



**Equity and Opportunity for All:  
Priorities for Mayor Kenney's  
Second Term**



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## LETTER FROM THE MAYOR

It has been an honor to serve as your Mayor these last four years. In 2016, we embarked on a mission to tackle some of Philadelphia's biggest challenges—from a struggling education system and intergenerational poverty to public health crises and much more. Our goal: to increase equity and opportunity so all Philadelphians, regardless of what corner of the city they live in, can reach their full potential.

Today, I'm proud that Philadelphia is a dynamic, diverse city with a strong economy. Our job growth outpaces the national average, unemployment and poverty are at their lowest rates in a decade, our reputation as a Welcoming City fuels population growth, and our neighborhood schools are improving.

We've made this progress because we had the courage to tackle tough issues head on. Yet, despite this success, we know that huge challenges remain.

These challenges are grounded in economic and racial inequality that have been building for decades. They are manifested in our historically under-resourced educational system, made clear every day as our children attend school with leaky roofs and environmental hazards. They are shown through the decades of disinvestment and neglect in Kensington, allowing the neighborhood to become inundated with drugs. And they appear when police officers are accused of heinous acts of sexual harassment and racism.

We must continue to address these challenges, and more, with the courage, conviction, and resilience that Philadelphians have always exhibited.

I know it's possible to meet this potential because I have seen it firsthand. I've seen it in the eyes of our three- and four-year-old children who are experiencing the nurturing environment and rigorous learning of our pre-K programs. I've seen it in the faces of young families whose lives have been changed forever because we were able to help them buy their first home. And over the past four years I've seen it in countless community meetings, rallies, parades, marches, and festivals where residents from diverse backgrounds and neighborhoods gather to voice concerns, fight for causes, enjoy our amenities, and celebrate all of what makes Philadelphia unique.

I've spoken several times about how, as a child, I often stayed awake at night in our South Philadelphia rowhouse, waiting to hear my father, a firefighter, return home. The sound of the door unlocking, and the smell of smoke on his bunker gear, brought relief. Dad was home.

A half a century later, as Mayor, I recognize that thousands of Philadelphia children are kept awake each night by equally difficult concerns—a parent losing a job, an empty stomach, or gunfire outside their window. It should not be that way.

I want all Philadelphia children to sleep soundly at night, and then wake in the morning with the desire and the quality education to go out and conquer the world. More than anything else, that is the goal that will drive me and our Administration over the next four years. And with your help, I'm confident we can achieve it.

With pride in our city and hope for the future,



Jim Kenney



## EXECUTIVE SUMMARY

### Mayor Kenney's Values

Mayor Kenney is driven by his unwavering commitment to **helping all Philadelphians reach their potential**. He leads through his values of:

- **Equity** for every neighborhood
- **Opportunity** for all residents to thrive
- **Courage** to take-on well-funded special interests in support of Philadelphia's future
- **Compassion** for our most vulnerable
- **Collaboration** with broad coalitions to deliver results

### Mayor Kenney's Approach

The Mayor's commitments and priorities laid out in this report are a comprehensive and multigenerational approach to lifting 100,000 residents out of poverty over the next decade. Poverty and economic insecurity weaken Philadelphia's competitiveness and limits people from being able to realize their fullest potential. When families in poverty rise out of poverty and become more economically secure, we all benefit. The Mayor's priorities are focused on providing equity and opportunity for all residents by:

1. Supporting Philadelphians living in or near poverty who need assistance now.
2. Taking actions to raise incomes—lifting Philadelphians out of poverty and into the middle class.
3. Investing in the future generation of Philadelphians, and making bold structural changes to break the intergenerational cycle of poverty and improve Philadelphia's prosperity.

Most critically, the Mayor's commitments are shaped by residents' priorities. The biannual resident survey, started in 2017 by the Kenney Administration, evaluates residents' perceptions of the quality of citywide services. Results from the updated 2019<sup>1</sup> survey will guide the Administration in term two. The complete report of survey results will be available in mid-January 2020.

**“Street Conditions (Repair and Cleaning), Police Services, and Public Safety are the top three services that raise concerns for residents.”**

(Resident Survey: 2019)

<sup>1</sup> The City of Philadelphia partnered with the Temple University Institute for Survey Research (ISR) for the second time to conduct a comprehensive survey of residents' attitudes towards a wide range of City services.

## Mayor Kenney's Commitments

### 1. Safer and More Just Philadelphia

- Implementing evidence based and community informed strategies to reduce homicides by 30 percent and fighting for common sense gun reform
- Transforming community relations and police reform to build trust and accountability
- Advancing criminal justice reform to reduce the jail population by 50 percent, and leading the next phase of reform with reentry and reinvestment in the community

### 2. Quality Education for All

- Increasing funding for public education to over \$1.2 billion and ensuring continued financial stability for the School District of Philadelphia
- Giving a strong start for every child by expanding access to quality pre-K
- Improving access and affordability of Community College of Philadelphia so more students successfully graduate
- Creating a system of great schools marked by great spaces, dynamic teachers, career opportunities and supportive services for students and families

### 3. Cleaner and Safer Streets

- Expanding street cleaning to more neighborhoods and commercial corridors across the city.
- Investing \$200+ million in street paving
- Designing safer streets that promote zero fatalities through Vision Zero
- Delivering 40 miles of protected bike lanes
- Improving transit by supporting SEPTA's ambitious redesign of the bus network

### 4. Inclusive and Resilient Neighborhoods

- Growing quality jobs through entrepreneurship, job training, attracting and retaining business through new growth sector strategies
- Investing over \$88 million in housing affordability, homeless services, and homeownership
- Delivering on the Paris Climate Agreement and meeting our own ambitious climate goals
- Saving more lives from opioid overdose and supporting overdose prevention sites
- Revitalizing 72 parks, recreation, playgrounds, and library facilities with more projects to come, and expanding the impact of the Rebuild program

### 5. Diverse, Efficient, and Effective Government

- Prioritizing racial equity across the government
- Reforming sexual harassment reporting and expanding training for all City workers
- Prioritizing better customer service for residents and businesses
- Improving financial health, stability, and credit rating of the City
- Reforming burdensome fines and fees to bring fairness to residents
- Embedding data, evaluation, and human centered design in more City operations

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<sup>2</sup> Over five years (FY20-24).

