



# First 1,000 Days of the Kenney Administration

October 1, 2018



Office of the Mayor



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Fellow Philadelphians,

As you may know, an emphasis is often placed on the first 100 days of a new administration. I've always thought it was a silly measure of success because true progress requires collaboration and takes time.

September 30, 2018 marked my 1,000th day as Mayor, and it felt like the right time to report on the progress we've achieved together. While the divide across our nation has grown, here at home we've held strong to our values as the City of Brotherly Love and Sisterly Affection.

We once considered ourselves to be underdogs, but with a growing economy, historically low crime rates, improving public school system, and an unforgettable Super Bowl Championship, we have proven that Philadelphia is not to be underestimated. In fact, we have chosen to take our city's biggest challenges head on – whether it was by renewing our commitment to creating quality schools in every neighborhood, making major investments in our public spaces, enacting criminal justice reforms or embracing our diversity by remaining a Welcoming City for all.

Along with our partners in City Council, we took on the well-funded beverage industry – and won – and families are already reaping the benefits of programs funded by the Philadelphia Beverage Tax. We've also taken back control of – and accountability for – our public education system, and for the first time in nearly two decades, the School District of Philadelphia is led by a locally-appointed Board of Education.

We've dedicated over half a billion dollars in new revenue to the School District over the next five years. These important changes will help ensure that all of our children – our city's future leaders – have the resources they need for success in the classroom and beyond.

Our education and neighborhood improvement efforts go hand-in-hand with our criminal justice reform strategies and dedication to public safety. We've reduced the prison population by a third, supported programs that help reduce recidivism, and expanded countless efforts across City departments to make our city safer. These are just a few examples of what we've accomplished together.

In this report, you will find progress on initiatives that cross every City department. It would be impossible to record all the ways in which our city workers serve their fellow residents every day, so we focused on progress in the areas of education, public safety, public health, economic development, and sustainability. We also noted our efforts to create a city government that is more accountable, inclusive and accessible, as well as more efficient and effective.

While I am proud of what this administration has achieved so far, I know that we have much more work to do. Far too many Philadelphians live in poverty and the opioid crisis is the worst public health epidemic I've seen in my lifetime. It's claiming the lives of Philadelphians, negatively impacting neighborhoods, and putting a profound strain on limited public resources.

I look forward to continuing to work together in the years ahead to tackle these challenges head on and continue to ensure Philadelphia is a city that works for all.

Sincerely,

A handwritten signature in black ink that reads "James F. Kenney". The signature is written in a cursive, flowing style.

Mayor Jim Kenney

# PROGRESS ON **Public Safety**

This Administration remains steadfast in its commitment to improving public safety. Under the leadership of Commissioner Ross, crime rates are at the lowest level in 40 years and we are experiencing a steady decline in violent crime overall. We're investing \$100 million over the next five years to make sure our police force is at its full complement of over 6,500 officers — a level not reached since the recession of 2009.

We are also dedicated to ensuring all people in our city receive fair and equal treatment at the hands of law enforcement officials. Continuous updates in the Police department's policies and trainings have resulted in a 45% reduction in both pedestrian stops and officer involved shootings over the last two years.

Another key priority is to reduce the racial and ethnic disparities that exist in the criminal justice system. We've made tremendous progress in implementing comprehensive reform efforts that have resulted in reducing the prison population by over a third and completely depopulating the House of Corrections.

We've increased the Fire Department's budget by \$54 million over five years to support a total of 2,661 positions – a 24% increase in the Fire Department's personnel budget since Mayor Kenney took office. Fire is also on course to replace dozens of aging vehicles, and the department secured nearly \$20 million in new federal funding to hire new firefighters, provide incident command training, and improve its water rescue capabilities.

We launched the Vision Zero action plan to guide the city's efforts to make streets safer and achieve zero traffic-related deaths by 2030. We're upgrading the City's large vehicle fleet with new safety features and invested in numerous traffic engineering and street design projects, including major initiatives on American Street, Lincoln Drive, and Roosevelt Boulevard.

By increasing funding for L&I, we've reduced the number of imminently dangerous buildings by nearly half, and almost doubled the amount of construction inspection staff. These changes, and more, have increased the department's capacity to inspect construction projects for compliance with safety standards. In 2018, Philadelphia became a national leader by adopting the 2018 International Building Code, a critical change for improving building safety.



## PROGRESS ON Public Safety

### Reduced Part One Violent Crimes.

Commissioner Ross, his Deputy Commissioners, Commanders, and officers throughout the Police Department are committed to crime reduction and prevention. As a result, Philadelphia's crime rates are at the lowest level in 40 years and we are experiencing a steady decline in violent crime overall. Through the implementation of data-informed strategies, strong partnerships, and robust community engagement, Part One violent crimes declined by 1.7% in 2017 when compared to 2016. Among Part One crimes, burglaries are down 5.7%, reports of rape are down 6.1%, robberies have dropped 2.8%, and aggravated assaults are down 0.8%.

While we've seen an uptick in homicides so far in 2018, the downward trend in Part One violent crime overall continues when compared to the same time last year. Part One violent crimes are down 5.6%. Among Part One crimes, burglaries are down 3.3%, reports of rape are down 10.3%, robberies have dropped 12.4%, and aggravated assaults are down 0.1%.

### Expanded Pilot Program for Body Worn Police Cameras.

The Police Department has expanded its Body Worn Camera (BWC) program that was piloted in the 22<sup>nd</sup> district to the 24<sup>th</sup> and 25<sup>th</sup> districts as well as the Civil Affairs Unit. Program expansion will continue this fall with the 26<sup>th</sup> and 35<sup>th</sup> districts. So far, 710 officers and supervisors have been outfitted with the cameras, and the Budget allows for 800 new cameras to be acquired every year. At full implementation, 4,000 police officers and supervisors will have Body Worn Cameras.

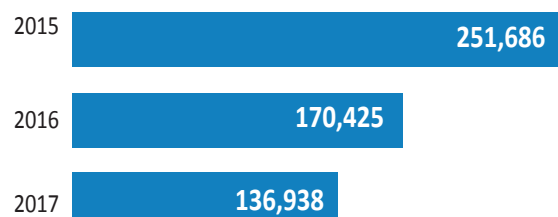
### Reduced Pedestrian Stops.

Several measures instituted by Commissioner Ross have resulted in dramatic decreases in pedestrian stops every year. Pedestrian stops declined 32% from 2015 to 2016. The reduction continued in 2017 with a further reduction of nearly 20% that year. The downward trend continues in 2018 with 15,000 fewer people stopped in the first two quarters of 2018 compared to last year.

The measures implemented to reduce unconstitutional stops include:

- Increased District Captain Access to 75-48A System to Conduct Real Time Reviews:** District Captains can access the 75-48A system to monitor the pedestrian stop reports being generated under their commands in real time. This gives commanders an opportunity to address issues quickly and proactively rather than waiting for quarterly audits under the old standard.

## Pedestrian Stops in Philadelphia

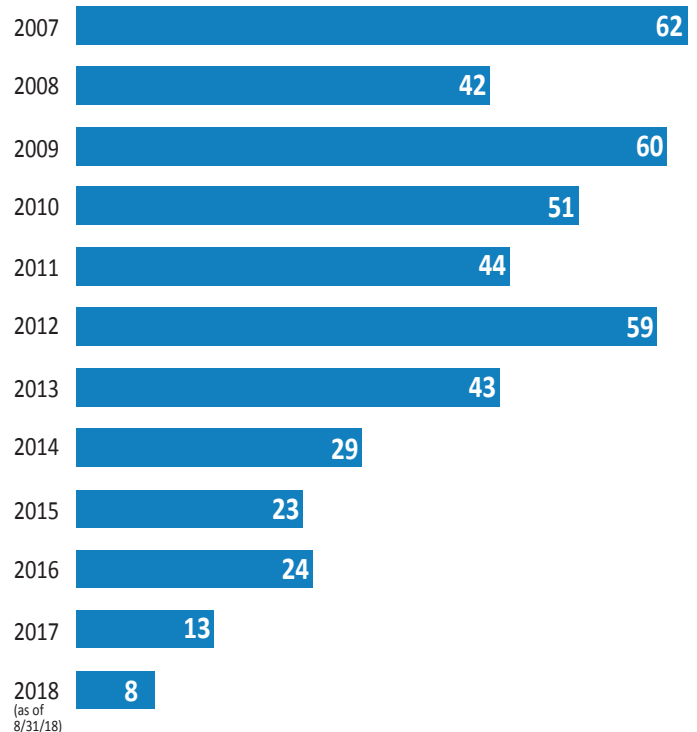


- Compstat accountability:** Compstat is an accountability tool used to identify patterns and trends as soon as possible. While the process is most notably used in crime fighting, it also helps district commanders focus on what is important to the Police Commissioner. Discussing information from 75-48A incident reports with district commanders during monthly and bi-weekly Compstat meetings sends a very strong message from the Police Commissioner to the commanders about the importance of the pedestrian stop review process.
- More Accountability Measures Added to Quarterly Audits:** The 75-48A policy already had three levels of review (i.e. Sergeant, Inspector, and Chief inspector – Standards and Accountability). However, the policy did not address direct responsibility for corrective action. The updated policy does. Now, after the quarterly divisional audits, inspectors are required to forward an Action and Report memorandum to each Captain under their command. The Captains must relay the errors or mistakes to the officer and specifically address how any errors and mistakes are to be corrected in the future. The response memorandum is due back to the divisional inspectors within ten days. Additionally, the Standards and Accountability Unit, who audits the work of the Divisional Inspectors, is required to send the report to all pertinent inspectors. 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.
- Municipal Police Officer (MPO) Training:** On an annual basis, every police officer is required to complete training regarding legal issues and changes in laws which affect law enforcement personnel. In 2017, MPO began including enhanced training on pedestrian stops and the requirements of reasonable suspicion to conduct these stops.

### Officer Involved Shootings Steadily Decline.

We are seeing fewer officer involved shootings (OIS) each year, with a 45% decline in OIS incidents from 2016 to 2017. It is the policy and commitment of the police department that officers hold the highest regard for the sanctity of human life, dignity, and liberty. While most of the nearly 9,000 9-1-1 calls officers respond to daily, result in providing a service to someone, sometimes officers find themselves engaged in a dangerous situation that results in the use of deadly force. The use of deadly force is not taken lightly, and employed only in the most extreme circumstances when all lesser means of force have failed or could not be reasonably employed. Continuous updates in department policy and training contribute to steady declines in the number of officer involved shootings in Philadelphia.

## PPD Officer Involved Shooting Incidents



### Improved Investigatory Practices of Officer Involved Shootings.

In 2017, the PPD established the Officer Involved Shooting Investigations (OISI) Unit to help investigate officer involved shootings (OIS). The new unit conducts the criminal investigation of all police firearm discharge incidents, which includes overseeing the processing of the scene, identifying and interviewing witnesses, collecting evidence and submitting evidence to labs for examination and analysis.

The OISI investigators are specially trained in the dynamics of an OIS incident. With the new OISI team in place, these investigations are now split, with the OISI team conducting the criminal investigation and the department's Internal Affairs Division (IAD) conducting the department's administrative investigation to determine whether personnel involved in the incident followed department policy. Separating the administrative and criminal investigations of officer involved discharges strengthens the internal investigation process.

### Increased Resources for the Police Department.

We're investing \$100 million in new funding over the next five years to make sure our police force is at its full complement of over 6,500 officers — a level not reached since the recession of 2009. This funding also allows for additional staff for the Police Advisory Commission to support its work in reviewing policy and practice of the Department.

### Formed Human Trafficking Task Force.

Human trafficking is the fastest growing criminal enterprise in the world today. In January 2017, the Human Trafficking Task Force (HTTF) was created to disrupt and defeat the trafficking of people. This multi-agency anti-trafficking coalition works to identify and prosecute human traffickers, while also protecting and aiding survivors. The HTTF is comprised of the following agencies: HSI Philadelphia; FBI Philadelphia; Philadelphia District Attorney's Office; Philadelphia Police Department; United States Attorney's Office Eastern District Pennsylvania; and the Salvation Army.

### Continued Strengthening of Police-Community Relations.

The PPD continues to collaborate with local, state, and federal law enforcement along with neighborhood-based organizations and anti-violence groups to collectively assess, respond, and implement effective policies and practices to sustain positive police and community partnerships for a safer Philadelphia. Districts across the city host community education, recreation and safety programs such as movie nights, Coffee with a Cop, Hoops Against Bullying, Senior Safety Week, gun buy-backs, backpack giveaways, and much more. In each district, a complement of officers, including a Community Relations Officer, Crime Prevention Officer, and Victim Assistance Officer, are specifically dedicated to activities and initiatives that support community engagement. Recently the Southwest Divisional Inspector appointed the department's first Divisional Community Relations Officer (CRO). The Divisional CRO is charged with collaborating with the commanders in southwest division's 4 districts, to create innovative programs, events and initiatives designed to improve police community relations with a focus on engagement, trust and legitimacy. Successful monthly initiatives already underway include "Blades, Fades & Engage," a no-holds barred conversation with cops and community members at a neighborhood barbershop, and "Turning a New Corner," which involves police engaging employers and employment agencies as partners who conduct on-the-spot interviews with people on designated corners in the southwest division.

### Strengthened Successful Youth Diversion Program.

Philadelphia Police School Diversion Program is a groundbreaking cross-systems partnership with the Department of Human Services, School District of Philadelphia, Stoneleigh Foundation, and Drexel University that developed as an alternative to arresting Philadelphia students. Since its inception in 2014, school arrests have dropped by 71 percent (1,580 to 456), helping to stop the phenomenon known as the "school-to-prison pipeline." While there are many post-arrest diversion programs, this one is a national model with a pioneering, trauma-informed approach, which diverts youth before they are arrested. Qualifying students and their families are afforded critical social services and preventive counseling.

### Improved Processing of Complex Crime Scenes.

Detective Bureau members undergo extensive forensic training that has been designed by the director of PPD's Forensic Science Bureau. The focus of the specialized training includes:

- Crime Scene processing, which involves proper identification, gathering, evaluation and examination evidentiary items
- Digital media recovery such as cell phone and surveillance video
- Latent Fingerprint recovery and submission
- Submission and examination of firearm and ballistics evidence
- Criminalistics, recovery, processing and evaluation of DNA and trace evidence
- Chemistry, proper recovery, transportation, evaluation/examination and storage of materials
- Document examinations

Extensive crime scene kits are also being assembled for investigative units, in addition to the Crime Scene Unit, to collect items that may have evidentiary value.



### Improved Processing of Sexual Assault Kits.

The Pennsylvania Sexual Assault Testing and Evidence Collection Act of 2015 required the public reporting of sexual assault kit backlogs around the Commonwealth. This Act further defined what was considered a “backlogged” sexual assault kit. In response, the PPD performed an extensive inventory and identified more than 1,800 sexual assault kits, from 1984-2011, that had not been previously submitted for current DNA testing procedures. As a result, a collaborative effort between the PPD, District Attorney’s Office, and Victim Advocacy groups was initiated to: analyze and investigate any leads from these cases; eliminate the backlog of historical sexual assault kits; and streamline procedures to more efficiently analyze newly submitted sexual assault kits.

Over the past three years, the PPD utilized funds from annual federal DNA grants, as well as specialty grant funds from the District Attorney of New York and the Sexual Assault Kit Initiative grant programs, for this effort. These funds allowed the PPD to outsource the analysis of backlogged sexual assault kits to vendor laboratories, while concentrating in-house analyses on current cases.

While accomplishing the first phase of this project to eliminate the backlog, the Criminalistics Unit also completed an extensive Lean Six Sigma project. Through this project, the unit improved workflows and leveraged existing resources to more than double the number of cases that can be completed annually. These efficiency gains were accomplished without any additions to staff, resources, or overtime. Additionally, the unit validated new procedures that more efficiently screen sexual assault kits. By the end of 2018, PPD will have successfully completed both phases of the project by eliminating the backlog of historical SAKs and improving current laboratory efficiency. As a result, all future sexual assault kits, collected within the City of Philadelphia, will be completed within 90 days or less of the assault. This timely analysis of forensic evidence will result in more useful information for the investigation, but equally important, it provides victims of sexual assault with a definitive timeline and assurance that every sexual assault kit will be tested expeditiously.

### Expanded Trainings for Police Officers.

**Reality Based Training** offers extremely realistic field training that focuses on proper tactics when facing dangerous or potentially violent situations. Through intense role play style scenarios, it allows officers to safely experience how potentially volatile situations can play out, depending on the officers’ actions. There is a strong emphasis on tactical de-escalation, with an understanding that properly employed tactics reduce the risk of injury to civilians and officers. In

2018, more than 1,400 officers have received reality-based training preventively, and after incidents that indicate an officer could benefit from the training.

**Implicit Bias Training** has been a priority for the police department. New recruits and experienced officers participate in implicit bias training which addresses:

- Cultural Diversity
- Ethnic Intimidation/Bias Crime
- Perceptions of Human Behavior
- Communication with the Public

Recruits also visit the National Constitution Center, the United States Holocaust Memorial Museum in Washington DC, and the National Museum of African American History and Culture to deepen their understanding of the experiences of marginalized communities. The trainings highlight the history of policing in Black communities and its impact today, fair and impartial policing, and the power and responsibility of officers’ role in a democratic society to protect individuals’ constitutional rights.

Additionally, the department has provided in-service training for supervisors, detectives, and community relations officers with a focus on “Fair and Impartial Policing” sensitivity to help officers identify and manage their own implicit biases.

**LGBTQ Sensitivity Training** supports the Department’s commitment to treating every person with the professional treatment and dignity they deserve, regardless of race, color, sex, gender, gender identity/expression, religious creed, sexual orientation, age, national origin, ancestry, handicap or disability. The training is offered in conjunction with the Mayor’s Office of LGBT Affairs and covers:

- Relevant terminology such as pronouns
- Understanding misconceptions
- Developing awareness of issues impacting people in LGBTQ communities
- Understanding relevant legal issues
- Arrest procedures involving members of the transgender community
- Valuable courtroom tools

A training video called, “Law Enforcement and the Transgender Community,” is shown to all officers.





### **Increased Fire Resources, Personnel and Vehicles.**

In the past 1,000 days, the Fire Department (PFD) has graduated four Firefighter cadet classes (more than 250 people) and three Paramedic cadet classes (nearly 60 people). We've also added \$54 million over five years to the Department to support more than 2,600 positions, a 24% increase in the Fire Department's personnel budget since Mayor Kenney took office.

And in partnership with the Office of Fleet Management, the PFD is on course to replace dozens of aging vehicles. The FY19 budget provides funds for 6 engines, 2 ladders, and 13 medic units (ambulances), and two specialized vehicles - an engine with an elevated water stream and an off-road, wildland fire vehicle; that's on top of money received in FY18 to replace 7 engines, 6 ladders, 10 medic units (ambulances), 1 technical rescue squad and 1 heavy rescue apparatus. The PFD also received two federal grants to purchase a pair of fast boats to boost response and rescue capabilities on the Delaware and Schuylkill rivers.

### **Secured Nearly \$20 Million in Federal Grants.**

The PFD has been awarded nearly \$20 million in federal funds that will enable the department to hire 120 new firefighters; provide incident command training; and improve its shipboard firefighting and water rescue capabilities. The City has also infused an unprecedented amount of resources that will allow the PFD to create new dedicated training and health and safety positions; restore Battalions 5 & 6 and Division 3, which will improve supervision and scene safety; hire a full-time medical director to oversee EMS; and advance our work on the Logistics Hub -- a multipurpose building designed to house a training space, reserve apparatus, and a health and

safety unit with gear cleaning facilities. These changes -- and many others -- will enable the PFD to continue responding to more than 300,000 emergency incidents annually, as well as staff over 375 special events each year.

### **Installed Life-Saving Smoke Alarms.**

The Fire Department is in the process of installing 30,000 life-saving smoke alarms in homes across the city -- for free! The department received a \$1 million FEMA grant to purchase 26,000 traditional smoke alarms and 4,000 adaptive smoke alarms for the deaf and hard-of-hearing. Residents can request them through Philly311 and fire companies will install them free of charge. All 30,000 alarms should be installed by August 2019, and the PFD has partnered with organizations and institutions to serve residents with the greatest need.

### **Conducted Survival Training for Firefighters.**

About 2,000 PFD members completed a three-day course in fire ground survival training. This crucial program, which was designed by the International Association of Fire Fighters and funded by a \$2.6 million FEMA grant, aims to ensure mayday prevention and mayday operations are consistent among firefighters, officers and chiefs.

### **Created Community Action Teams.**

The Fire Department's new Community Action Teams (CATs) respond to fire scenes, attend neighborhood events, report code violations, and more. CATs care for displaced residents, serve as Public Information Officers, install smoke alarms, educate the community, report fire code violations, and secure fire scenes for investigations. By combining elements of the Fire Prevention Division, Fire Code Unit and Fire Marshal's Office, these specialized units augment our ability to provide the City with fire protection, care and aid 24x7x365.

### **Modernized CAD/911 systems for Police and Fire.**

The Administration is addressing federal and state mandates to modernize and improve capabilities of the City's Computer Aided Dispatch and put into place Next Generation E-911 call/response technology. The Office of Innovation and Technology is leading up this effort to ensure text, voice, video becomes part public E-911 services and to improve the location accuracy of emergency calls made by cellular phones and response vehicle routing.

### **Launched Vision Zero.**

After more than six months of public comment from residents, transportation experts and community groups, Mayor Kenney unveiled the Vision Zero Three Year Action Plan to guide the City's efforts to making the streets of Philadelphia safer. In the last year since Vision Zero Action Plan has been set forth, the city has taken multiple steps to achieve its goals. The City has committed to upgrading its large vehicle fleet with new safety features including side guards, 360 cameras, and enlarged side mirrors. We have also invested in traffic engineering and street design projects across the city, including new roadway configurations, upgraded LED lighting, and large construction projects like American Street and Lincoln Drive. Vision Zero PHL is committed to achieving zero traffic-related deaths by 2030 and progress on the Action Plan can be tracked at [visionzeroPHL.com](http://visionzeroPHL.com).

