



REPORT

First Year of Kenney Administration

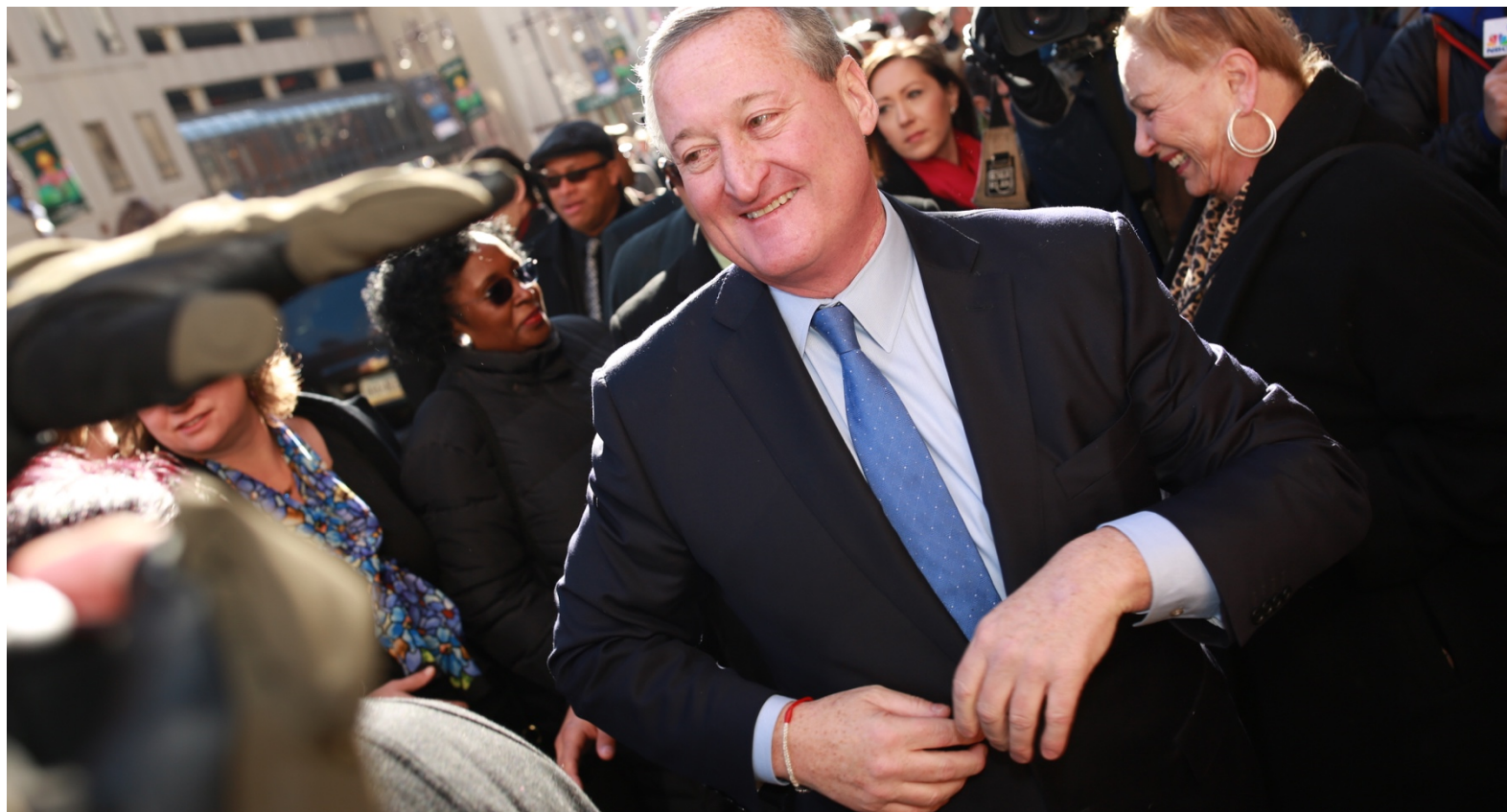
OFFICE OF  THE MAYOR

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Letter from Mayor

Fellow Philadelphians,

The year 2016 will be remembered as one of the most consequential in the United States of America's history. It forced us all to confront the reality that we are more divided from our fellow countrymen than we ever realized, and, in turn, it endowed Philadelphia with a special responsibility to show the rest of the nation the unrivaled strength that comes from being the City of Brotherly Love and Sisterly Affection.

I have no doubt that we will rise to that challenge because, over the last year, the people of Philadelphia and the men and women who serve them in City government have already worked together to tackle some of our biggest obstacles. Parents, teachers, rec center leaders, doctors, environmentalists, economists, labor unions, Council Members and business owners came together and succeeded where nearly all other cities have failed, passing a beverage tax that will provide a better future for our neighborhoods and our children. Prosecutors, defenders and all our other criminal justice partners came together and committed to correcting past wrongs so that we can end over incarceration. During the DNC and at so many other challenging points over the last year, our police officers monitored protests with professionalism, letting the world know that in Philadelphia you can always peacefully exercise free speech, no matter the topic.

There were so many times over the last year where Philadelphia made progress because, and only because, we came together and looked past our differences. What follows in this report are just a few of those accomplishments. And, while for many, celebrating the successes of the last year is tempered by the uncertainty of the future, there is one thing that 2016 has proven will always be true. In the birthplace of the United States of America, our greatest strength comes from our ability to stand together.

Sincerely,

Mayor Jim Kenney

PROGRESS ON Public Safety

While many urban centers across the country saw a sharp increase in crime over the last year, the Philadelphia Police Department successfully lowered part one crimes and increased drug seizures. Just as importantly, their crime reduction efforts did not come at the cost of public trust, as Commissioner Ross implemented new measures to strengthen community-police relations. Most notably, the decriminalization of minor offenses allowed the PPD to successfully handle numerous demonstrations during the DNC without a single arrest, despite the historically tense political climate.

This year, Philadelphia also became the largest grant award recipient of the MacArthur Safety and Justice Challenge, receiving \$3.5 million to reduce our jail population by 34% over three years. Since the grant was awarded, Philadelphia's criminal justice partners have rolled-out a number of new programs and the incarcerated population has decreased.

In addition to that progress, Philadelphia's other public safety agencies made important strides. The Fire Department implemented several new, modern standards, including an increase in the size of the Department's response to structure fires, the latter of which has already saved lives. The Department of Licenses & Inspections also improved its ability to inspect and prioritize potentially dangerous structures, increasing its construction inspection staff by 30 percent and partnering with OIT to develop new technology. Additionally, the City took major steps to increase pedestrian safety, hiring the first Director of Complete Streets, forming a Vision Zero Task Force and establishing the first protected bike lane in Philadelphia. Finally, nearly all city agencies, under the leadership of the Office of Emergency Management, helped Philadelphians bounce back from Superstorm Jonas faster than our peer cities on the Eastern seaboard.



PROGRESS ON Public Safety

Part One Crimes Are Down. Commissioner Ross, the Deputy Commissioners, Commanders and officers throughout the department have maintained a steadfast commitment to crime reduction and prevention. There is a reliance on data, community engagement and various metrics to evaluate statistical data and create a myriad of crime fighting strategies that are designed by commanders in each district. Consequently, Philadelphia has seen a citywide reduction in several part one crimes when compared to the same time last year. As of December 11, among part one crimes, burglaries are down 14%, reports of rape are down 10%, robberies have dropped 8%; homicides are down 1%, and aggravated assault are down 1%. While these reductions are indeed meaningful, any victim is one too many. Thus, we continue a relentless focus on investigative information that's used to prosecute criminals and prevent retaliatory, cyclical and other shootings.

Formed Human Trafficking Task Force. The PPD and the Salvation Army began partnering with the Philadelphia District Attorney's office, the US Attorney, Homeland Security and the Federal Bureau of Investigation to form a Human Trafficking Task Force. Its focus included sex and labor trafficking.

Significantly Increased Drug Seizures. PPD Narcotics officers increased the amount of narcotics and cash seized from criminals and criminal operations. The Narcotics Bureau recovered nearly \$105 million (street value) worth of illegal narcotics and \$5.2 million in cash. This is an increase of \$63 million worth of narcotics that officers kept from hitting the streets of Philadelphia.

Expansion of the Heroin Logo Tracking Program Helped Track "Bad" Batches. The Delaware Valley Intelligence Center, Forensic Sciences and Narcotics Bureaus expanded the Heroin Logo tracking program. This establishes what is virtually real-time tracking of name-stamped heroin packets seized by the Department. It includes the name, location and photo of the heroin along with the name of the person who had the heroin. The Narcotics Bureau updates the system daily and Forensic Sciences updates after the analysis is complete. This system now captures more than 75% of the stamped items seized and helps rapidly identify and respond to specific locations in the event of a "bad" batch of drugs hitting the streets. The program also helps identify criminal drug organizations' areas of operation.

PPD Implemented Successful Youth Diversion Program. One hundred and eight students were diverted from arrest during the first 2.5 months of school. They instead received social services to determine what problems lead to their summary or misdemeanor infraction during school. Since working with DHS and other partners when this program started in May of 2014, 1,100 students have been diverted from arrest. The recidivism rate for diverted youth is 13%. That is a third of the average 36% recidivism rate seen with local students arrested for similar infractions before the Police Department's Youth Diversion Program.

Expanded Pilot Program for Body Worn Police Cameras. The Mayor's proposed FY17 Budget included funding for 800 new cameras per year to rollout the body camera program piloted under Mayor Nutter citywide over the next five years. To date, the entire 22nd District and Civic Affairs have been equipped. The 25th and 24th District are also expected to be equipped by late June 2017.

Improved Processing of Complex Crime Scenes and Officer Involved Shootings. Implemented the use of 3D laser scanning in all Officer Involved Shootings (involving a person) and other complex crime scenes. This technology allows the PPD to create a 3D map with measurements of a scene, and makes computer modeling a reality for PPD investigations

Expanded Reality-Based Training for Police Officers. The police department uses Reality-Based Training, which incorporates classroom and hands-on training, to gauge how officers manage stressful situations. It also supports optimal performance in varied scenarios. To date, over 1200 officers from various ranks have received the training that will be given to all officers in the department. All new recruits receive reality-based training.

Instituted Measures to Prevent Unconstitutional Ped Stops. In March, Commissioner Ross instituted several measures to prevent unconstitutional pedestrian stops, including the implementation of progressive discipline and other accountability measures detailed below. In accordance with the Bailey v. Philadelphia case filed in 2011, the initial statistical impact of these measures will be jointly released by the city and the plaintiffs in the beginning of 2017:

- **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 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.
- **Increase District Captain Access to 75-48A System to Conduct Real Time Reviews:** 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.
- **Additional Accountability Measures Added 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.

- **Progressive Discipline Implemented:** Progressive disciplinary actions will be instituted for failure to implement corrective action following the quarterly review process detailed above.
- **Municipal Police Officer (MPO) Training:** 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 enhanced training about pedestrian stops and the requirements of reasonable suspicion to conduct these stops.

Continued Strengthening Police-Community Relations. Communities across the country are examining issues of police-community relations and trust. The Philadelphia Police Department is committed to continued growth and connection in this area.

- **Bigs in Blue:** The Department is partnering with Big Brothers/Big Sisters of Greater Philadelphia for Bigs in Blue, a school based mentoring program that pairs officers with students. Commissioner Ross is also currently serving as the national spokesperson for the initiative.
- **Police Explorers:** The Philadelphia Police Explorers Program was decentralized, making the program that exposes 14 to 20 year olds to the law enforcement profession, more accessible to youth throughout the city.

- **The Police Community Relations Unit:** The PCRU leads multiple department efforts to support community needs beyond the badge. They range from community parties, iPad giveaways and Operation Thanksgiving dinners to fundraisers to fight cancer, support families of sick children and serve the homeless. In 2016, police department employees raised more than \$20,000 for the Ronald McDonald house, served more than 700 senior citizens during six senior expos, raised \$500 to serve slices of pizza at Rosa's Pizza and donated clothes to the homeless. Community Relations and School Officers use the Juvenile Justice Jeopardy game to connect cops and kids while exploring laws, rules, regulations and justice. This year PCRU and independent police districts also facilitated meetings with dozens of religious organizations as well as civic, community and advocacy groups. The Philadelphia Police Commissioner also meets regularly with "Millennial" generation members to discuss their police related experiences, concerns and suggestions in an exchange that identifies practical issues and builds critical relationships.
- **Volleys Against Violence:** In Philadelphia, Police began a program to share insights about life and tennis at the Legacy Youth Tennis and Education center. The program uses tennis as a tool to engage and keep young people busy, while teaching life skills and increasing valuable connections with officers with the Philadelphia youth.

Launched First Vision Zero Efforts in Philadelphia. By Executive Order, Mayor Kenney created the Office of Complete Streets and the Vision Zero Task Force in November 2016. The Office of Complete Streets is led by Kelley Yemen, the City's first Director of Complete Streets, who will focus on expanding our efforts to make the City's transportation infrastructure as safe as possible for all users. Vision Zero reinforces that the loss of life and severe injuries resulting from traffic-related crashes are unacceptable and preventable. Through education, engineering and enforcement systems, traffic-related deaths and serious injuries can be reduced to zero – and the Task Force will develop a plan to achieve that goal by the year 2030. To date the Administration has also worked on the following initiatives to reduce traffic fatalities:

- **Northern Liberties Traffic Calming:** The Traffic Engineering Division worked to mitigate a wide range of community safety concerns in the revitalized Northern Liberties section of the city. The specific focuses were traffic speed and volume along the 2nd Street and 5th Street corridors. The Streets Department's interventions included its first use of

modular removal speed cushions, which allow us to test the installation of speed calming devices at specific locations before a permanent installation.

- **More Than 15 New Miles of Bike Lanes, and the First Protected Bike Lane in Philadelphia:** The Streets Department vetted, designed and installed more than 15 miles of new bike lanes in this year. During this work the Department re-established painted crosswalks and other critical traffic markings throughout the city to promote safety and accessibility across travel modes.

In addition, Streets Department and the Office of Transportation & Infrastructure Systems (oTIS) partnered on the installation of Philadelphia's first two-way protected bike lane – a safety improvement that calms traffic and provides a protected space for cyclists between the sidewalk and the on-street parking lane. This one-mile lane was installed along Ryan Avenue in the Northeast. The segment provides a crucial cycling connection to Pennypack Park and has been widely applauded by neighbors and the cycling community at large.

In total, the City is planning thirty miles of protected bike lanes over the next five years. Currently, Streets Department and the Office of Transportation and Infrastructure Systems (oTIS) are evaluating and prioritizing potential streets for protected bike lanes, and will be conducting outreach to the community for input. In recognition of this planning and other accomplishments to date, The League of American Bicyclists renewed Philadelphia's designation as a Bicycle Friendly Community at the Silver level.

- **Doubled LED Street Lights.** In 2016 the Street Lighting Division added roughly 1,500 LED lights, nearly doubling the city's inventory. These fixtures contribute to traffic safety by boosting the visibility and security of pedestrians, and by enhancing police effectiveness along key corridors.
- **Roosevelt Boulevard "Route for Change" Program:** The Roosevelt Boulevard "Route for Change" Program – a three-year, \$5 million planning study to transform the Boulevard – launched in April with a series of public forums. In total, the Office of Transportation & Infrastructure Systems (oTIS) and Streets Department have held eight public meetings and completed numerous stakeholder interviews to learn about concerns and ideas for solutions.

One of the key goals of the program is reducing the risk of crashes for all roadway users along the 14-mile Boulevard, which stretches from Broad Street to Bucks County. In the coming year, the City will be

developing alternatives for what types of projects could occur on the Boulevard by 2025, which in turn will create the foundation for a more long-term 2040 vision.