# SAFER AND MORE JUST PHILADELPHIA

## BUILDING ON OUR PROGRESS

**2016:**

MacArthur Foundation Safety and Justice Challenge Implementation Grant Awarded

**2017:**

Opened City's First Office of Violence Prevention and Office of Domestic Violence Strategies

**2018:**

Closed the House of Correction

Ended PARS Agreement with ICE

**2019:**

Released The Philadelphia Roadmap to Safer Communities

Reduced the Jail Population by 40 Percent

Reduced Youth in Residential Placement by 50 Percent

Created Office of Reentry Partnerships



The Mayor's vision for a safer and more just Philadelphia requires a criminal justice system that supports residents and communities impacted by crime and incarceration with respect, compassion, and fairness. Trust and accountability are the foundation of a criminal justice system that keeps neighborhoods safe. Over the next four years, the Kenney Administration will strive to make Philadelphia a national model for reducing violence, without discriminatory or indiscriminate law enforcement actions, by reinvesting in communities and rebuilding community relationships strained by failures of the past.

## Stemming Gun Violence

Mayor Kenney's top priority is reducing the violence that tears our communities apart—leaving deep scars and lasting trauma in its wake. While overall crime in Philadelphia has remained steady<sup>3</sup>, shootings and homicides have increased. The majority of this violence is sadly perpetrated by a small group of people living in neighborhoods often with concentrated poverty. The City will focus its efforts on those most likely to cause or be victims of violence, helping to better deploy social and job training services for those at-risk and improving quality of life issues working with criminal justice, community, and social service partners to make a lasting and sustainable impact.

<sup>3</sup> Philadelphia Police Department (2019): Part One Crimes went from 64,719 (2016) down to 63,563 (2018) a slight variance within range, not statistically significant.

**The Administration will set a goal to reduce yearly homicides by 30 percent (baseline of 351 homicides in 2018) and shootings by 25 percent (baseline of 1,403 shootings in 2018) by the end of the second term.**

This will be accomplished by taking a public health approach, learning from what works in other cities, expanding what works locally based on evidence, and partnering with communities to deliver with urgency the strategies laid out in *The Philadelphia Roadmap to Safer Communities* to:

- **Expand the Police Department's Operation Pinpoint**, a combination of intelligence-informed and community-orientated policing focused on specific communities at highest risk of gun violence. The Pinpoint "hotspot" approach will drive where services, programs, and resources are allocated including the initiatives that follow.
- **Deepen the Community Crisis Intervention Program (similar to the Cure Violence Model)**, employing credible messengers as crisis workers to intervene and de-escalate neighborhood tensions.
- **Create a transitional jobs system** that provides an effective pathway as well as supportive services, jobs, and resources to individuals at a high risk of being directly involved with gun violence.
- **Launch Group Violence Intervention (A Focused Deterrence Model)**, which engages the small and active number of people involved in street groups with incentives not to commit acts of violence and clearly communicates consequences for further violence.
- **Invest in a Rapid Response Team** to provide immediate assistance to help residents and neighborhoods recover from traumatic incidents related to gun violence. The team will provide immediate trauma support, access to long-term counseling, streetscape repairs, long-term blight remediation and improved street lighting, and information on other social services and anti-violence resources.
- **Fund Targeted Community Investment Grants** that support grassroots efforts focused on violence prevention, because the people closest to the problems are often the ones closest to solutions.
- **Expand youth employment programs** in neighborhoods for young people aged 16-34 who are most at risk of gun violence.

The Administration is confident that with a common goal, a shared plan, and a unified effort, gun violence will decline.

## Saving Lives: Fighting for Gun Reform

The City cannot reduce violence alone. Action is needed now at both the state and federal levels. Mayor Kenney will work with Philadelphia's delegation of state and federal legislators to fight for:

- **Local control of gun laws** so decisions impacting our city are made by Philadelphians. If Congress or Harrisburg cannot enact broad and common sense legislation to keep dangerous weapons out of the hands of the wrong people, they should step aside and allow Philadelphia to do it.
- **A ban on assault weapons**, which have no place on the streets of Philadelphia.
- **Reasonable rules for safe, legal firearm sales** by requiring a 3-day waiting period prior to purchase, and limiting gun sales to one-per-month to help fight gun trafficking; establishing mandatory gun-safety training; and requiring owners to responsibly store their firearms and ammunition.
- **Prevention of violent and dangerous individuals from owning guns** by establishing a digital gun sales tracking database, expanding background checks, requiring reporting of lost or stolen guns within 72 hours, and Extreme Risk Order Protection to prohibit possession of firearms from harmful individuals.

See the Mayor's Gun Control Action Guide at [phila.gov/guncontrol](http://phila.gov/guncontrol)

## Transforming Community Police Relations and Police Reform

While most police officers perform their duties with pride, compassion, and integrity, the history of policing in our country has also been fraught with racism, sexism, and misconduct. These behaviors have damaged police and community relations in many American neighborhoods, especially communities of color. Philadelphia has not been immune to this challenge. The City must work to repair those relationships with the communities most impacted in order to have a safer city.

- In the second term, the Mayor will work with the new Police Commissioner to ensure that system-wide changes are enacted and enforced, including implementing bias and anti-racism training.
- The Administration will seek to improve the disciplinary process as part of the upcoming collective bargaining agreement negotiations, safeguarding the rights of officers while strengthening the Commissioner's ability to hold bad officers accountable.
- The Department will address gender discrimination and sexual harassment by shifting investigation of these complaints from the Department, to the City's Employee Relations Unit.



**“48% of residents say services provided by police are good or excellent.”** (Resident Survey 2019)



## Advancing Criminal and Juvenile Justice Reform

The Kenney Administration acknowledges the legacy and current reality of racial injustice in the criminal justice system and is committed to pushing for institutional, structural, and cultural change. For too long, overly punitive practices in Philadelphia's criminal justice system fueled jail overcrowding, especially for men of color. Since 2015, careful, collaborative, and data-driven criminal justice reform efforts have begun turning the tide of mass incarceration in Philadelphia, yet racial disparities have persisted.

The local jail population has already been reduced by over 40 percent since 2015. During the second term, the Administration will safely reduce the local jail population by 50 percent from the 2015 baseline with initiatives fueled by funding from the MacArthur Foundation Safety and Justice Challenge. These efforts will reduce pretrial incarceration, probation violations, and incarceration of individuals with mental illness through innovative reforms such as the targeted scaling of the Police-Assisted Diversion Program.