### **Launched Roosevelt Boulevard "Route for Change" Transportation Safety Initiative Program.**

Thirteen percent of all traffic related deaths in Philadelphia occur on Roosevelt Boulevard in North and Northeast Philadelphia. The Administration is committed to making traffic safety improvements along this 12-mile corridor. OTIS and the Streets Department continue to partner with SEPTA and the Pennsylvania Department of Transportation on the Roosevelt Boulevard "Route for Change" program, which is a transportation safety initiative to identify key short-term transportation safety recommendations that will build

upon each other to create a 2040 vision for the Boulevard. More than ten public meetings have been held, with more engagement to come in fall 2018. Responding to the critical need for improved transit along Roosevelt Boulevard, in October 2017, the City and SEPTA unveiled Boulevard Direct, the first bus rapid transit like service in the Philadelphia region. Since Boulevard Direct began, transit use on Roosevelt Boulevard has increased by approximately 8 percent, with more people using Boulevard Direct every week.

### **Increased Funding and Use of Technology to Detect and Demolish Dangerous Buildings.**

The number of buildings at greatest risk of collapse, categorized as "imminently dangerous," has been cut nearly in half since Mayor Kenney came into office. General operating funds budgeted for demolition of unstable structures have increased by one-fourth to more than \$11 million for FY 2019. The permanent increase to \$11 million is expected to make our city safer by eliminating the backlog of imminently dangerous buildings.

Computer models are assisting the Department of Licenses and Inspections (L&I) in identifying vacant structures, highlighting buildings in need of inspection, and prioritizing dangerous properties for demolition. The models incorporate unique aerial and street-level imagery and the innovative use of data the City already collects, including tax records and utility billing.

### **Increased L&I Construction Inspection Staff by Over 90%.**

During this Administration, the number of L&I inspectors in the Building Division has nearly doubled, from 42 to 81 inspectors. New building inspectors have a long training process that includes up to two years of in-house trainings, national certification exams, on-the-job training and supervised inspections. L&I's capacity to inspect construction projects for compliance with safety standards is continuing to expand as more new Building Division inspectors complete this process.



### **Became a National Building Code Leader.**

After years of operating under outdated building codes for commercial construction, Philadelphia became a national leader in code adoption in June 2018 when Mayor Kenney signed a bill adopting the 2018 International Building Code. Modern building codes are critical for improving building safety in Philadelphia because they incorporate the advances made by code professionals, scientists, and industry professionals into our city's construction standards. Philadelphia is the first jurisdiction in Pennsylvania and one of the first three jurisdictions in the continental United States to adopt the updated Code.

### **Expanded Proactive Fire Safety Inspections.**

In case of fire, closed warehouses and factories unlawfully used for underground housing, businesses, studios, and party and event spaces can turn into death traps for occupants, endanger whole neighborhoods, and jeopardize the lives of first responders. L&I is conducting proactive inspections of these abandoned large industrial buildings to root out unsafe and unlawful uses. Additionally, L&I proactively inspects rooming houses purportedly used as drug recovery centers, as well as nightclubs, concert venues, high-rise buildings, auto repair shops, family day care providers, and public schools.

### **Installed New Business Security Cameras in 47 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. Businesses who use the program

must register their cameras with the Philadelphia Police Department, which allows the police to contact the business to view footage in case of a crime. Since January 2016, 370 projects, representing \$832,878 in rebate funding, were completed and reimbursed. These projects resulted in a total of 1,514 cameras being installed across 47 zip codes.

### **Appointed First Director of Domestic Violence Strategies.**

In 2016 Mayor Kenney created a new position responsible for coordinating the City's efforts to combat domestic violence by naming the first Director of Domestic Violence Strategies, who has been working on setting goals for reducing incidences of domestic violence and improving the coordination and provision of services.

In Philadelphia, police respond to over 100,000 domestic violence related calls each year. Since 2017, the Domestic Violence prevention team has expanded support for victims of domestic violence, developed a standard screening for domestic violence, and piloted it at homeless intake centers.

Staff in Behavioral Health and in Human Services were trained on how to connect victims of violence to support services. The domestic violence screening tool will expand to the Departments of Public Health and Human Services. DHS will launch a new domestic violence prevention unit to respond to individuals who screen positive, and integrate domestic violence information into their standard training for new staff. HHS will also expand resources, such as housing assistance for immigrant victims of violence.

# WITH MACARTHUR GRANT, Philadelphia Significantly Reduced Prison Population and Made Strides in Criminal Justice Reforms.

One of the primary objectives of the Kenney Administration is to join other cities and states in reforming the nation's criminal justice system. This important work will build a safer, more equitable society for all. It affects how things are done in Philadelphia's jails, courts, public safety systems, and communities.

The Administration and its criminal justice partners – the First Judicial District, District Attorney, Defender Association, Police Department, Department of Prisons, and Department of Behavioral Health and Intellectual disAbility Services – have focused over the past 1,000 days on concrete actions, including:

- Reducing reliance on cash bail systems, including increasing programs for individuals who can safely return to their communities while awaiting trial;
- Reducing case processing times;
- Increasing diversion programs at the front end of the system to prevent further contact and increase access to services;
- Reducing the number of people who are incarcerated due to a violation of probation;
- Reducing the number of people with serious mental illness in the jail (via the Stepping Up initiative);
- Building data-driven systems to better track outcomes and rates of racial and ethnic disparities; and
- Training employees in all relevant agencies on explicit and implicit bias.

These efforts were jump-started in 2016, when the John D. and Catherine T. MacArthur Foundation awarded the City \$3.5 million to implement a reform plan to reduce both its jail population by 34 percent over three years, and the rate of racial and ethnic disparities in the criminal justice system. The jail population reduction goal was reached within two years,

resulting in the announcement of the full depopulation of the House of Correction and plans to permanently close the facility by 2020.

Under the MacArthur Safety and Justice Challenge, the criminal justice partners worked together to develop a data-driven reform plan that included 19 new programs and policies. So far, the City has implemented 16 of the 19 initiatives, which include investment in pretrial reform, alternatives to incarceration, and diversion programs for individuals with behavioral health and substance abuse disorders.

New programs seek to safely reduce the jail population by diverting people to treatment programs as an alternative to criminal justice system involvement. For instance, if someone continues to test positive for substance use while on probation, in many cases they will be offered treatment as an alternative to a violation. And in December of 2017, the City launched Police-Assisted Diversion (PAD), an important tool in the City's multi-pronged effort to reduce incarceration, lessen racial and ethnic disparities in the justice system, and fight the opioid epidemic. PAD is a collaborative partnership among police officers, service providers, and community members. Through this initiative, police officers redirect low-level offenders to community-based services. Low-level offenses include drug and prostitution activity. Instead of prosecution and jail, offenders are connected to harm reduction services.

Likewise, Philadelphia has made great strides to reform the pretrial process. 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. In Spring 2017, the Defender Association began interviewing defendants earlier in the process and presenting information to the court at the bail hearing, and advocating for an individual's unique circumstances.

Along with reducing the City’s jail population, Philadelphia has decriminalized several minor infractions, like disorderly conduct and failure to disperse. Instead of arresting offenders, local police issue code violation notices. This enables the Philadelphia Police Department to focus resources on keeping communities and neighborhoods safe from more serious crimes — and it helps reduce disparities throughout the system.

This year, the City and its partners submitted a proposal for renewal funding that includes a new and even bolder goal: reducing the jail population by 50% over five years (from 2015 to 2020). We await word from the MacArthur Foundation on this application, which would increase the number of reform initiatives from 19 to 30. While there’s still much work to be done, the progress made to date suggests that a more equitable and safer city for all Philadelphians is getting closer every day.

**Strengthened the Philadelphia Reentry Coalition.**

Along with many other stakeholders, the Office of Criminal Justice worked to strengthen the Philadelphia Reentry Coalition, with the goal of reducing recidivism in Philadelphia. Highlights included the release earlier this year of a report, open data set, and interactive data visualization about people released from incarceration to Philadelphia in 2015. In addition to providing basic, uniform statistics about the scale of reentry in Philadelphia, this data project will allow the City to better track recidivism, and in doing so, better track the success of the efforts of the varied support systems and networks for returning citizens.

Other accomplishments in this area include: the growth of the Coalition to include dozens of new stakeholders, development of a website and newsletter that facilitate increased communication and sharing of resources among organizations working towards common goals, deepened collaboration through focused subcommittees, building the capacity of reentry organizations by providing education and training opportunities, and beginning to implement public engagement efforts. Finally, in partnership with Temple University, the Reentry Coalition conducted a comprehensive inventory of reentry services in Philadelphia, a summary of which will be released later this year.

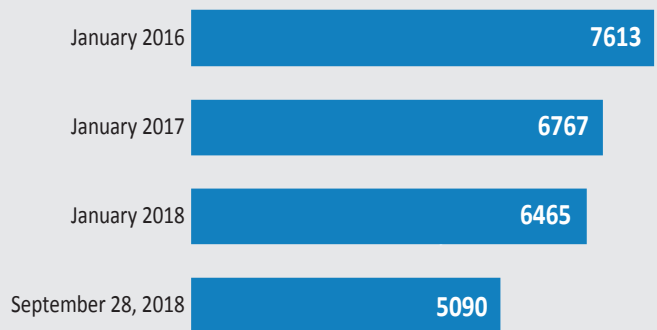
**More Support for Violence Prevention.**

In July 2017, the Mayor announced the creation of the City’s first Office of Violence Prevention (OVP). OVP is responsible for assessing and coordinating the funding that the City currently has invested in anti-violence programs across Departments. In May 2018, the Mayor appointed a new Deputy Managing Director for Criminal Justice and Public Safety and Senior Director of Violence Prevention Strategies

and Programs. By starting up a new office and installing new leadership to address the issue of violence, the Mayor has increased the support for violence prevention to ensure all the relevant agencies and partners are working together to develop and implement effective prevention strategies in the City.

This increased support has already led to the City’s launch of the Community Crisis Intervention Program (CCIP) in July 2018. CCIP makes it possible for the City to deploy credible messengers in some of the most violent neighborhoods to help intervene and defuse tensions before an incident potentially turns violent. In addition, this increased support has enabled the City to successfully compete for the state funds available under the 2018 Gun Violence Reduction Initiative that will allow the City to expand CCIP to more neighborhoods and fund more community-based organizations that share the Mayor’s commitment to reducing, preventing, and ultimately ending violence in the City of Philadelphia.

**Reduction In Prison Population**



# PROGRESS ON **Education and Job Training**

The City of Philadelphia has made it a priority to ensure that all residents, from pre-K students to adult learners, have the necessary supports to realize their potential. Over the last 1,000 days, more than 4,000 three- and four-year-olds have accessed free, quality pre-K through PHLpreK, and each year 6,500 students in Community Schools benefit from expanded school-based services coordinated by the Mayor's Office of Education. In addition to these and other strategic investments in student success, the City has increased its local funding for public education by over half a billion dollars over five years in order to sustain and build on the School District's recent progress.

With this increased investment, Philadelphians deserve more control over the future of their schools as well as improved coordination between the City and the School District. To achieve those goals, the Administration called for the dissolution of the state-run School Reform Commission, and creation of a new, locally-appointed Board of Education. In April 2018, Mayor Kenney appointed a diverse group of nine Philadelphians – including parents, educators, social service experts, and business leaders – to assume governance over the School District beginning in July 2018.

In addition to preparing the city's future talent and leadership, we are equally committed to providing adult residents with opportunities to enter the labor market and advance their careers. The City recently released a citywide workforce development strategy and established a new Office of Workforce Development to execute it. To improve residents' access to career pathways, postsecondary education, and job opportunities, the City renewed investments in adult education by expanding myPLACE campuses, and is leading fellow employers by example through the new City as Model Employer Program which connects residents with permanent employment within City departments.



## PROGRESS ON Education and Job Training

### **Took Back Control of our Schools.**

Seventeen years after the state's takeover of Philadelphia schools, the Administration facilitated a long-awaited return to local control. After the School Reform Commission voted in November 2017 to disband, hundreds of committed Philadelphians applied to join the incoming Board of Education. A Nominating Panel made up of local civic leaders recommended 45 nominees to Mayor Kenney, who ultimately appointed nine Philadelphians to our city's new Board of Education. Following their appointment in April 2018, the Board participated in a thorough orientation and hosted a community "Listening Tour" across the city to hear

from residents about their hopes and concerns for public education. Since assuming governance of the School District on July 1, 2018, the Board has held several action meetings; formed new committees to address pressing topics like finance, facilities, student achievement and support; and selected two non-voting student representatives to join the Board.

### **Secured New Funding for the School District of Philadelphia.**

Over the last several years, Philadelphia's public schools have steadily improved their test scores and graduation rates. More children are reading on grade level, and more young adults are graduating ready for college and careers. To sustain this progress, the Administration and City Council developed a five-year budget beginning FY 2019 that increases local funding for the Philadelphia School District by \$547 million - deferring a significant budget deficit for the District, and enabling added investments in the academic strategies that are improving student achievement.

The Administration also directly supported efforts to raise \$867,072 for public schools through the non-profit organization the Fund for the School District of Philadelphia.





This includes:

- \$522,871 raised by Mayor Kenney’s Inaugural Block Party in 2016.
- \$141,201 through an agreement with the Philadelphia Eagles that allows the City to sublease tickets for Eagles games and concerts at the Lincoln Financial Field for the benefit of a non-profit organization.
- \$203,000 generated from an agreement with the Wells Fargo Center which requires Comcast Spectacor to pay the City an annual fee of \$100,000, plus a percentage of sales for special events.

### Improved Collaboration Between the City and School District.

As Mayor Kenney often points out, ensuring our kids receive a good education is everyone’s responsibility. We can produce better outcomes - and efficiencies - when the City and School District work together to serve the needs of youth and their families. In addition to the creation of Community Schools, the City and District have collaborated on several initiatives, including: a program to put 22 social workers in schools; the transformation of asphalt-covered schoolyards into green, vibrant play spaces; the development of a city-wide workforce development strategy; and aiding the District and the Philadelphia Federation of Teachers in reaching a fair teachers contract. Now that schools are under local control, the City and the District are well-positioned to find more opportunities for partnership and shared operations.

### Created Community Schools to Meet the Unique Needs of Students and Families.

Following City Council’s passage of the Philadelphia Beverage Tax in 2016, the Mayor’s Office of Education partnered with the School District of Philadelphia to transform nine District-run neighborhood schools into Community Schools. This collaboration brings new partnerships and expanded school-based supports to children and community members. Each school received a City-employed Community School Coordinator, and went through a community-led needs assessment process to identify what programs and services would best help students and the surrounding community. In 2017, three additional schools joined the initiative (one with support from Drexel University and a federal Promise Neighborhood grant). The 12 schools serve 6,500 students, as well as their families and neighbors. To date, the schools have distributed 73,000 pounds of food and over 5,000 clothing items and basic necessities, and connected 90 adults and 267 teens to job and career opportunities.

### Increased Behavioral Health Supports in Schools.

To better understand the unique challenges facing our school administrators, Mayor Kenney has met with school principals at least once a month since taking office. One thing school principals consistently brought to light is the need for increased behavioral health supports for students. The Mayor learned that our students are often deeply impacted by trauma and the effects of growing up in poor neighborhoods. Schools also lack the adequate resources to fully support students’ socio-emotional well-being. As a result, beginning in 2017, the Department of Behavioral Health and Intellectual Disability Services partnered with the School District and Drexel University to place 22 licensed clinical social workers





in schools. It means that children experiencing trauma and behavioral health issues are getting much needed attention and connected to appropriate services to assist them and their families.

### **Increased Quality Pre-K to Improve School Readiness.**

Quality pre-K is proven to reduce the need for special education, raise graduation rates, and narrow the achievement gap. With the passage of the Philadelphia Beverage Tax, the Mayor’s Office of Education launched PHLpreK, which funds free pre-K at over 80 participating quality pre-K programs throughout the city. The program launched in January 2017 with 2,000 seats, has served over 4,000 students to date, and will grow to serve 5,500 per year by 2023.

Families overwhelmingly report that their children are better prepared for kindergarten (96%) and that they would recommend PHLpreK to others (99%). In addition to benefiting children and families, the program has created 250 living-wage jobs in the early childhood education sector and supported participating pre-K providers - which are mostly minority- and women-owned businesses - through small business investments. Thirty-two pre-K providers have significantly improved their Keystone STARS quality rating thanks to PHLpreK, which in turn expands the overall availability of quality early childhood education in Philadelphia.

### **Created Citywide Out-of-School-Time Initiative.**

Students spend 80% of their time outside of school. The hours when students aren’t in class are referred to as Out-of-School Time (OST) and offer opportunities for rich learning experiences and activities. Research shows that right OST activities can improve academic performance, decrease the dropout rate, and prepare students for postsecondary and career success. In 2017, the City convened partners - the School District, businesses, and nonprofits - to establish the citywide Out-of-School Time Initiative. The Initiative’s efforts focus on providing “more and better” OST opportunities to Philadelphia children – especially those who have had the least access. To support this goal, the Initiative has started to map the availability of OST and areas where more quality programs are needed, and launched a data system that all Philadelphia OST providers can use to share data and track progress. Next year, the Initiative will launch an OST program portal for families and youth to search and find the right activity.

### **Launched Philly Reading Coaches.**

While researching effective OST programs, the City learned that one-on-one reading support is one of the best ways for OST programming to improve students’ reading skills. To bring this evidence-based model to Philadelphia, the City launched a pilot of Philly Reading Coaches in early 2018. This program pairs trained volunteers with children for at least one weekly hour-long reading session, and gives 25 books to children for free. Adults and high school-aged youth can serve as Philly Reading Coaches. More than 200 students and volunteers participated in the pilot across three schools. This fall, the initiative will expand to 20 sites, engaging hundreds of additional students and volunteers.

### **Awarded 143 Scholarships through City Scholarship Program.**

Every year, a committee of City employees selects dozens of graduating Philadelphia high school seniors to receive a City Scholarship of \$1,000 per year while enrolled at a local four-year college or university. The program encourages students to pursue higher education, and invests in our city's future talent and leadership. Since 2016, 143 students representing 50 different high schools have received scholarships to attend 26 nearby universities and colleges.

### **Promoted Early Literacy through Read by 4th.**

Early literacy is critical for educational success - and around the age that students should shift from "learning to read" to "reading to learn," many Philadelphia children unfortunately aren't ready. To ensure that students have the right literacy supports in and outside of school, Read by 4th (led in partnership with the Free Library of Philadelphia) engages over 100 partners to fulfill a city-wide early literacy strategy. From public libraries to pre-K classrooms and barber shops to rec centers, children have more resources and adults encouraging them to practice and enjoy reading. Recent state test results show that the initiative - and targeted District investments - are making a noticeable difference. Between 2016 and 2017, the percentage of 3rd graders reading at grade level jumped five points.

### **Expanded Educational and Enrichment Opportunities in Libraries and Rec Centers.**

The Literacy Enrichment Afterschool Program (LEAP) is a free, drop-in program that provides students in grades K through 12 with a safe, supportive place to go after the school day concludes. Students receive homework assistance, and engage in fun, literacy-based activities, and have access to computers. LEAP is offered at every Free Library location during the school year and more than 100,000 students attend annually. Libraries' digital resources, including Homework Help Online (available in English and Spanish), can assist with schoolwork, research, test preparation, and language study. Databases can also aid adult learners preparing for their G.E.D. or U.S. Citizenship test. Philadelphia Parks and Recreation offers 90 after school programs throughout recreation centers in the city. These programs offer homework help, computer time, games, as well as specialized arts activities. In FY18 more than 2,700 students participated in these after school programs.

When the school year ends, the Free Library's Summer of Wonder forms a bridge between grade levels so that learning doesn't stop over the summer. The Summer of Wonder program encourages all Philadelphians to read for fun and explore learning opportunities throughout the summer with

special events and activities for all ages. Studies indicate that students who read six or more books over their summer vacation can prevent learning loss known as "summer slide" and make gains in their reading levels. More than 35,000 children participate each summer. In addition, Philadelphia Parks and Recreation expanded its programming to offer 130 neighborhood summer camp programs servicing more than 7,000 children for free or at low cost.

### **Refocused Philadelphia Works Inc., Centering a Career Pathways Approach to Workforce Development.**

In January 2017, Mayor Kenney appointed H. Patrick Clancy as the new President and CEO of Philadelphia Works Inc. (PWI). Under Mr. Clancy's leadership, PWI has sharpened its commitment to funding pathways to jobs that pay a living wage and provide opportunities to advance along a career pathway. PWI has secured \$5.4 million in State and Federal funding to develop 930 apprenticeships and pre-apprenticeships that will directly connect participants to jobs in the skilled trades, healthcare, information technology and early childhood education. Additionally, PWI is investing in industry-informed "boot camps" that train Philadelphians for good jobs, and ensure employers can find the talent they need to grow and thrive.

### **Established Office of Workforce Development and Released First Citywide Workforce Development Strategy.**

In February 2018, the City of Philadelphia and partners from the public and private sectors released the first-ever citywide workforce development strategy. Fueling Philadelphia's Talent Engine was created with input from numerous stakeholders and includes goals and recommendations that are applicable to all workforce contributors — government, educators, training providers, businesses, and more. Fueling Philadelphia's Talent Engine is a plan aimed at addressing employers' needs and preparing residents for careers in family-sustaining jobs. The strategy includes three ambitious goals: (1) Prepare Philadelphians with the skills employers need for a world-class workforce; (2) Address the barriers that prevent Philadelphians from accessing meaningful career opportunities; and (3) Build a workforce system that is more coordinated, innovative, and effective.

The following month, the City acted on one of the top recommendations in the strategy by establishing an Office of Workforce Development (OWD) within the municipal government. The new OWD serves as a centralized coordination point for the execution of the strategy. The OWD team consolidated staff from several city agencies engaged in workforce development efforts including the Managing

## PROGRESS ON Education & Job Training

Director's Office, Department of Commerce, and Office of Community Empowerment and Opportunity, as well as the Office of Adult Education. Notable initiatives managed by the Office of Workforce Development include: City as Model Employer, the Fair Chance Hiring Initiative, PowerCorpsPHL, and a new Tech Industry Partnership.

### **Launched the City as Model Employer Program to Create Viable Career Pathways to Permanent Employment.**

As the second largest employer in the City of Philadelphia, City government has committed to lead by example in providing valuable career opportunities that attract, prepare, retain, and promote a diverse and talented workforce. City as Model Employer, led by the Office of Workforce Development, was launched to create viable pathways to permanent employment for 200 seasonal and temporary City workers and underserved Philadelphia residents. In partnership with 10 City departments, several Career Pathway Programs were enhanced and new ones were created to prepare and connect individuals to civil service and exempt positions with the City of Philadelphia and private employers. Each program is designed to provide participants with job-specific technical training, work-based learning assignments, and career readiness courses to assist them with developing in-demand skills that meet employer needs and expectations. In addition to learning how to secure and retain employment, participants receive guidance with creating an action plan to manage their careers and advance into higher-level positions. The City contributes financial resources required to compensate participants as they 'Earn and Learn' during the program. To date, 154 individuals secured permanent employment; 85 attained full-time positions and 69 are working in part-time positions with a direct pathway to full-time status.