- **And More:** This year saw the City launch a series of Automated Red Light Enforcement (ARLE) transportation safety enhancement projects totaling \$3.5 million. Included in these ARLE projects are an extension of the City's traffic calming program, a reintroduction of the Intersection Modifications program, a Modern Roundabouts program, and a Fiber Optic Network Expansion program. Some of the funding was also dedicated to new Low Cost Safety Improvements, Fiber Optic Network for Chestnut and Walnut Streets, new LED Street Light Upgrades and additional Signal Integration funding.

OIT and L&I Partner to Develop New Tools to Detect Dangerous Buildings. In partnership with OIT and other departments, L&I has developed two tools to help the Department be as proactive and predictive as possible in carrying out its mission to protect the public from dangerous buildings. The Vacant Property Model and the Residential Structural Assessment analyze multiple streams of City data to zero in on specific vacant buildings for inspectors to prioritize, reinspect, or recommend for demolition.

L&I Increased Its Capacity for Construction Inspection. L&I hired 24 new building inspectors, who, once trained and certified, will increase the number of new construction inspectors in the field by 30%. L&I heavily recruited applicants for these positions in several non-English speaking communities and hopes to significantly increase the number of bilingual building inspectors. Additionally, L&I offered a 10-hour construction safety training course, free of charge, to workers in the construction industry and interested members of the public. The course was provided in English and in Spanish. L&I joined with OSHA to create a community education program empowering residents to recognize and report potential construction hazards.

L&I Increased Fire Safety Inspections. Legislation drafted by L&I and signed into law by Mayor Kenney requires for the first time that all Philadelphia fire escapes be professionally inspected by a certified structural engineer to ensure that they are in safe condition. L&I and PFD are also collaborating on effective fire code enforcement through increased referrals, joint inspections and co-training. Additionally, L&I expanded its program of proactive fire safety inspections by inspecting all licensed auto repair shops in Philadelphia in addition to high rises, family day care, schools and other high risk properties.

Strengthened Response to Structure Fires. On November 5, 2016, after reviewing legacy practices, evaluating the outcomes of past incidents and completing impact analyses using historical data, the Philadelphia Fire Department (PFD) began sending a full complement of response units on all reported structure fires, in accordance with the National Fire Protection Association (NFPA) 1710 – *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*. That very night, this enhancement to the PFD's operational effectiveness paid off during back-to-back residential fires in South Philly, resulting in three lives saved through the combined efforts of Philadelphia firefighters and paramedics. In concert with the Office of Fleet Management, the PFD has also taken delivery of 30 new vehicles during the first year of a multi-year program to overhaul and sustain the Department's fleet of mission-critical response apparatus and support vehicles.

Ended Fire Department Brownouts. The policy of rolling brownouts of fire companies which was implemented in 2010 has been suspended. The suspension of this policy will help the Philadelphia Fire Department to maintain core fire suppression and EMS first response coverage across 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.

Launched New Effort to Increase Fire Prevention Awareness. In order to increase awareness of fire prevention tactics, the Fire Department planned and conducted its first ever Citizens Academy, open to the public, as part of an expanded outreach and risk reduction campaign targeted at preventing the loss of life and property through proactive strategies across the City's many neighborhoods. The Philadelphia Fire Department Citizens Academy gives ordinary people the opportunity to experience the extraordinary work performed by firefighters, emergency medical services personnel and support staff throughout Philadelphia 24x7x365.

Implemented Strategies to Reduce the Prison Population. In April 2016, the John D. and Catherine T. MacArthur Foundation awarded Philadelphia a \$3.5 million grant as part of the Safety and Justice Challenge, a major criminal justice reform initiative aimed at

reducing over-incarceration and reducing the rate of racial, ethnic and economic disparities in the criminal justice system while preserving public safety. As part of the application for this challenge, Philadelphia submitted a reform to safely reducing its jail population by 34% over three years. The reform plan was designed in conjunction with, multiple divisions of the First Judicial District of Pennsylvania, the Defender Association of Philadelphia, the Philadelphia District Attorney's Office, the Philadelphia Police Department, the Philadelphia Department of Prisons and the Philadelphia Department of Behavioral Health. Since the grant was awarded, Philadelphia's criminal justice partners have commenced its implementation efforts in earnest and the jail population has been reduced by approximately 13 percent since July 2015. They have rolled-out several new programs and are planning for more to come in the next few years, including:

- **Expansion of Civil Code Violation Notices:** In July of 2016, the Philadelphia Police Department started issuing civil code violation notices for certain types of disorderly conduct rather than issuing criminal citations. This new practice ensures that large numbers of people will no longer come into contact with criminal justice system for low-level nuisance behavior.
- **Early Bail Review:** In July 2016, the Philadelphia Municipal Court, in collaboration with the Defender Association and the District Attorney's Office, started conducting early bail review hearings for individuals in custody on low bail amounts and no other holding matters. This new hearing process provides an early release opportunity for people who remain in custody because they cannot make bail.
- **Improved Case Processing:** In 2016, the First Judicial District, Defender Association and District Attorney's Office implemented several improvements to case processing, including an expansion of the Early Resolution, Intermediate Punishment, and DUI Treatment Court Programs. They improved how certain types of cases are identified for diversion, scheduled, and resolved. The Defender Association also increased its capacity to file early parole petitions, a release mechanism previously under-utilized.
- **Implicit Bias Training:** Plans are currently underway to launch a cross-system implicit bias training program within the various criminal justice partner agencies in Philadelphia. As part of a broad effort to reduce the rate of racial and ethnic disparities in the criminal justice system, agency staff will be trained in the concepts of implicit bias, racial anxiety, and stereotype threat through a train-the-trainer model.

Increased Rehabilitative Programming to Prevent Recidivism.

In effort to reduce recidivism, the Philadelphia Department of Prisons opened Reentry Service Trailers on campus for discharged persons. The goal of the reentry trailers is to offer full service, one stop reentry resources, including assistance in accessing health insurance. In a separate effort, the Department's Employment Engagement Unit introduces employers who are willing to hire released persons to the Prison's vocational programs in order to demonstrate their readiness to go into work at the time of release. The following rehabilitative programs were expanded this year.

- **Veterans Justice Outreach (VJO):** This is a program by the Veterans Administration conducted through informational group sessions with inmates who self-identify as veterans in order to provide assistance regarding military benefits, assessments and referral to programs in the community.
- **Father Enrichment program:** Curran-Fromhold Correctional Facility (CFCF) also has facilitated two classes who have graduated from the Father Enrichment program. This is a program for men that teaches parenting skills and anger management. After completing core classes, graduates are ready for the next step of their release, becoming self-sufficient and responsible fathers.

Strengthened Reentry Coalition. The Office of Criminal Justice (OCJ) staffs the Philadelphia Reentry Coalition, which is a year into the implementation of Home for Good, its 5-year strategic plan to reduce recidivism in Philadelphia. The Coalition has been successfully laying the groundwork for stronger coordination of reentry efforts, with a focus on increasing communication, facilitating collaboration and building capacity. More specifically, the Coalition re-organized under the leadership of a Steering Committee representing city, state and federal government, service providers and returning citizens. The coalition also expanded stakeholder engagement to represent over 85 agencies and organizations across 8 subcommittees, increased staff commitment, developed a newsletter and website, provided trainings on best practices and employment issues, and created timely partnerships, such as a highly active Working Group to support reentry needs of juvenile lifers returning to Philadelphia, and Philadelphia's first Reentry Think Tank.

New Crisis Intervention Training for Correctional Officers.

Correctional officers who work in Philadelphia Police Department holding facilities are now being trained to defuse and deescalate situations with people who are suffering from mental illness, drug and alcohol addiction or who may be emotionally distraught.

Beat Peer Cities in Super Storm Jonas Clean Up. The Kenney administration came out of the gate facing the third largest 24-hour snowstorm in Philadelphia history. The Streets Department lead the snow removal effort, providing the bulk of the manpower and equipment, and the Office of Emergency Management (OEM) orchestrated coordination across over a dozen city agencies and local partners. Under the Managing Director's direction, the City of Philadelphia was the first major city to emerge from the declared natural disaster and return to normal operations. Thanks to improvements in expense tracking across City departments, the City has been able to recoup approximately \$7.5 million through FEMA Public Assistance grant program.

New Business Security Cameras Installed in 41 Zip codes. The Business Security Camera Program encourages businesses to install external security cameras to increase safety in public areas. The program reimburses up to 50% of the cost of equipment and installation, with a maximum of \$3,000 per single commercial property. In 2016, 176 projects, representing \$370,933 in rebate funding, were completed and reimbursed. These projects took place across 41 zip codes and 20 police districts.

Streamlined and Enhanced DNA Analysis Leads to Faster Processing of Sexual Assault Kits. Increased the efficiency of DNA analysis by cross training forensic scientists already on staff and analyzing workflows to streamline procedures. This process has already allowed newly received sexual assault kits to be routinely completed within 60-90 days.

Leveraged GIS Technology to Increase Situational Awareness Across Public Safety. The Office of Emergency Management (OEM) developed a new map-based data platform called CityView. CityView combines numerous layers of geospatial data on buildings, infrastructure, mass transit and the environment within Philadelphia giving OEM planners a holistic view of current city-wide conditions at any moment. The system also incorporates real-time incident information including the locations of fires and medical emergencies, allowing OEM to assess the impact of events on the surrounding community. The system can also collect and display information submitted by personnel in the field, allowing it to be shared immediately. CityView also functions as an operational dashboard, and is used in the Emergency Operations Center during an activation to provide planners and leadership full situational awareness.

Improved Technology Resources for First Responders. In partnership with SEPTA, the Office of Innovation and Technology (OIT) is engaged on a radio interoperability project that will improve communications for first responders in the underground SEPTA rail and subway

system. Additionally, OIT in partnership with the Philadelphia Police Department, the first Judicial District, PennDOT and the Pennsylvania State Police are piloting a new system which will allow police to electronically submit auto accident reports and traffic citations using mobile data computers and printers installed in marked units. This will streamline the reporting process, allowing officers to complete auto accident reports in the communities they serve and spend less time on paperwork.

Launched READYCommunity Emergency Preparedness Program. The Office of Emergency Management's (OEM) community preparedness program has three distinct tiers of engagement: READYHome personal and family preparedness workshops, READYBusiness continuity of operations planning for small businesses and READYCommunity – a new multi-engagement community driven program. READYCommunity programming is based on best practices within community resilience – the idea that communities that collectively plan and prepare will more quickly recover post disaster. Each community chooses how to be "READY" and OEM supports them by helping them develop community plans, facilitating skill-based workshops and providing emergency supplies. OEM launched three READYCommunities in November: READYMantua, READYPoweltonVillage and READYParkside. READYBelmont and READYEastwick are both in the early engagement phase and will launch in early 2017.

PROGRESS ON Education & Job Training

In just one year, the City has taken on a new level of responsibility for Philadelphia's education system not seen in nearly two decades. The Mayor's Office of Education is currently instituting the community-school model in nine public schools across the City and it has committed to growing that number to 25 over the next four years. And, on January 4, 2017, exactly one year since Mayor Kenney was inaugurated, 2,000 three and four year olds will have access to free, quality pre-k through PHLpreK. Furthermore, the Department of Commerce and Mayor's Office of Education formed a Career & Technical Education (CTE) Working Group to identify collaborative ways to elevate career and technical education in Philadelphia's educational landscape.

The City also strengthened its commitment to workforce development and adult education. This Fall, Mayor Kenney expanded the scope of the Mayor's Commission on Literacy and reestablished it as the Office of Adult Education (OAE). Additionally, in the Spring of 2016, the Commerce Department launched a new Talent Development Unit to strengthen and train Philadelphia's workforce and, together with the Managing Director's Office, they also launched a new cross-sector Workforce Development Committee, with the goal of developing a workforce system that ensures the full participation of all Philadelphia residents in the City's future and serves as a key partner to business in building regional growth and community prosperity.



PROGRESS ON Education & Job Training

Launched PHLpreK, Philadelphia's New Locally-Funded Pre-K Program. PHLpreK enrollment kicked off in October for the first 2000 students. A new call center (844-PHL-PREK) was established to help individuals enroll in PHLpreK, and see if they qualify for other public programs that make pre-K and childcare more affordable. A corresponding website PHLpreK.org also launched to serve as a central portal for Philadelphia families with children ages 0-5 in need of early education resources.

Preparation is underway for the first day of locally-funded pre-K classes on January 4, 2017. The next round of pre-K expansion will create an additional 1000 locally-funded, quality pre-K seats in September 2017. By 2021, PHLpreK will serve 6,500 three- and four-year-olds each year.

Secured Philanthropic Investment in PHLpreK. The Mayor's Office of Education is seeking philanthropic contributions in order to maximize the local investment in PHLpreK. William Penn Foundation awarded a \$176,000 grant to support the pre-K workforce development goal of increasing qualified early childhood education teachers and staff. William Penn Foundation also pledged a \$15 million grant renewal for the Fund for Quality which helps STAR3 and STAR4 early childhood education centers expand facilities to create 1500 new quality seats. Additionally, the PNC Foundation awarded a \$27,000 grant for a project designed to improve the financial literacy of pre-K center owners and directors, since, when directors have

the capacity and expertise to braid various funding streams (local, state, federal and private tuition) for as many children as possible, they are able to improve educational resources for their students and pay their staff higher wages.

Launched Community Schools Initiative. Community schools are schools where there is a strategic, coordinated plan that aligns services from the city and community service providers to address the broader set of needs that children have, such as health and social/emotional needs and expanded learning opportunities, like after-school programs. The Mayor's Office of Education launched the Community Schools Initiative in partnership with the School District of Philadelphia to strengthen neighborhoods by improving access to programs, services and supports for the children and families of Philadelphia.

After six months of public engagement with more than 750 individuals, the community schools team discovered what matters most when it comes to selecting schools to be a part of this effort. Factors like principal and staff willingness; childhood poverty and neighborhood crime rates; health risk indicators; support for English language learners; and geographic distribution across the city were among the criteria. Thirty one schools applied to be a part of the first cohort, and the following schools, serving more than 4,500 students, were selected: William Cramp Elementary School (K-5); Murrell Dobbins CTE High School; F.S. Edmonds Elementary School (K-6); Edward Gideon Elementary

Process on Education & Job Training - cont.

School (K-8); Kensington Health Sciences Academy; Logan Elementary School (K-5); Southwark Elementary School (K-8); South Philadelphia High School and Tilden Middle School (5-8).

In September, each community school received a full-time coordinator who engages with the entire school community to identify its most pressing needs. Coordinators began a formal needs assessment process by surveying more than 2,000 community members, students, school staff and parents to get a comprehensive understanding of the unique needs within each neighborhood. Additionally, more than 500 people participated in at least one of 50 in-person focus groups. Community Schools Coordinators are currently using this feedback to inform the creation of community school strategic plans which will be complete in early 2017.

Formed CTE Working Group. The Department of Commerce and Mayor's Office of Education formed a CTE Working Group which includes representatives from both departments, the School District of Philadelphia, Community College of Philadelphia, Philadelphia Youth Network, and other partners. The group meets regularly to identify collaborative ways to elevate career and technical education in Philadelphia's educational landscape, thereby helping students become career ready. The goals include: increasing awareness, making CTE programs more accessible, and fostering mutually-beneficial relationships between the programs, its students, and the business community. City employees from OIT also donated their time to CTE-like course with a local middle school, featuring a series of City employees who design and teach an eight-week series of classes focusing on educational and career opportunities in the technology field.

Lobbied for a Fair, Full funding Formula from 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* 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. The brief demonstrates that the Law Department is taking a proactive approach to filing amici support at both the State and National Level.