During the second term, justice partners will use data to identify and address disparities at all decision points—from arrest through community supervision. Community collaborations will be strengthened to better identify changes that will drive down

disparities and improve social, economic, and health outcomes for Philadelphia's communities of color. The Administration is committed to the sustainability of these reform efforts to support lasting change.

The Administration will also develop specific strategies to continue to significantly reducing the use of residential care for youth in the child welfare, juvenile justice, and behavioral health systems, responding to issues outlined in the Youth Residential Placement Taskforce Report.<sup>4</sup>

## Next Phase of Reform: Reentry and Community Reinvestment

Building on the success of Philadelphia's jail reform efforts, the next phase of reform will be centered on the Administration's commitment to reinvest savings from the criminal justice system directly into impacted communities. Long-term sustainability of criminal justice reform requires deep and meaningful collaboration with the communities most directly impacted by crime and incarceration, and reinvesting into services that support community health and well-being. The City will engage a broader range of community voices in its reform efforts through its newly launched Community Advisory Committee to ensure City resources are reinvested in meaningful ways.

The new Office of Reentry Partnerships will enhance and streamline connections to the resources that returning citizens need to thrive, such as high quality workforce training, housing, and supportive services. The City will also create a network of Neighborhood Resource Centers, that meet people on probation where they are in order to remove barriers, deliver critical programs, and encourage community wellbeing with locations in neighborhoods.

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<sup>4</sup> City of Philadelphia (2019): The Youth Residential Placement Task Force Report (<https://www.phila.gov/hhs/accomplishments/Pages/youthtaskforce.aspx>).

# QUALITY PUBLIC EDUCATION FOR ALL

## BUILDING ON OUR PROGRESS

**2016:**

Passed Beverage Tax to Fund PHLpreK, Community Schools, and Rebuild

**2017:**

School Reform Commission Dissolved

**2018:**

Local School Board Established

Committed \$1.2 Billion in K-12 Public Education Over FY20-24

Committed \$170 Million in Community College Over FY20-24

**2019:**

\$23 Million Invested in 6,500 Quality OST Slots and \$7.9 Million in Summer Jobs

6,000+ Kids Participated in PHLpreK Since Launch

17 Community Schools Created

The best way to promote lasting equity in Philadelphia is to ensure that all of our city's children and youth—regardless of where they live—have access to quality schools in their neighborhood. During the first term, the Mayor put Philadelphia's future back in the hands of its residents with a return to local control of the School District and financial stability. The City launched PHLpreK and Community Schools, dramatically expanding access to quality early childhood education and connecting thousands of students and families to needed resources and opportunities. The next term will build on these successes, building a bolder civic vision to span the continuum from early childhood to college and career, including more accessible and affordable Community College of Philadelphia.

## Funding Public Education

Mayor Kenney has been a fierce advocate for public education. He has committed to securing the resources needed to address the challenges caused by decades of disinvestment and develop a great system of schools that supports all children.

After schools returned to local control, the Mayor and City Council committed to investing more than \$1.2 billion over the life of the FY20-24 Five Year Plan. The School District is now more financially stable and making steady progress on strategic goals. The Mayor-appointed Board of Education recently approved \$500 million in new bonds to fund much-needed capital improvements in facilities so children have clean, safe, and welcoming school environments. The Board also committed to building a strong system of quality charter and District-run schools by setting and upholding expectations for all public schools.

Bold, strategic decisions are needed to ensure long term financial stability and deliver on the promise of quality education for Philadelphia's children and youth. The Mayor will work with City Council and the Commonwealth to ensure the School District is able to make needed investments in spite of its projected deficit in FY22 and create an inclusive vision for charter and School District funding mechanisms, including funding to address decades of disinvestment in school facilities.

## Strong Signs of Student Success

The School District has turned a corner and is building on its momentum. For the third straight year, schools are showing strong signs of improvement and success.

- **More students are graduating**—A 6 percentage point increase in the 4-year District school graduation rate to 69 percent, with a 4 percent increase over the last three years.
- **More students have strong reading skills**—33 percent of 3rd and 4th grade students are reading at higher levels on the state English language arts exam.
- **More schools are improving**—50 percent fewer lower performing schools (from 88 to 45 “Intervene” schools on the School Progress Report).
- **More services are in schools to support students and families**—All schools have nurses and counselors, with more and better after school programs and behavioral health services.
- **More Community Schools are showing preliminary signs of progress**—In the first two cohorts, 11 of the 12 schools had 1-year and 2-year gains in their School Progress Reports scores and Community Schools’ attendance rates outpace other District schools.





## Establishing a New Office of Children and Families

Mayor Kenney's unwavering commitment to children and families is the cornerstone of his Administration. Schools are working hard every day to help children in our community succeed but too many are struggling especially children in poverty – a third of Philadelphia's children. Since children are only in school for 20 percent of their waking hours we need to also look beyond schools to make sure all children have the supports they need to grow up safe, healthy, and prepared for life.

On the first day of the Mayor's second term he will create via Executive Order a new Office of Children and Families led by a Deputy Mayor who shall be a member of the Mayor's Cabinet. The Deputy Mayor is charged with overseeing several of the City's prominent children and families serving programs, including the Department of Human Services, PHLpreK, Community Schools, and the Out-of-School Time Initiative. This will improve coordination and communication across all City agencies serving children and youth, working in partnership with the School District.

The Deputy Mayor is also charged with creating a Philadelphia Children and Families Cabinet whose purpose is to improve outcomes for all Philadelphia children and families, build stronger communities and support great schools in every neighborhood. Children's Cabinets are an innovative strategy adopted in other cities and states for supporting children and families in and out of school.

## A Strong Start for Every Child

Now is the time to build on the success of PHLpreK to drive positive changes across Philadelphia's early learning system for infants, toddlers, and children. In term two, the City will work with ambition and in partnership with the Early Childhood Education (ECE) sector to:

- **Improve quality** by investing in helping childcare centers achieve the highest ratings in the Commonwealth's quality rating improvement system—Keystone STARS. PHLpreK has already improved the quality in 39 childcare centers, for over 2100 kids annually<sup>5</sup>.
- **Increase access** to quality and affordable childcare for families. The City will continue to expand PHLpreK, reaching 5,500 children annually by 2023, and advocate for additional high quality pre-K seats for Philadelphia through the federal Head Start and state Pre-K Counts programs.
- **Simplify the enrollment process** by developing a streamlined enrollment system shared by all publicly-funded programs that reduces any burden on families.
- **Strengthen the ECE workforce** by investing in training for early childhood educators to ensure that Philadelphia has a strong supply of skilled and credentialed professionals, and that compensation better reflects skills and competencies.