### **Established a Tech Industry Partnership.**

In June 2018, the Office of Workforce Development (OWD) launched a Tech Industry Partnership (IP). Groundwork for the IP was informed by feedback from over 100 stakeholders who participated in industry roundtables convened in partnership with the Greater Philadelphia Chamber of Commerce, the Sustainable Business Network and Tech Impact. Ongoing work of the IP has been bolstered through the City's relationship with FUSE Corps which allows OWD to engage SMALLIFY in bringing their rapid innovation lab to Philadelphia. This process is helping tech industry leaders set the direction of the IP moving forward. Additionally, the Economy League of Greater Philadelphia is helping IP members better understand needs and opportunities within the tech labor market.



### **Established new myPLACE Campuses for Adult Education.**

The Office of Adult Education (OAE) first established three myPLACE<sup>SM</sup> Campuses in 2014, which provide residents with access to Adult Basic Education, Adult Secondary Education, English as a Second Language (ESL), and career development education in neighborhood partner programs or through myPLACE<sup>SM</sup> Online. In 2017, OAE added two more campuses at Center for Literacy and Southwest Community Development Corporation. In addition to the campuses that provide learner intake and assessment, 46 other adult education organizations partner in the system and 11 more serve as enrollment sites (including CareerLink Centers, Community College of Philadelphia, Free Library of Philadelphia, and the Re-Engagement Center of the School District of Philadelphia).

OAE continues to provide myPREP, an online course that helps adult learners prepare for high-stakes entrance exams into employment, training programs and community college. 202 learners have enrolled in myPREP, working to pass College Board ACCUPLACER and the Nursing Pre-Admission Examination.

### **Committed to Expanding Youth Work Experiences.**

As of 2015, Philadelphia's teen summer employment rate was only 9%, lagging behind the national average of 15%. Early on in his tenure, Mayor Kenney called for an increase in summer jobs for Philadelphia's young people — 16,000 positions by 2020. In partnership with Philadelphia Youth Network, the Administration has encouraged local organizations and businesses to join WorkReady Philadelphia and provide valuable work experiences for Philadelphia youth. During the development of Fueling Philadelphia's Talent Engine, PYN

## PROGRESS ON Education & Job Training

and the City agreed to expand this goal to include year-round experiences — adding 16,000 annual work experiences by 2020 as a metric for success related to the recommendation of connecting all Philadelphia public school students to a high-quality work experience before graduation to prepare them for college and career.

### **Renewed City's Investment in KEYSPOOT.**

OAE manages KEYSPOOT, the citywide network of 50 free public computer labs that provide residents with access to technology and training. In FY18, five new sites all located in North Philadelphia joined the network. Operating continuously since 2011, the KEYSPOOT network has had 767,651 visits to date. For the past two years, OAE has awarded grants to several established KEYSPOTS to focus on longer-term, more intensive digital literacy and job-readiness training and community partnerships. These KEYSPOTS include Center for Literacy, Congreso de Latinos Unidos, Lutheran Settlement House, People's Emergency Center — Families First, Philadelphia FIGHT — AIDS Library, and Turning the Tide.

### **Offered Adult Education at 12 Community Schools.**

In Spring 2018, OAE and the Mayor's Office of Education piloted adult education classes in 12 City of Philadelphia designated Community Schools. This initiative brought free classes in Adult Basic Education, GED® and HiSET® Prep, and English as a Second Language to hundreds of adult residents seeking to improve their basic or workforce literacy skills.

### **Launched Partnership with Adult Literacy XPRIZE.**

OAE launched a major education partnership with the \$7M Adult Literacy XPRIZE. Mayor Kenney, OAE and XPRIZE, along with leadership from Barbara Bush Foundation, Dollar General Literacy Foundation, William Penn Foundation and Barra Foundation, highlighted the powerful consortium of City and strategic partners investing in adult education through the XPRIZE Philadelphia campaign. Over a few months, the campaign placed free cutting-edge mobile reading apps in the hands of 1,700 of Philadelphia's adult learners seeking to improve their work-ready skills.

### **Grew PowerCorpsPHL.**

PowerCorpsPHL, an AmeriCorps program operated in partnership with EducationWorks, engages 18 to 26 year old young adults in transforming their lives through civic engagement and workforce training. Participants engage in six months of crew-based AmeriCorps service aligned to the environmental priorities of Philadelphia Parks and Recreation and the Philadelphia Water Department. 85% of program graduates transition directly to additional workforce training, unsubsidized employment and/or post-secondary education.

Currently, through investments from the Lenfest Foundation and William Penn Foundation, PowerCorpsPHL is focused on strengthening industry-informed training for second term AmeriCorps members to prepare them for career-track employment in one of five areas: Natural Landcare, Urban Agriculture, Green Stormwater Infrastructure Design, Community Engagement, and the Skilled Trades.

### **Hosted Annual Get Empowered Career Fair for Job Seekers.**

In 2016, the City began hosting the Career Empowerment Fair, an annual event that helps Philadelphians access quality job opportunities. This event connects Philadelphia residents with employers while providing the tools and resources needed to pursue and achieve career goals. In 2018, the Fair expanded to include private employers in addition to public sector employers. Some of the region's largest employers were represented at the latest fair, including Wawa, Aramark, and CVS. In addition to meeting with employers, attendees also had the opportunity to participate in professional development workshops before and during the event. These workshops, led by industry professionals, offered resume help, interview tips, and other important skills that can help participants land their next job. For those interested in certain public sector positions, onsite testing was available for civil service exams. In 2018, about 60 attendees were hired on the spot by private sector employers.

### **Began Job Training and Placement Program with First Step Staffing.**

In January of 2018, the Office of Homeless Services began to partner with First Step, a non-profit temporary staffing agency, to connect formerly homeless individuals to this resource to provide them experiences needed for permanent employment. First Step also serves individuals with criminal backgrounds, veterans, and those with other barriers to employment. The Department of Behavioral Health and Disability Services and the Office of Community Empowerment and Opportunity helped provide funding to bring this proven model to Philadelphia. The goal is to serve 500 people in its first year and grow to serve more than 1,000 by the third year. So far 1,846 individuals have found work, of whom 903 had recently experienced homelessness.

### **Launched the Community Apprenticeship Program.**

The Community Apprenticeship Program is a workforce development program within Philadelphia Parks and Recreation that offers supervised on-the-job training and experience. Apprenticeships last up to 24 months and provide developmental work experience that offers exposure to the parks and recreation industry. CAP is part of the City as Model Employer initiative.

# PROGRESS ON Economic Growth and Development

Since 2015, Philadelphia has experienced strong economic growth. The unemployment rate has declined, while the number of jobs in the city and Philadelphia residents employed has steadily increased each year.

To build on this progress, the Administration's economic focus has been on expanding the recent gains seen in Center City to neighborhoods citywide. We achieve this by attracting and retaining large and small businesses, increasing small business services like coaching and business lending programs, and lessening the barriers to operating a business in Philadelphia.

Philadelphia has secured significant business attraction and retention successes of various sizes. Large companies like Vanguard, Brandywine Realty Trust, Linode, JP Morgan Chase, and Target have expanded their presence in the city. In addition, the Department of Commerce also renewed its commitment to attracting international businesses, generating more than 150 international business attraction leads.

As part of Philadelphia's bid for Amazon HQ2, which has the potential to bring 50,000 new jobs to the city, we launched the Philly Delivers social media campaign and website to highlight the region's strengths as well as the proposed sites for HQ2. In January 2018, it was announced that Philadelphia was among the Top 20 cities being considered for Amazon's HQ2, following an initial submission round that included 238 cities. In the months that followed, the website was overhauled with updated content that is being used to help attract other businesses and talent.

Because immigrant entrepreneurs play an important role in Philadelphia's neighborhood revitalization and economic development, Commerce bolstered its support of immigrant businesses by hiring bilingual business service managers and implementing programs to help their businesses thrive. We've also dedicated over one million dollars to improving storefronts throughout our neighborhoods.

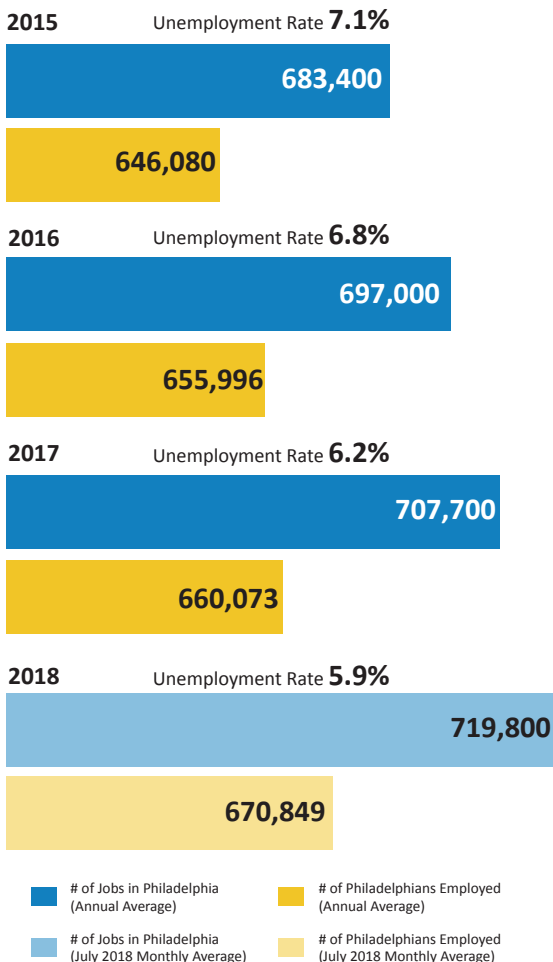
To support diverse communities who have been historically underrepresented in the growing tech industry, the City and a nonprofit partner worked together to bring the inaugural Project NorthStar to life. The 3-day tech conference will provide professional development and networking opportunities to hundreds of current and aspiring entrepreneurs and knowledge workers from the Black and Latinx communities who want to participate in the innovation economy.

In addition to lowering the wage tax, the Mayor worked with Council to expand the prevailing wage ordinance. The Departments of Commerce and Revenue are also a part of the City's Special Committee on Regulatory Review and Reform which works to reduce the tax burden for new businesses and spur job growth.

Commerce has also helped secure more than \$13 million in state and federal resources to support neighborhood economic development projects. This is in addition to the 100 projects in Philadelphia that have received over \$173 million in capital grants from the Commonwealth as well as the hundreds of millions of dollars of Commonwealth investment in PhilaPort, which will create thousands of jobs over time.



## Economic Statistics



Source: [https://www.bls.gov/eag/eag.pa\\_philadelphia\\_co.htm](https://www.bls.gov/eag/eag.pa_philadelphia_co.htm)

## PROGRESS ON Economic Growth & Development

### Attracted and Retained Big and Small Businesses.

Since January of 2016, Philadelphia has secured significant attraction and retention wins of various sizes. Vanguard opened its Innovation Studio in Center City to serve as a satellite office for the company. Brandywine Realty Trust moved their headquarters into the city, landing at the FMC Tower in University City. Cloud hosting company Linode purchased and moved into a 15,000 square-foot office in Old City, representing a long-term investment in the city of Philadelphia.

Other companies expanded their presence in the city and made additional investments. National retail chain Target has added five stores to their Philadelphia footprint. 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 2016. GSI Health opened offices at 1735 Market Street, WuXi AppTec opened its third laboratory facility at the Navy Yard, and hometown Spark Therapeutics continues to expand operations and add jobs. Dublin-based Jazz Pharmaceuticals also opened a new 46,000 square-foot office in Center City, with plans to grow its number of Philadelphia employees to 200 by 2020.

## PROGRESS ON Economic Growth & Development

Additionally, major companies announced their intention to remain and grow in Philadelphia for the foreseeable future. Aramark announced in September 2016 that their global headquarters would move from 1101 Market Street into their new home at 2400 Market Street where they invested in significant renovations. The same month, 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 Building). Philadelphia-based brewing company Yards is expanding their footprint, moving into 70,000 square feet at the former Destination Maternity Building at 5<sup>th</sup> and Spring Garden Streets. And, Icahn Automotive Group announced it will continue to house Pep Boys' headquarters in North Philadelphia.

### **Launched Philly Delivers Campaign and Website.**

As part of Philadelphia's bid for Amazon HQ2, the City and its partners launched the Philly Delivers social media campaign and website. In October 2017, [public.philadelphiadelivers.com](http://public.philadelphiadelivers.com) went live as a supplement to Philadelphia's proposal and included a collection of videos and interactive maps that highlighted the region's strengths as well as the proposed sites for HQ2. On social media, the hashtag #PhillyDelivers was used to give residents and local organizations the chance to be a part of the Amazon proposal, showing the world what they loved most about Philadelphia. In January 2018, it was announced that Philadelphia was among the Top 20 cities being considered for Amazon's HQ2, following an initial submission round that included 238 cities. As of September 2018, Philadelphia is still in the running for HQ2, which has the potential to bring 50,000 new jobs to the city.

In the months that followed, the website was overhauled and relaunched as [philadelphiadelivers.com](http://philadelphiadelivers.com) with updated maps, videos, and additional content that could be used to help attract other businesses and talent. The City and its partners have encouraged organizations and individual businesses throughout Philadelphia to utilize [philadelphiadelivers.com](http://philadelphiadelivers.com) as an open resource.

The original Amazon HQ2 bid and resulting media coverage, as well as the revamped Philly Delivers materials have aided the Department of Commerce in a number of other business attraction projects, including the U.S. Army's search for a location for its new Futures Command. In the summer of 2018, Philadelphia was named as one of the Top 5 cities being considered for the Army Futures Command, down from the original list of 15 contenders. These projects have raised Philadelphia's profile nationally and internationally, attracting the attention of numerous other companies scouting new locations.

### **Expanded International Business Presence in Philadelphia.**

More than 150 international business attraction leads have been generated since January 2016, and 32 have opened offices or added employees in Philadelphia. Key international attractions include: Frank Recruitment Group (UK), GB Wawa (Israel), EDI Healthcare (Germany), TreeTop Quest (France), and Yingli Green Energy (China). Irish firm Jazz Pharmaceuticals also recently grew their employee base and square footage, opening a new office in Center City.

The Department of Commerce has conducted business development trips to Germany, France, Portugal, China, South Korea, Taiwan, and Canada, resulting in at least five companies committing to a Philadelphia presence. Commerce has also hosted over 100 inbound delegations during this time period. Additional missions are in the planning stages for the remainder of 2018 and 2019. Furthermore, the Department of Commerce continues to work with Citizen Diplomacy International to strengthen existing Sister City relationships and the State Department's International Visitor Leadership Program.

### **Expanded Prevailing Wage Legislation.**

The administration worked with Councilwoman Helen Gym to craft legislation 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. After being signed into law by the Mayor in late 2016, the provision has been applied to contracts and agreements between the City and such institutions.

### **Increased Tax-Relief for Businesses.**

The City's Departments of Commerce and Revenue have worked closely to reduce the tax burden for new businesses and spur job creation. The City's Special Committee on Regulatory Review and Reform is working closely with Council to finalize legislation that will eliminate the requirement that business make estimated payments on the Business Income & Receipts Tax (BIRT) when they file their first tax return. The legislation also allows businesses to pay quarterly estimated payments in their second year of business. In addition, the City continues to make gradual reductions to the wage tax and BIRT. Mayor Kenney also announced the expansion of the Keystone Innovation Zone (KIZ) boundaries to include the growing tech community in Old City in March 2016. The expanded KIZ, including the area along N.3rd Street (known as "N3rd Street") in March, has helped accelerate the already exciting growth of tech companies in the city.

## PROGRESS ON Economic Growth & Development

### Worked with City Council to Better Track the Impact of Business Incentives and Tax Credits.

In 2016, Commerce worked closely with Councilwoman Gym to develop legislation that requires all businesses receiving a subsidy of \$50,000 or more to report on the job creation impact. This information, collected online, allows the City to better understand the return on its investment in spurring economic development. Further in 2016, Commerce worked with Councilman Allan Domb on legislation that requires an assessment of incentives programs every three years. The first report, which is currently underway, will analyze the impact of the City's eight primary business attraction incentives and credits, compare Philadelphia to peer cities and best practices, and make recommendations on how to maximize resources and competitiveness.

### Convened Public and Private Partners to Improve Business Environment.

The Department of Commerce convenes several committees related to economic development in order to identify key areas for improvement, gather insight, and brainstorm solutions. These committees include an inter-departmental business taskforce, inter-departmental tax policy committee, economic development quarterly cabinet, small business committee and several other focused roundtables. In 2017, Commerce worked with Council President Clarke to establish the Special Committee on Regulatory Review and Reform. Chaired by Commerce Director Epps, Greater Philadelphia Chamber of Commerce President Rob Wonderling and Councilman Green, the Special Committee established six industry subcommittees to identify key priorities. Progress has already been made on a number of these priorities, as outlined in a initial report released in September 2018, and the Committee has extended its mandate to ensure continued progress.

### Established the Philadelphia Business Lending Network for Small Businesses.

The Philadelphia Business Lending Network is a tool to increase access to capital for small businesses. The group of 35+ nonprofit and for-profit lenders all review a single interest form, thereby allowing applicants to reach all members of the Network at once — cutting down on time and money spent. The Department of Commerce initially launched the Capital Consortium in 2016, and rebranded it as the Philadelphia Business Lending Network in August 2018 to allow for easier translation and increased accessibility. To date, Network members have made 23 loans, resulting in \$1,244,000 lent. 94% of applicants have been contacted by at least two lenders, and those who do not receive funding are being connected to Business Technical Assistance Providers (BTAPs) to help increase their viability for funding in the future.

### Expanded Small Business Services.

Several steps have been taken to expand services for small businesses. Since January 2016, the Department of Commerce has had nearly 16,000 interactions with small businesses throughout the city. During this time, Commerce added two new business service managers focused on middle neighborhoods and increased cross-departmental coordination to help ease processes for businesses. Outreach to small, neighborhood-based businesses has also expanded thanks to regular neighborhood events like Coffee & Commerce and commercial corridor tours where Commerce staff and leadership are able to connect one-on-one with business owners. Funding was increased for the InStore Forgivable Loan Program and to Business Technical Assistance Providers (BTAP). Two new programs were launched — the Philadelphia Business Lending Network and Business Coach, a one-on-one service to provide intensive coaching to recommended businesses that are not typically able to access Commerce resources. The department also overhauled its [phila.gov/commerce](http://phila.gov/commerce) website to make information more accessible and easier to navigate. Additionally, the Free Library launched the Business Resource and Innovation Center (BRIC) at Parkway Central and is offering specialized programs to help small business owners and entrepreneurs start or grow their businesses.

### Hosted Successful Large-Scale Events.

Philadelphia has had the privilege of hosting numerous large-scale events that helped elevate our national profile. The Democratic National Convention, which ran July 25-28, 2016, brought more than 29,000 visitors to the city and had an estimated economic impact of \$230.9 million. The 2017 NFL Draft welcomed more than 180,000 individuals to the Ben Franklin Parkway over several days, 63% of which came from outside Philadelphia<sup>1</sup>. Then, in 2018, the City hosted Philadelphia's first-ever Super Bowl parade after the Eagles victory over the New England Patriots, where several hundreds of thousands of fans lined Broad Street and the Parkway for the historic event. Philadelphia also continued to hold several annual large events including Made in America, the Wawa Welcome America Festival, the Philadelphia Marathon, and the Broad Street Run. The City was able to navigate all of these events without any major public safety incidents. In 2017, the administration worked with Council and hospitality leaders to create the Philadelphia Hospitality Improvement Levy District (PHIL), which allows for the collection of an additional fee from hotels with 50+ rooms and will use its funds to support the attraction of other large-scale events. The PHIL, led by the Greater Philadelphia Hotel Association, went into effect on January 1, 2018. DNC and NFL Draft statistics courtesy of Philadelphia Convention and Visitors Bureau.



## PROGRESS ON Economic Growth & Development



### Supported Immigrant Businesses.

In 2017, Philadelphia joined New American Economy in a national campaign to highlight the power of immigrant communities. Their research found that nationally immigrants are 28% more likely to be entrepreneurs than native-born residents. The numbers in Philadelphia were even higher, with immigrant residents 43.1% more likely to start their own business<sup>2</sup>. Because immigrant entrepreneurs play such an important role in Philadelphia's neighborhood revitalization and economic development, the administration is committed to helping them thrive. The Department of Commerce has hired bilingual business service managers — one who speaks Spanish and one who speaks Mandarin, along with a third position that is now open. They have also started "Commerce Speaks Your Language," open office hours where immigrants can meet with Commerce staff and receive free business counseling in their native language. To celebrate and promote the contributions of immigrant-owned businesses, Commerce joined with the Office of Immigrant Affairs to host Immigrant Business Week in 2017 and 2018. Beginning in the summer of 2016, the department has hosted Passport PHL — an initiative that encourages residents to explore the city's diverse neighborhoods and enjoy food from an array of immigrant-owned restaurants.

### Made All L&I Issued Licenses Available Online.

All business and trade licenses issued by L&I can now be received and renewed from anywhere with an internet connection using L&I's eEclipse platform. 84% of L&I licensing transactions are now completed online via eEclipse.

### Created Jobs through Philadelphia Beverage Tax.

The passage of the Philadelphia Beverage Tax (PBT) has enabled the City to expand the number of affordable, quality pre-K seats in centers throughout the city. By adding more seats and classrooms and expanding pre-K providers' budgets, the program has created over 250 teaching and support staff

positions throughout the city. All PHLpreK jobs pay a living wage, and many of the participating centers report improved quality and retention in staffing due to increased wages.

The PBT-funded Community Schools initiative has also connected Philadelphia residents to new employment opportunities, thanks to a partnership between UNITE HERE, Philadelphia Works, and Murrell Dobbins CTE High School. Two classes of culinary and food service students (90 total) have now graduated from the Philadelphia Hospitality Academy, a 60-hour program that leads to a guaranteed union job upon graduation. The graduates now hold service positions at Citizens Bank Park and the Philadelphia International Airport.