Expanded Educational Opportunities in the Free Library System. The Free Library welcomes thousands of school children after school providing a safe haven and homework help support. This past year the Library added a strong literacy component to the LEAP afterschool program to encourage children to improve their reading skills. To avoid the "summer slide," the Free Library increased its outreach to engage more children in reading over the summer of 2016. A special effort was made to reach out to hundreds of summer camps to encourage reading of just five books over the summer to maintain reading levels when children return to school. Additionally, through a partnership with the Philadelphia Department of Prisons, the Free Library launched the "Stories alive" program, that gives inmates incarcerated at two prison facilities the opportunity to participate in real-time storytelling through video conferencing with their children and caregivers, and at designated library branches in the community.

Developed Philadelphia's first Out-of-School Time Strategic Plan. Philadelphia's Out of School Time (OST) strategic plan is intended to integrate Philadelphia's OST community under a unifying vision and agenda that will help build a vibrant and a thriving OST environment for youth. The central effort of the OST plan is to develop an OST ecosystem that delivers high-quality programming to all low-income and at-risk youth with an initial emphasis on early literacy in grades K-4 and engaging the community to create a more civically engaged Philadelphia. The OST Strategic Plan will support and advance the Mayor's strategic initiatives to improve our neighborhoods and educational outcomes for all children, including the Read by Fourth Campaign, Pre-K expansion, Community Schools and Rebuild. Visit the PhillyBOOST website to see the current version of the full plan.

Connected Educators and Community Leaders with Resources to Promote Arts Education. On November 16, the Office of Arts, Culture and the Creative Economy (OACCE) held the first expanded Arts Education Fair, in partnership with the Kimmel Center of Performing Arts and the Greater Philadelphia Cultural Alliance. This year, the Fair was extended to include cultural organizations from across the city, and it was also designed not only teachers, but also for other educators like librarians, recreation center programmers and after-school coordinators. With 53 organizations exhibiting and more than 200 registrants, the expanded fair reflects the interest in quality arts education programming both in and out of school.

Established Workforce Development Steering Committee. The Managing Director and Commerce Director together formed and jointly lead a new cross sector Workforce Development Committee in partnership with the private sector, nonprofit partners, City agencies and Philadelphia Works Inc., with a shared goal to develop a workforce system that integrative, transparent, outcomes-driven, accessible, and high-functioning, and that ensures the full participation of all Philadelphia residents in the City's future and serves as a key partner to business in building regional growth and community prosperity. The steering committee is committed to developing 1) talent and model employers, including ensuring that the City is a model employer 2) focusing on high-need populations including disconnected youth and returning citizens, and 3) removing individual and structural barriers to workforce success.

Commitment to Expand WorkReady Philadelphia Summer Jobs for Young People. Mayor Kenney made a commitment to unite business, philanthropies, nonprofits and communities in a citywide effort to increase youth employment with a goal of reaching 16,000 summer jobs opportunities by 2020. Research has shown that well-targeted investment in summer employment can improve outcomes for disadvantaged youth and can make a substantial difference to a complex problem like youth violence. In 2016, there were close to 10,600 summer jobs with the City investing over \$6M in WorkReady Philadelphia. The City is partnering with the Abdul Jamil Latif Poverty Action Lab (JPAL) to evaluate WorkReady Philadelphia in order to inform future outreach and programming efforts. WorkReady Philadelphia is managed by Philadelphia Youth Network, is a cross-sector, city-wide initiative dedicated to improving the economic outcomes of the region's youth by attracting, aligning, and investing resources in coordinated, youth-workforce-development strategies.

Launched Digital Literacy Alliance. In 2016, the Office of Innovation and Technology (OIT) kicked off the Digital Literacy Alliance, a cross-institutional advisory group formed to tackle digital literacy challenges and manage a seed fund dedicated to funding innovative programs in the digital literacy space. The goal of the initiative is to help departments approach challenges in new and creative ways through facilitated workshops conducted by innovation staff and Innovation Academy graduates.

Transformed the Office of Adult Education. On International Literacy Day, September 8, 2016, Mayor Kenney signed an Executive Order expanding the Mayor's Commission on Literacy, established in 1983, into the Office of Adult Education (OAE). More than reading and

writing, literacy today includes numeracy, digital and technology proficiency, problem solving and critical thinking, and workforce and workplace skills. The expansion and name change into the OAE reflects the Office's ongoing work to meet the challenges facing the city's adults as they look to start in jobs that pay family-sustaining wages, and engage in all aspects of civic life and democracy.

Established New myPLACESM Campus for Adult Education. Since the Office of Adult Education (OAE) established myPLACESM in 2014, the Office has enrolled more than 11,000 adult learners for intake and assessment appointments at four myPLACESM Campuses. myPLACESM offers Adult Basic Education, Adult Secondary Education, English as a Second Language, and career development classes to learners in their neighborhoods or online. OAE funds three of the campuses, and the fourth campus joined earlier this year. Later this winter, OAE will open a fifth myPLACESM Campus at Southwest Community Development Corporation.

Launched myPREP. This year OAE also launched an online, self-paced course geared for adult learners who look to advance their career to the next level, with a job training program, apprenticeship or community college. The course is specifically designed for adults preparing for high-stakes entrance exams that serve as gateways to training programs and community colleges.

Created Talent Development Initiative. In the Spring of 2016, the Commerce Department launched a new Talent Development Unit to strengthen and train Philadelphia's workforce. In October, the Talent Development Unit partnered with the Mayor's Office of Education to host a Manufacturing Week Roundtable which connected students with employees of a local manufacturing facility. There are plans to conduct similar roundtables on a more regular basis in 2017 focused on other industries connected to CTE programs available in Philadelphia schools. Additionally, Commerce awarded Philadelphia Youth Network a \$45,000 grant to be used to increase the technology and communications infrastructure for the Summer WorkReady program, supporting the Talent Development Unit's commitment to increasing the number of Summer 2017 slots.

Awarded a Grant to Grow PowerCorpPHL. In June, the City of Philadelphia was awarded a three year, \$3 million grant from the Corporation for National and Community Service to grow PowerCorpsPHL, an AmeriCorps initiative, operated in partnership with EducationWorks, connecting young adults to career pathways and postsecondary education following six months of environmental service and workforce training.

PROGRESS ON Economic Growth & Development

The Kenney administration's economic focus is on expanding the recent gains seen in Center City to neighborhoods across the city. To facilitate that goal, over the last year, the Commerce Department has launched a capital consortium for small businesses, created a small business coach program, and expanded supports, including financial grants and loans, to small and immigrant businesses. The City also took steps to combat income inequality. In addition to lowering the wage tax, the Mayor also worked with Council to expand the prevailing wage and to hold businesses accountable for properly using taxpayer subsidies.

While some critics doubted, it was possible, the administration has proven that this neighborhood focus has not come at the expense of Center City. In 2016, several local companies announced their intention to remain or grow in Philadelphia with long-term lease commitments, including Aramark, Five Below, Yards, Vanguard, GSI Health, Wawa, Target, Whole Foods and DiSorb. Start-ups have also seen new growth in the city, thanks to the Department of Commerce's work to attract Red & Blue Ventures to University City and to attract London-based co-living company Startup Home. For the first time, the City also had its formal presence at SXSW which showcased the attractive opportunities for startups in Philadelphia. On a separate front, the city also made a renewed commitment to attracting international businesses, hiring a Director of International Business Investment who has generated 30 active international business attraction leads since April.



PROGRESS ON Economic Growth & Development

Major Business Attraction & Retention Success. In 2016, several local companies announced their intention to remain in Philadelphia with long-term lease commitments. Aramark announced in September that their global headquarters would move from their current location at 1101 Market Street to 2400 Market Street. In September, Five Below announced that they signed a 15-year lease to move their national headquarters from 1818 Market Street to 701 Market Street (Lit Brothers Meeting) in 2018. Philadelphia-based brewing company Yards announced that they are expanding their footprint in the city, moving into 70,000 square feet at the former Destination Maternity Building at 5th and Spring Garden. Vanguard announced in November that they are planning to open a satellite office in Philadelphia that will serve as an innovation center for the company. Healthcare manufacturing company DiSorb, which is located in North Philadelphia, made a major investment to expand their production capacity – adding a \$1 million high-speed assembly line that was activated in June.

Additionally, in April, GSI Health opened its new offices at 1735 Market Street and announced that the company planned to add 25 employees to their existing 50-person staff. Two of the highly-anticipated Center City Target stores opened in 2016 – the location at 12th & Chestnut opened in July and the 19th & Chestnut store opened in October. WuXi AppTec opened its third laboratory facility at the Navy Yard in October, which has the potential to accommodate an additional 200 high-tech manufacturing and support jobs when full operations.

Whole Foods opened their new store at 22nd & Pennsylvania Avenue, maintaining the existing 270-person staff and adding 80-90 more.

New Startup Growth. The Department of Commerce helped attract Red & Blue Ventures to University City (Pennovation Center) and worked with London-based co-living company Startup Home, which is looking to open a Philadelphia location in early 2017. The City also started a Tech and Innovation Working Group, which consists of about 20 members of the venture capital, education, tech and foundation communities. The current focus of this group is to develop a report on economic development within Philadelphia tech, and the report is expected to be completed by mid-2017. Furthermore, the City had its first established presence at SXSW - a national conference on the “convergence of the interactive, film, and music industries” - in 2016, and Mayor Kenney will become the first Philadelphia mayor to visit the event in 2017. The City’s presence at SXSW in 2016 further highlighted Philadelphia as a hub for startups and helped promote the company’s, innovations and technologies created here. Mayor Kenney’s participation in the upcoming event will show the Administration’s dedication to elevating and supporting the city’s tech scene.

Expanded International Business Presence in Philadelphia. A Director of International Business Investment was hired in April 2016. Since the Director started, three international businesses have committed to a presence in Philadelphia. During this time-period,

Process on Economic Growth & Development - cont.

30 international business attraction leads have been generated, and all remain active at this time. Additionally, as a result of the Commerce Department's trade mission to Europe, the City is actively involved in business attraction talks with six companies from Germany and Portugal. A French delegation also visited Philadelphia in November to sign a new 5-year Memorandum of Understanding (MOU) between the Auvergne-Rhone-Alpes Region and the Commonwealth, with Philadelphia being a central participant. Forthcoming plans connected to the MOU include a delegation of French life sciences companies visiting in 2017. Furthermore, the Department of Commerce is working with Citizen Diplomacy International to strengthen existing Sister City relationships and develop a plan to establish one or more new Sister Cities during the Kenney Administration.

Successfully Recruited NFL Draft. The City in partnership with PHLCVB and other partners successfully recruited the NFL 2017 Draft. It is expected to draw more than 200,000 people to Philadelphia and PHLCVB projects it could have an \$80M economic impact on the city.

Prevailing Wage Legislation. The administration worked with members of City Council to craft legislation that that expands the City's Prevailing Wage Ordinance to include service workers at publicly-subsidized institutions – such as universities, hospitals, stadiums and the Convention Center. Now signed into law by the Mayor, the provision will be applied to future contracts and agreements between the City and such institutions.

Lowered Taxes & Expanded Tax Credits. The Mayor's first budget continued 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 is 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). The cumulative effect of such efforts was evident in a report by the Pew Charitable Trusts Research Initiative, which found that the tax burden gap between Philadelphia and the suburbs continues to narrow. To top it all off, the Mayor also 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.

Crafted Legislation to Hold Businesses Accountable for Properly Using Taxpayer Subsidies. The administration worked with City Council to craft legislation which requires businesses that receive \$50,000 or more in financial assistance or subsidy originating from public dollars to self-report information about economic outcomes including job creation. The ultimate goal of the legislation is to increase transparency and accountability related to City spending. The Department of Commerce will develop an online reporting system.

Created Tax Policy Committee. The Department of Commerce established a Tax Policy Committee which has been meeting monthly and whose goal is to identify possible improvements to business tax policies. A current focus is on several tax credits that could be converted to grants in order ease the implementation process on the City's end and better serve businesses. The Philadelphia Re-Entry Program (PREP) Tax Credit is currently being explored as a pilot.

Launched the Capital Consortium for Small Businesses. The Department of Commerce launched the Capital Consortium, a tool to increase access to capital for small businesses, in July 2016. The Consortium is a group of nonprofit and for-profit lenders that have all agreed to review loan applications submitted on a single form, thereby allowing applicants to reach all members of the Consortium at once. To date, the Consortium has received 24 eligible applications, and 18 of those businesses have been contacted by at least one lender. So far, two loans have been settled. Commerce will continue to help those businesses who did not receive funding by connecting them to Business Technical Assistance Providers (BTAPs) to help increase their viability for funding in the future.

Expanded Small Business Services. This year, the Free Library launched the Business Resource and Innovation Center (BRIC) at Parkway Central and are offering specialized programs to help small business owners and entrepreneurs start or grow their businesses. Small business owners with viable plans are matched with mentors to help launch their ideas. Over in the

Commerce Department, the Business Coach Program was established late in 2016. It is geared toward helping businesses that do not initially get approved for Commerce programs and ensuring underserved businesses are able to access assistance. Additionally, to aid small businesses, Commerce compiled and published a [master list](#) of technical and financial assistance providers. Also, new to the Commerce Department this year is the Small Business Advisory Group. This new advisory group includes representatives from multiple City departments and aims to simplify internal processes for businesses. In addition to streamlining the process for starting a pre-k center, as part of the city's early childhood initiative, the group will focus on two other key areas: creating the Business Bill of Rights and developing customer service/feedback mechanisms for City departments.

All Business Licenses Issued by L&I Moved Online. For the first time, all business licenses issued by L&I can be applied for, renewed and paid for online through the eClipse system. In the first seven months of full business license implementation, 1893 individuals and businesses got 6728 licenses via eClipse. eClipse is being expanded to allow residents to go online to obtain trade licenses, permits, and certificates from L&I as well.

Supported Immigrant Businesses. The Office of Immigrant Affairs (OIA) and the Department of Commerce worked to promote and provide financial assistance to numerous immigrant businesses this year. As a way to promote Latino immigrant-owned businesses, OIA also hosted a restaurant/ bar crawl during Welcoming Week in September. Not only did the crawl bring business to local restaurants and bars, but each immigrant business owner shared their immigrant story and the successes and struggles they faced in establishing a business in Philadelphia. Additionally, the Office of Business Services (OBS) launched the Passport Philadelphia initiative to encourage residents to explore the city's diverse neighborhoods. Its first event, Taste of Southeast Asia Month, each time someone dined at one of the participating restaurants they would receive a stamp from one of the three restaurants participating. Furthermore, the Commerce Department added two new Bilingual Business Services Managers to assist immigrant businesses and to support the Latino and Korean business communities.

Over A Million Dollars Dedicated to Storefront Improvements. The Storefront Improvement Program reimburses owners of commercial buildings and businesses within designated commercial corridors who make storefront improvements. Research shows that

façade improvements lead to additional foot traffic, increased revenue, and to the creation of new jobs. The program reimburses up to 50% of the cost of eligible improvements, with a maximum of \$10,000 for a single commercial property or up to \$15,000 for a multiple-address or corner business property. So far in 2016, 62 projects (representing \$527,859 in rebate funding) have been completed and reimbursed. Additionally, 61 new applications have been approved, with \$519,011 awarded.

Distributed Nearly \$1.5M in Business Loans to Aid Business Expansion. The Commerce Department provides small business loans through a variety of programs. The Department's InStore Program is a forgivable loan program that helps eligible retail, food and creative for-profit and nonprofit businesses purchase equipment and materials associated with establishing a new location or expanding at an existing one. In 2016, the program has approved nine applications and seven projects (representing \$315,528 in forgivable loans) have been completed. Additionally, Kiva enables financially excluded and socially impactful entrepreneurs to access 0% interest small business loans that are crowdfunded by hundreds of lenders from around the world. In 2016, 24 loans totaling \$155,000 have been distributed. In 2016, Business Technical Assistance Providers (BTAP) also served 896 businesses throughout the city. It made 184 loans to small businesses, totaling \$1 million with the average loan size being \$5,400.