<sup>5</sup> Mayor's Office of Education (2019): 39 childcare centers Keystone Star ratings have increased, representing 2106 licensed seats, which includes 898 PHLpreK funded plus 1208 funded with non PHLpreK funds.

## A Great System of Public Schools

Public education in Philadelphia is at a turning point. Local control has created a powerful opportunity for the School District and City to work closely together to ensure students are supported at every step along their educational journey. In the second term, the City and School District will advance four key and connected priorities and build a bold civic vision for delivering on the promise of a great education for every child in Philadelphia focused on:

**1. Great Teaching and Learning:** Investing in quality academic resources and providing training, coaching, and supports for teachers and school leaders so students can learn in rigorous, engaging, and inclusive educational settings. The City will also continue to invest \$23 million annually in quality out-of-school time programming that aligns with the District's academic goals, and support the citywide Read by 4th effort to promote early literacy.

**2. Great Spaces:** The School District will prioritize children learning in safe, clean and welcoming schools equipped with technology and supported by a network of facilities in their neighborhoods—libraries, rec centers, parks, playgrounds, and fields. It is unacceptable that our children are exposed to health and safety risks due to decades of federal and state disinvestment in school facilities. The School District and City working with the Commonwealth and funders, will prioritize investments and a plan for facilities and playground improvements.

## Accelerating Improvement in Environmental Conditions and School Facilities

The health of our school children is paramount. In October 2019, the School District borrowed an additional \$500 million in capital funds to support the next phase of school improvements. This will mean:

- 200+ Capital Improvement Projects such as classroom modernizations, new additions, structural repairs, HVAC improvements, and room replacements.
- \$12 million to support asbestos remediation and rapid response supports for large construction projects.
- Three new schools.

Together these projects will impact over 80,000 students and move the School District closer to its goal of making every school a clean, safe, and welcoming learning environment.

**3. Great Supportive Services:** The City will work with the School District to expand access to social, health, and behavioral services for students and families. The City and School District will expand the Community Schools model to three new schools in 2020, and continue expanding in response to preliminary signs of progress and demand from principals and communities. The City will build on its Philadelphia Support Team for Education Partnership (STEP) program, which put social workers in 22 schools, by transforming and procuring over \$100 million annually in high quality behavioral health services that will support all public schools.



**4. Career and College Opportunities:** The City and School District are working to create a shared career connected learning system in partnership with business to engage students in a series of real-world experiences that expose, prepare, and connect them to in-demand careers. The City will continue to invest in summer Work Ready and year round jobs for Philadelphia youth. Improving the transition from high school to post secondary options and success, with a focus on Community College of Philadelphia will also be a priority for the second term.

## Accessible and Affordable Community College of Philadelphia

The Mayor's second term will bring expanded support for higher education, particularly for students at the Community College of Philadelphia. Community College of Philadelphia (CCP) is the predominant gateway to greater economic mobility for graduates of Philadelphia public schools, enrolling just over 1,600 Philadelphia high school graduates annually, as well as adults committed to advancing their education and career goals.

The evidence is clear. A post-secondary credential or degree is essential to thrive in today's rapidly changing economy. Yet rising costs of higher education and the student debt crisis is harming students' ability to access, and complete higher education. In Philadelphia the trend of a delayed or unsuccessful completion is compounded by roughly 55 percent of CCP enrollees testing into remedial math and 25 percent remedial English courses, reducing their chances of completion.

If we are serious about raising the city's two-and four-year degree attainment rates, we must address the challenges of tuition affordability and basic needs insecurity. This is especially urgent for African-American students at CCP who take nearly a year longer to

complete their degrees than White students<sup>6</sup>, often incurring more debt. Nationally, an increasing number of students of color are being left in the worst of worlds, saddled with debt and possessing no degree or credential.<sup>7</sup>

**With this in mind, the Mayor in his second term will work with CCP and others in the higher education sector, City Council, and legislators in Harrisburg to support and invest in two key priorities:**

1. Improving the access and affordability of community college by exploring free last dollar<sup>8</sup> tuition models for Philadelphia residents based on eligibility criteria and funding availability.
2. Extending access to basic needs and academic supports to foster postsecondary persistence to significantly increase graduation rates for full and part time community college students.

While low income students at CCP may have part of their tuition covered by Pell grants and scholarships, they often need further support to stay in school and graduate. Recent research shows basic needs insecurity among college students constitutes a significant issue that undermines college graduation rates<sup>9</sup>. **For CCP students, the research found 56 percent were food insecure, 56 percent housing insecure, and 19 percent homeless.**

In nearly 20 other states across the nation, free community college tuition is funded in large part by state governments. Such bold change is possible throughout Pennsylvania if there is political courage in Harrisburg to support it. But like Mayor Kenney's first-term effort to regain local control of the School District, he will not wait for Harrisburg when it comes to improving Philadelphia's support for higher education—because these are our children, and they deserve the opportunities that a college diploma can bring.

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<sup>6</sup> Center for American Progress (2016): New Federal Sata Show a Student Loan Crisis for African American Borrowers (<https://www.americanprogress.org/issues/educationpostsecondary/news/2017/10/16/440711/new-federal-data-show-student-loan-crisis-africanamerican-borrowers/>)

<sup>7</sup> Community College of Philadelphia Report on Graduate Profiles (2018): <https://public.tableau.com/profile/communitycollegeofphiladelphia#!/vizhome/GraduateDashboard/GraduateDashboard>.

<sup>8</sup> Last dollar means grant dollars are used to cover the remainder of tuition costs after after federal Pell grants, state aid and other scholarships. Last dollar scholarships are typically for students who have documented unmet financial needs.

<sup>9</sup> Alleviating Poverty and Promoting College Attainment in Philadelphia (2018): Sara Godrick-Rab , <https://hope4college.com/wp-content/uploads/2018/09/2018-PhillyReport-web-1.pdf>.