### Partnered on Inaugural NorthStar Technology Conference.

The City of Philadelphia and Black & Brown Founders, a nonprofit organization, worked together to bring Project NorthStar to life in October 2018. The 3-day tech conference and pre-conference "NorthStar Mayor's Summit" will take place October 2-5, 2018, providing connections, education, and opportunities to 350+ current and aspiring entrepreneurs and knowledge workers from the Black and Latinx communities that want to participate in the innovation economy. After visiting Austin, Texas in 2017 for South by Southwest, Mayor Kenney was disappointed by the lack of diversity he noticed at the country's premier tech event; and as the leader of a majority-minority city, he saw the value in creating a high-caliber tech conference for communities of color in Philadelphia and beyond. The content of the NorthStar conference focused on tech entrepreneurship, working in tech, and navigating the industry from a Black and/or Latinx perspective.

### Dedicated over \$1 Million Dollars 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 facade 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. Since January 2016, 145 projects — representing \$1,265,746 in rebate funding and more than \$2.8 million in private investment leveraged — have been completed and reimbursed.

<sup>2</sup><https://www.newamericaneconomy.org/city/philadelphia/>

## PROGRESS ON Economic Growth & Development

### **Helped Small Businesses Access More than \$8M in Loans to Support Growth.**

The Department of Commerce provides small businesses with access to 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. Since the start of this Administration, the program has approved 30 applications, representing \$780,000 in loans from public funds, and 18 projects have been completed.

Kiva enables financially excluded and socially impactful entrepreneurs to access 0% interest small business loans that are crowd funded by hundreds of lenders from around the world. 57 projects have been funded since January 2016, totaling \$363,000 in loans made.

Members of the Philadelphia Business Lending Network have distributed 23 loans totaling \$1,244,000 since launching in 2016.

Business Technical Assistance Providers (BTAP), who receive funding support from Commerce, have served several thousand businesses throughout the city since the start of the administration. These organizations, including Entrepreneur Works, Finanta, The Enterprise Center, and the Women's Opportunities Resource Center have made over 300 loans to small businesses, totaling more than \$5.7 million.

### **Accessed State and Federal Resources for Economic Development Projects.**

Through the Department of Commerce, more than \$13 million in state and federal resources have been received to support neighborhood economic development projects (for FY17 and FY18). Additionally, numerous projects in the city have been awarded Redevelopment Assistance Capital Program (RACP) grants from the Commonwealth, including: Reading Viaduct (Viaduct Rail Park), Schuylkill River Trail, The Gallery, and uCity Square. 65 projects in Philadelphia have received over \$110 million in funding since 2016. In 2018, another 35 projects were approved to receive more than \$63 million. 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.

### **Made Investments at PhilaPort.**

Governor Wolf has committed to 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 initiative, which will continue through 2020, will double container

capacity, position PhilaPort for future growth, create thousands of jobs, improve efficiency and increase tax revenues. Two post-Panamax cranes have already been installed at the Packer Avenue Marine Terminal, allowing a new class of container ships to offload at the Port. To complement the Commonwealth's capital investments, the City has helped secure additional parking facilities — including more than 20 new acres of delivery space — that can be used for auto processing, supporting consistent traffic for PhilaPort and family-sustaining local jobs.

### **Opened Terminal F Baggage Claim.**

The grand opening of the Terminal F Baggage Claim in October 2016 completed the \$161 million Terminal F renovation and expansion project. The \$35 million facility includes two baggage claim carousels, restrooms, and a seating area and serves as a link between the F terminal and the F garage. The 34,000-square foot area built by American Airlines achieved LEED Gold certification for its Leadership in Energy and Environmental Design.

### **Added New Destinations and Foreign Carriers at Philadelphia International Airport.**

In May 2017, PHL welcomed Icelandair's seasonal non-stop service to Reykjavik and in March 2018, Aer Lingus launched year-round service to Dublin, the capital of the Republic of Ireland. With the addition of Icelandair and Aer Lingus, PHL now serves six foreign flag airlines. As of summer 2018, PHL offers 132 non-stop flights to 96 domestic and 36 international destinations, including 17 capital cities. In 2018, American Airlines kicked off new international services to Budapest, Mexico City (the first non-stop service to a Latin American destination), Prague, and Zurich, and domestic services to Des Moines, Fort Wayne, Madison, Omaha, Oklahoma City, and Pensacola with Houston-Hobby and Worcester coming in the fall of 2018. American Airlines also recently announced the addition of four new seasonal flights to Edinburgh, Berlin, Bologna, and Dubrovnik beginning in 2019. Additionally, Southwest will commence service to Houston-Hobby in the fall of 2018, and Frontier Airlines has added new non-stop service to over a dozen destinations since 2016.

### **Supported Key Development Projects throughout the City.**

Under Mayor Kenney's leadership, the City has helped key developments move forward through planning, zoning, and permitting. This assistance is bringing new mixed use to Market East, affordable housing to North Philadelphia and Center City, and recreational infrastructure along the Schuylkill River. The City's Division of Development Services continues to assist more than 50 projects comprising 7,500 residential and hotel units and more than 4.5 million square feet of nonresidential development.

# PROGRESS ON Reducing Poverty and Restoring Equity to Neighborhoods

Persistent poverty is the greatest challenge facing our city. One in four of our residents lives in poverty — struggling to make ends meet, put food on the table, and keep a roof over their heads. Finding solutions to the issue of intergenerational poverty and restoring equity in historically underserved neighborhoods has always been – and will always be – a priority for this Administration.

That's why we've created a City-funded quality pre-K program that will improve school-readiness for more than 5,000 children each year, and we're increasing our investment in the School District of Philadelphia more than half a billion dollars over the next five years. We also understand that Philadelphia's adults contend with underemployment which is why we launched a workforce development strategy to aid both job growth and job-readiness.

To assist vulnerable residents, the Administration and City Council continued to enhance tax relief programs, providing \$110 million to about 225,000 households last year. We're also connecting residents to available benefits, a lifeline for people in need. Since 2016, our BenePhilly Centers helped more than 20,000 neighbors apply for public benefits, securing almost \$20 million in previously unclaimed public assistance. Earlier this year, the City and its partners, opened the Hub of Hope, the first-of-its-kind engagement center, in the Center City sub-concourse. The 11,000-square-foot facility provides a gateway to vital services and care for individuals experiencing homelessness.

Mayor Kenney also formed an Eviction Task Force that identified ways we can stem the tide of evictions that one in 14 tenants face. So far, 600 families have moved into new, City-supported affordable homes and more than 300 more homes are under construction. We're preserving over 300 homes that were at risk of losing affordability, and we're making improvements and repairs to the homes of 6,000 low-income residents. We committed to provide at least \$53 million in new resources to support the City's first Housing Action Plan — the largest investment in affordable housing the City has seen in years.

In addition, through the Administration's signature infrastructure initiative Rebuild, we're investing hundreds of millions of dollars in our neighborhoods by renovating our aging recreation centers, playgrounds, parks, and libraries.



## PROGRESS ON Reducing Poverty and Restoring Equity to Neighborhoods

### **Increased Affordable Housing.**

After completing an Assessment of Fair Housing in 2016, two of the goals were to preserve affordability in neighborhoods with rising prices and to invest in struggling neighborhoods to make them communities of choice. To help preserve affordability, the City is using federal and local funds, as well as land currently owned by public agencies, to help developers produce housing that is affordable to a wide range of families. In FY 2018, City housing agencies provided housing assistance to about 50,000 households earning 30 percent of AMI, which amounts to \$23,600 for a family of three.

So far, 600 families have moved into new, City-supported affordable homes and more than 300 more homes are under construction. The City is preserving over 300 homes that were at risk of losing affordability, while making improvements and repairs to the homes of 6,000 low-income residents.

In September 2018, the Mayor announced a commitment to provide at least \$53 million in new resources to support the City's first Housing Action Plan. This new money would come from new real estate tax revenues from expiring tax abatements, and represents the largest investment in affordable housing the

City has seen in years. The Housing Action Plan will set targets for affordable, workforce and market rate housing and identify strategies to meet those goals.

### **Prevented Foreclosures.**

Mayor Kenney has also continued the City's efforts to keep Philadelphia homeowners in their homes by preventing foreclosures. The City supports foreclosure prevention efforts that include community outreach, housing counseling, and legal assistance. During this Administration, approximately 2,500 homeowners have avoided foreclosure because of these efforts.

### **Helped Residents Stay Current on Water Bills.**

The Tiered Assistance Program, or TAP, is one of the first water affordability programs in the U.S. that offers income-based assistance, locking customers into a lower bill that stays the same each month. In a city where a quarter of the population lives below the poverty line, that can have a huge impact and help preserve homeownership in communities where many are struggling to stay afloat. As of August 2018, 14,415 TAP applications were approved and an additional 3,653 applications were approved for senior discounts and extended payment agreements.



### **Expanded Home Repairs and Improvements for Low-Income Families.**

The Philadelphia Housing Development Corp. (PHDC) has made repairs and improvements to the homes of more than 6,000 low-income households since January 2016. Additional funding supported about 1,500 of those repairs and reduced a four-year waiting list by more than 50 percent. It has also meant more work for PHDC contractors, approximately half of whom are minority- or women-owned, and their employees.

### **Provided \$110 Million in Tax Relief to Low-Income Philadelphians.**

The Administration and City Council continued to enhance tax relief programs that assist our most vulnerable residents. The City provided \$110 million in Fiscal Year 2018 alone, with about 225,000 households receiving relief with the Homestead Exemption and LOOP. The City also expanded the Owner Occupied Payment Agreement (OOPA) program, which offers income-based, affordable monthly bills to homeowners. More than 10,000 property owners have an OOPA, with nearly \$81 million of delinquent Real Estate Tax under agreement. The City also offers free tax preparation services and encourages residents to take advantage of the Earned Income Tax Credit (EITC), a federal tax credit which offers an average refund of \$2,500. In FY18, 26,222 tax returns were prepared for free at 20 city-sponsored sites, resulting in over \$10.5 million in EITC refunds.

### **Expanded Access to Benefits through BenePhilly.**

The Office of Community Empowerment and Opportunity's Benefits Access Unit provides comprehensive benefits access services to help low-income residents. Services include screening, applications, enrollments, and troubleshooting issues clients may have with obtaining and/or maintaining benefits. Staff also conduct community-based workshops on benefits. Services are carried out at satellite municipal offices, non-profit organizations, and Community Schools, as well as via the mobile office operated by CEO staff. The mobile unit is equipped with laptops, internet access, printer, scanner, copier, and is handicap accessible. In the last two fiscal years, our BenePhilly Centers helped more than 20,000 neighbors apply for public benefits, securing almost \$20 million in previously unclaimed public assistance.

### **Created Eviction Task Force and Released Report.**

In 2017, Mayor Kenney announced the formation of an Eviction Task Force to help stem the tide of the large number of evictions of low-income residents in Philadelphia. Last year in Philadelphia, over 24,000 evictions filings were recorded, representing roughly one in 14 tenants.

The Task Force consisted of 22 appointed members with expertise in housing and landlord-tenant issues. They received input and ideas from over 200 individuals through focus groups, community forums and stakeholders before presenting a final report to the Mayor in June of 2018.

## PROGRESS ON

# Reducing Poverty and Restoring Equity to Neighborhoods

Some of the recommendations are:

- Create a single portal for access to eviction prevention services.
- Set up alternate opportunities for resolution within the eviction process, both before and after an eviction filing.
- Develop new trainings to educate landlords and tenants.
- Target outreach to tenants facing eviction to connect them with information and services.
- Pilot program for loans for repairs for “mom and pop” landlords.
- Increase legal representation for low-income tenants.

### Opened Hub of Hope.

Earlier this year, the City, Project HOME, and SEPTA opened the new Hub of Hope in the Center City sub-concourse. The 11,000-square-foot facility is operated by Project HOME and provides a gateway to vital services and care for Philadelphia’s homeless. Hub of Hope is a first-of-its-kind engagement center for the homeless created via a partnership with a social services agency, transportation authority and municipality.

### Strengthened Community Education Efforts on Panhandling.

The Office of Homeless Services (OHS) launched a public awareness campaign to educate individuals and businesses owners about ways to support individuals engaged in panhandling. Panhandling, or asking passerbys by for money or food, has become a growing issue in Philadelphia, stemming from the opioid epidemic and changes in social and geographic landscape. To address the issue, OHS created a mechanism for individuals to donate money by text message as a way to help provide much needed services to the homeless.

### Developed Pilot Program to Better Serve DHS Clients.

The Department of Human Services will divert a projected 14,500 families from the normal child welfare system in 2018, an increase of 183.4% from three years ago (2015), and diversion rates have more than doubled in the same span through stronger connections to prevention and family support services.

In 2017, two new tools were developed to help improve child welfare services, the Community Umbrella Agency (CUA) Scorecard and an evaluation of Improving Outcomes

for Children (IOC), a single case management plan. The CUA Scorecard provides an easy to understand assessment of the programs that deliver child welfare services across a range of categories from child safety to reunification rates. The evaluation of IOC offered recommendations to improve the overall system by increasing family engagement and retaining quality staff working with families.

In 2018, The CUA Scorecard quarterly updates will be used to develop corrective action plans, and impact contracting decisions. DHS also launched a new Child Welfare Oversight Board to oversee improvements to the system and the implementation of evaluation recommendations.

### Utilized Democratic National Convention (DNC) to Address Food Insecurity.

In 2016, the Mayor’s Office, the Office of Community Empowerment and Opportunity (CEO) and other community partners joined Food Connect to announce a mobile app aimed at reducing hunger in the area by rescuing food that would otherwise go to waste. The app, which was launched during the DNC, was hugely successful. Operation Food Rescue as it was called, collected 11,239 pounds of food and delivered it to emergency food providers.

### Increased Pathways to Volunteering Through the City.

The Office of Civic Engagement and Volunteer Service has been working to break down barriers to volunteerism. Its online volunteer portal, which allows users to search for opportunities by location and cause, gains 20-50 new volunteers each week. Volunteers seeking to gain professional development through their service can apply for the Serve Philadelphia VISTA Corps, which has grown to include 28 members serving in 15 City departments. The Foster Grandparent Program, which pairs low-income senior citizens with students, provided 105,123 hours of one-on-one mentorship during the most recent fiscal year. Even large groups can give back through the Day of Service program, which has engaged 141 businesses and organizations in 12,734 hours of volunteer service during this administration, at an estimated value of \$300,000.



### Became the First Major City to Implement Beverage Tax to Fund Neighborhood Improvement Programs.

When the Mayor took office in January 2016, he recognized it was time for the City of Philadelphia to tackle our largest and most crippling problems head-on: poverty, an inadequate education system, and struggling neighborhoods have held back Philadelphia for too long. To address these challenges, he proposed the Philadelphia Beverage Tax to help fund much-needed investments in quality pre-K, Community Schools and parks, rec centers, and libraries through Rebuild. The measure was approved by City Council in June 2016, and took effect in January 2017. In July 2018, the Pennsylvania Supreme Court upheld the legality of the tax.

Thirty months after the tax was first proposed, the progress is evident: as one of the first taxes of its kind in the nation, the PBT has generated more than \$100 million. That money has given more than 4,000 three- and four- year old children the opportunity to access free, quality pre-K. At the same time, it has served over 6,500 students and their families at 12 Community Schools -- District-run neighborhood schools that offer expanded health services, after-school programming and job training. Rebuild, the City's initiative to invest hundreds of millions of dollars to improve parks, rec centers and libraries, announced a small number of initial projects – using money from the City's Capital Budget and grant funds.

Going forward, the Administration, working closely with our partners in City Council, will:

- Expand the number of quality pre-K seats each year, funding 3,300 seats starting in FY20 and increasing to 5,500 seats by FY23.
- Expand the number of Community Schools each year, increasing to 20 Community Schools by FY23.
- Initiate the first of three borrowings in FY19 to improve parks, rec centers, and libraries through the Rebuild program.

### Launched RebuildPHL.

Rebuild is Mayor Kenney's program to invest hundreds of millions of dollars to fix parks, recreation centers, and libraries all over Philadelphia. Each Rebuild project will restore a community facility and work closely with residents to decide what fixes are needed. Mayor Kenney, in partnership with City Council, to secure up to \$348 million in City funding for Rebuild and select the first 64 sites that will be improved. Rebuild has also secured grant funding, including a commitment of up to \$100M from the William Penn Foundation. These achievements will allow the first Rebuild projects to launch this fall.

Additionally, Mayor Kenney has worked with the local construction unions to create two agreements for Rebuild. These written agreements will create workforce programs to help more minorities and women move into careers in the unions. Rebuild has set historically high goals for making sure



that minorities and women, who are underrepresented in the construction industry, are able to get work on Rebuild projects and benefit from the financial investment the program is making in neighborhoods.

### **Made Historic Investment in Repaving and Pothole Repair.**

Because of investments made by the Kenney Administration, the City now has a second paving crew in operation for the first time in over a decade. According to National standards, for Philadelphia's roadways to be considered in a state of good repair, the Streets Department must pave on average 131 miles of roadway annually. With the addition of the new crew and equipment, the Streets Department is on target to pave 101 miles of roadway during the upcoming fiscal year on its way to reaching 131 annual miles. This is a 35 percent increase from the 75 miles of roadway paved on average with one crew. Over the next six years, \$178 million of City tax-supported funds are proposed for repaving. This pays for the reconstruction and resurfacing of City streets and the construction of accessible ramps.

### **Created Neighborhood Economic Development Advisory Council (NEDAC).**

This advisory group was formed by the Department of Commerce in 2016 to focus on developing strategies to make all neighborhoods clean, safe, and well-lit in order to drive economic development. Specifically, the Advisory Council works to provide valuable feedback and guidance on Commerce Department activities from those engaged in economic development activities in our neighborhood business districts. The perspectives of organization leaders,

property developers and consultants 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 reviews and makes recommendations on existing and potential Commerce programs. So far, victories for this group include: establishing the Corridor Enhancement Grant, offering workshops for corridor managers and community organizations to address targeted needs, and increasing inclusion of corridor managers in SEPTA's redesign research. The Neighborhood Economic Development Advisory Council continues to meet multiple times a year.





## PROGRESS ON

# Reducing Poverty and Restoring Equity to Neighborhoods



### Expanded Bike Share to More Communities, Reached Two Millionth Ride.

Indego reached its milestone of two million rides in April, and is on track to expand to more than 130 stations and 1,300 bikes by the end of 2018. In June, the Indego system expanded to the Philadelphia Navy Yard, adding a convenient last mile connection to this business hub. Philadelphia continued to lead the nation in equitable bike share when it launched Indego ACCESS under the Kenney Administration. Indego offers the discount rate of \$5 per month for Pennsylvania ACCESS card holders, making the system financially accessible. Over a third of Indego passholders make less than \$25,000, highlighting the success of this program. Indego's ongoing growth can also be linked to the continued commitment of title sponsor Independence Blue Cross, who extended its sponsorship through 2022.

### Created Digital Skills and Bicycle Thrills.

OAE, in partnership with Office of Transportation & Infrastructure Systems (oTIS), Better Bike Share, Bicycle Coalition of Greater Philadelphia, and Indego, has led seven successful cohorts of Digital Skills & Bicycle Thrills (DSBT). 145 adult residents participated in this free, four-week course on bicycle safety that simultaneously builds computer skills and confidence in urban biking.

### Hosted National Conference on Creating Socially Equitable Bike Share.

In 2016, Philadelphia hosted the inaugural Better Bike Share Conference bringing together planners, transportation officials, advocates, system operators, and partners. It was organized by the Better Bike Share Partnership, which included the City, the Bicycle Coalition of Greater Philadelphia, the National Association for City Transportation Officials (NACTO), and PeopleForBikes. Indego was held

up as a model for equity-driven decision-making around station siting, payment and pricing, outreach, education, and marketing.

### Updated Bus Shelters.

The City has contracted with and continues to reap the benefits of its contract with Intersection, under which the vendor will invest over \$12 million to replace the existing 300+ transit shelters and install an additional 300 shelters in new locations. So far, since the start of this Administration, 90 shelters have been replaced and 114 new shelters have been added across the city.



### Completed the City's Comprehensive Plan, Philadelphia 2035.

The City of Philadelphia has not had a completely updated Comprehensive Plan since 1960. Under Mayor Kenney, the Philadelphia City Planning Commission completed the final six of 18 District Plans. By doing so, the City now has an updated Comprehensive Plan through which the City Planning Commission can advance its themes: Thrive, Connect, and Renew. As part of implementing the Comprehensive Plan, the Planning Commission has recommended and City Council has approved the rezoning of 3,263 acres of property since January 2016.

### Managed Vacant Land.

Under Mayor Kenney the City has continued its partnership with the Pennsylvania Horticultural Society to clean, green, and maintain vacant lots through the LandCare program. PHS, working with neighborhood nonprofit agencies and small business landscapers, manages more than 12,000 vacant lots across the city. Numerous studies have shown that managing vacant land increases property values, reduces crime, and improves community health near the lots. Maintained lots are also more attractive for future development. The program also offers work opportunities for returning citizens, and more than 100 returning citizens have worked in the program over the past three summers.

## PROGRESS ON Reducing Poverty and Restoring Equity to Neighborhoods



### Increased Access to Arts and Cultural Experiences in Neighborhoods.

By supporting and promoting local arts, culture, and creative industries, the Office of Arts, Culture, and the Creative Economy is closing the gap in access to quality cultural experiences and creative expression. Last year, the City's 113 free arts programs supported 1,300 partner artists and organizations while serving 135,000 attendees.

### Supported Historical Preservation.

During this Administration funding for the Philadelphia Historical Commission increased which enabled it to hire additional staff. The Commission, which has its largest staff since the late 1980s, has been able to advance several historic districts that had stalled due to staffing constraints. Mayor Kenney also created a Historic Preservation Task Force that is examining short- and long-term historic preservation issues. The Task Force, which includes a broad range of stakeholders, will issue its recommendations by the end of 2018.

### Completed Library System Adoption of Community Cluster Model.

Informed by the results of an organizational assessment, the Library pioneered a new model for internal arrangement and service. This "cluster model" was piloted with six libraries in North Philadelphia and has now been adopted by the entire system. The model provides staff with opportunities to develop their skills, thus growing the Library's organizational knowledge capital. New staff include "Digital Resource Specialists" who provide customers with training in digital literacy and job seeking skills. The clusters support a sustainable culture of innovation and adaptation and allow for variation across the Free Library system. Each cluster has an affiliated Community Council, comprised of residents, businesses, and community organizations focused on local interests and 21st-century library and neighborhood needs.