Accessed State and Federal Resources for Economic Development Projects. Several major projects were awarded Redevelopment Assistance Capital Program (RACP) grants from the Commonwealth in 2016, including: Reading Viaduct (Viaduct Rail Park), Schuylkill River Trail, The Gallery, and uCity Square. Twenty-eight projects in Philadelphia were awarded over \$56 million in funding in 2016. The New Markets Tax Credit (NMTC) program, a federal tax credit program, has also been used to generate private-sector capital investment in low-income areas.

Capital Investment at the Port of Philadelphia. Governor Wolf announced a comprehensive capital investment program at the Port of Philadelphia that will include more than \$300 million in investment in the Port's infrastructure, warehousing and equipment. The projects will double container capacity, position the Port for future growth, created thousands of jobs, improve efficiency and increase tax revenues. The initiative will start in 2017 and continue through 2020.

Process on Economic Growth & Development - cont.



Opening of Terminal F Baggage Claim. Terminal F Baggage Claim has officially opened – a grand renovation and expansion project worth \$161 million. The 34,000-square foot facility built by American Airlines achieved LEED Gold certification for its Leadership in Energy and Environmental Design. Since 2002, passenger traffic in Terminal F has increased by about 75%, from nearly 3 million to more than 5.2 million total passengers last year. The expansion increased concession space by 20,000 square feet to include a 360-seat food court area, a new shuttle bus stop, and a spectacular glass installation.

Added New Foreign Carrier to PHL Airport. In October, Icelandair announced the addition of seasonal flights between Philadelphia International Airport and Reykjavik. The service begins May 30, 2017 and includes four weekly nonstop flights to Iceland. This first foreign carrier added to PHL Airport in nearly three years.

PROGRESS ON

Restoring Equity to Philadelphia's Neighborhoods

Philadelphia is a city of neighborhoods, but far too long, some areas of our city have seen record investment while others have been left behind. To address that inequity, the Kenney administration worked with City Council to pass the Philadelphia Beverage Tax, which will fund the investment of community schools, quality pre-k in high-need areas and the renovation of parks, rec centers and libraries. Additionally, the Community Life Improvement Program (CLIP) as well as the Office of Infrastructure Transportation Systems (OTIS) stepped up efforts to address neighborhood nuisances, completing the greatest volume of repaving in six years, updating bus shelters and increasing graffiti abatement and vacant lot clean ups. Furthermore, the City launched the first interagency effort to tackle the epicenter of the opioid crisis on Kensington's Gurney Street



PROGRESS ON Restoring Equity to Philadelphia's Neighborhoods

Became the First Large City to Pass & Implement Beverage Tax. In March, as part of the Mayor's first budget proposal, the administration proposed a beverage tax to pay for the implementation of PHLpreK, 25 community schools and the debt service on Rebuild, a \$500M investment in improving our parks, rec centers and libraries. Council passed such a tax in June 2016, making Philadelphia the first major U.S. city to pass a beverage tax. According to a Harvard University study, the tax is also projected to have significant health benefits over the next decade: \$200 million in health care cost saving, 700 lives saved, 2,280 cases of diabetes prevented; 36,000 cases of obesity would be prevented within the first 10 years after implementation.

Since the tax's passage, the Department of Revenue has been hard at work readying distributors and retailers for January 1, 2017, when the tax will go into effect. This effort included the creation of a website portal, www.PhillyBevTax.com, where distributors who pay the tax can register, file, and pay, and an information campaign to explain the implementation process. The launch includes new tax regulations, outreach campaign, and online registration/filing portal. The Philadelphia Beverage Tax will generate approximately \$91 million annually.

Launched the Rebuild Initiative. In February, Mayor Kenney announced his plan to borrow \$300 million in bonds, using revenue from the Philadelphia Beverage

Tax, to create Rebuild, an initiative to revitalize neighborhood parks, recreation centers, playgrounds, and libraries across the city. In November, the William Penn Foundation announced its intention to add \$100 million to Rebuild, marking a major milestone in making Rebuild a \$500 million program. The initiative will promote both equity and economic growth, with the majority of Rebuild's resources going to distressed or struggling neighborhoods where concentrated poverty, elevated crime rates, and heightened health risks are impacting the lives of local residents. Rebuild will also benefit from a robust data set that was developed through a planning process that took place over the course of the last year. The data set includes a variety of factors (e.g., poverty, health risks, household growth, site conditions, etc.) which will be used to inform site selection.

By working closely with communities and City Council, Rebuild's investments in community spaces will enhance public safety, boost educational and health outcomes, and create jobs in Philadelphia's neighborhoods. However, Rebuild is far more than just an infrastructure program. Rebuild is also designed to empower residents through community engagement and ensure economic inclusion by setting new standards for diversity participation through cooperation with the Building Trades and providing new supports for minority and women owned businesses. To learn more about Rebuild, visit rebuild.phila.gov.

Progress on Restoring Equity to Philadelphia's Neighborhoods - cont.

Created Neighborhood Economic Advisory Council (NEDAC). This new advisory group was formed by the Commerce Department in 2016 and will focus on developing strategies to make all neighborhoods clean, safe and well-lit in order to drive economic development. Specifically, The NED advisory council works to provide valuable feedback and guidance on Commerce Department activities, from those engaged on economic development work in our neighborhood business districts. The perspectives of organization leaders, property developers and consultants will help the Department to be impactful and accountable with its programs and resources. Guided by the top concerns and issues expressed by the members and Commerce leadership, the advisory council will review and make recommendations on existing and potential Commerce programs. The NED Advisory has met three times to date thus far during the 2016 year.

Expanded Bike Share to More Communities, Hit One Millionth Ride. In May of this year, the City's Indego bike share program added 30 new stations and 300 new bicycles, bringing the network to more than 100 stations and 1,000 bikes. This expansion also allowed the program to see its one millionth rider since its launch in 2015. The Office of Transportation and Infrastructure Systems doubled down on the commitment to serve Philadelphians of all income levels by launching the Indego Access Pass this year. The Indego Access Pass provides a discount on unlimited rides on bike share for anyone who has a Pennsylvania ACCESS benefits card.

Hosted National Conference on Creating Socially Equitable Bike Share. This past June, the Office of Transportation & Infrastructure Systems hosted the first ever Better Bike Share Conference. The conference brought over 120 participants from a variety of fields, including leaders and participants in the fields of social and racial equity and bike sharing. The Better Bike Share Conference is an initiative of the Better Bike Share Partnership, a national organization led by the City of Philadelphia, which aims to create a socially equitable model for bike sharing and other transportation systems.

New Progress on Philadelphia 2035. As a part of the city's comprehensive plan, three more district plans have been adopted (North Delaware, Lower Southwest and Upper North) and three more are underway (Upper and Lower Far Northeast and North). The Planning Commission (along with other city agencies) is managing over \$21M in grants for follow-up studies and

construction projects that implement District Plan recommendations. For the zoning implementation, eleven remapping bills were passed by City Council and signed by the Mayor, totaling 225 acres across the city for a more accurate zoning map to facilitate development. Another nine bills, for an additional 328 acres, are expected to pass City Council by the end of the year. PCPC staff have also processed 25 environmental reviews, 45 Civic Design Review cases, 54 façade and other regulatory reviews, and 1,148 zoning variances as it supports increased development in all corners of the city.

Increased Access to Artistic Performances Outside of Center City. The Office of Arts, Culture and the Creative Economy (OACCE) more than doubled its support of community cultural programming in 2016 by supporting 27 artists groups and organizations presenting 49 free, high-quality performances and activities in 13 neighborhood parks and plazas across the city for more than 8,000 people. OACCE also supported community groups presenting cultural programming in neighborhoods that fall outside of its regular program areas, with events ranging from a student film festival to a literary arts conference. The office organized 19 additional performances and 8 additional neighborhood cultural programming activities in 2016.

Completed Library System Adoption of Community Cluster Model. The Free Library has completed its adoption of the cluster model for its neighborhood library services, as of July 2016. The 54-location system is now comprised of nine cluster areas, each representing a group of libraries from adjacent areas of the city. As part of this new system, the Free Library is developing Community Councils throughout the city to inspire civic involvement among community members and engage leaders across the social service, nonprofit and civic spheres. In addition, these Community Councils will prove particularly valuable during the fact-finding phase of the Rebuild initiative, as the Library has deep knowledge of community needs and the ability to draw together members of the community for critical input and feedback. As the result of this and other community engagement efforts, library card sign ups spiked in September to almost 6,000. Many Free library branches also launched innovative new programs including, loan programs of musical instruments, ties for interviews and even baking equipment.

Progress on Restoring Equity to Philadelphia's Neighborhoods - cont.

Highest Volume of Repaving in the Last Six Years. The Administration set the ramping up of street maintenance as one of its top priorities. The Highways Division of the Streets Department exceeded 50 miles of resurfacing, which is a nearly 50 percent increase over paving in 2015, and represents the highest volume of repaving in the last six years. Additionally, the department in 2016 repaired over 30,000 potholes since coming out of the winter storm season.

Updated Bus Shelters. Under the Office of Transportation and Infrastructure System's Street Furniture Program, 68 new bus shelters will have been installed throughout the city by year's end. Larger high ridership shelters are being installed in areas of high transit demand. Twenty-five of the new shelters have digital displays, which offer arts, culture and public service information.

Increased Graffiti Abatement. Community Life Improvement Program's (CLIP) Graffiti Abatement Teams are responsible for the eradication of graffiti vandalism on public as well as private properties FREE of charge. CLIP cleaned over 113,000 properties of graffiti vandalism in FY 16, an increase of 6.5% from FY 15.

Increase in Vacant Lots Cleaned. CLIP's Vacant Lot Program is responsible for the inspection and abatement of public and private lots citywide. Owners not in compliance with the property maintenance code receive a warning notice and a compliance period to clean their vacant lot. If they don't comply with the code, CLIP crews will clean their lot and bill them for our services. CLIP inspected over 40,000 vacant lots in FY 16, an increase of 20% from FY 15. In addition, CLIP abated 15,014 vacant lots in FY 16, an increase of 24% from the previous fiscal year.

Increase in Inspection of Nuisance Properties. CLIP's Exterior Property Maintenance Program is responsible for the inspection and abatement of private yards. Property owners not in compliance with the Property Maintenance Code receive a warning notice and a compliance period to clean the exterior of their nuisance property. If they don't comply, CLIP crews will clean their property and bill them for their services. CLIP inspected 13,687 exteriors of properties in FY16, an increase of 27% from the previous fiscal year. In addition, CLIP abated 3,121 exteriors of nuisance properties in FY16, an increase of 43% from the previous year.

Increased Removal of Abandoned Honor Boxes and Clothing Bins. Partnering with Councilmembers Henon and Bass, L&I and the Streets Department permanently removed 40 abandoned honor boxes and 120 unlawful clothing bins from the public right of way.

Expanded SwimPhilly. For Summer 2016 Philadelphia Parks & Recreation expanded a successful 2015 program known as SwimPhilly, which brings fun programming, special events, comfortable seating and lounges chairs, umbrellas, planters and decorations to normally empty city pool decks to brighten and enliven these spaces. Surveys at these pools show that attendees are more diverse, include more adults and kids are better behaved. This year SwimPhilly opened in 5 neighborhood pools and there are plans to further expand in 2017. The Department operates more than seventy pools every summer across the City, and they are such a popular amenity that in the midst of a mid-August heat wave this year, Parks & Recreation followed a directive from Mayor Kenney to extend the season by another week in response to the high demand.

Launched First Coordinated City Effort to Address Gurney Street. In Philadelphia, the neighborhood referred to as "Gurney street" is at the epicenter of the Northeast opioid pandemic. An encampment of homeless, mostly drug addicted individuals has existed there for many years, and the surrounding Fairhill and West Kensington neighborhoods are also challenged by blight, poverty, low education attainment and high crime rates. For decades, people have been calling for the City to step-up, and, this year, the city launched its first coordinated effort to address the problem.

The city's coordinated effort stretches across ten different departments: License & Inspections, Streets, Community Life Improvement Programs (CLIP), Office of Immigrant Affairs, Office of Homelessness Services, Police, Public Health, Parks & Recreation, Free Library and Behavioral Health. We are also working in close partnership with community members, various state agencies and the Drug Enforcement Administration (DEA).

The City's goal is to create a safe and healthy environment free from blight. This year alone, L&I has spent nearly a half-million dollars to demolish 28 dangerous buildings and seal 42 properties to prevent trespassing. Additionally, CLIP has removed graffiti from 17,000 vandalized properties, abated 21 lots and

Progress on Restoring Equity to Philadelphia's Neighborhoods - cont.



assisted with over a dozen community beautification neighborhood projects. In September, in an effort to improve safety, Streets added LED bulbs between 2nd Street and Indiana through 2nd and Kensington, which runs along the south side of the Conrail railroad. In November, streetlights were also upgraded on the north side of the Conrail between 2nd and Clearfield through Kensington and Tusculum Streets.

In addition to these aesthetic improvements, the City's Health and Human Services cabinet has focused on increasing and expanding services to individuals battling heroin and opioid addiction. These efforts include: access to treatment intake services 24/7, expanded NARCAN training and distribution and expanded services for ID replacement. The Office of Homeless Services has also increased the number of winter beds available to homeless individuals in affected areas and added 50 new Housing First slots, which provides immediate access to permanent supportive housing opportunities.

Opened South Philly Community Health and Literacy Center. The South Philadelphia Community Health and Literacy complex brings together a health clinic, a playground run by the Parks and Recreation Department and a state-of-the-art public library which has trained staff to help customers search for health information they might seek following a medical appointment in the building. The goal is to encourage families to access literacy resources or to engage in physical play that might not otherwise have been able to. This \$45.2 million, 96,000-square-foot building came to be as a result of a partnership between the Children's Hospital of Philadelphia (CHOP) and several city departments including Parks and Recreation, the Department of Public Health and the Philadelphia Free Library. The new South Philadelphia Library, which opened in June, has welcomed twice the number of customers as the old library.

New Northeast Philadelphia Customer Service Center. The newly renovated, 9,000 square foot facility houses the satellite offices of the Department of Revenue, Licenses and Inspections and Councilman Brian O'Neill. Taxpayers can pay their Real Estate and Business taxes, pay water bills, apply for permits and apply for the Department of Revenue's assistance programs.

Worked to Reconnect Communities through Transportation Planning. In June, Philadelphia hosted U.S. Transportation Secretary Anthony Foxx as he announced a series of design sessions titled, "Every Place Counts." Philadelphia and three other cities were chosen by Secretary Foxx to demonstrate the importance of reconnecting people and communities that have been divided by transportation facilities. The next step came in July, as the City and the U.S. DOT convened a two-day design session in coordination with the Philadelphia Chinatown Development Corporation to re-imagine the section of the Vine Street Expressway between 6th and 15th Streets. The sessions drew more than 100 community leaders, transportation professionals and urban planners. This effort will continue in 2017. For example, the City will be working with Delaware Valley Regional Planning Commission to further study Vine Street local, east of Broad Street, to determine the possibility of reconfiguring lanes to calm traffic and allow for safer pedestrian crossings.

41st Street Bridge Re-Opened. The Streets Department completed its two-year reconstruction of the 41st Street Bridge in late 2016, reopening this vital neighborhood connection to traffic after a two-decade closure. The architecturally innovative design of the restored bridge has been embraced by the community, and the re-opening allowed SEPTA to restore the #40 bus to its original route after more than a decade of detours.

PROGRESS ON Preventing & Reducing Poverty

Philadelphia has the highest poverty rate of the country's ten largest cities. While pre-k, community schools and Rebuild are expected to spur economic growth and develop our workforce for the long term, the City also sought to help Philadelphia's working poor immediately by granting \$100 million in tax relief to low-income Philadelphians and creating a new water assistance program, this year.

