City of
Philadelphia

Office of the
Chief Administrative Officer

OPERATIONS TRANSFORMATION FUND
Progress Report

Fall 2022

Contents

Office of the
Chief Administrative Officer

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About the Operations Transformation Fund

The Office of the Chief Administrative Officer (CAO) launched the Operations Transformation Fund (OTF) to invest $10 million, over two fiscal years, to underwrite the upfront costs of departmental efforts to reimagine and transform City processes to better serve Philadelphia residents. We saw many City departments adapt and transform their operations to better serve the public in response to the COVID-19 pandemic. The OTF was created to foster and support City government's ability to innovate how we do business. Since launching in August 2021, the OTF has invested in 29 diverse initiatives that strive to make City services measurably more efficient and equitable. Almost 95% of project staff surveyed indicated that without OTF funds, their projects were not likely to have been implemented before the end of the Kenney Administration.

The OTF funds internal projects, and in doing so, leverages existing City resources to build a shared capacity across City departments to create and manage change. It can sometimes be challenging to bring new ideas and projects to life within City government. There can be many silos or barriers that prevent innovation. Some of these barriers include funding and support. The OTF not only provides monetary support for these projects, but also provides a supporting body—particularly the Office of the CAO—to help figure out some of the logistics of launching and sustaining projects. The initial feedback CAO received from the first cohort of projects suggests that CAO has been able to provide this support effectively. In the words of one project lead, "Building relationships with CAO has allowed me to navigate certain administrative procedures that often create delays in projects."

The OTF is guided by a board and advisory committee who inform key strategic decisions for the OTF, review proposals, and make awards. The advisory board and committee are currently comprised of executive leadership and additional representatives from the following departments:

- The Office of the Chief Administrative Officer

- The Mayor's Office

- The Office of Diversity, Equity, and Inclusion

- The Law Department

- The Managing Director's Office

- Office of the Director of Finance

- The Office of Innovation & Technology

- The Procurement Department

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Funding Priorities and Application Design

The OTF seeks to provide the upfront investment to launch sustainable projects that replace or transform City operations to benefit Philadelphia residents or employees, reduce disparities, and improve government efficiency and impact.

The five primary funding priorities for the OTF are the scope of impact (relative to the size of the investment), equity, feasibility, sustainability, and inclusive engagement and partnership.

SCOPE OF IMPACT

- Number of people impacted
- What the impact is
- Amount of cost savings or efficiencies for the City

EQUITY

- Directly aims to advance racial equity or otherwise reduce racial, social, or economic disparities among Philadelphians

FEASIBILITY

- Specific, measurable, attainable, timely, and substantiated
- People resources
- Low technical risk

SUSTAINABILITY

- Clear and viable financial and operational plan post-OTF investment
- One-time versus recurring costs

INCLUSIVE ENGAGEMENT AND PARTNERSHIPS

- Engaged and informed partners
- Demonstrated inclusion and strong partnerships

In addition to those key priorities, during the second funding cycle the OTF considered how the idea was sourced, whether an idea had been difficult to fund through other means, and whether the department had received funding from the OTF before. The committee and board also considered the combination of awards, with the goal of supporting different types of work, led by departments that were representative of the breadth of City government. Additional detail is outlined in **Appendix A: Spring 2022 OTF Funding Priorities.**