### Increased Graffiti Abatement.

Since the start of this Administration, the Community Life Improvement Program (CLIP) has been at the forefront of fighting blight in our neighborhoods working side by side with residents to accomplish the following results. CLIP's Graffiti Abatement Teams have cleaned over 314,000 properties and street fixtures of graffiti vandalism, most removed within days of the request. This is a free service to all residents and businesses in Philadelphia.

In addition, 1,639 community service offenders completed their service requirement with CLIP's Community Service Program, coordinating 5,235 community clean ups with residents and organizations throughout Philadelphia. CLIP's Community Partnership Program loaned out clean up supplies such as rakes, brooms, shovels, and provided bags and trash pick to about 1,560 community organizations. CLIP's Vacant Lot Program abated 35,824 vacant lots while the Exterior Property Maintenance Program abated 9,117 properties with trash and weeds.

### Increased Number of L&I District Offices.

L&I opened a new North Central Office on Cecil B. Moore Avenue to better serve neighborhoods stressed by the building boom and housing issues in and around the area of Temple University. L&I was able to increase the number of its field Districts from five to six thanks to the dramatic expansion of L&I's inspection staff, which has increased by 30 percent since 2016. A seventh District is planned for the Point Breeze area.



### Expanded Summer Playstreets.

More than 50 years ago, Philadelphia Parks & Recreation started Playstreets, a program that closes designated streets to traffic so that kids have a safe place to play when school is out. The program has since spread to every neighborhood in the city. In 2017, Playstreets closed off 500 city streets during the summer from 10 a.m. to 4 p.m. Philadelphia Parks & Recreation's Summer Food Service Program provides daily lunches or snacks to each Playstreet as part of the City's larger free meals program which distributes meals to 20,000 children at 680 locations across the city. This makes the program particularly helpful in neighborhoods where families struggle with food insecurity during summer months.

### Increased Removal of Clothing Bins and Abandoned Honor Boxes.

Unsightly and unlawful clothing donation bins attract graffiti, illegal signage, illicit drug activity, and dumping. They undermine the efforts of community organizations working hard to improve their neighborhoods. A joint L&I/Streets Department program rolled out in 2016 removed 240 bins from city neighborhoods. Sixty poorly-maintained honor boxes cluttering city sidewalks have also been removed.

### Expanded Swim Philly and Created Camp Philly.

Swim Philly brings fun programming, special events for all ages, comfortable seating, umbrellas, plants and more to brighten and enliven typically empty pool decks. In 2017, the program expanded to five neighborhood locations across Philadelphia.

Camp Philly runs two one-week sessions at Camp Speers YMCA in the Pocono Mountains. The funding raised in support of Camp Philly by sponsors enables 200 children

from underserved neighborhoods to attend Camp Philly and receive all camp necessities for free. Camp necessities include: accommodations, daily meals and snacks, transportation, programming, camp counselors, supervisory and support staff, program amenities, shirts, sleeping bags, and toiletries.

### Opened South Philly Community Health and Literacy Center.

The Free Library celebrated the grand opening of the LEED-certified South Philadelphia Community Health and Literacy Center in May, 2016. The \$42.5 million, 96,000-square-foot facility includes a CHOP center, Philadelphia Department of Public Health community health center, the state-of-the-art South Philadelphia Library, and DiSilvestro Playground and Recreation Center. This pioneering public-private partnership is a one-stop shop for healthcare, education, and recreation at the busy intersection of Broad and Morris Streets on SEPTA's Broad Street Line. The nearly 12,000 square foot library contains an original mural by Maurice Sendak, a Wharton Esherick sculpture, and a Short Story Dispenser,



## PROGRESS ON

# Reducing Poverty and Restoring Equity to Neighborhoods

in addition to public computers, meeting spaces, Wi-Fi, a Health Lending Library, and books for the entire family. Use of the library has increased annually; 143,611 customers were welcomed in FY18!

### Worked to Reconnect Communities through Transportation Planning.

In the first 1,000 days, the Office of Transportation and Infrastructure Systems (oTIS) worked proactively with a variety of communities to plan high quality bicycle infrastructure, including Chestnut Street in University City, Ryan Avenue in the Northeast, Parkside Avenue in Parkside, Market Street in Center City, and JFK Blvd in Center City. oTIS partnered with SEPTA to take a fresh look at bus service in Philadelphia and how it can be redesigned to increase access to opportunities. The Choices report released in June of 2018 outlines 8 strategies to provide more and better bus service without additional cost to taxpayers.

### Re-opened the 41st Street Bridge.

The 41st Street Bridge reconstruction project replaced a span that had been closed to vehicular traffic since 1994. The bridge, located between Mantua Avenue and Poplar Street, opened one month ahead of schedule. Construction of the bridge included the complete removal and replacement of the old bridge.

### Launched the Mayor's Volunteer Corps.

The Mayor's Volunteer Corps connect Philadelphia volunteers to high-quality, impactful, and rewarding service opportunities that are aligned with the Mayor's initiatives. Members serve throughout Philadelphia with organizations that are working to address some of our city's greatest challenges. Through this initiative, the City aims to recognize these volunteers and celebrate the work they're doing.

### Developed the Municipal ID Program.

The City issued a Request for Proposals seeking a third-party vendor to support development and implementation of a Municipal Identification Card ("Municipal ID") Program

in Philadelphia. These programs have shown success in promoting civic participation and supporting local commerce, particularly among populations such as the elderly, returning citizens, undocumented immigrants, LGBTQ residents, people experiencing homelessness, and survivors of domestic violence. The program is set to launch in 2019.

### Announced Development of the Bethel Burying Ground Historic Site Memorial.

The Bethel Burying Ground Memorial will honor the 3,000 to 5,000 individuals interred at the historic site who represent the founding generations of the nation's largest and most important African American population of the 18th and 19th centuries. The City, together with the Bethel Burying Ground Historic Site Memorial Committee, plans to undertake a thoughtful and transparent process to develop a work of public art to memorialize this historic site and celebrates the lives of those interred there.

### Launched the Civic Engagement Academy 2.0.

The Civic Engagement Academy 2.0 is a series of advanced civic engagement trainings designed to introduce Philadelphians to the principles of community organizing. Each session prepares residents who are engaged in their communities to take the next step toward becoming community leaders, organizers, and activists. Since launching in October of 2017, 181 residents have attended one or more workshops, completing a total of 1,231 hours of civic engagement training.

### Created the Rail Park.

In June 2018, Mayor Kenney joined Center City District, the Friends of the Rail Park, William Penn Foundation, Philadelphia Parks and Recreation, and community members to open the first phase of the Rail Park – a quarter mile of public space featuring pathways, greenery, benches, beautiful wooden swings, and amazing city views. Once completed, the Rail Park will turn three miles of unused rail lines into green space and will connect ten neighborhoods.



# PROGRESS ON Public Health

Philadelphia – like communities across the country – is facing the worst public health crisis in a century. To address it, Mayor Kenney convened a Task Force that developed a comprehensive action plan that focused on: prevention and education; drug treatment; overdose prevention and harm reduction; and involvement of the criminal justice system. Numerous city agencies and community partners have been working ceaselessly to implement the recommendations and continue to seek new solutions that will end the epidemic once and for all.

While it has impacted all areas of the city, the Kensington-Fairhill section has felt the opioid crisis most acutely. Several waves of intensive work seek to improve the quality of life for residents, while also engaging them in the process. From clearing several major encampments and facilitating over 1,000 community clean-ups to increasing the number of drug treatment programs and low-barrier shelter opportunities, these are just a few ways that the City is addressing challenges in this specific neighborhood.

To encourage physical exercise across the city, the Administration hosted three successful “Philly Free Streets,” a people-powered initiative that temporarily closes streets to cars, inviting people to walk, bike, and play. In 2016, the Mayor’s Office of Education and Get Healthy Philly joined forces to establish the “Healthy Schools Initiative” in Community Schools. Grounded in the understanding that healthy, active, well-nourished children learn better, this partnership focuses on improving students’ access to water, healthy food, and exercise.

In Summer 2017, Mayor Kenney unveiled a new agenda for improving children’s health, called A Running Start – Health. The Philadelphia Department of Public Health and other city agencies developed this plan with the goal of working with community partners to improve early childhood outcomes.

Tobacco use and high sodium consumption are key contributors to stroke and heart disease. To decrease the heavy burden of tobacco sales and advertisements in low-income neighborhoods, the Board of Health passed a ban on new tobacco permits near schools and limits on the density of permits. In addition, the Department of Public Health advocated for a new law that requires chain restaurants to put warning labels alongside menu items or meals containing at least an entire day’s-worth of sodium. Its aim is to make it possible for consumers to make informed choices when dining out.



## PROGRESS ON Public Health

### Launched Philly Free Streets.

Philly Free Streets is a people-powered initiative that temporarily closes streets to cars, inviting people to walk, bike, and play. Three successful Philly Free Streets programs were held across the city, connecting diverse Philadelphia neighborhoods. In 2016, South Street was closed to cars, welcoming 30,000 people. In 2017, a car-free route connecting Old City to El Centro de Oro in the Fairhill neighborhood of North Philadelphia welcomed over 40,000 people. In 2018, over 50,000 people were welcomed to car-free North Broad Street, between City Hall and Butler Street.

### Launched New Efforts to Combat Lead.

The Philadelphia Childhood Lead Poisoning Prevention Advisory Group was established by Mayor Kenney and issued a report in June 2017. The City is currently implementing the six primary prevention recommendations about preventing children from being exposed to lead, and three secondary prevention recommendations which are about identifying children who have been exposed to lead and stopping that exposure. The City has hired additional inspection and remediation staff to help fight against lead poisoning.

### Created Lead Service Line Replacement Program.

In 2016, the Philadelphia Water Department (PWD) launched new efforts to help customers with lead plumbing and made it easier for people to replace lead service lines. PWD expanded the Homeowner Emergency Loan Program (HELP) to offer interest-free loans for those interested in replacing service lines (the pipe running from the water main in street to a home's water meter) made from lead, and updated the water main replacement process to include replacement of service lines made from lead. From August 2016 to August 2018, 22,500 customer communications were distributed on lead, lead safety, lead testing, line replacement; 490 Lead Service Lines were replaced; and 2,080 Lead Service Lines Customer Authorization Forms were received for replacement.

### Proposed Tougher Tobacco Sales Regulations.

The Board of Health passed a ban on new tobacco permits near schools and limits on the density of permits to decrease the heavy burden of tobacco sales and advertisements in low-income neighborhoods. No existing retailer lost their permit, but through gradual attrition as stores turn over, we are starting to see reductions in neighborhood inequities in tobacco promotion and sales.



### **Began Healthy Schools Initiative.**

In 2016, the Mayor’s Office of Education and Get Healthy Philly joined forces to establish the “Healthy Schools Initiative” in Community Schools. Grounded in the understanding that healthy, active, well-nourished children learn better, this partnership focuses on improving students’ access to water, healthy food, and exercise. This partnership between City departments has already brought the following developments into Community Schools:

- New school gardens and regularly scheduled farmers’ markets.
- Integration of “movement breaks” and mindfulness activities into the school day.
- A school-based paid internship for high school students through Get Healthy Philly.
- Free community yoga classes and “Get Fit Saturdays” with open gymnasium time on weekends.
- Expanded food pantries and cooking classes.

### **Advocated for Law Requiring Sodium Warning Labels.**

The Department of Public Health advocated for a new law that requires chain restaurants to put warning labels alongside menu items or meals containing at least an entire-day’s-worth (2,300 mg) of sodium. Its aim is to make it possible for consumers to make informed choices when

dining out. Nearly 50% of American adults have high blood pressure, putting them at great risk of suffering a stroke or developing heart disease, two of the leading killers of Americans. Because excessive sodium intake contributes to high blood pressure, reducing our sodium intake is important for our health. Philadelphia is the second city in the country, after New York City, to implement such labels. Of the eleven largest counties in the U.S., Philadelphia has the highest obesity prevalence and the highest rate of premature death.

### **Launched A Running Start - Health.**

In Summer 2017, Mayor Kenney unveiled a new agenda for children’s health, called A Running Start – Health, which address ways to improve children’s health. The Philadelphia Department of Public Health and other city agencies developed this plan – a companion to the education plan A Running Start – Early Learning, to focus citywide efforts on children’s health with the goal of working with community partners to improve early childhood outcomes.

The plan identifies seven key adverse outcomes, chosen either because they are major preventable causes of death or illness in young children or they are early (and measurable) markers for major causes of death or illness in adults. Those outcomes are: sleep-related deaths, delayed early development, lack of school readiness, injuries, asthma exacerbations, lead exposure and obesity. The plan identifies targets for those adverse outcomes by 2020, for example, reducing sleep-related deaths from 26 in 2016 to 10 in 2020.

### **Water Quality Won Platinum Award.**

In July 2018, the Northeast Water Pollution Control Plant was recognized with a Platinum 11 Award from the National Association of Clean Water Agencies (NACWA) for 11 straight years of perfect compliance under permits regulating water quality at wastewater treatment plants. NACWA, which represents municipal wastewater treatment facilities across the U.S., also honored our Southwest Water Pollution Control Plant for five straight years of perfect compliance.

### **Increased Time Out of Cell for Inmates in Segregation by Expanding the Cognitive Behavioral Therapy Program.**

Philadelphia Department of Prisons (PDP) initiated a pilot program in the women's facility that provides cognitive behavioral therapy, out of cell, two hours per day on weekdays for inmates in administrative or punitive segregation. This program is designed to reduce the hours segregated inmates are restricted to their cells, and to use this out of cell time to provide therapies that may help inmates eliminate or reduce behaviors that lead to violation of PDP policies. This fall, the program will be extended to cover facilities housing men.

### **Increased Access to Healthcare for Inmates Post-Release.**

PDP initiated the "Release with Care" program in 2017 to enroll sentenced inmates in Medical Assistance and make post-release appointments with community providers for inmates suffering from chronic illnesses to prevent a gap in healthcare.

### **Improved Crisis Intervention Training for Correctional Officers and Staff.**

In partnership with the National Institute of Corrections (NIC) the PDP is in the initial stages of implementing Crisis Intervention Training for interdisciplinary staff to better educate the front-line response for inmates with behavioral health crises. Tools, strategies, and techniques are presented that allow corrections staff, mental health service providers, and advocates to work together to develop and implement a crisis intervention team (CIT). CITs help reduce crisis situations, improve safety, and promote better outcomes as situations arise.

### **Reduced Calorie Count of Meals For Inmates and Staff.**

In compliance with a Mayoral executive order the PDP worked to reduce the caloric and sodium intake values in the meals for inmates and staff. This is achieved through serving well-balanced meals that meet an average daily range between 2,200 and 2,800 calories and 2300 mg sodium per average daily for males and females, except where medically indicated for approved diets that may include, but are not limited to renal, liquid, diabetic, and pregnancy.



# Launched Comprehensive Effort To Tackle The Opioid Crisis.

Philadelphia -- like communities across the country-- is facing the worst public health crisis in a century. Fatal overdoses in the city have more than tripled over the past five years from 459 deaths in 2013 to more than 1,200 individuals in 2017. Philadelphia's 2016 rate of deaths of 47 drug overdose deaths per 100,000 residents is more than twice that of other large cities, such as Chicago (21) and New York City (14). Drug overdoses are now at a rate four times higher than the city's homicide rate, and overdose deaths exceed homicide rates for every racial group. While addiction and overdoses are affecting all communities, the impacts are most heavily felt in some of the city's lowest income neighborhoods, where drug sales and use occur in close proximity.

To combat the opioid crisis, Mayor Kenney convened a Task Force from January - April of 2017 that developed a comprehensive action plan with 18 recommendations that focused on: prevention and education; drug treatment; overdose prevention and harm reduction; and involvement of the criminal justice system. City agencies and community partners have been working ceaselessly to implement the recommendations and continue to seek new solutions that will end the epidemic once and for all.

## Strengthened Prevention and Education

Despite the magnitude of the opioid epidemic in Philadelphia, more public awareness is needed about the dangers of opioids and the need to recognize, intervene, and support people who may be opioid dependent. In addition, doctors and other prescriber's still prescribe too many opioids. To address these challenges, the City conducts public awareness campaigns to educate the public-at-large about opioid risks, and the importance of carrying Naloxone to reverse overdoses. The campaigns also aim to destigmatize Opioid Use Disorder and its treatment.

Leadership from Philadelphia Department of Public Health (PDPH) and the Department of Behavioral Health and Intellectual disAbility Services (DBHIDS) are working with all major health systems serving adult patients in Philadelphia to reduce over prescribing of opioids and benzodiazepines. PDPH and DBHIDS mailed opioid and benzodiazepine prescribing guidelines to 16,000 health care providers in Southeastern PA. PDPH led a program in which over 1,300 health care providers across the city received one-on-one guidance on how to prescribe judiciously. The City also developed a provider dashboard for prescriber's who participate in Medicaid that

was mailed to 2,631 providers to educate them about opioid risks. PDPH also created opioid prescribing guidelines and tapering guidelines that health care providers can use when considering prescribing opioids. The City continues to work with public and private health insurers to establish safer opioid prescribing policies, as well as policies that improve access to medication-assisted treatment.

## Expanded Access to Drug Treatment

**Medication-Assisted Treatment (MAT)** is critical to helping those experiencing substance use disorder. MAT is medication-assisted treatment with the use of medications, such as methadone, in combination with counseling and behavioral therapies. MAT opioid blocker medications provide relief from the painful withdrawal symptoms that many experience during the first phases of recovery and help control urges. For individuals with Opioid Use Disorder, studies show that individuals who use MAT are twice as successful at avoiding relapse than those who do not.

The City has been working to increase access to the provision of MAT. Over the past several years DBHIDS increased the availability of Buprenorphine, one form of MAT, from approximately 100 slots to more than 1,000 slots. Across all types of MAT, more than 9,000 Philadelphians are receiving MAT through the publicly-funded system.

DBHIDS has also increased the accessibility of treatment services by adding mobile treatment options in areas most impacted by the epidemic and a new 24/7 walk-in center at 5th and Spring Garden Streets, where people can receive immediate stabilization with MAT and connections to long-term treatment. Additional 24/7 treatment options and mobile medical services continue to come on line.

People who are incarcerated have higher rates of substance use and, upon release, are at great risk for overdose -- more than forty times higher of a risk than the general population, according to one recent study. In 2018, the Philadelphia Department of Prisons (PDP) began MAT treatment for all inmates with Opioid Use Disorder. The City expects that this new option will greatly decrease the number of individuals who overdose post-release and will help thousands of inmates each year to begin recovery.

**A "Warm Hand-Off"** helps get those folks from the hospital to a treatment provider who can provide ongoing care. Because people with Opioid Use Disorder are often seen in emergency

A quarterly Substance Use and Overdose Data Report, which consolidates citywide data relating to the opioid crisis, was recently developed to establish a baseline for the epidemic and track progress towards meeting City goals. This report, along with opioid-related education and resources, can be found on the Health Department's new opioid website [phila.gov/opioids](http://phila.gov/opioids).

departments (ED) after an overdose, they should be rapidly assessed and offered treatment. In December 2017, DBHIDS launched the Recovery Overdose Survivor Engagement (ROSE) Project in Temple Episcopal Emergency Room and Crisis Response Center (with plans to expand to Temple University Hospital and other EDs). The ROSE Project employs Certified Recovery Specialists, individuals who have lived experience with addiction and are in recovery from Substance Use Disorder, to connect any individual who is at risk of or has survived an opioid overdose to treatment. The City is expanding warm hand-offs to ensure people who have had a non-fatal overdose are connected quickly to treatment.

## Preventing Overdoses

**Distributing Naloxone**, the overdose reversing drug that saves lives, has been a key priority as the epidemic worsens. The city is widely distributing Naloxone across agencies like PDPH, Prisons, Police, Fire, SEPTA, Free Library, and DBHIDS. The City has also greatly expanded its distribution to community members. Since July 2017, the City distributed more than 57,700 doses of Naloxone. We believe that everyone should know about Naloxone because anyone could be in a position to save a life. The City offers free Naloxone trainings each month for the public where participants learn how to save lives by recognizing an opioid overdose and administering Naloxone. In 2017 and 2018, the program trained over 1,500 individuals.

In addition, Prevention Point Philadelphia, the City's needle exchange program distributed 2.8 million clean syringes to injection drug users, helping to avoid the spread of HIV, hepatitis and other infections for thousands of individuals. This needle exchange program has a collection rate that exceeds most other programs of this type.

**Creating Overdose Prevention Sites (OPS)** is one additional strategy that has been proven to save lives. OPS are facilities where drug users can use drugs like heroin under supervision in order to prevent fatal overdoses. Individuals also have the opportunity to be connected to drug treatment and other social services. While no OPS exists in the United States, more than 100 facilities operate around the world. Research shows that these facilities save lives and prevent the spread of infections such as HIV and hepatitis C while reducing public drug use and discarded drug-related litter. In 2018, the City announced its support for a private organization to open and operate an OPS in Philadelphia in order to save an estimated 25-75 lives each year and help improve quality of life in neighborhoods that are dramatically impacted by the opioid epidemic.

## Engaging the Justice System

We're working with partners across the entire justice system to leverage every opportunity to help Philadelphians with Opioid Use Disorder get the help they need. In 2017, the city filed a lawsuit against opioid manufacturers to hold them accountable for their role in this crisis. Our goal is to put an end to deceptive marketing practices used by these companies and help residents suffering from opioid addiction cover treatment costs.

Also in 2017, the City launched Police-Assisted Diversion (PAD), an important tool in the our multi-pronged effort to not only fight the opioid epidemic, but also to reduce incarceration and lessen racial and ethnic disparities in the justice system. PAD is a collaborative partnership among police officers, service providers, and community members. Through this initiative, police officers redirect people with low-level offenses such as drug use to community-based services. Instead of prosecution and jail, offenders are connected to harm reduction services.

The Police Department also monitors opioid overdoses hourly in districts across the city. A cluster of eight overdoses in an area triggers a narcotics protocol response to identify the name "stamp" on the heroin connected with the overdose cluster. Narcotics teams and patrol officers determine where it's being sold, and then flood the location to shut down the sales. The field teams also test to determine if what's being sold is "bad" heroin, meaning that it is laced with fentanyl, making it even more dangerous than when taken alone. While heroin clusters like this don't occur frequently, when they do, they can be deadly. This program saves lives by getting bad batches of fentanyl-laced heroin off the street and preventing more heroin overdose deaths from occurring.