The Kenney administration also took a number of steps to address the immediate housing insecurity many families are facing. Most notably, the Office of Homeless Services stepped up its outreach to the chronically homeless and advocated successfully locally and nationally for an increase in Philadelphia's temporary and permanent housing stock. To address the underlying problems which cause homelessness and panhandling, the Managing Director's Office also launched the Shared Public Spaces initiative, in which the city is partnering with the private and non-profit sector in search of comprehensive solutions and resources. Furthermore, the newly-formed Planning and Development Office, lead efforts this year to create more workforce housing, prevent foreclosures, and return vacant properties to productive use.

The Department of Human Services also plays a critical role in combating the effects of childhood and cyclical poverty. By several measures, children in the Department of Human Services' (DHS) care were better served this year, including an all-time low number of youth in delinquent placement and an increase in the number of children placed in permanent homes.



PROGRESS ON Preventing & Reducing Poverty

Increased Placements for Homeless Individuals.

Starting in the Spring of 2017, the Office of Homeless Services (OHS) increased outreach to the homeless population in several hot spots across the city. Because of this outreach, we've seen a 17 percent increase in placements and nearly 90 percent contacted said they were open to treatment or placement. Unfortunately, our shelters often operate at or over capacity, so we're taking steps internally and with nonprofit and corporate partners to address that capacity issue. Already, OHS has added 60 Rapid Re-housing units, which has resulted in 339 placements. OHS also launched the 100-Day Street Homelessness Challenge resulting in 108 permanent housing placements of mostly chronically homeless people from the street. And thanks to a partnership with City Council, OHS is expanding its homeless youth system by 12%. Furthermore, OHS won the 4th largest competitive HUD grant in the country, which will allow us to add 120 permanent homes using evidence-based model for singles and families.

Conducted Outreach Efforts During DNC to Mitigate Impact of Crowds on Homeless. Ahead of the Democratic National Convention, the City opened 110 temporary beds and increased worker outreach to mitigate the psychological impact of increased crowds and security on the city's homeless population. The "housed not hidden" strategy was praised nationwide.

Launched Shared Public Spaces Initiative. The Managing Director's Office launched a public-private workgroup comprised of more than a dozen leaders from the business, hospitality, civic communities and government to strategize and take action to reduce panhandling and homelessness, so that public spaces in Philadelphia can be utilized safely and enjoyed by all. First Deputy Managing Director Brian Abernathy and Philadelphia Convention & Visitors Bureau President and CEO Julie Coker Graham will co-chair the workgroup. The group will begin its duties in early December and intends to develop round-one action plans for all four focus areas by March 2017. Nongovernment organizations participating in the workgroup include: Greater Philadelphia Chamber of Commerce, Greater Philadelphia Hotel Association, Pennsylvania Convention Center, Center City District, WAWA, Parkway Council, AthenianRazak LLC, the Parkway Foundation, Broad Street Ministry, Food Access Collaborative, Temple University, Avenue of the Arts, Project HOME, Bethesda Project, Building Owners and Managers Association, Chronic Homelessness Partnership and managers of the Metro Market.

Strengthened Community Education Efforts on Panhandling. In response to business and resident perception that aggressive panhandling has increased, the Office of Homeless Services (OHS) participated in meetings with 100 plus community organizations, business groups and civic organizations. OHS' main

Progress on Preventing & Reducing Poverty - cont.

message in these meetings was that panhandling is an economic activity and that most panhandlers are not homeless and, as result, bypassers are encouraged not to give to panhandlers. OHS launched www.PhillySharedStreets.org to collect donations to deter residents from giving money to panhandlers.

Increased Affordable Housing. Thanks to leadership from the new Office of Planning and Development, four market-rate rental developments are being added to the supply of affordable housing through density bonuses: one Water Street made a \$3.75 million payment into the Philadelphia Housing Trust Fund, 10 percent of the units at the Bridge at 205 Race St. will be affordable and developers in Chinatown and at 4th and Callowhill announced that they would provide affordable housing to obtain density bonuses. The Philadelphia Land Bank also issued three Requests for Proposals to create workforce housing in the city's Francisville, Point Breeze and West Poplar neighborhoods. The Land Bank also made its first acquisition of properties at Sheriff's sale to support future workforce housing and business expansion projects.

Record Number of Foreclosures Prevented. Philadelphia's landmark Mortgage Foreclosure Prevention Program saved its 10,000th home from foreclosure in September 2016. The program, which began in 2008 and has been replicated in cities around the country, uses city-funded housing counseling, outreach and legal assistance to help keep homeowners facing foreclosure in their homes.

Developing Pilot Program to Better Serve DHS Clients. The Health & Human Services (HHS) Cabinet is working with the Law Department to develop guidelines to simplify the sharing of data securely across agencies to ensure that departments can quickly and easily work together to target cross-departmental services for at-risk individuals. HHS is currently developing a pilot for integrated case management across the Departments of Behavioral Health and Human Services that we hope to expand to other agencies in the coming years.

Improved Outcomes for Children in DHS Care. By several measures, children in the Department of Human Services' (DHS) care were better served this year. The number of youth in delinquent placement is at an all-time low. As of September 30, nearly half of children in DHS custody were placed with relatives or kin, a 12 percent increase from the same time in 2013. The percentage of children placed by DHS in group homes or residential treatment facilities was also down by nearly

10 percent in comparison to 2012. In September 2012, 934 youth were placed in congregate care. In September 2016, that number was just 775 youth, or 12 percent of all the children in DHS care. The number of children placed in permanent homes is also increasing. Permanencies were up by 10 percent in the first quarter of FY 17, as compared to the first quarter of FY 16. Furthermore, through a partnership with the Prisons Department, incarcerated parents whose children are in the DHS system have an opportunity for family planning conferences over video.

Utilized Democratic National Convention to Address Food Insecurity. The Food Policy Advisory Council (FPAC), managed by the Office of Sustainability, has long had a focus on reducing food waste and addressing food insecurity. In 2016, FPAC and the Food Access Collaborative, with the Mayor's Office of Community and Empowerment serving as its backbone organization, helped support the use of the [Food Connect app](#) at the Democratic National Convention. The project connected excess food with hungry residents and re-directed more than 11,000 pounds of food during the event. Additionally, FPAC worked with Philadelphia Parks & Recreation to donate excess summer meals to emergency food providers.

Increased Volunteer Opportunities through Day of Service Program. The Office of Civic Engagement and Volunteer Service (OCEVS) added a Day of Service Program that supports groups who would like to do service aligned with the Mayor's anti-poverty priorities. These projects have generated over 1,000 hours of outcomes-based volunteer service.

StartUpPHL 'Call for Ideas' Focused on Poverty. Round 5 of the StartUp PHL 'Call for Ideas' was opened in October and focuses on utilizing the City's open data to produce solutions for alleviating poverty. Call for Ideas is a grant program to fund innovative, exciting proposals for ideas that support business creation and entrepreneurs of all stripes in Philadelphia. The goal of this program is to make small grants, averaging \$25,000, over several rounds to proposals that enhance collaboration in the startup community; support our existing entrepreneurial community as well as attract new entrepreneurs from both within and outside the city; foster networks for entrepreneurs to collaborate with each other, mentors, talent and investors; and ultimately lead to more business and job creation in Philadelphia. The latest round of Call for Ideas received more than 40 applications, and grant awardees will be announced in early 2017.



Provided \$100 Million in Tax Relief to Low-Income Philadelphians. The Department of Revenue provided more than \$100 million in relief to Philadelphia individuals and families through tax and water bill assistance programs. More than 230,000 homeowners received assistance, lowering their average Real Estate Tax bill by 25%.

New Water Revenue Assistance Program Developed. PWD and the Water Revenue Bureau began developing a new assistance program to offer eligible customers a reduced water rate, based on income, allowing customers to get help with their water bills before they fall behind. In preparation for the July 2017 program launch, PWD is updating regulations governing the new assistance program, and is on track to meet several critical milestones to ensure eligible customers can start receiving help in the prescribed timeline.

PROGRESS ON Diversity & Inclusion

This year, the Kenney administration created or reinstated several City positions and boards dedicated solely to issues of diversity and public engagement, including the Office of Diversity and Inclusion, the Office of Public Engagement, the LGBT Advisory Board, and the Philadelphia Commission on Women. In another first this year, Philadelphia also became the first major city to implement the federal government's Affirmatively Furthering Fair Housing Rule, which identifies strategies and actions to overcome patterns of segregation, promote fair housing choice and foster inclusive communities.

The City also took steps this year to address economic exclusion, enforcing a tougher Ban the Box law, convening the first national Disadvantaged Business Enterprise Roundtable, co-hosting the Welcoming Economies Convening and raising the goal for M/W/DSBEs participation in City and Quasi-Public contracts to 35 percent. The Kenney administration also advocated for fairer immigration laws by filing a federal amicus brief in support of DACA and by establishing that the City will not cooperate with US Immigration and Customs Enforcement (ICE) detainer requests for undocumented citizens who are arrested and would have otherwise been released from custody, unless the individual has committed a first or second degree felony involving violence.

The City also tried to foster a citywide culture of inclusion through new community events. Most notably, the Philadelphia International Unity Cup was honored by the White House for bringing different communities together through sport. In addition to PIUC, the Philadelphia Department of Prisons hosted the first Ramadan observation for juvenile inmates and the Office of Immigration Affairs organized more events during Welcoming Week than any city in the country.



PROGRESS ON Diversity & Inclusion

Launched Office of Diversity and Inclusion. Since it was established on the first day of Mayor Kenney's term, the Office of Diversity & Inclusion has conducted more than 20 trainings on the subject of diversity and inclusion in roughly 25 departments and offices and departments throughout the City. The attendees have been the senior leadership for each department. The focus of the training is how to build a more inclusive department/office that consists of diverse racial and ethnic groups. In particular, the Law Department has seen impressive early results. Between January 1, 2016 and August 2016, the Law Department has hired a total of 35 new employees, 63% (or 22 individuals) of which were diverse candidates.

In addition, at the end of December, the Chief Diversity and Inclusion Officer will release the City's first Workforce Profile Report, which will provide detailed information on the composition of the City's workforce. Particularly, the report focuses on the exempt workforce. This baseline will provide City departments with the tools they need to set measurable diversity goals and develop a plan to achieving them.

Supporting Vulnerable Populations in the LGBT Community. Acknowledging that far too many LGBT people are not treated fairly by the criminal justice system, the Office has also held numerous trainings with the Police Departments, Prisons, Probation and Parole Departments and the DA's Office, to teach them how to appropriately interact with LGBT individuals.

Additionally, to address the unique challenges LGBT homeless individuals face, the Office of LGBT Affairs worked with community leaders and Project Home to develop the Project Home LGBT project. Furthermore, this year, the Mayor's Office and the Office of LGBT Affairs established the Mayor's Commission on LGBT Affairs. The Commission, will be comprised of over 20 individuals, reflecting the diversity of the LGBT community, including members who represent the transgender, gay, lesbian, bisexual, asexual, queer, and intersex communities; and including diversity in race, ethnicity, gender, disability, age, religion, profession, citizenship status, geography, and socioeconomic status.

Created Office of Public Engagement. Mayor Jim Kenney created the new Office of Public Engagement (OPE) to enhance the City's community outreach and engagement efforts. The goal of this Office is to establish an infrastructure of trust between community and its government. OPE oversees several of the Mayor's offices and commissions all of which serve as conduits to engage community. These include the Youth Commission, the Office of Black Male Engagement (including President Obama's My Brother's Keeper initiative and the Mayor's Commission on African American Males), the Commission for Women, the Mayor's Commission on Asian American Affairs and two newly created initiatives - the Millennial Advisory Committee and the Mayor's Commission on Religious and Civic Affairs.

This year, the Office of Black Male Engagement announced the launch of Community Conversations, a series of panel discussions hosted monthly in partnership with the Community College of Philadelphia and the Mayor's Commission on African American Males. The Youth Commission held four public meetings during spring 2016 that focused on climate change, global landscape of education systems, teacher diversity and youth homelessness, the Commission is planning a new series of forums for 2017 that will be held in various neighborhoods throughout the city.

Refocused the Office of Economic Opportunity. In October, the Office of Economic Opportunity (OEO) welcomed a new Director who is working to reorient the focus of the office. Not only will OEO work to increase the number of M/W/DSBEs on the OEO Registry, it will now also focus on helping those firms build their capacity in order to be more competitive for larger contracts. Steps toward capacity building will include: working with third-party certification agencies to support businesses seeking certification, working with small business and economic development agencies to create education and technical support programs and increasing communication from OEO regarding business, technical assistance and capital access opportunities.

According to the disparity study released by OEO this year, in fiscal year 2015, 30.6% of City and Quasi-Public contracts went to M/W/DSBEs — up from 29.4% in FY14 and totaling \$318 million. The goal has been increased to 35% participation for future years. To help achieve that goal, this year OEO held Minority Enterprise Development (MED) Week, which included more than 40 events across the city aimed at helping minority businesses grow and learn about contracting opportunities with the City. There were two “Doing Business with the City” events held during MED Week, which allow M/W/DSBEs to explore the opportunity of building their businesses through City contracts and provide tips for developing a strategy to pursue competitive bids and non-competitive contracts. Additionally, monthly “Doing Business with the City” workshops were held throughout the calendar 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.

Formed the First Philadelphia Commission for Women.

Philadelphia voters approved the creation of the City's Commission for Women through a ballot initiative in May 2015. It was formed with a mission to promote civic, educational and economic policies that benefit and support women in Philadelphia. To date, the Commission has been an advocate for victims of sexual harassment and an advocate for the advancement of women in senior-level government positions. Also, the Commission collaborated with the City Commissioners Office to commemorate the 96th anniversary of the 19th amendment that gave women the right to vote and to encourage voter participation in the upcoming election. The “Women's Equality Day” celebration included spoken word selections from Philadelphia poet laureate Yolanda Wisher and Parkway West student leader Kadidjah Cissie.

Became First Large City to Implement HUD's Affirmatively Furthering Fair Housing Rule.

In partnership with the Philadelphia Housing Authority, the City surveyed and met with residents and stakeholders and examined data to produce an analysis of fair housing issues in the city, including access to opportunity. The report, Assessment of Fair Housing (AFH), provides a framework for strategies and actions to overcome patterns of segregation, promote fair housing choice and foster inclusive communities. The goals and strategies of the Assessment of Fair Housing will inform the action items in the City's Consolidated Plan and the Philadelphia Housing Authority's Moving to Work plan.

Expanded Language Access. In May 2015, thanks to efforts by Councilwoman Quinones-Sanchez, the charter was amended to require that all City Departments, Offices and commissions write a language access plan and implement those plans. In May 2016, the Mayor signed Executive Order 07-16, which established the City's Language Access policy and launched Language Access Philly. To aid in the writing of department plans and annual reports, the Office of Immigrant Affairs (OIA) prepared plan templates and guides to be used by all city departments in preparing their plans. To aid with

implementation, every department has assigned a senior level language access coordinator or created a language access committee. The coordinator is responsible for developing and implementing the department's language access plan and reporting on the plan to the Commissioner, who is accountable for agency outcomes related to language access. OIA also implemented a training program on language access services, plans and implementation. All departmental leadership as well as language access coordinators received this training, and trainings for front facing staff are planned for early 2017. The departments filed the first reports on December 1, 2016.

Service Animal Relief Areas. Seven Animal Relief Areas have been installed in the Philadelphia Airport to provide service animal relief areas that serve more than 10,000 departing passengers each year. The animal relief areas are accessible to all persons with disabilities and their service dogs.

Reversed City's ICE policy. On his first day in office, the Mayor issued an executive order stating that City authorities will not cooperate with US Immigration and Customs Enforcement (ICE) detainer requests for undocumented citizens without a judicial warrant, unless the individual has committed a first or second degree felony involving violence.