# CLEANER AND SAFER STREETS

## BUILDING ON OUR PROGRESS

### 2016:

Established Office of Complete Streets and Vision Zero Task Force

Created Zero Waste and Litter Cabinet

### 2017:

Released Zero Waste and Litter Action Plan

Launched Direct Bus on Roosevelt Boulevard

### 2018:

Committed \$200 Million to Street Paving Over Six Years

Released CONNECT: Philadelphia's Strategic Transportation Plan

### 2019:

Street Sweeping Pilot Launched in Six Neighborhoods

Doubled Miles Paved Since 2016 and on Track to Reach a State of Good Repair



In the first term, the Administration launched historic investments in paving and road repair, committed to creating safer roadways, improving the bike network, modernizing traffic signals and bus shelters, and starting a new Direct Bus service on Roosevelt Boulevard. Term two will build on this momentum to improve the condition, cleanliness, and safety of Philadelphia's streets. These efforts will include expanding street sweeping to every neighborhood, prioritizing Vision Zero safety improvements and an ambitious effort transforming SEPTA bus service to deliver a more reliable, affordable, and attractive transit system.

## Cleaner Streets

The Mayor's second term will bring further progress toward the goal announced in the first term: committing Philadelphia to being zero waste and litter free by 2035.

The Zero Waste and Litter Cabinet has aggressively worked on issues throughout the city, with a focus on targeting illegal dumping as a significant litter problem that disproportionately impacts communities of color and low income communities. The deployment of cameras in high dumping locations, a dedicated Environmental Crimes Unit in the Police Department, and the data-driven Litter Index have all helped to reduce short dumping.

In the second term, the Administration will:

- **Expand street cleaning to every neighborhood by 2023.**
- **Develop a large scale commercial corridor cleaning program.**
- **Focus on combating illegal short dumping.**

The street sweeping pilot evaluation will be released in February 2020 and will inform how the City can best expand the program using evidence to inform design including through alternate side parking, utilizing mechanical brooms, and more manual techniques on our smaller streets.

## Expanded Commercial Corridor Cleaning

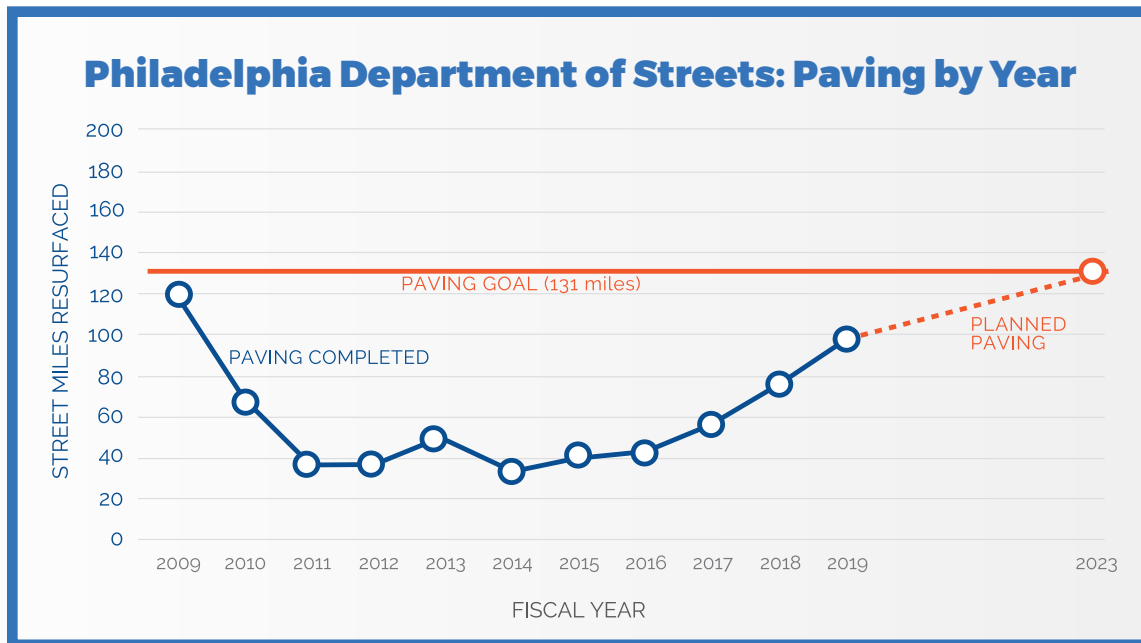
Commercial corridors are the lifeblood of our neighborhoods. The City's Department of Commerce currently provides funding for sidewalk sweeping in 49 neighborhood commercial corridors in high-density, transit-rich areas to ensure they are safe, clean, and attractive for residents, shoppers, and merchants. This cleaning work is done in collaboration with neighborhood CDC's and partners.

A new pilot program, PHL Taking Care of Business, will give the Commerce Department's current corridor cleaning program a significant boost thanks to a \$10 million investment approved by City Council. These funds will directly contribute to the city's neighborhood revitalization—reducing blight and litter, creating job opportunities, and helping boost the capacity of some of our most engaged civic partners: neighborhood CDCs. As part of the program, the Streets Department will provide additional SWEEP officers to inform businesses regarding their trash disposal and maintenance responsibilities.

## Getting Our Roadways to a State of Good Repair

When Mayor Kenney took office in 2016, years of deferred maintenance had created a 1,000 mile backlog of paving, with only a single, 30-person crew paving 40 miles per year. This lack of investment led to deteriorated roads and severe potholes. Mayor Kenney committed the single largest investment of the capital budget—more than \$200 million over six years—to repaving and roadway repairs.

This investment has allowed for an additional crew and a steady increase in paving activity, reaching 94 miles in FY19. **A third crew will be added, putting the City on track to pave to over 131 miles per year by 2023 across all neighborhoods.** The Administration is also working to upgrade curb ramps throughout the city to be compliant with the Americans with Disabilities Act.



**“Poor street conditions is the number one concern of residents”** (Resident Survey 2019)



**“29% of residents say that they feel ‘not safe at all’ or ‘not so safe’ when moving around the city by walking, and 45% when moving around by biking.”** (Resident Survey 2019)



## Safer Streets: Putting People First

In the second term, efforts driven by the Vision Zero Action Plan to eliminate traffic fatalities in Philadelphia by 2030 will accelerate with a greater focus on pedestrian and child traffic safety.