# Launched Coordinated City Effort to Improve Community Life in Kensington, the Epicenter of the Opioid Crisis.

While it has impacted all areas of the city, the Kensington-Fairhill section has felt the opioid crisis most acutely. The City has implemented several waves of intensive work to improve the quality of life for residents, while also engaging them in the process. “El Barrio es Nuestro” (“The Neighborhood is Ours”) is an initiative organized and led by the City to establish open lines of communication with community members and collaborate on community improvement projects. Monthly meetings, weekly newsletters, and regular community clean-ups strengthen open dialogue and progress. In addition, approximately 200 supply kits have been distributed to residents through this initiative. The kits include a no trespassing sign, blue light bulb, grabber, disposable syringe box and contact information for homeless and other City services.

Despite these extensive efforts, we know that conditions are not improving as quickly as they need to. In August 2018, over 700 people were experiencing homelessness in Kensington, most of whom are opioid users. The Mayor’s Office, Managing Director’s Office, and many other stakeholders are exploring additional strategies to employ during FY19.

## Cleared Dangerous Encampments Along Railroad Lines.

In 2016, the City launched a coordinated interdepartmental effort to specifically address the serious issues facing the residents of the Kensington-Fairhill section of Philadelphia. One of the first initiatives was to help clean and secure the hidden and overgrown areas along railroad tracks that, after years of neglect, became a dangerous open-air drug market. Conditions along this corridor attracted illicit behavior to the community and subjected neighbors to crime, public health concerns, and a negative quality of life.

To start taking back the neighborhood, the City reached an agreement with Conrail to remove vegetation, trash and debris, and secure the railroad property to deter trespassing and illegal dumping. The City in turn provided housing and addiction services to those living in the encampment, as well additional services to address ongoing quality of life issues in the surrounding neighborhood. During the period of remediation, outreach workers engaged 2,300 people, of

whom 128 accepted drug or another form of treatment, 95 accepted housing, and 123 accepted medical care. The City continues to partner with Conrail to clear and secure other areas along railroad lines in the neighborhood to ensure that dangerous conditions like this do not occur elsewhere.

## Cleared Two Major Encampments Along Lehigh Avenue.

In May 2018, the City completed an encampment action plan for the Kensington area. The City and partners adopted best practices from around the country that addressed similar situations. The multi-phase pilot plan targeted two encampments near railroad underpasses, with the first phase consisting of outreach and engagement efforts to those living in the encampments. The outreach phase included the development of a by-name list of those in the encampment and intensive, daily outreach to assess their needs and connect them to services, including respite and treatment. In partnership with neighborhood non-profit providers, the City created 120 new emergency respite beds and 300 supportive housing units to move those in need off the streets. A mobile outreach and recovery van provided medical care and immediate transportation to services.

The City, using an external researcher, is evaluating the pilot, and has plans to initiate a similar approach in Fall 2018 to close the remaining large encampments in Kensington.

“The opioid epidemic has been taking lives, destroying families and undermining the quality of life of Philadelphians across the city.”

- Mayor Jim Kenney

# ENCAMPMENT PILOT HIGHLIGHTS

- Over 120 people accepted services.
- Nearly four dozen people entered treatment.
- More than two dozen people got ID cards, which nearly half of those surveyed identified as a barrier to leaving the camps.

- Streets Department has invested nearly \$800,000 in Kensington, including over \$185,000 to upgrade street lighting in the surrounding neighborhood, and continues to remove dozens of tons of illegally dumped trash from the neighborhood on a twice weekly basis.
- CLIP abated 1,666 vacant lots, facilitated 1,073 neighborhood clean-ups utilizing community service offenders working with residents in the area, and cleaned 36,785 properties and street fixtures of graffiti tags. They also loaned clean-up supplies to 370 organizations in the Kensington area.
- DBHIDS and Office of Homeless Services (OHS) increased the number of unsheltered individuals accessing services and/or treatment. OHS alone has invested nearly \$2 million in additional low-barrier shelter opportunities in the neighborhood.
- Managing Director's Office and the Department of Public Health are planning to spend nearly \$150,000 this year in additional neighborhood clean-up activities to reduce the number of needles in public spaces.
- Philadelphia Mural Arts unveiled a new mural in Kensington designed by artist Parris Stancell that celebrates the strength and resilience of the Kensington community. Additionally, through Mural Arts' Porch Light initiative, Kensington Storefront opened in collaboration with DBHIDS and other partners. It operates as a hub for community members affected by drug addiction, crime, and housing insecurity. It also serves as a hub for area organizations, with the intention of working more effectively together. Public programming at the storefront creates opportunities for community members to speak for themselves in a profoundly public way, and connects individuals to organizations that provide services and referrals that they might not otherwise encounter.

## Invested in Community Improvements and Public Safety.

Since 2016, the City of Philadelphia has spent tens of millions of dollars in public resources to address the major neighborhood-based challenges in Kensington. For example:

- More than three dozen additional police officers, many of whom are on bicycle patrol, have been added to the East Police Division. A new 7-person PPD Service Detail was also added to the East Division to specifically work with the homeless population and try to engage them with assistance.
- Philadelphia Police also conducted numerous large enforcement initiatives in the East Police Division in 2017, seizing over \$1M worth of drugs in areas with high drug sales.
- L&I has spent more than \$3 million to demolish 174 dangerous structures and clean and seal 780 vacant buildings in the neighborhood.
- The Fire Department is launching a dedicated overdose response unit in the Kensington area, estimated to cost more than \$300,000 annually, aimed at helping to link overdose survivors with needed services.



# PROGRESS ON Diversity and Inclusion

The Administration is committed to celebrating our city's diversity – its greatest strengths – and building an inclusive government that looks like the residents of Philadelphia.

The City's Chief Diversity and Inclusion Officer provides diversity and inclusion training to City employees and closely monitors progress of departments in providing greater opportunities for underrepresented people of color and women who qualify to work in government. In addition, the Office of Economic Opportunity (OEO) works to increase the number of M/W/DSBEs on the OEO Registry and helps those firms build their capacity to be more competitive for larger City contracts.

In celebration of the racial diversity in Philadelphia's LGBTQ+ community, the Office of LGBT Affairs unveiled a new Pride flag that features black and brown stripes. The "More Color More Pride" flag has since been adopted by hundreds of organizations. The Office also supported several pieces of legislation that provide better representation, access, and protections for LGBTQ+ Philadelphians, and has trained more than 2,000 employees of City departments and local organizations in LGBTQ+ competency.

Mayor Kenney created the Office of Public Engagement (OPE) to work with residents and ensure diverse voices are heard as the City develops and enacts policy. Since its inception, OPE has launched the Mayor's Commission on African American Males, the Millennial Advisory Committee, and the City's first Commission for Women. In addition, the Mayor's Office for People with Disabilities, within OPE, operates as a permanent office to advance strategic policies and programs for people with disabilities.

For two consecutive years, Philadelphia was recognized with Define America's "Most Welcoming Spirit" award as a result of the extensive work of the Office of Immigrant Affairs (OIA) to protect the rights of immigrants and highlight the vast contributions that immigrants and refugees have on our communities. From expanding language access for residents with limited English proficiency seeking City services, to defending our City's "Welcoming City" policies and much more, OIA develops policies and implements programs that help facilitate the successful inclusion of immigrants into the civic, economic, and cultural life of the city.

After extensive research and discussion by an interdepartmental working group, Mayor Kenney issued a new Executive Order to better address the issue of sexual harassment in City government. The Order mandates that all managers and supervisors are expected to actively work to create and maintain diverse, inclusive workspaces free from sexual harassment, intimidation, or discrimination. A companion governing policy was also enacted to give employees guidance for making complaints and to improve how investigations are conducted and resolved.



## PROGRESS ON Diversity and Inclusion

### **Launched Office of the Chief Diversity and Inclusion Officer.**

The Kenney Administration is committed to building an inclusive government that looks like the City of Philadelphia. Philadelphia's first Chief Diversity and Inclusion Officer works with those in government and in the private sector to increase opportunities for all who have suffered from inequitable practices or outcomes. Within the government, well over 500 executives and supervisors have received diversity and inclusion training. Additionally, the Office closely monitors statistical progress of departments in providing greater opportunities for underrepresented people of color and women who qualify to work in government. Of equal importance, the Office engages in strategic planning with the Office of Economic Opportunity (OEO) to reduce barriers in contracting both in the public and private sectors.

### **Produced the City's First Workforce Diversity Profile Report.**

Beginning in this Administration, the Office of Diversity and Inclusion has released reports summarizing the diversity of the City's workforce. This is the first time such reports have been issued by the City of Philadelphia. The reports provide an overview of the diversity of the entire workforce of the City and focus on a department by department analysis of

racial, ethnic, and gender metrics. The Administration is striving for a workforce that is fair and open to everyone who applies for employment or seeks a promotional opportunity in City government. The Office of Diversity and Inclusion believes that presenting factual data of the City of Philadelphia's workforce is an essential step to bettering the diversity of the City's workforce, and that through this work, the office can continue its efforts to make the City's workforce better represent the population of our City.

### **Developed Racial and Gender Equity Framework.**

The Mayor's Office collaborated with several departments, including the Department of Public Health, Department of Licenses & Inspections (L&I), and Philly311, to embed an equity lens within city operations and improve service and community outcomes for all Philadelphians. The L&I and Philly311 equity project resulted in recommendations to address racial disparities and improve service delivery in connection with 311 calls around residential housing and abandoned building complaints. The Health Department equity work, in collaboration with the Strawberry Mansion CDC, resulted in the summer employment of nine youth surveyors to increase community input on the design and implementation of health policies aimed at decreasing tobacco initiation and usage, particularly among youth of color.

## PROGRESS ON Diversity & Inclusion

### Launched an Ongoing ADA Program Accessibility Project.

The Mayor's Office is working continuously to make improvements, under the Americans with Disabilities Act (ADA), a priority in all City projects. The Mayor's Office engaged an ADA accessibility consultant to provide an updated review of both structural and nonstructural barriers that may limit access to the City's programs, facilities, and services. The project review will result in a set of key recommendations and a transition plan to expand and promote access to services for individuals with disabilities. The Mayor's Office also installed a standalone ADA Coordinator position to coordinate the City's efforts to successfully implement the requirements of the ADA.

### Secured More Rights for the LGBTQ+ Community.

The Office of LGBT Affairs supported several pieces of legislation that provide better representation, access, and protections for LGBTQ+ Philadelphians. With the backing of Councilmember Derek Green, the Office helped pass two bills to update language in the Philadelphia tax code to be more gender inclusive. The Office also supported City Council's unanimous passage of a resolution formally recognizing Transgender Day of Visibility. The Office of LGBT Affairs also created an action guide on Philadelphia's LGBTQ+ protections, designed to help people better understand their rights. The action guide includes facts, ways people can help, and other resources.

### Recognized LGBTQ+ People of Color with Our New Pride Flag.

In celebration of the racial diversity in Philadelphia's LGBTQ+ community, the Office of LGBT Affairs unveiled a new Pride flag design that features black and brown stripes, deemed

the More Color More Pride flag. Since its official launch in June 2017, the More Color More Pride flag design has been adopted by hundreds of organizations both domestic and international, and has inspired important conversations about intersectionality in the LGBTQ+ community.

### Provided LGBTQ+ Competency Trainings.

The Mayor's Office of LGBT Affairs trains City employees and staff of other Philadelphia organizations to serve LGBTQ+ clients to the best of their ability. Participants of this workshop engage in empathy building activities, learn LGBTQ+ terminology, review statistics that are specific to the work they do, examine barriers that LGBTQ+ people face when engaging with their services, and receive resources that can be utilized for further learning and support. Since April 2017, the office has trained 2,056 employees of City departments and local organizations.

### Refocused the Office of Economic Opportunity.

In October 2016, the Office of Economic Opportunity (OEO) welcomed a new Director who is working to reorient the focus of the office. Not only is OEO continuing to work on increasing the number of M/W/DSBEs on the OEO Registry, it is now also focusing on helping those firms build their capacity in order to be more competitive for larger contracts. Steps toward capacity building have included: 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. Additionally, monthly "Doing Business with the City" workshops were held throughout each calendar year.



## PROGRESS ON Diversity & Inclusion

According to the disparity study released by OEO this year, in fiscal year 2017, 31.7% of City and Quasi-Public contracts went to M/W/DSBEs — up from 30.7% in FY16 and totaling nearly \$245 million. Beginning in FY17, the goal has been increased to 35% M/W/DSBE participation for future years.

### **Increased Oversight Efforts Within the Office of Economic Opportunity.**

In 2018, the Office of Economic Opportunity hired two new Equal Opportunity Plan (EOP) Officers, who are tasked with providing targeted oversight on EOP compliance. So far, their work has resulted in a number of changes, including: doubling the number of oversight committees; providing on-site construction visits; and increasing face-to-face interactions with vendors. Additionally, a new OEO hotline is set to launch on October 1, 2018, which will allow individuals or businesses to contact the office with anonymous tips.

### **Expanded the National Disadvantaged Business Enterprise Roundtable.**

In March 2016, the Office of Economic Opportunity expanded the Disadvantaged Business Enterprise (“DBE”) Roundtable doubling the size of the think tank from six to over 12 participating cities and states. Participants include representatives various cities in New York, Rhode Island, Pennsylvania, Delaware, Georgia, Illinois, Maryland, and New Jersey. 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.

### **Supported Immigrant Heritage and Cultural Vibrancy.**

In 2017 the Office of the City Representative expanded the international flag raising ceremonies at City Hall, in partnership with the Office of Immigrant Affairs. A robust program was developed with a streamlined request process for immigrant communities to apply for a free flag raising ceremony and in 2018 the program was rebranded as “Philadelphia Honors Diversity.” The program has grown from nine flag raisings in 2016 to 30 in 2018, demonstrating the deep meaning and value this holds for these immigrant populations as they come together as a community and have their country’s flag prominently flying on the northside of City Hall.

Adding to the Office of the City Representative’s international relations efforts is the promotion of our status as the first World Heritage City in the nation and producing World Heritage Day with Global Philadelphia each May, as well

as producing the Parade of Nations at the Philadelphia International Unity Cup championship game – all started during this Administration. These events add to the vibrant life of our “Welcoming City” and touch every neighborhood in Philadelphia.

### **Improved Access to Opportunity for DSBE and MBE Firms by Approving Two New Certification Agencies.**

In early 2018, the City began accepting Disabled Business Enterprise (DSBE) certifications from the United States Business Leadership Network (USBLN) and The Enterprise Center. The Enterprise Center was also approved to provide Minority Business Enterprise (MBE) certification. The addition of these two certifying agencies increases the opportunities available to DSBE and MBE firms by giving them the ability to be added to the OEO Registry and count towards City participation goals.

### **Partnered with U.S. Department of Transportation on Bonding Education Program for M/W/DSBEs.**

The Office of Economic Opportunity and Streets Department began working with the U.S. Department of Transportation to provide local minority, women, and disabled-owned firms with information and resources to become bond-ready. The Bonding Education Program (BEP) offers education and resources to understand risk management, safety, workforce development, and other company capabilities. This hands-on, multi-component program is designed to increase small businesses’ competitiveness for transportation-related projects. To-date, the BEP has resulted in \$1.6 million in contracts for local firms, \$400,000 in growth capital procured, and a total of \$4 million in bonding for 10 firms.

### **Enacted New Executive Order and Policy on Sexual Harassment Prevention.**

After more than a year of research and discussion by an interdepartmental working group, Mayor Kenney issued a new Executive Order to better address the difficult issue of sexual harassment in City government. The Order mandates that all managers and supervisors are expected to actively work to create and maintain diverse, inclusive workspaces free from sexual harassment, intimidation, or discrimination. The Mayor also issued a companion governing policy which:

- Expands definitions and categories of conduct that is prohibited.
- Updates guidance for employees making complaints;
- Improves how investigations are conducted, managed, and monitored.



## PROGRESS ON Diversity & Inclusion

- Provides a clear and consistent approach to investigations, including procedures for making, investigating, and resolving complaints.
- Will be reviewed on an annual basis to ensure it is always updated to face the changing needs of a modern workforce.

The improvements instituted by the Administration so far include a website that enables employees to file sexual harassment complaints using their computer or mobile devices. And the Administration has established a centralized citywide tracking system of sexual harassment complaints.

The Administration has also outlined improvements to its training program for all levels of employees to increase awareness of the policy and employee rights and responsibilities, as well as to ensure every employee receives training appropriate to their role.

### **Created the Office of Public Engagement.**

The Office of Public Engagement (OPE) enhances the City's community outreach and public engagement efforts. OPE works with residents to make City government accessible to all Philadelphians. OPE also helps make sure everyone's voice is heard when the City is drafting and implementing policies. Also, in managing the Mayor's and City's advisory commissions, this office strengthens trust and supports collaboration between the community and City government. Since its inception, the Office of Public Engagement has launched the Mayor's Commission on African American Males, the Philadelphia Commission for Women and the Millennial Advisory Committee, in fulfilling its mission to strategically engage the many diverse communities across Philadelphia. As of July 2018, the Office of Civic Engagement and Volunteer Services was moved to the Office of Public Engagement, increasing the office's capacity to support creation and execution of community engagement plans across City government.

### **Formed First Philadelphia Commission for Women and Office for People with Disabilities.**

The Philadelphia Commission for Women (PCW) was established by a change to the Home Rule Charter approved by voters in the May 2015 election. The Commission consists of 27 members, 10 appointed by the Mayor and 17 appointed by a member of City Council. PCW works with organizations and social service agencies to advance gender equality and promote public discussions on issues that impact women and girls. Using data, the Commission works with the Mayor's Office and the Office of Public Engagement to make policy recommendations that promote social justice, equal rights, and economic opportunities.

The Mayor's Office for People with Disabilities, established in September 2017, operates as a permanent office to advance strategic policies and programs for people with disabilities. The position of a Constituent Services Coordinator was installed in the office to help ensure that the City is a place that supports all people regardless of mobility, vision, cognitive, and hearing abilities by connecting people to services for disability-related issues. The Office continues to work with the Mayor's Commission on People with Disabilities as an advisory body, and also works with the City so that its policies and programs support the Americans with Disabilities Act, the Fair Housing Act, and other laws that impact people with disabilities.

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

In 2016, Philadelphia, working with the Philadelphia Housing Authority (PHA) as a partner, became the first major city to complete an Assessment of Fair Housing (AFH) under HUD's Affirmatively Furthering Fair Housing rule. The AFH identified 11 broad housing and community development goals and 52 strategies to reach them. These goals and strategies were informed by a resident engagement process that included more than 5,000 survey responses, three PHA "resident roundtables," five community focus groups – including one held in Spanish and one geared toward people with disabilities – and three stakeholder meetings. More than a dozen steps to implement the goals and strategies have been taken to date. The City remains committed to continuing its efforts to further fair housing.

### **Expanded Language Access.**

In May 2016, Mayor Kenney signed an executive order implementing the charter amendment and launching Language Access Philly. Language Access Philly, housed under the Office of Immigrant Affairs (OIA), is a city-wide program established to bridge the access gap by making it easier for residents with limited English proficiency to obtain essential public information and services. As of July 2018, 42 language access plans have been posted online and have been implemented. Every City department, office, board, and commission under the Mayor's administration has been set up for language services. OIA has also engaged offices independent of the Administration, including the District Attorney's Office, the Controller's Office, Sheriff's Offices, City Council and the Register of Wills. Some of this engagement has included technical support as well as trainings.

### **Created Service Animal Relief Areas at PHL International Airport.**

Beginning in 2016, Philadelphia International Airport added seven temporary relief areas to comply with a new federal regulation, which mandates that airports with 10,000 or more annual passengers provide indoor wheelchair-accessible pet-relief areas convenient to airline gates for service animals that accompany passengers. In 2018, the Airport opened the first permanent Animal Relief Area near Gate D3. Additional permanent relief areas are planned to replace the temporary ones over the next two years. The Animal Relief Areas allow passengers with disabilities to care for their service animals without having to experience unnecessary hurdles such as needing to leave the terminals and re-enter through security checkpoints.

### **PHL International Airport Added a Quiet Room for Prayer.**

In the summer of 2018, a 315-square foot Quiet Room was added to the D-E Connector. Passengers are encouraged to use the Quiet Room for solitude or prayer. The space is open 24 hours a day and includes two open areas separated by frosted doors for privacy. In addition to wooden benches and an inset rug, the Quiet Room also includes a foot bath for passengers who require cleansing before prayer.

### **Mamava Lactation Suites Added at PHL International Airport.**

Three Mamava suites have been installed post-security at Philadelphia International Airport for nursing mothers who are traveling. The Mamava suite is a self-contained, mobile pod available at no charge to users that allows women to nurse or plug in breast pumps in a private space.

### **Started the Fair Chance Hiring Initiative to Increase Access to Employment for Previously Incarcerated People.**

The City's internal tax policy committee has focused on identifying several tax credits that could be converted to grants in order to ease the implementation for the City and better serve businesses. The Philadelphia Re-Entry Program (PREP) Tax Credit was the first to undergo a pilot when the Fair Chance Hiring Initiative was launched in 2017. The Office of Workforce Development partners with RISE to provide wage subsidies to employers who hire formerly incarcerated individuals and pay a living wage of \$12.20 per hour. To-date, 114 positions have been approved and 28 individuals have already started working.

### **Launched Fair Chance Philly Campaign.**

In an effort to raise awareness for the City's Fair Chance Hiring law, previously known as "Ban the Box," the Philadelphia Commission on Human Relations launched an awareness campaign. The Fair Chance Hiring law ensures that people with criminal records have a fair chance to get a job in Philadelphia. Ads in English and Spanish promoting the law were placed on bus shelters, websites, Philadelphia Weekly classifieds, and social media. Radio ads ran across English and Spanish language stations. Posters and distribution materials in both English and Spanish were provided to area prisons, libraries, and governmental district offices. Additionally, outreach teams canvassed in targeted neighborhoods.

### **Defended our Welcoming City Policies and Won.**

In August of 2017, the City of Philadelphia filed a suit against the U.S. Department of Justice asserting that unlawful conditions were added to Edward Byrne Memorial Justice Assistance Grant (JAG) Program. These new conditions required that the City (1) certify compliance with Section 1373 of Title 8 of the U.S. Code; (2) provide ICE with 48-hour-notice of the "scheduled release" of prisoners of interest; and (3) allow ICE unfettered access to interview inmates in Philadelphia prison system. The funding from JAG Grants goes towards priorities like police overtime and equipment enhancements, upgrades to courtroom technology, training for law enforcement, and alternative programming for low level offenders.