After the first round of awards were made, CAO received feedback from 92 City employees about their experience with the application process. This feedback was used to inform the design of the application used during the second funding cycle. CAO and the OTF board and advisory committee considered this feedback, alongside their own reflections about the first funding cycle. To make the application more transparent and equitable, key changes were made to the employee outreach process and the format of the application itself.
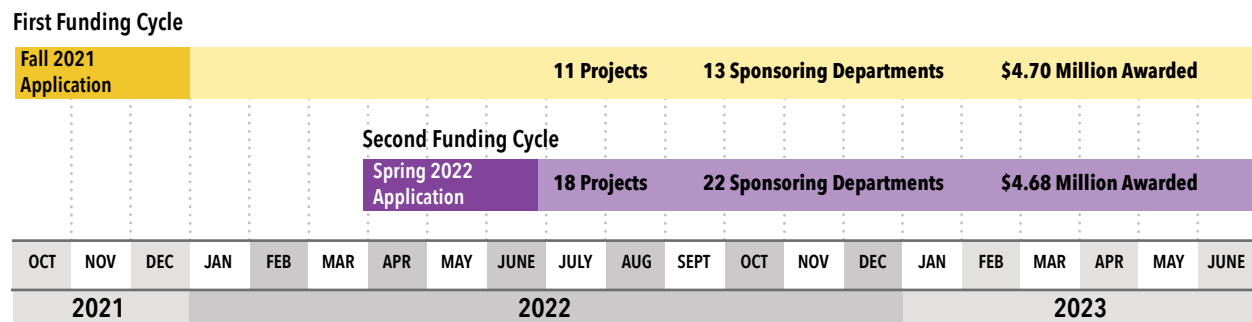
Improvements to Application Design for Spring 2022 Funding Cycle

OPPORTUNITIES TO IMPROVE FUNDING PROCESS	MODIFICATION TO APPLICATION DESIGN FOR SPRING 2022
Continue to increase awareness about the OTF funding opportunity.	Increased outreach about the OTF funding opportunity. Tracked interest in the OTF, actively disseminated info about the OTF, and engaged 90 City employees in three info sessions in February 2022.
Increase clarity and transparency about OTF purpose, criteria, and evaluation/decision-making process.	Provided more detail upfront about eligibility, funding priorities, scoring criteria, and evaluation process.
Reduce redundancy throughout the application, limit administrative lift.	Improved application format to build throughout rounds instead of requiring duplicative work from applicants. The proportion of applicants who believed the OTF application process took too much time decreased from 62% in the first funding cycle to 23% in the second funding cycle.
Identify as many opportunities as possible to make OTF funding more accessible and equitable.	Added funding considerations to explicitly encourage proposals that would bring to life ideas from across the breadth of City government hierarchy. Added a pitch round to make application more interactive and provide a new format to communicate proposed ideas. Provided more feedback between initial idea submission and final awards. Hosted proposal development support sessions each round, engaging over 50 City employees. Nearly all projects that ultimately received funding participated in these workshops. Committed to considering equity-oriented projects that may need more support from CAO than other projects. Tracked demographic profile of applicant pool to ensure that disparities did not increase during each round of the application.

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Funding Cycles and Grant Awards at a Glance

The OTF launched in the fall of 2021, and has since run two funding cycles, and made two rounds of grant awards." Projects began implementation in January and July of 2022. All projects run through June of 2023.

GRANT AWARDS BY FUNDING CYCLE

First Funding Cycle

| Fall 2021 Application | | 11 Projects | 13 Sponsoring Departments | $4.70 Million Awarded |

Second Funding Cycle

| Spring 2022 Application | 18 Projects | 22 Sponsoring Departments | $4.68 Million Awarded |

OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE	JULY	AUG	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUNE
2021			2022												2023					