The premise of Vision Zero is that traffic deaths in Philadelphia are preventable and unacceptable. Evidence of progress so far is apparent in the coming installation of an automated speed enforcement program on Roosevelt Boulevard, traffic calming through the Neighborhood Slow Zones program, and a variety of traffic safety improvement projects on the High Injury Network—the 12 percent of streets in Philadelphia that are responsible for 50 percent of deaths and serious injuries. But the nearly 100 traffic deaths that occur on Philadelphia streets every year require a strong and sustained response that will escalate in the second term.

The Kenney Administration is also committed to creating a high quality bike network. The Administration has already built 5.2 miles of protected bike lanes projects, like those on Ryan Avenue, Chestnut Street, Market Street, and John F. Kennedy Boulevard, which have shown it is possible to successfully create safe places to cycle while calming traffic for people driving and walking. The Administration will work with City Council to deliver on a goal of **40 miles of protected bike lanes by 2025.**



## Transforming SEPTA's Bus Service

Improving mass transit is key to keeping Philadelphians of all income levels moving in a growing city, keeping the economy competitive, and reducing greenhouse gases. The Kenney Administration supports SEPTA's planned upgrades across all four modes—bus, trolley, subway, and regional rail—and will build on its strong partnership with SEPTA.

The Mayor is focused on the transformation of bus service over the next four years through a network redesign and by adding and improving bus priority lanes. **The bus system has 163 million riders per year, which is greater than the ridership of trolley, regional rail, and subway lines combined (150 million riders)<sup>10</sup>.** Making the bus network more reliable, affordable, and attractive will make a significant improvement in the daily life of residents and visitors alike. The bus network redesign will take a fresh look at bus service in Philadelphia to decrease duplication and excess service and to increase connection opportunities so riders can get to where they need to go faster and more reliably.

The Administration's strong support for bus redesign is driven by our focus on racial equity. **In Philadelphia, African American households have much lower rates of car ownership than White households (42.3 percent versus 23.5 percent), and 46 percent of bus riders earn under \$25,000 per year.** Philadelphians report that transportation is the most significant barrier to job opportunities for residents below the poverty line<sup>11</sup>. And for taxpayers, improvements to the bus network are significantly less expensive than those to subways or trolleys.



<sup>10</sup> Southeastern Pennsylvania Transportation Authority Yearly Ridership by Mode (2018).

<sup>11</sup> Community Needs Assessment (2016), Philadelphia Office of Community Empowerment and Opportunity.

# INCLUSIVE AND RESILIENT NEIGHBORHOODS

## BUILDING ON OUR PROGRESS

### 2016:

Announced \$100 Million Grant for Rebuild by William Penn Foundation

Committed \$60 Million in Basic Systems Repair for Low Income Homeowners

Released Greenworks Sustainability Plan

### 2017:

Power Up Your Business Launched at Community College of Philadelphia

### 2018:

Released Housing Action Plan and \$88 Million in Housing Trust Fund

Opened Office of Workforce Development and Released Fueling Philadelphia's Talent Engine

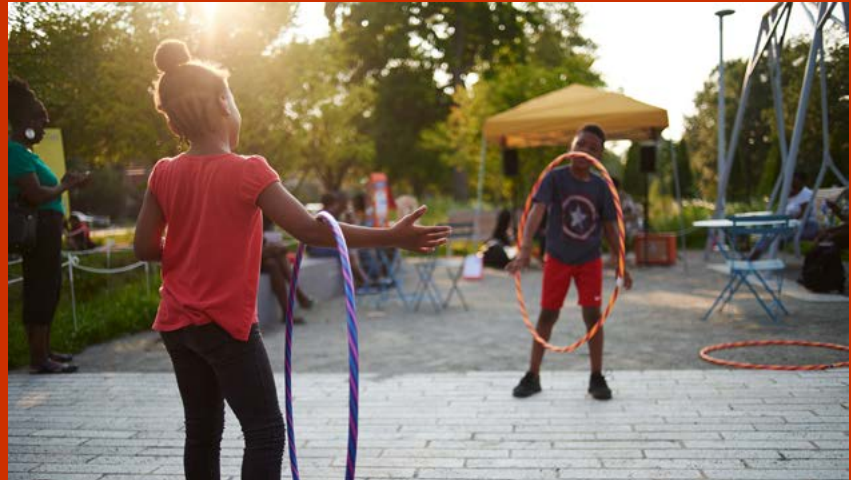
First Rebuild Bond Issuance of \$86.5 Million via Philadelphia Beverage Tax

### 2019:

Increased Minimum Wage to \$15/hr for City Employees and Contractors as of July 1, 2022

Released Growing with Equity: Philadelphia's Vision for Inclusive Growth

60 Rebuild Projects Underway



**Philadelphia is experiencing a period of transformative economic growth, contributing to a reduction in the city's poverty and unemployment rates, as well as rising median incomes. While we are progressing we must move faster to close the inequality gap and foster more liveable neighborhoods—still today almost a quarter of our residents live in poverty. In the second term, the Administration will adopt new strategies to drive economic mobility, raise incomes, attract and retain businesses, and support neighborhoods hit hardest by crime and opioids. The Administration is also committed to significant investments in affordable housing, homeless services, and homeownership and protecting our neighborhoods by being a national leader on climate change and resiliency.**

## Leading on Climate Action

Since 2018 Mayor Kenney has committed Philadelphia to meeting the goals of the Paris Climate Agreement to reduce carbon emissions 80 percent by 2050—no matter what Washington does, or does not do. Since 2018, the City has participated in the Bloomberg American Cities Climate Challenge with a goal of reducing citywide carbon emissions 20 percent by the end of 2020 from the 2006 baseline. By addressing climate change we can build more resilient, inclusive neighborhoods.



In the next term, the Administration will continue this work in ways that create stronger, healthier communities—including reducing the energy burden of residents, increasing neighborhood tree canopy, and making renewable energy more affordable and accessible, and advancing Philadelphia’s first-ever urban agriculture plan to support Philadelphia’s growing food economy and reducing waste. The City will complete a business diversification study for PGW to understand how the utility can thrive in a no or low-carbon future, implement the new Building Energy Performance legislation—including tuning-up the City’s own large buildings to reduce energy use, and cut the ribbon on a 70MW solar facility to provide 22 percent of the municipal electricity load.

The City will also hire a Chief Resiliency Officer to ensure climate adaptation is integrated into all City operations and work with external stakeholders in creating a citywide climate adaptation plans and guidelines that direct private development towards climate resiliency.