In June 2018, a federal judge ruled completely in the City's favor, stating that the three immigration-related conditions imposed by the federal government for Philadelphia to receive JAG funding are unconstitutional. This ruling affirmed that the City's immigrant-related policies support, not detract from, the City's efforts to fight crime and make all people feel welcome in our great city.

### **Ended PARS License Agreement with ICE.**

In July 2018, the City determined it would not renew its longstanding agreement with U.S. Immigration and Customs Enforcement (ICE) that allowed ICE access to the Police Department's Preliminary Arraignment Reporting System (PARS). The City was concerned that ICE used PARS in inappropriate ways, including to conduct investigations that result in immigration enforcement against law-abiding Philadelphia residents. The Administration engaged in dialogue with ICE's leadership who ultimately confirmed many of the concerns. Because such practices sow fear and distrust in Philadelphia's great immigrant community, and make it more difficult for our Police Department to solve crimes, the City could not allow the agreement to continue. This practice



is antithetical to Philadelphia’s policies as a Welcoming City, and the Mayor rightfully decided that renewal was not in the best interest of the City and its residents.

**Launched the Immigrant Workers Academy.**

The Office of Immigrant Affairs (OIA) launched a program called the “Immigrant Workers Academy.” The academy offers a series of trainings pertaining to workers’ rights set in the community in partnership with different community and non-profit organizations. The program is held in neighborhoods with which immigrants are familiar. The program is also language accessible. Trainings include topics like: Discrimination and Sexual Harassment, Safety and Health, the City of Philadelphia Paid Sick Leave Ordinance, How to Advocate for Yourself and What to Expect in the American Workplace.

**Received Most Welcoming City Award.**

In FY17 and FY18, Philadelphia won Define America’s “Most Welcoming Spirit” award for the Office of Immigrant Affairs’ work during Welcoming Week. Each September, OIA participates in National Welcoming Cities & Counties Week by hosting Welcoming Week. During this week, Welcoming Cities throughout the country put on events that showcase their immigrant communities. In FY17 and FY18, Philadelphia hosted more events than any other city in the country.

**Established Philadelphia International Unity Cup.**

The Unity Cup is one of the Administration’s signature initiatives. Launched in 2016, the Unity Cup unites the city’s neighborhoods and celebrates its diverse immigrant communities through soccer. All of the Unity Cup games are free and open to the public.

This year’s tournament welcomed 11 new teams representing the following countries: Albania, England, Spain, Belize, El Salvador, Peru, Mali, Gambia, Guinea, Saudi Arabia, and Kenya. Along with their veteran counterparts, a total of 52 teams played in more than 104 games this season. The tournament has grown from 32 teams in 2016, to 48 teams in 2017, and 52 teams in 2018.





### **Commissioned and Unveiled the Octavius B. Catto Memorial.**

In September 2017, Mayor Kenney and members of the Octavius V. Catto Memorial Fund unveiled the first artwork in the City’s public art collection solely dedicated to an African American figure. The Octavius V. Catto Memorial, A Quest For Parity, stands on the southwest apron of City Hall. The memorial was commissioned in recognition of Philadelphia’s own Octavius V. Catto, a prominent African American intellectual, scholar, teacher, athlete, Civil War veteran, and civil rights leader who was slain on Election Day in 1871. In addition to the memorial, the Octavius V. Catto Memorial Fund partnered with the Office of Arts Culture and the Creative Economy to educate the public about the life and accomplishments of Octavius V. Catto. This partnership created educational programs aimed at broadening the public’s understanding and awareness of the contributions of Catto and other African-Americans integral to Philadelphia’s history.

### **Released Action Guides to Inform Residents**

To help residents understand their rights and protections, the City issued a series of action guides on a number of important federal policy issues. Starting in early 2017, action guides were released on Immigration, Family Separation, Healthcare, LGBT Rights, Environmental Protection, Gun Safety, and Affordable Housing. The action guides included facts about complex issues, information on how residents can get involved, and other resources. At a period in time when many Philadelphians were concerned about the major policy changes at the federal level, these action guides helped keep residents informed and empowered them to make a meaningful difference on the issues they care about.

# Progress on **Government Efficiency, Effectiveness, and Innovation**

The Administration remains committed to creating an efficient and effective government that works for all Philadelphians. Over the last 1,000 days, the City has taken major steps to ensuring our fiscal stability. Pension reform efforts have improved the health of the City's Pension Fund, and the Mayor's Office of Labor successfully negotiated new multi-year contracts with all labor unions. Additionally, by completing eight bond refunding transactions, the City will yield over a quarter of a billion dollars in budgetary savings over the life of the bonds.

The Department of Revenue launched many important steps to make it easier for residents to pay taxes and bill. In 2017, the Department achieved a tax collection rate of 96%, the highest on record in Philadelphia and one that is expected to continue this year. Last fiscal year alone, the department collected nearly \$175 million in delinquent taxes and \$40 million in delinquent water charges.

The City also utilized innovative techniques to improve its internal and external operations. The Office of the Chief Administrative Officer took important steps to modernize citywide contracting and procurement systems. It has also expanded its use of technology solutions to make internal processes more efficient. For example, the issuance and review of RFPs typically takes staff an average of 246 hours to complete, but we are now pilot testing a new digital tool that will reduce that to 27 hours – an 89% reduction.

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, an initiative called GovLabPHL. Additionally, the Office of Innovation and Technology established SmartCityPHL to develop a comprehensive roadmap for the investment and implementation of smart technology for government service innovation.



## Progress on Government Efficiency, Effectiveness, & Innovation

### Implemented Program Based Budgeting.

In July 2016, the City began implementing program-based budgeting, which is a “best practice” municipal budgeting tool designed to make the budgeting process more efficient and effective. This tool enables municipalities to organize all budgetary information around programs and services. Program-based budgeting provides a clearer picture of the services that the City delivers to Philadelphians, identifying how much money is spent on each program, analyzing any revenue generated by each program, and assessing how well each program is performing. To date, a total of 31 department budgets reflect the new program-based budgeting format, providing greater detail and transparency to elected officials and the public.

An early success of program-based budgeting has been utilizing data-driven decision-making to help determine which programs would receive additional funding over existing levels in the proposed FY18-22 Plan. When developing their budget requests, departments were asked to identify the impact of each proposal on existing performance measures, capital projects, and revenue streams. This information was used to consider the impact of funding each request on service delivery, how each request would impact the City’s capital program (where applicable), and what the net impact of each proposal would be on the City’s fund balance.

For the FY19-23 Plan, this process was expanded to analyze potential new sources of revenue or opportunities to increase revenue from existing sources. Departments were asked to propose ideas for generating additional local non-tax revenue as part of the FY19 Budget Call. When submitting proposals, departments were asked to describe fiscal and programmatic impacts, as well as underlying assumptions and potential adverse effects or other considerations. As a result of this analysis, the Plan includes several revenue enhancements.

### Launched GovLabPHL.

GovLabPHL, launched in early 2017, is a multi-agency team focused on embedding data-driven practices into City programs and services through cross-sector collaboration. The initiative focuses on three streams of work: creating learning opportunities for city employees to broadly learn more about data-driven strategies; piloting research projects through the Philadelphia Behavioral Science Initiative (PBSI); and ensuring the public has access to learning about best practices and how the city is using them. To date, GovLabPHL has led the creation of the PHL Government Book Club, which consists of 100+ City staffers, co-launched a 10-month speaker series on human-centered design in partnership with the Office of Open Data and Digital Transformation, planned three behavioral science conferences, and implemented 12 behavioral science interventions.

## PROGRESS ON Government Efficiency, Effectiveness, & Innovation

### Launched Comprehensive Contracting and Procurement Modernization.

The Office of the Chief Administrative Officer (CAO) took steps to modernize citywide contracting and procurement:

- The CAO launched a new web-based procurement system, PHL Contracts, that is currently live for vendor registration.
- The Procurement Department also launched its reverse auction system in which vendors bid and then re-bid until the lowest price is reached, allowing the City to save money on certain supplies and equipment.
- DocuSign (electronic signature system) was incorporated into the professional services contract process to streamline approvals.
- Concurrent with the roll-out 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.
- Best Value Procurement – a practice used in 18 of the country's largest 20 cities – allows the City to expand opportunities for diverse businesses and ensure the taxpayer got the best value for their procurement dollar. Approved by City Council in 2016 and then by voters in 2017, the change to the City Charter allows for multiple criteria, including whether the business has a history of upcharging or failing to meet its diversity goals, to be taken into account when awarding a procurement contract.

### Use of Digital Tools to Replace Paper Processes.

The Office of the Chief Administrative Officer (CAO) implemented three technology solutions to make several commonplace, internal processes more efficient: the position requisition process, the authorized signer process, and the Request for Proposal (RFP) process. In the position requisition and authorized signer processes, the CAO automated the approval processes using a workflow solution, allowing users to initiate and approve documents online. This automation decreased processing time and promoted more robust data collection. The City also piloted a tool for the electronic composition and internal review of RFPs. Before the pilot, it took staff an average of 246 hours to complete one RFP. After the pilot, the number of hours per opportunity decreased by 89% to 27 hours. The CAO also implemented electronic

signatures on professional services contracts, creating efficiencies in contract conformance times, and introduced an ePay option for vendors to pay their contract preparation fees.

### Established Smart Cities Initiatives.

In 2017, the Office of Innovation and Technology established SmartCityPHL, an initiative to develop a comprehensive roadmap for the investment and implementation of smart technology for government service innovation. Philadelphia was chosen as one of five U.S. cities to host a readiness workshop by the Smart Cities Council and the John S. and James L. Knight Foundation which awarded Philadelphia \$200,000 to support the development of the roadmap. The City also received the We Power Tech award from the 2018 Amazon Web Services City on a Cloud Challenge to support an early initiative from the roadmap; a multilingual voice-powered translation platform to better engage with its non-English-speaking population. oTIS and Streets, working with the Law Department formalized regulations and a license agreement process to promote the deployment of 5G wireless infrastructure in the City of Philadelphia. In coordination with the Office of Innovation and Technology, this work will form a cornerstone of our Smart Cities initiatives and help to maintain our competitiveness within the new economy.

### Created Vacant Property Indicators Model.

The Vacant Property Indicators Model is a collective effort lead by OIT along with Licenses and Inspections, Philadelphia Water Department and Office of Property Assessment. The model analyzes city data to inventory the potential number of vacant lots and vacant buildings by rating and ranking indicators for vacant conditions. The data from the model is used for site inspections and urban planning work and is available as open data that can be viewed at [atlas.phila.gov](https://atlas.phila.gov).

### Made Progress on Build out of High-Capacity Institutional Network.

At the start of the Administration, OIT began working with Comcast to fulfill a condition of the Comcast franchise with the City: the build out of a high-capacity, high-bandwidth and redundant fiber optic network to connect 225 municipal sites. This institutional network (INet) eliminates previous barriers to extensive use and transmission of voice and video data at City facilities like health centers.



### Improved the Health of the City's Pension Fund.

The Kenney Administration launched a three-pronged approach to improve the health of the Pension Fund.

- The Board of Pensions moved to a more conservative investment strategy, and lowered management fees by \$15 million a year. In the two years since we changed our investment strategy, our earnings have been 13% and 8% —both above earnings assumption. The Board also has consistently reduced the assumed earnings rate, dropping it by well over a full percent.
- The Administration publicly committed that the sales tax revenue earmarked for the Fund will be given above and beyond what the City is required to contribute under the Minimum Municipal Obligation (MMO). Over the next five years alone, we'll put in about \$300 million from the sales tax to supplement the amount we're required to contribute under state law. This helps us make additional payments to improve the funding status more quickly.
- City employees, the Kenney Administration, and City Council worked together to make important changes to both the pension benefits employees receive and the contributions they make to the fund. In fact, all City employees will either be making substantially increased contributions or will see the pension benefit they can receive capped.

The Fund's actuary projects that these steps will improve the Pension Fund's health over time so that the plan is more than 80% funded by Fiscal Year 2030.

### Saved \$285.6 Million Through Bond Refunding.

In the first 1,000 days, the City has completed eight bond refunding transactions that have saved taxpayers tens of millions of dollars. The City has completed four transactions that saved the General Fund approximately \$6.7 million in the first year and \$85.6 million over the life of the bonds. Total budgetary savings from all eight transactions have saved the City \$29.7 million in the first year and \$285.6 million over the life of the bonds.

### Improved Property Assessments.

The Office of Property Assessment has continued the process of improving the accuracy of assessments, using nationally recognized methodologies, since the implementation of the Actual Value Initiative in 2014. This means that property values capture the growth in Philadelphia's real estate market, and annual, citywide reassessments mitigate the impact of changes in a given year. The improvement in accuracy was recently recognized when the State Tax Equalization Board (STEB), an independent state board, determined that the City's ratio of assessed value to current market value was 98.7% —one of the highest ratios in the Commonwealth of Pennsylvania. At the same time, the Administration and City Council expanded relief measures that help property owners impacted by the rising values, including increasing the Homestead Exemption from \$30,000 to \$40,000.





### Improved Tax Collection Efforts.

The Department of Revenue in 2017 achieved a tax collection rate of more than 96%, the highest on record in Philadelphia, and a rate that is expected to continue in 2018. In addition, efforts to reduce tax delinquency saw improvement. In FY18 the City collected nearly \$175 million in delinquent taxes and \$40 million in delinquent water charges. The Department's efforts include:

- Threatened revocation of Commercial Activity Licenses to collect more than \$40 million in delinquent business taxes in FY17 and FY18.
- Increased use of the Sequestration program, in which the City asks a court appointed receiver to take over the rent collection and apply those rental payments to the overdue Real Estate Tax bill. This led to the collection of \$32 million in delinquent taxes in FY17 and FY18.
- Launched the Data Warehouse, which combines local, state, and federal data sources to identify and track collection opportunities. Since inception, the Warehouse has generated \$25.5 million in delinquent revenue to the City and School District of Philadelphia, four times the cost of implementing the system.

### Made it Easier for Residents to Pay Taxes and Bills.

The Department of Revenue launched important steps toward improving the customer service experience for taxpayers. These efforts included:

- A new payment system to enable faster payment processing.

- A new phone system to better manage the call center and to reduce wait times on the phone.
- A kiosk system in the Municipal Services Building concourse to improve in-person customer service and reduce in-person wait times, including cell phone notifications.
- New payment plan terms for delinquent Business Tax accounts that allow for more flexible terms, while encouraging earlier payments.
- Added more tax types to the City's eFile/ePay system. Now nearly every tax can be filed or paid electronically.
- A complete rewrite of the Department of Revenue's online content at phila.gov to be more understandable to residents.
- A Department of Revenue YouTube channel to inform taxpayers and water customers about Revenue's many services, programs, and events.

### Renegotiated Contracts with all Unions.

The Mayor's Office of Labor — established in January 2016 — has worked to build trust and accountability between the Administration and the labor organizations, especially those representing City employees. The Administration successfully negotiated new multi-year contracts with the two largest non-uniformed unions, District Councils 33 and 47. Through arbitration, new contracts were also awarded to the Fraternal Order of Police Lodge 5 and the International Association of Firefighters Local 22. All four deals included raises for our hard-working employees and significant changes in pension contributions that will improve the health of the Pension Fund.

## PROGRESS ON Government Efficiency, Effectiveness, & Innovation

### **Helped Instill Labor Peace Throughout the City.**

The Mayor's Office of Labor has worked tirelessly to support the labor community and ensure that the lines of communication between workers and management stay open, even in difficult times. This has allowed organized labor to support the rights of working Philadelphians. In 2016, the Office brought together labor and contractors at Philadelphia International Airport to avert a proposed labor strike that would have caused disruptions to air travel on the eve of the Democratic National Convention. In the winter and spring of 2018, the Mayor's Office of Labor partnered with City Council and organized labor to pass amendments to Philadelphia's 21st Century Minimum Wage and Benefits Standard, which immediately improved the wages and working conditions of roughly three hundred, predominantly women and minority, employees engaged in food catering services in Southwest Philadelphia.

### **Conducted Trauma-Informed Customer Service Training for Revenue Staff.**

Many of the City's taxpayers and water customers have likely suffered from, or been exposed to, some form of trauma. For some, those experiences affect how they interact with others. The Department of Revenue — which last year received over 700,000 phone calls and served over 130,000 walk-in customers — wants staff to be equipped to provide high-quality service in all situations. So in August 2016, the department offered a pilot Trauma Informed Customer Service Training to front-line staff and supervisors to raise awareness about the behavioral and emotional impact trauma has on citizens. Three-quarters of the customer service staff who attended the program reported that the information was useful and helped their job performance. Based on that feedback, all department staff began the same training at the end of 2017.

### **Created and Expanded the Innovation Consulting Program.**

A collaboration between the Office of Innovation & Technology and the Chief Administrative Officer, Innovation Consulting involves the planning and execution of human-centered design workshops for clients who wish to bring fresh thinking and new approaches to solving challenges. Offered both internally to City departments as well as externally to other institutions, Innovation Consulting has facilitated workshops that have addressed topics ranging from improving internal team communication to new program development to organizational strategic planning. To date, over 25 City departments and organizations have leveraged Innovation Consulting, and the team has facilitated over 50 workshops and sessions.

### **Reached Historic Levels of Animal Lifesaving.**

ACCT Philly, the Animal Care and Control team of Philadelphia, receives almost 20,000 animals each year. Every year since its founding in 2012, ACCT Philly has been making progress towards reaching "no-kill" status (a lifesaving rate of 90% or above), increasing its overall life saving rate from 62% in 2012 to 83% in 2017. For the first time in the history of the organization, ACCT Philly reached a 90% lifesaving rate for canines during the month of June 2018 (the canine life saving rate for 2017 was 86%, up from a yearly total of 64% in 2012). This is a historic milestone — June is one of the busiest months of the year for the shelter and yet they were able to save 90% of the dogs that entered their building that month.

### **Upgraded 311 Call Center and Implemented Net Promoter Score for Increased Customer Service.**

To increase customer service, 311 implemented the Net Promoter Score methodology and an outcomes-based dashboard. This change was driven by direct feedback from residents. Additionally, 311 upgraded to a cloud-based phone system to maintain control of the interactive voice response and provide a better experience for the more than 600,000 callers that contact the Call Center each year.

### **Trash and Recycling Trucks Outfitted with GPS for Increased Efficiency.**

More than 320 City trash compactor trucks have been outfitted with GPS monitoring to increase routing efficiency. Because of this investment in technology, the Streets Department has seen a decrease in overtime.

# Progress on Creating a More Accessible and Ethical Government

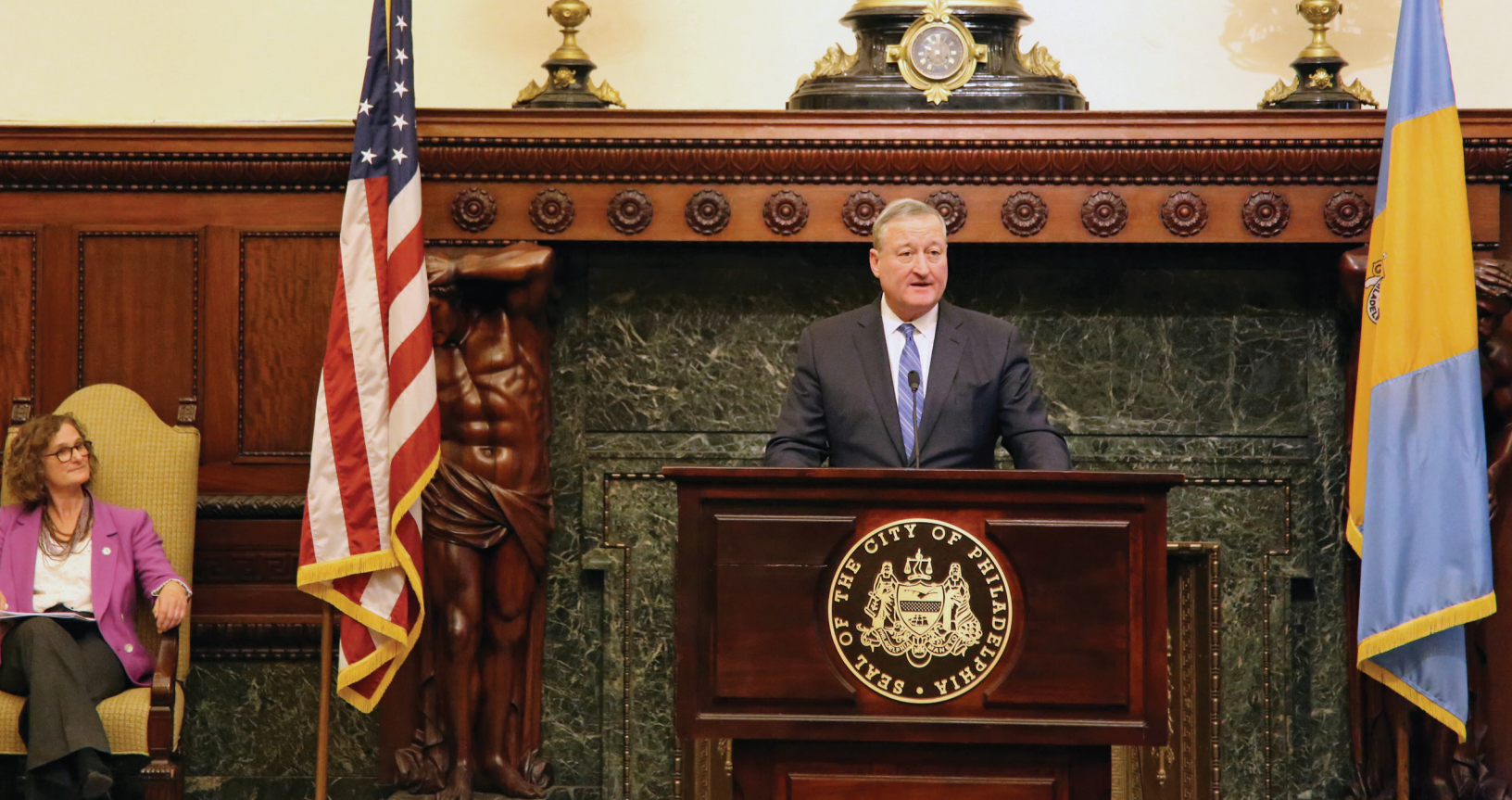
The Administration believes that a key part of creating public trust in government is making it accessible to all residents. With that in mind, the City transformed its website, [phila.gov](http://phila.gov), to make services easier to find. The Chief Administrative Officer orchestrated the first resident survey in nearly nine years, asking residents to share their opinions about different services that the City provides. The survey results later informed budgeting priorities, resulting in increased investments in services like Streets, Sanitation, and Public Safety.