Filed a Federal Amicus Brief in Immigration Case. The City joined Cities for Action in filing an amicus brief with the U.S. Supreme Court in *United States v. Texas*. The brief, signed by over 100 cities and counties nationwide, urges the Court to overturn a lower court's decision and allow President Obama's executive action on immigration to move forward. The brief argues that the nationwide injunction blocking implementation of the President's executive action on immigration should have been reversed because it places millions of families in our cities at economic and personal risk.

Filed Amicus Brief in Support of State Human Relations Commission Regarding Chestnut Hill College. In November, the City of Philadelphia filed a "friend of the court" brief in support the Pennsylvania Human Relations Commission (PHRC) in an ongoing lawsuit between the Commission and Chestnut Hill College. On May 6, 2016, the Pennsylvania Human Relations Commission issued an order stating that Chestnut Hill College was subject to its jurisdiction to hear a complaint of race discrimination. Chestnut Hill College later filed suit in Commonwealth Court, challenging the

jurisdiction of the PHRC. The "Amicus Curiae" brief was filed today by the Philadelphia Law Department on behalf of the Philadelphia Commission on Human Relations, and in support of the Pennsylvania HRC. The filing argues that Chestnut Hill College is a public accommodation, and so should be subject to the same laws that other institutions that serve college students and the Philadelphia community – both public and private – must follow, including submitting to the jurisdiction of the PHRC. The filing is the part of the Law Department's effort to submit amicus briefs in cases where the City's public policy is implicated. Solicitor Tulante believes that such filings are a vital tool in representing the interests of all Philadelphians in matters that come before the courts.

Co-Hosted Welcoming Economies Convening. This October, the Office of Immigrant Affairs (OIA) co-hosted the Welcoming Economies (WE) Convening in Philadelphia. The convening focused on working to welcome, retain and empower immigrants as valued contributors to our economies. It was an opportunity to exchange and learn about the growing energy and momentum of local initiatives in cities around the country. The convening brought close to 300 attendees from more than 157 different organizations, city and state governments and 35 cities to Philadelphia. OIA worked with more than 20 community-based organizations here in the city, and numerous other supporting organizations.

Philadelphia International Unity Cup Honored by White House. This summer, Mayor Kenney announced the Philadelphia International Unity Cup, a world-cup style soccer tournament that celebrates Philadelphia's rich cultural diversity. Shortly after that announcement, Philadelphia was one of 50 U.S. cities honored at the White House for their innovative and proactive efforts to bring all residents into their community fabric. The recognition specifically highlighted the PIUC and Language Access Philly.

Hosted First Ramadan Observation for Juvenile Inmates. In 2016, in recognition of the growing number of juvenile inmates whom identify as Muslim, the Philadelphia Department of Prisons now includes the month-long observance of Ramadan to the juvenile religious programming. Although the adults and juveniles participate separately from one another, the observation of Ramadan is facilitated in the same manner as the adult population. That time includes opportunity and space for prayer breaks, customary fasting and dietary adjustments.



Hosted Most Welcoming Week Events of Any City in the Country. The Office of Immigrant Affairs (OIA) participated in National Welcoming Cities & Counties Week by hosting Welcoming Week, September 16-26th. This year, Philadelphia hosted the most events of any other city in the country. With the help of our community and nonprofit partners, OIA filled Welcoming Week with diverse activities and events to take place throughout the city, making it possible for residents to experience the world and build relationships with people from diverse backgrounds and for us all to celebrate Philadelphia's immigrant heritage and cultural diversity. As a result of holding the most events during the week, engaging community partners and uplifting the Welcoming Spirit, Philadelphia was nominated for the 2016 Welcoming Spirit Award, sponsored by Welcoming America.

PROGRESS ON

Government Efficiency, Effectiveness & Innovation

In his inaugural address, Mayor Kenney stated his commitment to creating an efficient and effective government that worked for all Philadelphians. Fulfilling that pledge begins with ensuring taxpayer dollars are not wasted. This year, the City took several steps to ensure our fiscal stability, including pension reform for the city's largest union, credit ratings upgrades for several City bonds, \$100M in collections of delinquent taxes, and improved land value assessments.

The City also utilized innovative techniques to improve its internal and external operations. Most notably, under the leadership of the Mayor's Policy Office, Philadelphia became one of the first major U.S. cities to officially incorporate behavioral science into our efforts to increase citizen and employee engagement. Additionally, Philadelphia's efforts to use technology to improve services and better connect neighborhoods earned the city a second place ranking from the Center for Digital Government in its 2016 Digital Cities Survey. Furthermore, the creation of the Chief Administrative Officer (CAO) and Cabinet, allowed the Kenney administration to improve processes for many internal functions that have long-needed review, including the city's procurement and hiring practices.

The true test of the City's interdepartmental operations was the Democratic National Convention, which brought nearly 100,000 delegates, visitors and demonstrators to Philadelphia during a particularly tense time for our country, as well as during a record heat wave. In addition to those challenges, this was the City's second National Special Security event in ten months – a historic distinction – and it was also the longest Emergency Operations Center (EOC) activation in the Office of Emergency Management's (OEM) history. Despite these challenges, the event was executed safely for demonstrators and delegates alike. In contrast with the Pope's visit, residents reported relatively minor interruptions, restaurants in Center City saw an increase in businesses and businesses outside the Convention hotel area didn't report significant drops.



PROGRESS ON Government Efficiency, Effectiveness & Innovation

Progress on Pension Reform. The Administration in its first year pursued several strategies and initiatives aimed at strengthening the City pension fund's stability. Most notably, the City and AFSCME District Council 33 reached a four-year labor agreement that included significant pension reforms. Under this agreement, current employees will make additional contributions based on a progressive tiered contribution structure; those with higher annual salaries will pay a higher contribution rate. Moving forward, new hires will be members of a stacked hybrid plan (with a defined benefit up to \$50,000 in pensionable earnings and a defined contribution option for earnings above this amount). The administration also transmitted to City Council legislation that will apply these reforms to exempt employees, non-represented employees, and elected officials. Current employees in those groups would make additional contributions and future hires would go into the stacked hybrid plan. If passed, collectively with DC 33, these pension reforms would apply to over half the City workforce, helping improve the long-term health of the pension fund.

The Administration also publicly committed that the portion of the City sales tax dedicated to the pension fund is given above and beyond what the City is required to contribute under the Minimum Municipal Obligation (MMO). Those sales tax revenues are projected to be worth about \$190 million over the next five years.

Furthermore, the Office of Inspector General (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 2016, the OIG realized nearly \$4,200,000 in pension savings.

Credit Ratings Upgraded. Ratings agencies during 2016 maintained or upgraded most City bonds. Upgrades included S&P raising PWD's rating to an "A+" from an "A," and boosting PGW's credit rating to an "A" from an "A-." In addition, S&P Global assigned its highest note rating of "SP-1+" to the City's 2016-2017 Series A Tax Revenue Anticipation Note, or TRAN. Moody's also reaffirmed its rating for the cash flow borrowing at MIG-1, its highest short term rating. And Fitch maintained the City's A- rating with a stable outlook.

Saved \$136 Million Through Bond Refunding. By year's end, the City will have completed three bond refunding transactions that are projected to save taxpayers tens of millions of dollars. Savings to the City's general fund from the three refunding's are projected to be approximately \$1.6 million in the first year and \$14.0 million over the life of the bonds. Total budgetary savings from all three transactions for all funds are projected to be \$25.6 million in the first year and \$136.6 million over the life of the bonds.

Progress on Government Efficiency, Effectiveness & Innovation - cont.

Collected Over \$100 Million in Tax Delinquency. The Department of Revenue collected more than \$100 million in delinquent Real Estate Taxes for the City and School District during FY16. This was aided in part by integrating verification of tax compliance into L&I's new eClipse online licensing process, which specifically helped the Revenue Department collect \$10.4 million in unpaid taxes since January 2015. Revenue also placed 250 liens on properties outside of Philadelphia that belong to owners with delinquencies in the City.

Improved Land Value Assessments. The Office of Property Assessment (OPA) improved the level of accuracy and uniformity of the assessment of the land component of the City of Philadelphia's more than 470,000 residential parcels, and on the 40,000 non-commercial/industrial vacant land parcels across the city. With the assistance of experts from the City's Land Bank as well as a nationally respected modeling consultant, OPA examined the relationship of the land component of each parcel to existing market values with regard to the land's contributory value. Where appropriate, OPA reallocated the land to improvement (building) ratio for Tax Year 2017. Nearly three-quarters of properties experienced only a shift in the ratio, while their overall assessment remained unchanged.

The Office of Property Assessment also began work on a comprehensive reassessment of all commercial and industrial properties. As the local market for commercial real estate has improved substantially over the past four years, the City recognized the need for an overall reassessment focused on commercial and industrial properties. This will lead to assessments that more accurately reflect what hotels, office buildings, apartment buildings, retail shopping centers, warehouses and other commercial parcels are selling for in the open market. To accomplish this, the OPA is contracting with an outside commercial consultant experienced in the local commercial real-estate market in support of this effort. Our goal is to carefully examine the accuracy of each commercial assessment for Tax Year 2018.

Made it Easier for Residents to Pay Taxes and Bills. The Department of Revenue in 2016 instituted several customer service improvements, including a new website to make navigation and searching easier. New kiosks, a phone system and a cashiering program have been installed. These technology upgrades will help the City serve customers faster. The City received more than 900,000 phone calls and had more than 130,000 in-person visits in FY 2016. Another customer service

enhancement is an improved process for appealing water bills with two new dedicated hearing officers for those contesting their bill, allowing for an informal yet impartial option. eCheck payment fees were also eliminated. eCheck allows Philadelphia taxpayers and Water revenue customers to pay directly from their checking account, in a fast, secure and easy to use system. Previous nominal charges to pay this way were eliminated in 2016 to encourage participation. Increased eCheck payments contributed to over \$300 million in online payments.

Increased On-Time Rate for Trash Collection. The Streets Department, in partnership with the Philadelphia Gas Works and the Office of Fleet Management, was awarded a Congestion Mitigation and Air Quality (CMAQ) Grant to expand public access to CNG infrastructure within the City of Philadelphia. The grant will allow the Department to purchase an additional 25 CNG solid waste compactors to increase the Department's on-time rate for trash and recycling collections, while utilizing a more fuel efficient technology. The Department will retrofit the Fleet Maintenance Shop to service the newer vehicles.

Launched the Philadelphia Behavioral Science Initiative. The Philadelphia Behavioral Science Initiative (PBSI), led by the Mayor's Policy Office, is a partnership between members of the Philadelphia City government and behavioral scientists from Philadelphia-area colleges and universities, including the University of Pennsylvania, Swarthmore College, Temple University and Princeton University. With the launch of PBSI, Philadelphia becomes one of the first major U.S. cities to officially incorporate behavioral science into our work. The PBSI will help the City improve the delivery of public services, better understand program implementation and evaluation, and strengthen the approach of evidence-based policy-making across municipal departments — all with the goal of saving residents and the City time and money. Currently, the Initiative is working with three departments to increase participation in the city employee wellness plan, Indego bike-sharing and a water rebate program.

Fostering Innovation in Government. The Office of Innovation & Technology (OIT) initiated the fourth cohort of the City's Innovation Academy, intended to create a network of cross-departmental employees who bring a fresh approach to city challenges. OIT also supported a new initiative called Digital Skills, Bicycle Thrills via the City's Innovation Fund. This new program creatively integrates City assets by linking Keyspot

Progress on Government Efficiency, Effectiveness & Innovation - cont.

community computer centers with Indego, the City's bike-share provider, to teach technology skills through the context of biking and bike safety. And the Office launched an in-government innovation consulting program using our network of Innovation Academy graduates.

Appointed City's First Digital Director. The City's first Digital Director is focused on ensuring that the City effectively communicates through all digital means of communication, including social media and web-based content, so that all Philadelphians have free access to important information and news about City services. Over the last year, her team has also grown the existing City twitter account by 85%, doubled instagram account followers, and grew Facebook account following by 20%. Additionally, she established the @PhillyMayor handle on Facebook, Twitter, Snapchat, and Instagram for the incoming Mayor to engage with Philadelphians and with the intention to pass along to future Philadelphia Mayors. In addition, she created a record of all City Digital accounts, established monthly reporting of analytics across departments, and continued monthly meeting of City's social media channels to discuss best practices for engaging with residents online.

Philadelphia Honored Among Top U.S. Cities Using Technology to Boost Services. Philadelphia's efforts to use technology to improve services and better connect neighborhoods received high praise in November as the Center for Digital Government announced the winners of the [2016 Digital Cities Survey](#). Philadelphia earned a second-place ranking, after Los Angeles, among all cities with populations of 500,000 or higher. According to the CDG, "A significant overhaul of elected and appointed leadership in Philadelphia hasn't slowed its digital journey, judging by its second-place finish in this year's survey. Elected in 2015, Mayor Jim Kenney's brand of innovation is evidenced by the newly established Office of [Open Data and Digital Transformation](#) (ODDT), charged with fostering transparency and user-centered services." The CDG singled out several projects of the ODDT Office, including the recent launch of [beta.phila.gov](#), the continuing release of [Open Data](#) sets and the development of a metadata catalog, GIS mobile applications, and efforts such as [Keypots](#) to bridge the digital divide.

Partnered with Google Trekker. Starting in Philadelphia, Google added a new mapping tool to its arsenal: Google Trekker. Google Trekker aims to capture imagery of trails, parks and cultural attractions, as it has with Google Street View. This summer, Parks and Recreation staff hiked 200 miles of trails with a 50-pound camera,

making Philadelphia the first major city to catalog all of its trails. The results should be available in 6-12 months. Philadelphia residents and visitors will benefit from this amenity by being able to plan and map hikes, bike rides and other outdoor activities in advance. It will also make Philadelphia's beautiful outdoor spaces available to users around the world, and potentially attract visitors to the city's parks and attractions.

Enhanced Operations for Philadelphia Marathon. For the first time this year, the Office of the City Representative, which has successfully organized the Marathon since 1994, partnered with the Department of Parks and Recreation, which organized the Broad Street Run, the largest 10-mile race in the country, to plan and host the Philadelphia Marathon. The Half Marathon, which has been traditionally held on Sunday concurrently with the Full Marathon, was moved to Saturday, November 19 to allow for greater participation in both races. This move allowed runners to take on both our Half and Full Marathon courses for the inaugural 39.3 Rocky Challenge. The 2016 Philadelphia Marathon saw over 22,000 finishers for the half and full, and 149 finishers for the Rocky Challenge.

Launched Parks on Tap to Increase Park Usage. Philadelphia Parks and Recreation (PPR), in partnership with Fairmount Park Conservancy and FCM Hospitality, launched "Parks on Tap," a program that brought a mobile beer garden from park to park across Philadelphia for 14 weeks from June until October. More than 30,000 people visited Parks on Tap during its 14 weeks of operation; the first weekend at Schuylkill Banks alone saw more than 5,000 attendees. The beer garden spent several days in one park location, highlighting and enhancing the offerings that Philadelphia city parks provide, before moving to the next location. In addition to providing amenities to the neighborhoods it visited, Parks on Tap generated more than \$75,000 for the City of Philadelphia in concession fees. In addition, FCM donated more than \$15,000 which will be divided among each of the host parks. Due to the success of the 2016 season, the City of Philadelphia is pursuing a long-term partnership with FCM in order to expand the program next year by increasing the number of locations as well as the duration at each stop. The partners also plan to launch the season earlier next year and do multiple, simultaneous locations. With average daily attendance at more than 500, there is high demand to bring back this fun and inclusive amenity.

Progress on Government Efficiency, Effectiveness & Innovation - cont.