BOTH FUNDING CYCLES

98 IDEAS
proposed by over 50 City departments and offices

29 PROJECTS FUNDED

28 CITY DEPARTMENTS
implementing OTF projects

9 PROJECTS
sponsored by multiple departments

11 DEPARTMENTS
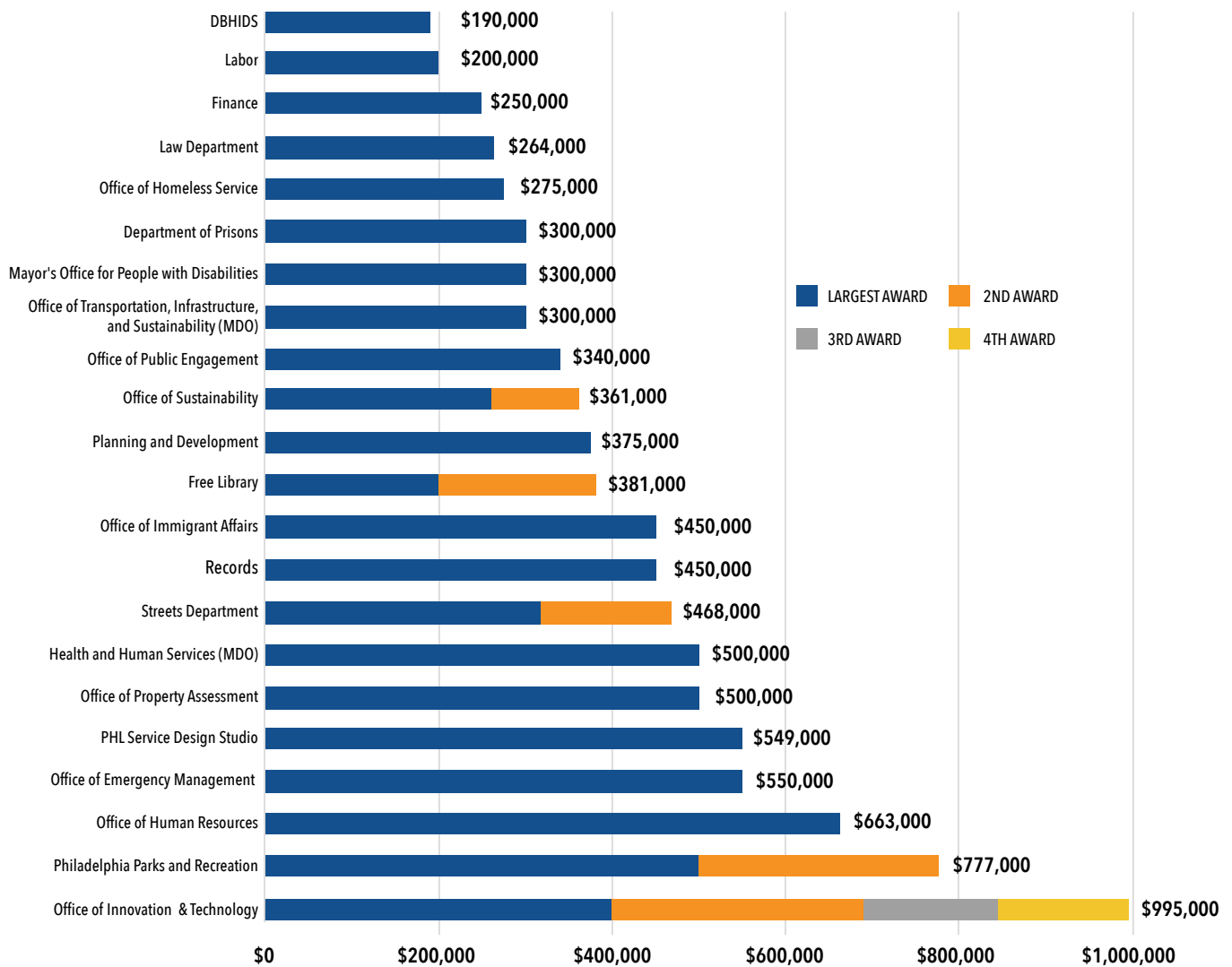sponsoring multiple projects

$9.38 MILLION
in grants awarded

FUNDING CYCLES AND GRANT AWARDS AT A GLANCE (CONT.)

Chart 1: OTF Award Totals by City Department

Department	Amount
DBHIDS	$190,000
Labor	$200,000
Finance	$250,000
Law Department	$264,000
Office of Homeless Service	$275,000
Department of Prisons	$300,000
Mayor's Office for People with Disabilities	$300,000
Office of Transportation, Infrastructure, and Sustainability (MDO)	$300,000
Office of Public Engagement	$340,000
Office of Sustainability	$361,000
Planning and Development	$375,000
Free Library	$381,000
Office of Immigrant Affairs	$450,000
Records	$450,000
Streets Department	$468,000
Health and Human Services (MDO)	$500,000
Office of Property Assessment	$500,000
PHL Service Design Studio	$549,000
Office of Emergency Management	$550,000
Office of Human Resources	$663,000
Philadelphia Parks and Recreation	$777,000
Office of Innovation & Technology	$995,000