In an effort to promote greater transparency and access, the Administration released long-awaited data on salaries of all 30,000 city employees as well as 41 additional open data sets. The City increased the online postings of the annual Financial Disclosure Statements (FDS) of top Administration officials, and for the first time, posted the FDS of members of Boards and Commissions.

The Office of Inspector General also partnered with several law enforcement agencies and other authorities to prevent and investigate wrongdoing at city-funded nonprofits and expanded its role with the Office of the Inspector General at the School District of Philadelphia.

To support city workers, Mayor Kenney signed an Executive Order that enacts stronger protections for whistleblowers, employees or contractors who report potential waste or wrongdoing by supervisors or co-workers.

Led by the Office of the Chief Integrity Officer, Mayor Kenney also signed a new Gift Executive Order to expand and clarify restrictions on gifts, officially prohibiting gifts from registered lobbyists for the first time.



## PROGRESS ON Creating a More Accessible & Ethical Government

### **Transformed City Website with Focus on Services.**

The City launched the new [phila.gov](http://phila.gov) website, a milestone in the multi-year effort to transform the site into a modern, flexible portal focused on improving the way residents interact with government services. The redesign by the City's Office of Open Data and Digital Transformation (ODDT) includes more than 300 City services on a single platform. With easy-to-read content and improved usability on mobile devices, the site provides greater accessibility and online transparency into how City services are delivered. The site features a user-friendly structure that lets residents find City programs, services, and announcements from many different pathways. Features of the new [phila.gov](http://phila.gov) include simple, accessible language; services and programs available from a global menu without having to dig into specific department pages; and improved usability on mobile devices.

### **Launched Resident Survey.**

The City conducted the first comprehensive resident survey of residents' attitudes towards City services in ten years. The purpose was to measure public satisfaction with the delivery of a wide range of city services, such as garbage collection and street repairs, the conditions of facilities such as in parks and recreation centers, and to identify priorities for the Mayor and his Administration, and those findings helped

inform budget decisions in the Fiscal Year 2019 Operating Budget and Five Year Plan. Among the findings: Streets, Sanitation, and Public Safety, in that order, ranked as the top three services that the City should focus on improving, and more than 80 percent of residents surveyed rated "overall" city services as excellent, good or fair. Plans are underway for a follow-up survey, with results to be released in 2019.

### **Strengthened Oversight through the Office of Inspector General.**

Mayor Kenney's dedication to creating a culture of integrity in City government has resulted in millions in savings since the start of his Administration through the work of the Office of the Inspector General. The Office's policy and process improvement work resulted in over 30 recommendations in 2017, as well as provided oversight that protects taxpayers and ensures that funds are being used in their best interest. The OIG also has been able to expand the role of Office of the Inspector General at the School District of Philadelphia to continue making a positive impact on the School District. In 2016, the Inspector General partnered with several law enforcement agencies and other authorities that resulted in impactful OIG investigations into nonprofit abuse.

While these statistics show the results of this Administration's continued efforts in enhancing public trust in government, they don't measure the culture change that is happening. Now more than ever, honest and hardworking City employees are reporting misconduct and showing that City employees are not for sale. And, the OIG is excited to continue its mission to boost public confidence in City government by creating a culture of integrity in the City with the leadership and support of Mayor Kenney's Office.

### **Celebrated Integrity Week.**

The Office of the Chief Integrity Officer continued to sponsor Integrity Week each November with a series of ethics-related programs for City employees and a signature event open to the public. In 2017, the public event featured President Obama's first ethics czar Norman Eisen. In 2016, the public event showcased the City Solicitor interviewing then-U.S. Attorney for the Eastern District of Pennsylvania. The program will continue annually to build greater awareness about integrity and ethics in City government.

### **Instituted Integrity Officers in Every Department.**

The Administration expanded the City's Integrity Officer program to include representatives from all City departments, agencies and offices. Currently, 72 departments and offices have Integrity Officers, so most employees readily have a place to turn when faced with ethical concerns or questions. In addition to their work with the Office of Inspector General, the officers serve as liaisons to the CIO to ensure the dissemination of ethics-related materials and announcements, to alert the CIO to particular ethics concerns within their units, and to schedule trainings.

### **Provided Better Access to Financial Disclosure Statements.**

In an effort to promote greater transparency and access, the City increased the online postings of the annual Financial Disclosure Statements (FDS) of top Kenney administration officials and, for the first time, posted the FDS of members of Boards and Commissions that exercise significant governmental authority. The disclosure statements of new Philadelphia Board of Education members are also available online.

### **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 and members of Boards and Commissions over whom the Mayor has appointment and removal authority. 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.

### **Established Oversight Mechanisms for Philadelphia Beverage Tax Revenue.**

The Chief Integrity Officer provided oversight for initiatives funded by the Philadelphia Beverage Tax to ensure taxpayer dollars are spent effectively and ethically. Most notably, worked closely with the Rebuild team on vendor selection, contract compliance, and policies for qualified project users. The Chief Integrity Officer also sits on the Rebuild Oversight Board.

### **Enacted Whistleblower Protections.**

Mayor Kenney signed an executive order that strengthens and clarifies protections for city workers or city contractors who report potential waste or wrongdoing by their supervisors or co-workers. The Executive Order marked the first time the City has spelled out a framework for recourse should whistleblowers believe they have been obstructed from, or retaliated against, for making good faith reports of wrongdoing. The Order covers the City's Executive Branch, its contractors, and subcontractors.

### **Released 41 New Open Data Sets.**

Through the collaboration of the newly created Office of Open Data and Digital Transformation and the CityGeo team at the Office of Innovation and Technology, the Administration released 41 new open data sets and 28 refreshes since January 2016, available at [OpenDataPhilly.org](http://OpenDataPhilly.org).

Highlights include:

- The 2016 release of the salaries of all city employees. The data features names, titles, departments, annual salary and gross overtime year-to-date for all 30,000 city workers, including elected officials, and is updated quarterly.
- The release of seven new and five refreshed data sets from Licenses and Inspections, including ones pertaining to permit and license issuance and code enforcement.
- L&I, OIT, and ODDT collaborated to replace a 2012 API with one that is more powerful and easier to use. It provides access to automatically-updating data feeds around permits, licenses, violations, appeals and more, which have improved City-provided data resources, as well as community and city-built applications. L&I engaged heavy data users for their input and incorporated their feedback into the new API prior to launch.

## PROGRESS ON Creating a More Accessible & Ethical Government

- The Health Department’s Community Health Explorer, which allows residents to view charts and a map of 70+ health indicators in an interactive and visual way: [healthexplorer.phila.gov](http://healthexplorer.phila.gov).

### **Rolled Out a Metadata Catalog.**

In 2016, the Office of Innovation and Technology (OIT) created and rolled-out an online and publicly available Metadata Catalog, nicknamed “Benny.” Benny hosts full descriptions of the city’s enterprise and open data. OIT trained 39 editors across 9 departments and assisted in the creation of 390 entries. It’s available at [metadata.phila.gov](http://metadata.phila.gov).

### **Boosted Parks and Rec’s Online Presence.**

The Department of Parks and Recreation unveiled the redesign of its website, [www.phila.gov/parksandrec](http://www.phila.gov/parksandrec), that makes it easier for the public to learn about the wealth of Parks & Recreation offerings available throughout the city. The site includes a “finder app,” a map-based tool that helps site visitors find locations, like parks and recreation centers, as well as their activities and schedules. The site also highlights the programs and services offered by the department, such as how to get a free tree or free compost, how to reserve Parks and Recreation spaces, and resources on programs for older adults or people with disabilities.

### **Launched PHL Participatory Design Lab.**

Thanks to a \$338,000 grant from the John S. and James L. Knight Foundation’s Knight Cities Challenge, the City launched the “PHL Participatory Design Lab,” an effort to improve the experiences of the public when interacting with the City. The Design Lab is co-led by the Office of Open Data and Digital Transformation and the Mayor’s Policy Office and is comprised of an in-house team of service designers, policy-makers, and a social scientist. Throughout 2018, the Design Lab will continue to partner with the Office of Homeless Services Prevention, Diversion, and Intake Unit and the Department of Revenue’s Owner Occupied Payment Agreement (OOPA) team.

Since the award, the Lab has convened over 180 stakeholders, including people experiencing homelessness, staff, advocates, and leaders across the service ecosystem to co-design improvements to OHS’ prevention, diversion, and intake. The team is currently running three social science experiments to test effective outreach strategies for the City’s OOPA program. Going forward, the Lab will wrap up their work with OHS and Revenue with recommendations and implementation strategies that will be designed, tested, and refined until the end of 2018. The team will continue to host monthly learning sessions and bi-weekly office hours to support City staff in their work.

### **Created New Mapping Applications.**

The Office of Innovation and Technology created a new set of applications to provide better access to the use and visualization of the city’s open and administrative data, historic data, and imagery. “Atlas” is a new all-in-one mapping tool that allows residents and business operators to search by address, tax account, or deed registry number and find information on deeds, permits, zoning, and other property records maintained by the City. Atlas and a companion app, OpenMaps, are web applications designed and built entirely by OIT as a new extensible platform dubbed MapBoard and custom base map of city landmarks, which has been used in the last year for the Litter Index and Philadelphia Marathon applications. A third application, the Stress Index, maps key measures of poverty, health, education, employment, and quality of life to demonstrate how different neighborhoods experience different kinds of stressors.

### **Formed the Digital Literacy Alliance.**

A coalition of stakeholders, including the City, launched the Digital Literacy Alliance, dedicated to providing more Philadelphians with the opportunity to develop digital literacy skills to share with their communities and remain competitive candidates in the workforce. Starting with an initial investment comprised of grants from Comcast and Verizon, the Alliance launched in 2017 with eight community grants focused on innovation. The 2018 grants totaled 12, with some focused on innovation and others on sustainability of existing literacy programs. The Alliance will continue awarding grants in succeeding years, focusing on a mix of established and emerging organizations working in diverse neighborhoods and serving unique populations.

# PROGRESS ON Sustainability

Under the guidance of the Office of Sustainability (OOS), the Administration continues to strengthen Philadelphia's commitment to environmental sustainability, including Mayor Kenney's pledge to meet the goals of the Paris Climate Accord.

For starters, the four City buildings that use the most energy made major sustainability improvements and continue to achieve \$1.45 million in annual cost savings. In addition, OOS released the City's first Municipal Energy Master Plan for the Built Environment. The report provides a roadmap of how Philadelphia's government will work toward reducing the causes of climate change in its facilities by reducing energy use and costs, making operations more efficient, investing in renewable energy, and advancing environmental stewardship.

Because some areas of Philadelphia can be as much as 22 degrees hotter than others, the City is also working with community partners to address heat inequity that exists among neighborhoods. With climate projections showing hotter days and more heat waves in Philadelphia, we launched a pilot in Hunting Park to understand how residents are currently coping with extreme heat, what tools they need to better cope, and what changes they would like to see in their community to make it cooler in the long run.

Working with City Council and the Department of Commerce, OOS expanded the Sustainable Business Tax Credit to encourage more businesses to participate, and the Sustainable Jump Start abatement program which offers qualifying sustainable businesses an additional year of exemption from Business Income and Receipts Tax liabilities.

To address litter, the Zero Waste and Litter Cabinet worked with numerous city departments to update the Litter Index, a tool that helps make better informed decisions on litter abatement. The Streets Department also continues to engage thousands of volunteers for neighborhood beautification on the City's annual Philly Spring Cleanup.

These and other efforts earned the City national praise from the US Department of Energy for its progressive sustainability policies. For example, Philadelphia was recognized by SolSmart as a national leader in advancing solar energy. This recognition signals that Philadelphia is "open for solar business," helping to attract solar industry investment and generate economic development and local jobs. This designation is part of the reason Philadelphia ranked 5th in the nation for new solar installations last year.



## PROGRESS ON Sustainability

### **Energy Improvements to City Buildings Results in Millions in Savings.**

The Guaranteed Energy Savings Act (GESA) project led by the Energy Office on four city-owned buildings (City Hall, Municipal Services Building, One Parkway, and the Criminal Justice Center) continues to realize an annual cost savings of approximately \$1.45 million. In the summer of 2018, the City embarked on an \$11 million energy project at the Philadelphia Museum of Art which is projected to reduce energy use by 20 percent, saving \$750,000 annually and reducing greenhouse gas emissions by 2,382 metric tons each year. In 2017, One Parkway Building received Energy Star certification by the U.S. Environmental Protection Agency (EPA), recognizing efforts to improve energy performance and reduce greenhouse gas emissions in the building. And the Office of Sustainability's Energy Efficiency and Sustainability Fund continues to make cost-effective investments in City buildings to reduce energy use and increase occupant comfort and efficiency.

### **Launched Municipal Energy Master Plan.**

The Office of Sustainability released the City's first Municipal Energy Master Plan for the Built Environment. The report provides a roadmap of how Philadelphia's government will work toward reducing the causes of climate change in its facilities by reducing energy use and costs, making operations more efficient, investing in renewable energy,

and advancing environmental stewardship. This focus is in line with commitments Mayor Kenney has made to meet the goals of the Paris Climate Accord and to transition towards 100% renewable energy. The Master plan sets four goals for the City to achieve by 2030: reduce greenhouse gas emissions from the City's built environment by 50%; reduce energy use from the City's built environment by 20%; generate or purchase 100% of electricity for the City's built environment from renewable sources; and maintain or reduce the City's built environment cost of energy. Several projects outlined in the Plan – like the Art Museum energy project – are already underway.

### **Designated SolSmart City.**

SolSmart, a program funded by the U.S. Department of Energy SunShot Initiative, awarded a gold designation to recognize Philadelphia as a national leader in advancing solar energy. As a SolSmart Gold designee, the City of Philadelphia is receiving national recognition for adopting programs and practices that make it faster, easier, and less expensive to go solar. A SolSmart designation is a signal that the community is "open for solar business," helping to attract solar industry investment, generate economic development and local jobs. This designation is part of the reason Philadelphia ranked 5th in the nation for new solar installations last year.



### **EPA Recognized Prisons Department for Food Waste Recovery Efforts.**

Mayor Kenney awarded the Philadelphia Department of Prison's sustainability manager Laura Cassidy the Richardson Dilworth Award for Innovation in Government for her efforts in creating Philadelphia's first City-run captive food waste composting program. Supported with funding from the Office of Sustainability's Energy Efficiency and Sustainability Fund, the program diverts 685 tons of food waste a year into compost, saving the city more than \$40,000 in landfill costs. The EPA recognized the Philadelphia Prison System in its 2016 national Food Recovery Challenge awards.

### **Launched Updated Greenworks Plan.**

Greenworks: A Vision for a Sustainable Philadelphia was released in November of 2016 and aims to make Philadelphia a sustainable city for all by reaching ambitious visions on the topics of food and water, air, energy, climate, natural resources, transportation, waste, and civic engagement. New platforms launched under the Kenney Administration to engage all Philadelphians include: Greenworks on the Ground, a set of checklists to help residents, communities, and institutions understand how they can participate in Greenworks; Greenworks Initiatives Update, a look at all the sustainability initiatives led by the Office of Sustainability and other City departments; and Greenworks Dashboard, an online platform that provides up-to-date sustainability data. The Greenworks Review, released in February of 2018 is a magazine-style report that highlights Philadelphia's progress towards the Greenworks visions and recognizes residents and community groups working together to improve their neighborhoods.

### **Released Roadmap to Reduce Carbon Emissions from the Built Environment.**

After a public comment period, the Office of Sustainability issued the final version of Powering our Future: A Clean Energy Vision for Philadelphia in August of 2017. The document serves as a roadmap for how Philadelphians can achieve Mayor Kenney's goal of reducing citywide carbon emissions 80% by 2050. The report highlights opportunities for residents, businesses, community groups, and legislators to contribute to and benefit from a clean, affordable, and efficient energy future by reducing carbon emissions from our buildings and industry.

### **Became National Leader in Building Codes.**

In June of 2018 Philadelphia adopted the 2018 International Building Codes into law, which means that new commercial or multi-family buildings built in Philadelphia will be up to 30 percent more energy efficient, as well as safer and more comfortable for occupants. All told, the changes are estimated to save building owners tens of millions of dollars each year in energy costs.

### **Helped Address Heat Inequity Through Climate Adaptation.**

Some areas of Philadelphia, like Hunting Park, can be as much as 22 degrees hotter than other areas. With climate projections showing hotter days and more heat waves in Philadelphia, the Office of Sustainability and other City partners launched a pilot in Hunting Park to understand how residents in Hunting Park are currently coping with extreme heat, what tools they need to better cope, and what changes they would like to see in their community to make it cooler in the long run. Working with neighborhood partners, the City's Heat Team is collecting surveys, attending events, giving out cool items like hand fans and water bottles, and learning more about how the neighborhood experiences heat. The lessons learned in Hunting Park will help other communities in Philadelphia become more resilient to our warming climate.

### **Supported Green Business Legislation.**

Working with City Council, the Sustainable Business Tax Credit was expanded to increase the number of businesses eligible and the credit's applicability was extended to include the net income portion of the Business Income and Receipts Tax (BIRT). Additionally, the Sustainable Jump Start abatement program was created to offer qualifying sustainable businesses an additional year of exemption from BIRT liabilities.

### **Supported Creation and Implementation of GreenFutures.**

The School District of Philadelphia celebrated the release of GreenFutures, the District's first ever sustainability plan. The District developed the plan over a two-year period in collaboration with several City of Philadelphia agencies and external partners. GreenFutures has five focus areas: Education for Sustainability; Consumption & Waste; Energy & Efficiencies; School Greenscapes; and Healthy Schools, Healthy Living.

### **Advanced Sustainable Procurement Policy.**

The Procurement Department and the Office of Sustainability have partnered with other departments to advance sustainable procurement policies. Funding was acquired to support a Good Food Procurement Coordinator, housed within the Procurement Department with a focus on creating and implementing a sustainable food procurement strategy for the City. The working group is now reviewing contracts to identify environmental certifications or other options for sustainable product purchasing and creating training platforms for City procurement officers.

### **Increased Local, Sustainable, and Healthy Food Access.**

The Food Policy Advisory Council (FPAC) created and updated the Philadelphia Good Food Caterer Guide to help City departments make smart food procurement decisions, which has been viewed more than 660 times. FPAC also helped support a food donation network that rescued 54 tons (more than 100,000 pounds) of food to date that would otherwise have been wasted by donating excess food from major events and composting food waste. FPAC also issued the Philly Food Finder guides to connect Philadelphians with food pantries, soup kitchens, farmers markets, and other food resources. The Philly Food Finder.org website has been visited more than 17,000 times.

### **Connected Climate Change and Capital Planning.**

The Office of Sustainability developed guidance for incorporating climate science outlined in the [Growing Stronger: Towards a Climate Ready Philadelphia](#) report into the City's capital planning and decision-making. This guidance was shared with relevant departments to indicate how they can take steps to protect assets vulnerable in a hotter, wetter climate. The City is also sharing this framework with PennDOT as they continue the reconstruction of Interstate 95 along the Delaware River.

### **Continued Engaging Residents During Philly Spring Cleanup.**

In 2018 17,776 volunteers came out to work on 767 projects for the annual Philly Spring Cleanup. The Streets Department reported that 60,000 bags, 642,500 pounds of rubbish, 7,300 pounds of recycling, and 350 pounds of e-waste was collected.

### **Kept 1.5 Billion Gallons Out of Local Rivers, Streams.**

The Green City, Clean Waters program has established 837.7 Greened Acres (GAs), exceeding the five-year regulatory target. Today, green infrastructure tools can keep nearly 28 million gallons of polluted runoff out of our rivers during just one inch of rain —an amount that can add up to a billion gallons of stormwater and sewer overflows not going into our waterways annually. In total, the Water Department's Year 10 plan has more than 1,500 Green Acres in the works. This includes 514 GAs in their Public Retrofits Program, 375 GAs in the development or redevelopment, and 617 GAs in the Stormwater Management Incentives Program and Greened Acre Retrofit Program.

### **Created Litter Index.**

The Zero Waste and Litter Cabinet worked with the Office of Innovation Technology and the Streets Department to revamp the 2007 Streets Department Litter Index into a much broader and more comprehensive Litter Index. The Cabinet Engaged CLIP, School District, Parks and Recreation, SEPTA, and Water Department along with Streets to take digital surveys of litter conditions on almost every piece of publicly-owned property and infrastructure. This data was used to make better informed decisions on litter abatement and was made publicly available to residents and community members on the website CleanPHL.org and on Open Data Philly. The Managing Director's Office and the Office of Open Data and Digital Transformation then hosted a data literacy training, teaching residents how to make their own maps using the public litter index data.

### **Relaunched Philacyle.**

The Zero Waste and Litter Cabinet worked with the Streets Department and the partner organization Recyclebank to rebrand the Recycling Rewards Program as Philacyle. Along with getting rewards for recycling, 57 community members and counting have been trained as Philacyle Captains and are equipped with the skills to volunteer at Zero Waste Events, give Zero Waste presentations in their communities and do Zero Waste clean ups.



### Increased Zero Waste Events.

By utilizing the Philacycle volunteers and the institutional knowledge of the Office of Sustainability's former Waste Watchers Program, the Zero Waste and Litter Cabinet in Partnership with the Streets Department, Parks and Recreation and the Office of Special Events were able to expand the Zero Waste event infrastructure from four events in 2017 to 20 events in 2018. All special event permits now offer Zero Waste options such as composting at the Fairmount Park Recycling Center. And the new permits now also mandate recycling at every city permitted event.

### Audited Municipal Building Waste.

The Zero Waste and Litter Cabinet worked with all operating departments to identify 475 city-owned and staffed municipal buildings for waste auditing. This audit was as simple as asking a building what waste it creates and where it goes. But it led to important outcomes such as a new contract for construction and demolition recycling, a new eWaste recycling proposal, a contract for recycling waste cooking oil and a Procurement Department training that trains staff on better waste management techniques when procuring new materials.

### Made Progress on Litter Enforcement.

The Zero Waste and Litter Action Plan identified 31 recommendations for litter enforcement and cleaner public spaces. The Zero Waste and Litter Cabinet has either completed or enacted over 75 percent of those recommendations in just a year and have led to major outcomes such as increased fines, more regulation of how businesses handle waste and an Environmental Crimes Unit housed in Major Crimes in the Philadelphia Police Department.