Launch of Comprehensive Contracting and Procurement Modernization. The Chief Administrative Officer and her cabinet's departments took the following steps to modernize citywide contracting and procurement:

- **Procurement System Updates.** The CAO launched a new web-based procurement system, PHL Contracts, that is currently live for vendor registration. Bids will begin to be posted online in November 2016, with full implementation in calendar year 2017. The Procurement Department is also kicking off its reverse auction system, allowing the City to save money on certain supplies and equipment. The City anticipates holding 2-4 auctions by the end of 2016.
- **Electronic Signatures for Professional Services Contracts.** DocuSign (electronic signature system) will be incorporated into the professional services contract process to streamline approvals. OAS has completed the first pilot contracts in OIT and DHS and will launch a pilot for the Commerce Department at the end of this calendar year. Feedback will be collected at the operating department level and a city-wide implementation plan will be developed which will include department engagement and training.
- **Contracts Hub.** The city currently maintains six separate websites to promulgate opportunities for City businesses that fall under two separate buying functions. This results in myriad inefficiencies and confusion for vendors. The new Contracts Hub scrapes information from the City's existing procurement websites and gathers it in one place, where it can be scrolled through or searched by keyword. This feature is intended to simplify the search for contract opportunities with the City, thereby encouraging more vendor interest — which in turn leads to more competition. The site is expected to launch this December.
- **Ongoing Vendor Engagement.** Concurrent with the rollout of these projects, the CAO's Office has focused on vendor outreach and engagement. This includes email, phone and mailer campaigns promoting PHL Contracts, briefing internal departments and members of City Council, coordination with Chambers of Commerce throughout the City and partnerships with industry groups and business technical assistance providers. The CAO is also participating in Minority Enterprise Development Week and other events throughout the City, hosting vendor open houses every Wednesday

to assist businesses with online registration and coordinating with KEYSPTS to assist vendors that may not have access to technology.

- **Introduction of Best Value Legislation.** Best Value procurement – a practice used in 18 of the country's largest 20 cities – would allow the City to expand opportunities for diverse businesses and ensure the taxpayer got the best value for their procurement dollar. If approved by voters next May, the legislation would allow for multiple criteria, including whether the business has a history of up charging or failing to meet its diversity goals, to be taken into account when awarding a procurement contract. Those factors can currently not be considered as part of the City's procurement process, which has not been updated since the 1950s.

Established Performance Management Unit. In an effort to tie City departments' performance goals and budget allocations to clear metrics, the Performance Management (PM) unit, under the supervision of the Chief Administrative Officer and 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.

Implemented a Fleet Asset Management System to Reduce Impact on Departments Service Operations. 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 life cycle 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.



Improved Citywide Labor Relations. The Mayor’s Office of Labor was established in January, and since then has worked tirelessly to build trust and accountability between the Administration and the labor organizations, especially those representing City employees. In July, the Mayor’s Office of Labor was integral to bringing together labor and contractors at Philadelphia International Airport to avert a proposed labor strike that would have caused massive delays in national and international air travel on the eve of the Democratic National Convention. Later that month, the Administration reached a landmark four-year contract agreement with DC-33, the largest municipal labor union. The contract provided both immediate raises for our hard-working employees and made long-term changes that will allow the City to manage its pension obligations in years to come. The tone of the talks remained amicable and productive, and avoided the threat of service disruptions that could have led to anxiety among residents. In November, the Mayor’s Office of Labor worked non-stop as a trusted third-party that brought together SEPTA’s labor and management and made it possible to quickly resolve the transit strike.

Improved Training and Development of City Employees. This year, the city launched a long overdue centralized onboarding program to provide a consistently positive experience to each new employee to the City, something the private sector has considered standard operating procedure for decades. Human Resources & Talent (HR&T) are also in the process of implementing a citywide learning management system (LMS) to provide a cost effective online learning option for city employees. This will deliver much needed training capacity very economically and will be the foundation for a much broader training platform to support the development of City employees. Departments will roll out the LMS over the course of the next several months.

Improved Training for DHS Case Workers. The Department of Human Services created the position of Chief Learning Officer to oversee the learning and development needs of the Department through the delivery of high quality training and technical assistance to DHS, Community Umbrella Agency (CUA) and provider staff. This position reports directly to the DHS Commissioner.

Successful Execution of 2016 Democratic National Convention. The Democratic National Convention brought tens of thousands of delegates and visitors to the City of Philadelphia in July 2016. While the Convention took place during a particularly tense time for our country, as well as during a record heat wave, the event was executed safely for demonstrators and delegates alike. This was the City’s second National Special Security event in ten months – a historic distinction – and it was also the longest Emergency Operations Center (EOC) activation in the Office of Emergency Management’s (OEM) history, and OEM’s logistics team sourced over 250 vehicles to support dignitary movements and public safety teams. During the DNC, the EOC delivered emergency alerts and crisis communications during two severe weather systems including an evacuation of FDR Park, the main protest area. They also supported the work of other public safety agencies, including the Police, who did not arrest a single protester during the nearly week-long event. In contrast with the Pope’s visit, residents reported relatively minor interruptions, restaurants in Center City saw an increase in businesses and businesses outside the Convention hotel area didn’t report significant drops.

PROGRESS ON

Creating a More Accessible & Ethical Government

Under Mayor Nutter's tenure, the City of Philadelphia made major ethical strides that Mayor Kenney has worked over the last year to continue. Specifically, the Kenney administration released long-awaited data on salaries of all city employees as well as 25 additional open data sets. The Office of Inspector General also launched a non-profit task force to prevent wrongdoing at city-funded nonprofits and increased contract oversight efforts to prevent abuse of the city's minority participation contracting program. The Chief Integrity Officer also lead efforts to prevent violations of the Gift Executive Order for the City's Executive Branch and officially prohibited gifts from registered lobbyists for the first time.

The Kenney administration believes that a key part of creating public trust in government is making it accessible to everyday residents. With that in mind, the City made major improvements to its website to make services easier to find, and the Chief Administrative Officer also orchestrated the first citizen survey in nearly nine years, asking residents to share their opinions about different services that the City provides. To give Philadelphians another opportunity to share their ideas, the City launched "The Smart City Challenge," an open call for ideas from citizens and experts on how the City can utilize technology to improve city services and operations.



PROGRESS ON Creating a More Accessible & Ethical Government

Reduced Average Wait Time for Right To Know Responses.

The Kenney Administration launched an effort to speed up requests for public information that are vetted by the Law Department. In 2016, the Right to Know unit handled more than 1,800 requests – a nearly 10-percent increase over the previous year. Despite the larger volume of requests, the average response time dropped by more than one business week (6.4 days).

Released 26 New Open Data Sets. This year, the Kenney administration created the Office of Open Data and Digital Transformation. The Open Data unit reached new milestones in 2016, releasing 26 new open data sets and 9 refreshes. One particularly long awaited data set was the April release of the salaries of all city employees. That database features names, titles, departments, annual salary and gross overtime year-to-date for all 30,000 city workers, including elected officials. Other important data sets released this year include L&I (12 open data sets pertaining to permit and license issuance and code enforcement), the Health Department (the Community Health Explorer, which allows residents to view charts and a map of 77 health indicators in an interactive and visual way), 311 data sets (all requests to Philly311 since December 2014) and PPD (released car and pedestrian stop data, as well as criminal and officer involved shootings to Open Data).

As just one example of how this data is being used to serve Philadelphians, L&I provided the data to Code for Philly on the organization's first "City as a Service"

Hackathon. The Department's Director of Planning was invited to serve on the panel of judges evaluating the innovative projects developed by volunteer "civic hackers," which included a tool to encourage developers to invest in currently vacant properties.

Rolled Out Metadata Catalog. In 2016, the Office of Innovation and Technology (OIT) created and rolled-out an online and publicly available Metadata Catalog "Benny." Benny hosts full descriptions of the city's enterprise and open data. OIT trained 39 editors across 9 departments and assisted in creation of 390 entries: <http://metadata.phila.gov>.

Inspector General Brought Over \$8M in Savings to Taxpayers. In its continued effort to prevent waste, fraud and abuse, the Office of Inspector General (OIG), along with Law and Pensions, 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 2016, the OIG realized nearly \$4,200,000 in pension savings. In addition, more than 40 City employees have been dismissed or suspended for proven wrongdoing, and 6 individuals have been charged with criminal offenses. The total of savings and funds recovered by the OIG during 2016 was \$8,031,427 – eight times its own budget.

Progress on Creating a More Accessible & Ethical Government - cont.

Established Oversight Mechanisms for Philadelphia Beverage Tax Revenue. The Inspector General's Office and the Office of the Chief Integrity Officer are working together to monitor spending and ensure accountability for three of the Kenney administration's signature initiatives: Rebuild, pre-K and Community Schools. Modeled after the successful Control and Compliance program they established in response to the City of Philadelphia's receipt and spending of \$350 million of Federal Recovery Act grants, the joint oversight of these initiatives may include such activities as: grant and contract compliance, fiscal monitoring, investigation of complaints related to the misuse of City resources, and education on procedures to prevent and report contract fraud. The OIG and CIO intend to report on all oversight activities regularly through a public-facing website.

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 year, 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.

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) are monitoring and investigating possible wrongdoing within city-funded nonprofits. Nonprofits provide essential services to the city's most vulnerable citizens. In addition to funding these nonprofits, 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.

Enacted New Gifts Executive Order for Executive Branch Employees. Led by the Office of the Chief Integrity Officer, Mayor Kenney signed a new Gifts Executive Order to expand and clarify restrictions on gifts to City employees in the Executive branch, where the operations of Philadelphia government are most centered. Stricter than the City's 2014 Gifts Ordinance, the Order explicitly states that gifts from prohibited sources, *no matter what the value*, cannot be accepted. The Order specifies for the first time that gifts from registered lobbyists are prohibited.

Launched Survey for City Employees. Human Resources & Talent (HR&T) has launched a city-wide employee engagement survey to provide information to better understand employees' perceptions about their work environment and identify opportunities for improvement. Results of this survey will be available early in 2017.

Launched Resident Survey. The City partnered with Temple University's Institute for Survey Research (ISR) to conduct a 2016 Philadelphia Resident Survey, asking residents to share their opinions about different services that the City provides. The survey – offered in English and Spanish – also identified priorities among residents as part of the City's planning processes. About 6,500 responses were received. A comprehensive report will be completed in early 2017. In addition, the City and Temple ISR will conduct follow-up focus groups and shorter, topic-specific surveys designed to collect more in-depth feedback on specific City services and initiatives. This survey enables the City to have a "baseline" of resident perceptions about services at the beginning of the Kenney administration. And reflecting the Mayor's commitment to reaching out and engaging residents from every neighborhood in the City, we plan for the Philadelphia Resident Survey to take place annually.

Request for Ideas on the 'Internet of Things.' The City launched "The Smart City Challenge," an open call for ideas from citizens and experts on how the City can utilize technology to improve city services and

Progress on Creating a More Accessible & Ethical Government - cont.



operations. The City specifically sought ideas to leverage city assets – such as street light poles and leased tower sites – to move toward the concept known as the Internet of Things (IoT), the networked connection of physical objects. The Challenge was staged in conjunction with Citymart, a group that partners with cities to help them seek new solutions to procurement. The Chief Administrative Office is now reviewing the 109 ideas submitted.

City Website Made More User Friendly. The City of Philadelphia in October 2016 launched a new “Beta” version of the redesigned website phila.gov, featuring a simple, mobile-friendly structure and clear content, connecting the public to City information and resources in more streamlined ways. “Beta” features a simplified homepage and global navigation that act as a throughway to common requests, City service updates, neighborhood and community action resources, government transparency content and pressing news. The services section is the most developed area. The public can access frequently sought after services via concrete categories such as “Payments, assistance, & taxes,” “Culture & recreation,” and “Birth, marriage, & life events.” “Beta” is still being tested and will be improved over the next few months following a series of workshops and usability testing sessions held with the public and City staff.

Additionally, OIT developed a new address information system to improve property address lookups. This improves the accuracy of addresses geocoded on public applications including www.Property.phila.gov and the polling place lookup on City Commissioner’s website <http://www.philadelphivotes.com/>.

Created Online Database of Neighborhood Rec Programming. In September 2016, Philadelphia Parks and Recreation (PPR) launched My-PPR.com, a website designed for PPR Program Division Staff to manage their program schedules and attendance online. Representing a large technological leap from the old paper-based system, this website is built on a mobile-friendly web platform and leverages its visual design from the new beta.phila.gov. The data from this website - on arts, dance, and other cultural and athletic programming - is being fed into the current Parks & Rec my-ppr.com which will make finding neighborhood programming even quicker and easier. Philadelphia Parks and Recreation also launched a survey of 2,500 citizens in December 2016 to better understand exactly how Philadelphians want to use the park space in their backyard and to inform future investment in those spaces.

PROGRESS ON Public Health

In the context of national concern about lead poisoning, the Kenney administration took several steps to keep Philadelphians safe. PWD launched a “Lead Loan” program, which offers customers five-year, interest-free loans to help cover the cost of replacing lead service lines that may be found in their homes, and the department is also offering the replacement of lead service lines from the water main to the meter when lead services are identified during water main replacement. Additionally, the Health department is working with L&I and Law to take new steps to prevent lead poisoning from lead based paint, including an ad campaign to educate tenants on their rights, direct mail to landlords on their responsibilities and canvassing door to door in hard hit areas.

To address the opioid crisis, in the last year, the Department of Behavioral Health and Intellectual disAbility Services has strengthened their efforts in Kensington, the epicenter of the city’s opioid use, increasing the distribution of NARCAN and providing onsite addiction services. Thanks to this increased presence, 350 individuals have gained access to medically assisted treatment services. Given the complex underlying causes of this crisis, the City also recently created the Opioid Task Force that will begin semimonthly meetings in January and develop a strategy to reduce opioid dependence within 90 days of their first meeting.

The Kenney administration also took steps to address the trauma and mental health effects of violent crime, launching the Network of Neighbors Responding to Violence and appointing the city's first Domestic Violence Coordinator. As part of the community schools launch, the Mayor’s Office of Education also launched a Healthy Schools initiative, with three Healthy Schools Coordinators dedicated to making sure students in each community school have the water, food and exercise environments they need to thrive. To encourage healthy physical exercise across the city, the Kenney administration launched the first “Philly Free Streets” event with an estimated 30,000 people representing nearly all of the city’s zip codes participating.



PROGRESS ON Public Health

Launched Lead Service Line Replacement Program.

PWD has launched a “Lead Loan” program, which offers customers five-year, interest-free loans to help cover the cost of replacing lead service lines that may be found in their homes. The department is also offering the replacement of lead service lines from the water main to the meter when lead services are identified during water main replacement. Customers can also learn how to identify lead service lines, request lead testing of their water and access many other lead education and assistance resources on [PWD's updated webpage](#). In addition, PWD is in the midst of its 2016 Lead and Copper Rule monitoring program which will end December 31.

Water Quality Won Platinum Award. All three PWD wastewater treatment plants were honored this year by the National Association of Clean Water Agencies (NACWA) with the Platinum Award, for meeting or doing better than all Clean Water Act permit requirements.

New Efforts to Combat Lead Paint. Over all, lead poisoning has decreased by 90 percent over the last ten years, but that doesn't mean the fight is over. Approximately 400 children were exposed to harmful levels of lead last year. Because Philadelphia's housing stock was built almost entirely before laws against lead paint were instituted, the City cannot prevent lead poisoning entirely through enforcement. We must also pair increased enforcement with education. In that spirit, this summer, the Health department conducted

media campaign over the internet and on mass transit ads to educate landlords and tenants about their responsibilities to ensure that rental units occupied by children are tested and certified to be Lead Safe or Lead Free. The City also started sending letters to landlords notifying them of their obligations to certify units as Lead Safe or Lead Free, and will soon begin issuing tickets for landlords who are not in compliance. In one very hard-hit neighborhood, City workers are going door-to-door, providing education and assessing lead risks. And L&I is also making changes to its rental license application in order to direct more landlords to submit a lead disclosure certificate to PDPH if applicable.