Legend: LARGEST AWARD, 2ND AWARD, 3RD AWARD, 4TH AWARD

Funded Projects

Together, the 29 projects funded by the OTF will create a powerful impact across the City when implemented. These projects make up two cohorts that launched in calendar year 2022: the first 11 began in January, the remaining 18 began in July. Some of their diverse objectives include:

» TRANSFORMING AND DIGITIZING IMPORTANT PROCESSES

» INCREASING THE DIVERSITY OF THE CITY'S WORKFORCE

» MAKING PUBLIC INFRASTRUCTURE MORE ACCESSIBLE

» ENSURING SERVICES REACH MORE PHILADELPHIANS

» UPDATING INTERNAL PROCESSES FOR EFFICIENCY AND DEVELOPING GOVERNANCE PRACTICES FOR THE FUTURE

» STRENGTHENING COLLABORATION WITH COMMUNITY PARTNERS

FUNDED PROJECTS (CONT.)

The OTF sought proposals that centered equity and inclusion in their project plans, in addition to their anticipated outcomes.

Seven projects have allocated a combined **$320,000 SPECIFICALLY FOR DOCUMENT AND WEBSITE TRANSLATION, NON-ENGLISH LANGUAGE, AND AMERICAN SIGN LANGUAGE TRANSLATION AND INTERPRETATION SERVICES FOR MEETINGS.**

Four projects are directing a total of **$299,000 TO COMMUNITY ORGANIZATIONS TO FACILITATE RESIDENT ENGAGEMENT AND CONDUCT COMMUNITY OUTREACH.**

Eight OTF projects have dedicated a total of **$139,000 TO DIRECTLY COMPENSATE PHILADELPHIANS FOR ENGAGING WITH THE CITY TO SUPPORT THEIR PROJECT DESIGN AND IMPLEMENTATION.** Residents will be paid to participate in focus groups, an advisory committee, usability testing, and other project planning activities.

The project with the biggest focus on translation is Translations Services Expansion for Phila.gov, which the **OFFICE OF IMMIGRANT AFFAIRS** launched with the **OFFICE OF INNOVATION AND TECHNOLOGY** in January 2022. Other OTF projects also involve translation and interpretation, to make the work of City government increasingly accessible and inclusive. Numerous initiatives set aside funding to pay for American Sign Language (ASL) interpretation and/or Communication Access Realtime Translation (CART) services for meetings. The Equitable Community Engagement Toolkit by the **SERVICE DESIGN STUDIO** and the **MAYOR'S OFFICE OF COMMUNITY ENGAGEMENT AND VOLUNTEER Services** has budgeted to translate the toolkit into Spanish and Simplified Chinese. For the **NEIGHBORHOOD ENERGY CENTERS OUTREACH CAMPAIGN** project, the **OFFICE OF SUSTAINABILITY** will translate the materials that Neighborhood Energy Centers distribute to residents to raise awareness about available energy services. Finally, the **OFFICE OF EMERGENCY MANAGEMENT** has dedicated funds to translate ReadyPhiladelphia emergency alert messages into nine additional written languages and ASL.

OTF funding for the two cohorts of projects creates **28 NEW CITY JOBS,** including software engineers, designers, human resource professionals, community engagement specialists, project coordinators, and more.