## Rebuilding Community Infrastructure

The Rebuild initiative is an investment of hundreds of millions of dollars to improve recreation centers, parks, and libraries in neighborhoods. Work at 60 Rebuild facilities is already underway. The City will continue to deliver improvements at all 72 facilities that have been approved by City Council, as well facilities that will be approved in the future. Additionally, the Administration will build on this progress by:

- **Improving the quality of programming** that children, youth, and families can access in recreation centers and libraries. Due to improved staffing levels libraries will be open six days a week. Philadelphia Parks and Recreation (PPR) will embark on a system-wide effort to provide higher quality programs and realign staffing structures to better serve communities in need.
- **Creating a model for how to get more people of color and women into trade unions.** Since launching the first class of its workforce program this fall, Rebuild has provided 16 Philadelphians—all of whom are people of color and a quarter of whom are women—with training and supports for careers in construction. Half of those individuals have already been accepted into a union apprenticeship. Rebuild expects to serve up to 150 Philadelphians through its workforce programs. If Rebuild's success can be applied to larger investments, the City can make historic progress in providing people of color and women with family-sustaining careers in construction.
- **Investments in marquee public spaces** like FDR Park and the Benjamin Franklin Parkway provide spaces where neighbors come together and serve as a national model for community engagement and economic development.



## Promoting Housing Affordability, Homeless Services, and Homeownership

The Mayor's second term will bring the City closer to delivering on its Housing Action Plan goals to support **new housing opportunities for 36,500 households and preservation of 63,500 currently occupied homes over 10 years**. Significant progress has been made, adding over \$88 million in new funds (FY19-FY24) to the Housing Trust Fund to support these ambitious goals.

The Housing Trust Fund commitments will support the development of 740 new affordable rental units and the preservation of another 820 low-income rental units. 10 percent of the new units will be set aside for people experiencing homelessness and people with disabilities. The Administration will couple these new units with other strategies to address homelessness including expanding resources for eviction prevention, flexible rental assistance, shared housing and other "housing first" models. **The Administration will also expand programs that build wealth through homeownership such as Philly First Home (\$10,000 down payment assistance program). In less than six months of operation, over 800 households are now homeowners.**

The City will invest in initiatives to support the existing private rental market, such as helping fill the gap between what low income households can pay and the cost of rental units. To increase the impact of these investments, the Administration will continue to collaborate with Council on policies that encourage the private sector to produce and support the production of affordable units. The City will also continue to explore new ways to partner with the private sector to expand affordable rental and home-owner opportunities for residents.

**“59% of residents agree or strongly agree that they are satisfied with the quality of their current housing.”** (Resident Survey 2019)

## Growing Quality Jobs

**During Mayor Kenney's tenure, Philadelphia has seen job growth at an average annual rate of 1.8 percent, exceeding the national average of 1.6 percent<sup>12</sup>.** In 2019, the Kenney Administration released Growing with Equity: Philadelphia's Vision for Inclusive Growth, outlining how Philadelphia can support economic growth in a manner that closes the income, unemployment and educational gaps for people of color, grows quality jobs and ultimately benefits all residents. Term two will bring progress toward that agenda, prioritizing:

<sup>12</sup> Compound Average Growth Rate (CAGR), 2016-2018. Bureau of Labor Statistics.

- **Entrepreneurial support for businesses owned by people of color, women, and immigrants** by increasing access to capital, procurement opportunities, and supporting the capacity of owners and founders to grow.
- **Developing a business and job growth strategy that ensures Philadelphia's competitive advantage in the industries of the future.** The City will partner with the Chamber of Commerce and PIDC to create a sector-based strategy that incentivizes and supports industries such as cell and gene therapy, biotech, and others that are predicted to be in future high demand.
- **Deploying smart business incentives** to replace ineffective economic development incentives with grants that are more accessible to small businesses and effective in creating quality jobs accessible to residents.
- **Creating a public-private partnership to prepare for future modernization of the workforce** related to rapidly emerging artificial intelligence and automation.
- **Career Pathways into middle skill jobs and apprenticeships** with Philadelphia Works Inc., and the Fueling Philadelphia's Talent Engine Advisory Board.

**“50% of residents agree or strongly agree that they have access to a job that pays a living wage.”**

(Resident Survey 2019)

## Fighting the Opioid Crisis: The Next Chapter

The national opioid epidemic is having an outsized impact in Philadelphia with an overdose death rate twice that of other cities. It took years for the pharmaceutical industry to flood our city with opioids, and it will take years to undo the damage.

The Administration is leading a comprehensive response, including neighborhood-specific work in Kensington and Fairhill. This effort includes working with health care providers to drive down opioid prescribing, increasing access to evidence-based Opioid Use Disorder treatment, and making life-saving naloxone available. The Mayor will also continue to support the development of the first overdose prevention site in the United States—ensuring more Philadelphians won't die from preventable overdose deaths and are engaged in treatment.

Success must be measured by positive impacts on those suffering from substance abuse and improvements in residents' quality of life. The results are promising: a decrease in fatal overdoses from 2017 to 2018, and a dramatic 37 percent increase in the number of individuals receiving Medication Assisted Treatment<sup>13</sup> since 2016. The Resilience Project, the Administration's response to the crisis in the Kensington neighborhood, humanely closed four large encampments, with successful housing or service connection for more than half of those previously on the street. While the City's investments have helped stabilize the Kensington and Fairhill communities, these neighborhoods are still caught in the grips of a terrible disease and its impacts. As the emergency response driven by the Resilience Project comes to an end, the City is focused on strategic initiatives that will improve housing and job opportunities, access to treatment and new law enforcement methods.

<sup>13</sup> MAT delivered in the publicly funded Medicaid funded treatment system.

# DIVERSE, EFFICIENT, AND EFFECTIVE GOVERNMENT

## 2016:

Created Chief Administrative Office and the Office of Diversity and Inclusion

## 2017:

Launched GovLabPHL Data and Evidence-Based Approach to Policy Making

Implemented Programs for Pension Fund to be 100% Funded by 2033

## 2018:

Successfully Negotiated Labor Agreements for All City Contracts

## 2019:

Deposited \$34 Million into the City's Rainy Day Fund for the First Time

Exceeded 35 Percent Goal for M/W/DSBE Business Participation on City Contracts for the First Time



In the second term, the Administration will build upon the City's financial stability and strength of the operations to modernize services, further diversify its workforce and contracts, prioritize quality customer service, and adopt a racial equity lens across City policies and services. Yet, the biggest challenge the Administration will take on is changing a culture; creating a more welcoming, inclusive, and fair work environment that enables employees to reach their full potential, treats the workforce with dignity and respect, and which elevates more diverse leaders from the front line through to the Mayor's Cabinet.

