other sets released in the first 100 days include data on the mayor's Fiscal Year 2017 budget, commercial corridors, and historic Philadelphia streams.

Proposed \$300 Million Investment in Parks, Rec Centers and Libraries. In Fiscal Year 2017 and

Creating a More Accountable, Accessible & Inclusive Government - cont

beyond, a major focus of the Community and Culture division of the Managing Director's Office will be supporting the development and execution of Mayor Kenney's Rebuilding Community Infrastructure initiative. This program proposes a \$300 million City investment in capital investments in parks, recreation centers, libraries, and other neighborhood-oriented facilities to bring these aging assets into a state of good repair and improve their ability to provide enhanced programming to neighborhoods citywide. A major component of this initiative will involve assessing the programming and physical status of these facilities, and identifying areas to target investments in a manner that best coordinates and enhances access to quality programming while also supporting the Mayor's broader education goals, such as pre-K and Community Schools.

Expanded bike share. The Office of Transportation and Infrastructure Systems has completed significant community outreach in advance of the expansion of the Indego Bike Share program. The expansion will begin later this month as Indego approaches its first birthday, and celebrates more than 500,000 rides. Expansion will include a multi-tiered marketing campaign to promote the program which is as an affordable, healthy, and convenient way to get around Philadelphia.

PROGRESS ON

Creating a More Efficient & Effective Government

As part of the Kenney administration's focus on creating a government for all people, the City also focused over the last 100 days on ways to increase its efficiency and effectiveness. On January 4, 2016, comprehensive reform efforts were launched in the city's employee recruitment and training efforts. Reform was also initiated across the city through the implementation of program-based budgeting and the creation of a new performance management unit.



PROGRESS ON Creating a More Efficient & Effective Government

Initiated program-based budgeting. The Fiscal Year 2017 Operating Budget presented by the Mayor to City Council on March 3 represented progress toward program-based budgeting, an approach that places a heavy emphasis on performance and alignment to the Mayor's Goals. This method was used in the Fiscal Year 2017 spending plan for new initiatives, and it will expand in the next two years to eventually be used in all aspects of the budget process. The goal of program-based budgeting will be to move away from incremental budgeting decisions, and will allow for more transparent decision making and more effective use of City dollars.

Launched comprehensive HR reform. To assist with comprehensive HR reform, Mayor Kenney established the position of Deputy Chief Administrative Officer for Human Resources and Talent. The position is tasked with improving recruiting and training as well as assisting the Office of Human Resources with general process improvements.

Launched comprehensive OIT reform. The Kenney administration refocused the Office of Innovation and Technology (OIT) on identifying the most pressing technological needs in each department, particularly those that have a direct impact on the City's ability to serve the public. Specifically, OIT initiated a "Projectstat" process to ensure close cooperation

among all portions of OIT in the management of projects. OIT will also support the City's Innovation Academy and the Innovation Fund. These and other initiatives will continue the development of a sustainable culture of innovation within City government.

Continued redesign of phila.gov website. OIT continued piloting a sweeping redesign of the city's website, phila.gov, to make it more accessible and user-friendly. The revamped design can be viewed at alpha.phila.gov. The overall goal is a site that is structured not by departments, but rather based on the needs of residents and businesses.

Launched procurement reform. The Kenney administration began to tackle the root causes of low bidding participation by city businesses, which will result in more opportunities and lower costs to the city. Additionally, the City opened an RFP for a reverse auction tool, which will allow vendors to bid and then re-bid until the lowest price is reached. This reverse auction system is estimated to bring \$3 to \$8 million in savings a year when fully implemented. The City also moved forward in developing an eProcurement system that will fully modernize the bidding process, resulting in decreased processing times and more transparency.

Creating a More Efficient & Effective Government - cont

Established Cabinet of Planning & Development. The Office of Planning and Development was formed by Executive Order on January 4, 2016. In its first 100 days, Planning and Development has determined a scope and process for producing the mandated Housing Strategic Plan. Through the Strategic Plan, the City will align the Planning Commission plans to the City's housing and community development activities. Planning and Development has begun to identify ways to integrate that Plan with upcoming planning and housing initiatives. Development Services has expanded its work to include projects supported by OHCD, PHDC and PRA to help facilitate affordable housing and neighborhood economic development projects. The Historic Commission has begun to move to 1515 Arch St. to improve public review processes and coordination between the Planning Commission and the Historic Commission.

Library cluster reorganization. The Free Library of Philadelphia has embarked on a new service model which organizes neighborhood libraries into nine Clusters. This new model will enable the library to improve and enhance staff development opportunities as well as increase its outreach work in each of our communities. The Cluster concept enables the Library to increase open hours by redeploying nearby library staff to an understaffed site to maintain public service as well as provide professional support for specialized services for children, teens or adults as needed. Each Cluster is in the process of developing or convening a Community Council made up of community representatives, local businesses, police and fire department staff, local schools, the faith-based community and other local/civic volunteers. These Councils will focus on issues of their specific community and ways each organization can better participate in the economic, social and educational success of each of Philadelphia's communities.

Implemented a fleet asset management system. The Office of Fleet Management (OFM) implemented the first phase of their asset management system project. The M5 asset management system is Fleet's primary database and is used to capture all vehicle information from purchase to disposal including all repair and maintenance costs. The data the system provides allows OFM to accurately predict and schedule routine preventive maintenance and inspections based on time /mileage calculations. It also interfaces with Fleet's fuel dispensing system and parts inventory to give accurate lifecycle costs for each vehicle. It allows for automated maintenance schedules and real time vehicle out of service reports to be e-mailed directly to user departments. User departments now know weeks in advance when vehicles are due for service so they can adjust their workload accordingly, and therefore reducing, if not eliminating impacts to operations.

Established performance management unit. The Performance Management (PM) unit under the supervision of the Chief Administrative Officer, working with Managing Director's Office and the Office of the Director of Finance, has established clear vision and goals for the performance management function and has met with 30 departments/offices to understand the landscape of current strategic goals and performance measures. Additionally, the PM unit has reviewed all current performance indicators reported to the central budget system and engaged the Pew Charitable Trusts in providing technical assistance to support streamlining and refining the measures.

Proposed expanding CLIP citywide. The Mayor proposed helping small businesses and commercial corridors by expanding the Community Life Improvement Program (CLIP) citywide. CLIP manages graffiti abatement, vacant lot clean ups and other instances of blight. This proposed investment will specifically increase vacant lot and exterior property abatements by 5,000 over the next year. In just January and February of 2016, 1,606 vacant lots were cleaned by CLIP Crews and 244 properties were abated by CLIP crews.

Implemented L&I initiative to remove unlawful clothing donation bins. The Department of Licenses and Inspections partnered with the Streets Department to physically remove or otherwise force the removal of 70 unsightly and unlawful clothing donation bins from the public right of way. Poorly maintained bins attract graffiti, illegal signage, illicit drug activity, and dumping, and undermine the efforts of community organizations working hard to improve their neighborhoods. L&I will continue to eliminate clothing donation bins from the public right of way and is launching a campaign to address bins that have been left on private property without permission from the owners.