Below is a list of the 29 projects that have received OTF grant awards. Project descriptions are included in **Appendix B: OTF Project Descriptions**.
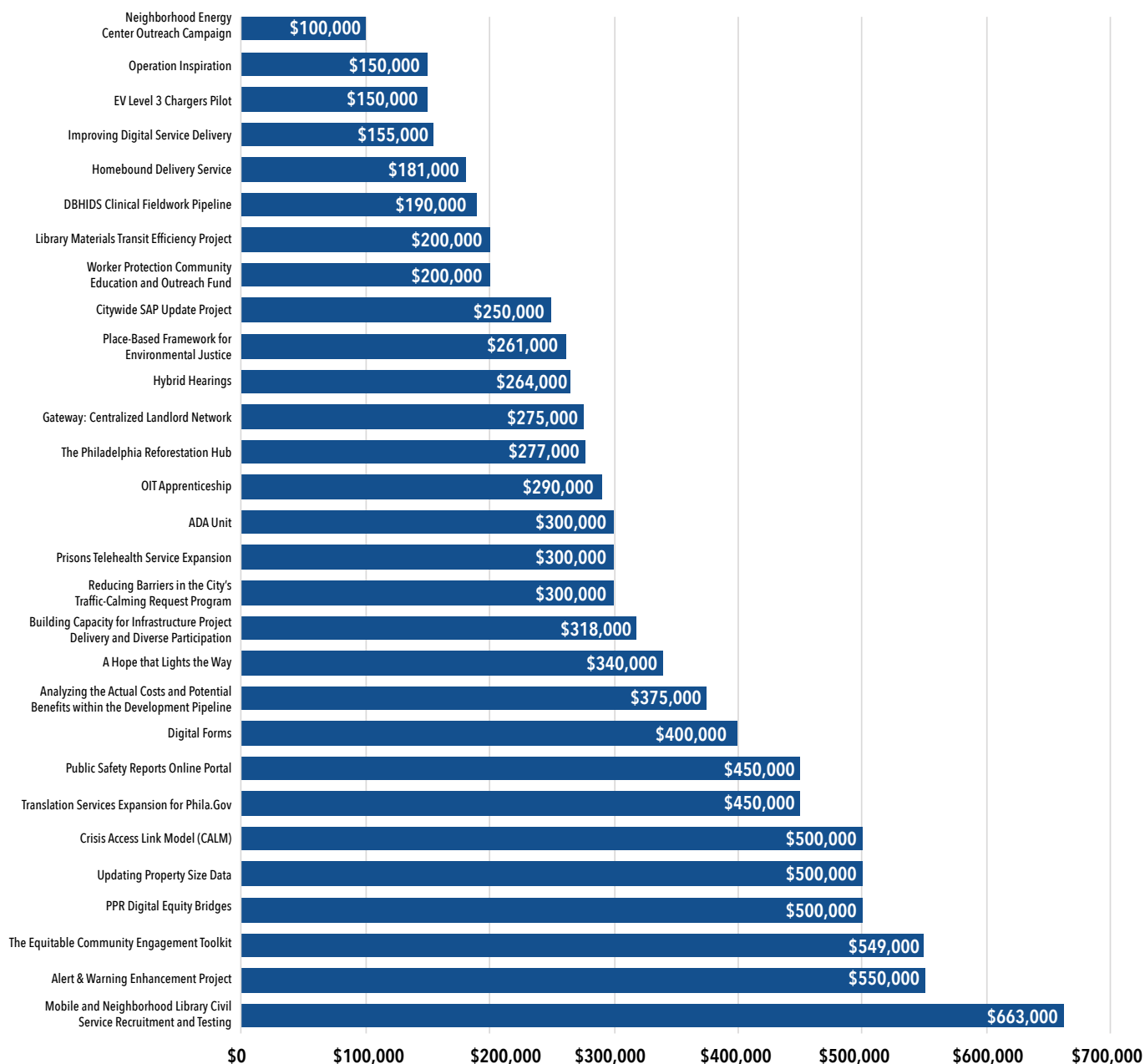
First Cohort (January 2022 - June 2023)

1.01	Building Capacity for Infrastructure Project Delivery and Diverse Participation	Office of Transportation, Infrastructure, and Sustainability, Department of Streets	$318,000
1.02	Crisis Access Link Model (CALM)	Health and Human Services, Department of Behavioral Health and Intellectual disAbility, Community Behavioral Health, and Philadelphia Department of Human Services	$500,000
1.03	Analyzing the Actual Costs and Potential Benefits within the Development Pipeline	Department of Planning and Development, Department of Licenses and Inspection	$375,000
1.04	Place-Based Framework for Environmental Justice	Office of Sustainability	$261,000
1.05	The Equitable Community Engagement Toolkit	Service Design Studio, Mayor's Office of Civic Engagement and Volunteer Service	$549,000
1.06	Digital Forms	Office of Innovation and Technology	$400,000
1.07	Mobile and Neighborhood Library Civil Service Recruitment and Testing	Office of Human Resources, Human Resources and Talent Unit	$663,000
1.08	OIT Apprenticeship Program	Office of Innovation and Technology	$290,000
1.09	Public Safety Reports Online Portal	Department of Records	$450,000
1.10	Translation Services Expansion for Phila.gov	Office of Immigrant Affairs, Office of Innovation and Technology	$450,000
1.11	Updating Property Size Data	Office of Property Assessment	$500,000