## Working Towards Racial Equity

Philadelphia derives its strength from the diversity of its population and from its commitment to equal opportunity for all. The Kenney Administration created the City's first Office of Diversity and Inclusion to provide transparency and accountability across government, as well as training for employees.

In the second term, the Administration will assess where disparities are most pervasive, and develop strategies to move our city in a direction that better supports communities of color in Philadelphia.

On the first day of his second term, **Mayor Kenney will sign an Executive Order mandating all City departments to complete a Racial Equity Plan—which addresses institutional and structural disparities—by the end of the Administration.** Racial Equity will also be embedded into the City's budget process to ensure spending decisions align with eliminating existing disparities and avoiding new ones. In addition, in order to streamline the City's inclusion efforts, the Office of LGBT Affairs and Mayor's Office for People with Disabilities will formally come under the newly renamed Office of Diversity, Equity, and Inclusion—driving a more intersectional approach to the Office's work and focusing even more on people with disabilities, and the LGBTQ+ community.

## Mandating Sexual Harassment Training and Reporting Reforms

During the first term, the Administration changed the way it responds to claims of sexual harassment. Revision of the policy and handling of complaints was a key focus in shifting the organizational culture to an environment that promotes respect and prohibits all forms of workplace harassment. Specialized training programs have been created or revised and are being delivered online and in person throughout City government. The review of all sexual harassment complaints has been centralized within the Employee Relations Unit. All members of the executive team have completed training on sexual harassment prevention, training is nearly complete for all managers and supervisors, and training for all frontline City staff will begin in 2020.

## Investing for the Future

Mayor Kenney's agenda in the second term is only possible with the continuation of the work that has already been done to improve the City's fiscal health. Without fiscal stability, it will not be possible to make the investments necessary to achieve all of the priorities laid out in this document. The Administration will build upon its accomplishment of having the highest fund balance in the City's history, continue to reduce the pension system's unfunded liability, get to 80 percent funded by FY29 and 100 percent funded by FY33, and maximize revenue collections and reduce delinquency (currently achieving a real estate tax collection rate of 96.1 percent) while at least maintaining its "A" category rating.

## Prudent Planning for Economic Downturn

As the Kenney Administration looks toward the next four years, certain challenges loom. While the City's financial position has improved, most economists anticipate that the current economic slowdown will evolve into a full recession, and a new report from Moody's shows that Philadelphia, like most of the 25 largest cities, is only moderately prepared for a recession.

Scenario planning by the Budget Office shows that in all but the mildest recession scenario, the City's fund balance could quickly turn negative, forcing the City to consider painful budget choices like cuts to service delivery. In response, the Administration is taking steps to prepare for a recession that include anticipating slower growth in its revenues, reducing its borrowing needs by paying for some capital projects with operating dollars rather than issuing debt, and continuing to set aside reserves. In addition, the Administration made the first-ever contribution to the City's "rainy day fund" in FY20.



## Reforming Fines and Fees

Fines and fees are issued to recoup costs of service and curb problematic behavior. However, they are often assessed without regard for one's ability to pay, which has unintended consequences. Too often these unintended consequences disproportionately impact low-income communities and communities of color.

It is time to reconsider practices where fines and fees fail to meet their intended goal or cause harm. The Mayor recently called on the Board of Trustees of the Free Library of Philadelphia to eliminate fines for overdue materials, eliminating a policy that worked counter to equity and education-literacy goals by disincentivizing lower income and underserved communities from using the Free Library.

In term two, the Mayor and his staff will examine the impact of municipal fines and fees and work in close partnership with criminal justice agencies to find ways to reduce the financial burden on those without an ability to pay. In particular, justice-involved individuals who cannot afford to pay fines and fees experience hardships that impede successful reentry back to their community and promote recidivism. The Administration will work toward reform that promotes successful reentry, individual dignity, and safer communities, while also assessing racial disparities.

## Prioritizing Better Customer Service for Business and Residents

Many people simply do not have the positive or satisfactory experience they deserve when dealing with City government. During the second term, the Administration will focus on creating a culture of customer service and continuous improvement throughout City government. In 2019, the Administration released a "Business Bill of Rights" to signal the City's commitment to improving the quality of interactions businesses have with government.

In the second term, the Office of the Managing Director will lead a citywide initiative to enhance the customer experience for businesses and residents by:

- **Developing customer service metrics** to set expectations and standards that can be measured, managed, and used to highlight new opportunities for improvement.
- **Launching an employee training and engagement program** to create a work environment where employees feel valued, innovation is encouraged, and customer service standards and practices are ingrained in the culture of government.
- **Implementing a citywide Customer Relationship Manager (CRM) system** to streamline the interactions people have with the City and facilitate more comprehensive service and process redesign across departments.
- **Redesigning the Municipal Services Building's lobby and concourse** using a human centered design process.

- **Completing an audit of all City buildings and properties** to ensure compliance with the Americans with Disabilities Act.
- **Upgrade water meter technology** to provide benefits including leak alerts, high use notifications, and near real-time water usage data through the recently launched e-billing platform.
- **Creating a Business Acceleration Team** within City government to make it easier for businesses to work with departments, solve their problems, and navigate processes.

**“41% of residents say they were satisfied or very satisfied with their experience contacting someone in City government.”** (Resident Survey 2019)

## Embedding Data, Evaluation, and Human Centered Design

Through initiatives like GovLabPHL, the City will continue to pilot innovative approaches to service delivery using evidence-based policy, data-driven decision making, and applied science methodology. The City will also work to make evaluation a stronger component of program design when allocating new funds aligned to the Mayor’s priorities. The Administration will also launch the Service Design Studio, which will engage residents, front-line staff, and partners to design, pilot, and implement solutions to service-delivery that are based on the lived experiences of people.

The Office of Innovation and Technology will pursue a host of initiatives laid out in two key documents—the Smart Cities Roadmap, to implement smart technology solutions that will improve City service delivery for residents, businesses, and visitors, and the recently-released IT Strategic Plan, aimed at connecting the government with local entrepreneurial and university communities to collaboratively solve urban challenges.