Proposed Tougher Tobacco Sales Regulations. Smoking remains the leading underlying cause of death in Philadelphia, with more than 2,000 estimated attributable deaths. Studies show that approximately 48% of Philadelphia's tobacco retailers are in low income neighborhoods and the number of retailers per capita was 69% higher in low income zip codes as opposed to high income zip codes. Just as troubling, schools in low income zip codes average 63% more tobacco retailers within 500 feet than schools in high income zip codes, and studies show that teenagers in neighborhoods with more tobacco retailers are more likely to experiment. As a result, the Health Department in close partnership with a number of community organizations and children's health advocates, finalized new health regulations aimed at cutting the number of tobacco sellers in low-income neighborhoods and within

500 feet of schools. The new rules will limit new tobacco-product sales permits to one seller per 1,000 residents in any community planning district, compared with the high concentrations now in some areas, particularly low-income neighborhoods.

Launched New Efforts to Tackle Opioid Crisis. The epidemic of abuse, addiction and overdose from opioids is a national crisis that now claims the lives of more than 28,000 Americans each year. Philadelphia is also projected to have a significant increase in overdose deaths in 2016. Over the summer, Commissioners of Public Health and Behavioral Health and Intellectual disAbility Services (DBHIDS) issued a citywide warning that a dangerous heroin laced with the powerful painkiller fentanyl was circulating in Philadelphia and issued prescription guidelines for physicians. Also over the course of this year, DBHIDS strengthened its outreach efforts in Kensington, the epicenter of the city's opioid use, increasing the distribution of NARCAN and providing onsite addiction services. Thanks to this increased presence, 350 individuals have gained access to medically assisted treatment services.

In November, Mayor Kenney launched a task force co-chaired by two City Commissioners, Arthur C. Evans, Jr., Ph.D., Department of Behavioral Health and Intellectual disAbility Services and Dr. Thomas Farley, Department of Public Health. The Task force will work through five sub-committees (Comprehensive Data Collection and Sharing; Public Education and Prevention Strategies; Justice System, Law Enforcement, and First Responders; Service Access, Best Practices, and Treatment Providers; Overdose Prevention and Harm Reduction). The task force will meet semi-monthly for three months starting January 11th. They are charged with developing a comprehensive and coordinated plan to reduce opioid abuse, dependence and overdose in Philadelphia and draft a report of findings and recommendations for action to the Mayor within 90 days of their first meeting.

Appointed First Director of Domestic Violence Strategies. In Philadelphia, police respond to over 100,000 domestic violence related calls each year. That's nearly 300 calls a day. And last year, the Philadelphia Domestic Violence hotline had to turn away over 14,000 requests for safe shelter due to a lack of capacity in Philadelphia's two safe havens for victims of domestic violence. To help address these issues, Mayor Jim Kenney announced a newly created position in October that will be responsible for coordinating the

City's efforts to combat domestic violence. The Director of Domestic Violence Strategies, Azucena Ugarte, will set goals to improve the coordination and provision of services. She will build the capacity of the City's health and human service agencies to address domestic violence, coordinating with groups working to combat domestic violence and assist victims, including the advocacy community, non-governmental service providers, law enforcement, city agencies and religious institutions.

Launched the Network of Neighbors Responding to Violence. Repeated exposure to violence can have a devastating and traumatic impact on a community. To address this, the Department of Behavioral Health and Intellectual disAbility Services launched this initiative in June 2016 to provide trauma support to communities in the immediate aftermath of violence, most often gun violence. Network members are trained in Post-Traumatic Stress Management (PTSM) and become Acute Trauma Responders who tap into a community's social connections and conduct group sessions to foster healthy coping. The sessions are designed to: Reduce the natural symptoms of stress associated with exposure to violence; Strengthen coping skills after tragedies in a community; Support the natural, human tendency to group together, seeking solace and safety after difficult experiences; Identify those who need extra support and connect them to community-based resources.

Conducted Trauma-Informed Customer Service Training for Revenue Staff. Four out of five Philadelphians have experienced adverse childhood experiences, including poverty, violence or absence of a parent that can have negative impacts into adulthood. For some residents, traumatic experiences will affect how they interact with representatives of the City, and the Department of Revenue wants staff to be able to provide high-quality service in all situations. The Department tested 'trauma-informed' customer service training for staff in the summer, and all Revenue employees will have completed it by the end of the year.

Increased Healthcare Access for PDP Inmates Post-Release. The Philadelphia Department of Prison's (PDP) medical department delivered nearly 300,000 visits of care to over 30,000 inmates in 2016. To improve inmate care post-release, PDP collaborated with the Governor's Office to secure suspension rather than termination of Medical Assistance benefits upon incarceration. PDP



also initiated a Bridge Ordering procedure to assure day of incarceration prescriptions for known mental health patients. Additionally, PDP initiated two pilot projects which will provide Medical Assistance coverage for chronically ill and seriously mentally ill inmates on the day of release.

Reduced Calorie Count of Prison Meals for Inmates and Staff. Additionally, PDP successfully improved the health of the meals provided to staff and inmates through a partnership with the Health Department. The inmate population menu has been revised to reduce the daily caloric intake and reduce the daily sodium content. Fifty percent of cold sandwich meals now also include whole grain wheat bread. Additionally, the staff dining food has been enhanced to provide more quality and tasteful options to staff that choose to eat in the dining room. This is especially important given that correctional officers must remain on campus for meals. Both inmates and staff also have an increased variety of fresh fruits and vegetables in their menu offerings.

Began Healthy Schools Initiative. Grounded in the understanding that healthy, active, well-nourished children learn better, the Mayor's Office of Education is working in close collaboration with Health Department's Division of Chronic Disease Prevention (otherwise known as Get Healthy Philly) to implement the Healthy Schools component of the Community Schools initiative. Three Healthy Schools Coordinators are dedicated to making sure students in each community school have the water, food and exercise environments they need to thrive. Schools are partnering with organizations like Eat.Right.Now, Trust for Public Land, Coalition Against Hunger, HYPE and The Food Trust, American Heart Association, Eagles Youth Partnership, PlayWorks, Sunrise, Food and Wellness Network, John Heinz Wildlife Refuge, Philadelphia Parks and Recreation, Philadelphia Water Department and many others to coordinate and amplify efforts.

Hosted Inaugural "Philly Free Streets." An estimated 30,000 people – representing 42 of the City's 47 zip codes – walked, biked, played and danced at the first "Philly Free Streets" on September 24th. The program included a 10-mile car free route and a host of family-friendly activities. Hailed as a resounding success by participants, the event reached Philadelphians across multiple ages, income and ethnic groups, demonstrating the health benefits of active transportation. More "Philly Free Streets" events are expected in 2017.

Improved Health & Wellness Program for Firefighters. In close cooperation with International Association of Fire Fighters (IAFF) Local 22 and the Office of Risk Management, the PFD implemented the first phase of a comprehensive health and wellness program to better protect firefighters and paramedics exposed daily to toxic and hazardous environments in the course of their duties. This program, coupled with other operational improvements, is also expected to help reduce the future cost of preventable injuries, accidents and chronic health issues resulting from occupational exposures.

PROGRESS ON Sustainability

Under the guidance of the Office of Sustainability (OOS), the Kenney administration has grown Philadelphia's commitment to environmental sustainability. This year, the four City buildings that use the most energy committed to making major sustainability improvements and, subsequently, achieved \$1.4 million in savings, exceeding their goal. Working with City Council and the Commerce Department, OOS also worked to pass two pieces of legislation to extend and update the Sustainable Business Tax Credit to encourage more businesses to participate. These and other efforts earned the City praise from the US Department of Energy for its progressive sustainability policies.

Numerous other City departments also stepped up to do their part to increase Philadelphia's sustainability, this year. The Streets Department's volunteer-driven anti-litter committee cleaned one million pounds of debris off City streets, and the Department's Annual Spring Clean Up Day was the largest in City history, engaging 29,000 volunteers. Additionally, the Historical Commission worked closely with City Council to draft legislation that will provide the Commission the resources to proactively identify at-risk properties for historical designation. The Office of Innovation and Technology also began de-installing the original Wireless Philadelphia infrastructure from City light poles, which will save over \$200,000 in electricity costs for the City.



PROGRESS ON Sustainability

Supported Historical Preservation. The Historical Commission worked closely with City Council to draft an ordinance that would assess fees that are anticipated to generate a sustainable revenue source for the Commission. The fees would allow the Historical Commission to increase its operating budget, hire more staff, and build its capacity to nominate and review more historic properties in the city. To ensure these fees do not place an undue burden, a hardship provision was placed in the legislation for low-income homeowners. It is also expected that over 60% of fees will be \$50 or less.

Designated SolSmart City. Philadelphia was among the first 22 cities recognized by the U.S. Department of Energy with a SolSmart Bronze designation, rewarding Philadelphia's efforts to make installing solar energy in the city faster, easier and cheaper. These efforts include working with the Department of Licenses and Inspections to update the expedited solar PV permit standard. The City of Philadelphia and the Delaware Valley Regional Planning Commission were also awarded a joint SolSmart Advisor, who will provide technical assistance to both entities in order to make additional improvements toward achieving a SolSmart Gold designation.

EPA Recognized Prisons Department for their Food Waste Recovery Efforts. The Prisons compost system turns 685 tons of food waste a year into compost, saving the City more than \$30,000 in costs. The Environmental

Protection Agency (EPA) recognized the Philadelphia Prison System in this year's national Food Recovery Challenge awards, noting that "the Prison System's food recovery program provides inmates with hands-on job training in horticulture and urban gardening onsite at the Orchard Program located on property behind Philadelphia Industrial Corrections Center on State Road." The city's Orchard Program is a two-acre orchard at the Philadelphia Industrial Corrections Center which houses over 200 fruit-bearing trees and bushes, making it the largest urban orchard in the City. The Orchard Project is integrated into the prison composting system, and together, these two initiatives serve as the basis of a Temple University vocational horticulture certificate program offered to inmates.

Green Energy Improvements to City Buildings Results in Over \$1.4M in Savings. The Quadplex Guaranteed Energy Savings Project completed its first year of performance, achieving verified savings of \$1,449,611 and exceeding the project guarantee. The project consists of improvements to four of the City's biggest energy users — City Hall, the Municipal Services Building, One Parkway Plaza (1515 Arch Street) and the Stout Center for Criminal Justice.

Additionally, through the Office of Sustainability's capital budget, \$533,000 was allocated to other City departments to support energy efficiency and sustainability projects. Projects funded include LED

lighting retrofits at prisons, recreation centers, fire stations and fleet shops, an expansion of the Prison's compost system and HVAC measures at Health and Office of Homeless Services facilities. The investments are projected to break even in a little over two years, and will save over \$250,000 annually.

Launched Updated Greenworks Plan. Building on progress over the last decade, the updated Greenworks sustainability plan sets eight long-term visions to create a healthier, greener and more sustainable Philadelphia for all. The plan includes the City's commitments around healthy food and drinking water access; clean air; clean affordable energy; climate change; quality natural resources; safe and affordable transportation; waste and litter; and sustainability education, stewardship and economic opportunity. A new set of "Greenworks on the Ground" resource guides help individuals, communities and institutions take action, while the new online "[Greenworks Dashboard](#)" provides up-to-date data on progress.

Initiated Energy Master Planning Process. The Office of Sustainability's Energy Unit has begun development of a master plan to increase energy efficiency, renewable energy generation and energy resiliency in municipal buildings and the man-made environment throughout Philadelphia. The plan will provide a data-driven carbon reduction strategy, and it will also include strategies for energy procurement, energy management, financing, resilience and sustainability co-benefits. The completed plan is expected in early 2017.

Supported Green Business Legislation. Working with Councilwoman Maria Quinones-Sanchez and the Commerce Department, the Office of Sustainability worked to pass two pieces of legislation to promote good corporate citizenship. The first bill extended and updated the Sustainable Business Tax Credit to expand the number of businesses eligible, and to extend the credit's applicability to include the net income portion of the Business Income and Receipts Tax (BIRT). Starting next year, up to 50 businesses can qualify for the tax credit and in 2019 up to 75 business will be eligible. The second bill built on the existing "Jump Start BIRT" abatement program by offering qualifying sustainable businesses an additional year of exemption from BIRT liabilities.

Supported Creation and Implementation of GreenFutures. In May, the School District of Philadelphia released its first ever sustainability plan, GreenFutures. The City's Office of Sustainability served

as advisors on several of the working groups to create the plan, and continue to provide technical support to School District staff to implement the plan's action items.

Advanced Sustainable Procurement Policy. The Office of Sustainability (OOS) has been working with the Procurement Department to advance sustainable procurement of goods such as lighting, paper and other products. And the two departments are also working on a larger sustainable procurement strategy informed by best practices in other cities. In partnership with the Philadelphia Department of Public Health, OOS also received funding to hire a full-time Good Food Procurement Coordinator, a position within the Procurement Department. This coordinator will help create and implement a sustainable food procurement strategy for the City.

Connected Climate Change and Capital Planning. The Office of Sustainability (OOS) developed guidance for incorporating climate science outlined in the previously released report *Growing Stronger: Towards a Climate Ready Philadelphia* into the City's capital planning and decision-making. OOS shared guidance with relevant departments on how they can take steps to protect assets vulnerable in a warmer and wetter climate.

Anti-Litter Committee Cleans One Million Pound of Debris Off City Streets. The Philadelphia More Beautiful Committee (PMBC) – the Sanitation Division's signature initiative to engage residents in taking back their neighborhoods from litter and blight – reached several remarkable milestones in 2016. PMBC engaging nearly 42,000 volunteers, including many children, to clean more than 6,000 blocks of the city. By year's end nearly one million pounds of debris were taken off of Philadelphia's streets thanks to PMBC organizers and volunteers.

Organized Largest Single Clean Up Day in City's History. The annual Philly Spring Cleanup, organized by the City's Streets Department, continued to grow in 2016, with more than 900 projects and nearly 29,000 volunteers. It was the largest single day clean up in the City's history, exceeding 2015's record numbers. The Department continues to raise awareness and build its network of community-based organizations focusing on litter reduction and beautification through this one-day event. 2017 will mark the 10-year anniversary of the Philly Spring Clean Up and plans are already underway to increase the number of projects and volunteers for another record-setting day.



1.5 Billion Gallons Kept Out of Local Rivers, Streams. The Water Department, in conjunction with the Pennsylvania Department of Environmental Protection (PADEP), continued “Green City, Clean Waters,” Philadelphia’s plan to use green infrastructure to reduce stormwater pollution currently entering sewer system. To date, the Department has added nearly 838 greened acres to the city, and as a result, 1.5 billion gallons of polluted water will be kept out of local rivers and streams annually.

Animal Control Lifesaving Hits Historic High. The Animal Care and Control Team of Philadelphia (ACCT Philly) is on track to see a historically high lifesaving rate of 80 percent, meaning 80 percent of animal intakes result in a live exit. This is an improvement over previous years’ rates of 76 percent in 2015 and 72 percent in 2014, and is the result of collaborative, interdepartmental efforts to model ACCT Philly operations after industry and national best practices. Building upon these positive operational changes, ACCT Philly leadership is working with the Innovation Lab to create a clear, all-inclusive strategic plan outlining goals for the next three years.

Initiative to Recycle or Sell end-of-life Equipment Resulted in Financial Savings. OIT (Office of Innovation and Technology) organized e-waste disposal and clean-up of old, outdated equipment resulting in space reallocation in partnership with Police and Fleet. This included equipment dumped and abandoned by departments over many years, which resulted in safety and space concerns at the City’s warehouse. OIT also cooperated with Procurement in the “MinicBid” selling of old equipment, the proceeds of which -- more than \$545,000 in 2016 -- benefit the City’s General Fund. And OIT has begun de-installing the original Wireless Philadelphia infrastructure from City light poles, as well as selling off the old Wireless spare equipment. Over 1000 wireless access points have been taken down with another 3000 left to go. This will save over \$200,000 in electricity costs for the City.