Second Cohort (July 2022 - June 2023)

2.01	Neighborhood Energy Center Outreach Campaign	Office of Sustainability	$100,000
2.02	Digital Equity Bridges	Philadelphia Parks and Recreation (PPR)	$500,000
2.03	ADA Unit	The Mayor's Office for People with Disabilities (MOPD)	$300,000
2.04	Improving Digital Service Delivery	Office of Innovation and Technology	$155,000
2.05	Homebound Delivery Service	Free Library of Philadelphia	$181,000
2.06	Hybrid Hearings	Law Department, Department of Licenses and Inspections, Department of Planning and Development	$264,000
2.07	The Philadelphia Reforestation Hub	Philadelphia Parks and Recreation	$277,000
2.08	Gateway: Centralized Landlord Network	Office of Homeless Services, Department of Planning and Development, Division of Housing and Community Development, Health and Human Services, Department of Licenses and Inspections, and Office of Community Empowerment and Opportunity	$275,000
2.09	Operation Inspiration	Department of Streets	$150,000
2.10	Telehealth Service Expansion	Philadelphia Department of Prisons	$300,000
2.11	Library Materials Transit Efficiency Project	Free Library of Philadelphia	$200,000
2.12	Reducing Barriers in the City's Traffic-Calming Request Program	Office of Transportation, Infrastructure, and Sustainability (OTIS)	$300,000
2.13	A Hope that Lights the Way: A Research Project to Strengthen Public Engagement	The Mayor's Office of Black Male Engagement	$340,000
2.14	Electric Vehicle (EV) Level 3 Fast Chargers Pilot	Office of Innovation and Technology, Office of Transportation, Infrastructure, and Sustainability, and Department of Fleet Services	$150,000
2.15	Worker Protections Community Education and Outreach Fund	Department of Labor	$200,000
2.16	Citywide SAP Update Project	Office of the Director of Finance	$250,000
2.17	Alert and Warning Enhancement Project	Office of Emergency Management (OEM) and Office of Immigrant Affairs (OIA)	$550,000
2.18	DBHIDS Clinical Fieldwork Pipeline	Department of Behavioral Health and Intellectual disAbility Services	$190,000

FUNDED PROJECTS (CONT.)

Chart 2: OTF Award Amounts By Project

Project	Amount
Neighborhood Energy Center Outreach Campaign	$100,000
Operation Inspiration	$150,000
EV Level 3 Chargers Pilot	$150,000
Improving Digital Service Delivery	$155,000
Homebound Delivery Service	$181,000
DBHIDS Clinical Fieldwork Pipeline	$190,000
Library Materials Transit Efficiency Project	$200,000
Worker Protection Community Education and Outreach Fund	$200,000
Citywide SAP Update Project	$250,000
Place-Based Framework for Environmental Justice	$261,000
Hybrid Hearings	$264,000
Gateway: Centralized Landlord Network	$275,000
The Philadelphia Reforestation Hub	$277,000
OIT Apprenticeship	$290,000
ADA Unit	$300,000
Prisons Telehealth Service Expansion	$300,000
Reducing Barriers in the City's Traffic-Calming Request Program	$300,000
Building Capacity for Infrastructure Project Delivery and Diverse Participation	$318,000
A Hope that Lights the Way	$340,000
Analyzing the Actual Costs and Potential Benefits within the Development Pipeline	$375,000
Digital Forms	$400,000
Public Safety Reports Online Portal	$450,000
Translation Services Expansion for Phila.Gov	$450,000
Crisis Access Link Model (CALM)	$500,000
Updating Property Size Data	$500,000
PPR Digital Equity Bridges	$500,000
The Equitable Community Engagement Toolkit	$549,000
Alert & Warning Enhancement Project	$550,000
Mobile and Neighborhood Library Civil Service Recruitment and Testing	$663,000

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CAO Engagement

CAO provides OTF-funded projects with technical assistance to support project implementation. This occurs through an intensive initial project launch planning period, followed by bimonthly cohort meetings and individualized support as projects are implemented. Additional resources, such as workshops, sponsored conference participation, and membership in the Government Alliance on Race and Equity are also made available. CAO's goal is that technical assistance and engagement with City departments implementing OTF projects builds capacity amongst project teams and directly enhances project implementation. So far, CAO has engaged dozens of individual City employees as members of OTF project teams.

In August, CAO surveyed the first cohort of projects to learn about their experience as grantees over the eight months since their projects launched. **Grantee feedback was very positive, confirming that grantees believe that CAO's engagement and support has a positive impact on their projects.** The types of engagement survey respondents most frequently indicated as beneficial for them were **building relationships and collaborating with people in CAO, one on one technical assistance with their projects, and workshops.** Other engagement, such as building relationships with others in the cohort, submitting monthly status reports and updates, quarterly check ins with CAO, and bimonthly cohort meetings were also rated positively overall.

About The Experience Working With CAO, Grantees Said That

"CAO HAS BEEN SUPPORTIVE FROM DAY 1,"

"ONE-ON-ONES WITH CAO HAVE BEEN A PHENOMENAL HELP!"

"OUR PROJECT COULD NOT HAVE PROGRESSED AS SUCCESSFULLY WITHOUT THE SUPPORT FROM CAO."

Specifically, project staff noted that it has been helpful to be able to reach out to CAO and receive clear, timely answers. In addition, it has been valuable to them to "have a dedicated person who can set us up with expectations and processes, guide us through completion, and be standing by to answer questions, troubleshoot emergent issues, and provide additional support."

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Measuring OTF Performance

CAO is evaluating the performance of the OTF by considering four elements that correspond to its strategic goals: **grant-making, the impact of grantee support, grantee project implementation progress, and the outcomes achieved by grantee projects.** Detailed performance indicators are included in the chart in **Appendix C: OTF Performance Indicators as of Fall 2022.**

At this time, the Operations Transformation Fund is performing well based on CAO's four overarching strategic goals for the Fund.

STRATEGIC GOALS FOR THE OTF AND OTF PERFORMANCE TO DATE:

GOAL 1

City projects receive OTF funding through an accessible, transparent, and equitable process.

Information collected during the second funding cycle indicated that applicants and grantees were relatively diverse and representative of City government. (CAO did not directly collect demographic information about applicants during the first funding cycle).

Surveys on the OTF application process strongly suggest the process became more transparent and accessible between the first and second funding cycle.

GOAL 2

CAO technical assistance and engagement with City departments builds capacity amongst project teams and/or directly enhances project implementation.

CAO received very positive feedback from the first cohort of projects about CAO's engagement during the eight months they had been grantees. One project lead wrote, "The CAO support has really made this possible."

GOAL 3

OTF projects are implemented on schedule.

83% of OTF projects are on schedule as of September 1, 2022.

GOAL 4

OTF projects institute new processes in City government that drive and sustain increased efficiency and equitable outcomes for City employees and Philadelphia residents.

Each project will track its own metrics to measure success and report out regularly to CAO. CAO will report out on these project-level metrics in the future, when project implementation is further underway.

OTF Project Dashboard

CAO is committed to transparency about the implementation progress of projects funded by the OTF. A new public dashboard will track the status of each OTF project. The OTF Project Dashboard will indicate how far along each project is towards completion, as well as the proportion of project activities that are complete, on track, experiencing minor or major disruption, or upcoming. Finally, the dashboard will also contain recent updates from each project.

Projects on Schedule

OTF projects report regularly to CAO about their project progress and the status of each element of their project plans.

As of September 1, 2022, 83% of OTF projects are on schedule. CAO defines a project as on schedule if at least 85% of the elements of its project plan are complete, on track, or upcoming (or no more than 15% of the project plan elements are experiencing minor or major disruption).

Project Status by Cohort and Project

The dashboard displays the aggregate status of all project elements at both the cohort and individual project level.

For example, the first cohort of projects is 33% complete, with 22% of their project elements upcoming (not scheduled to have started yet). The second cohort of projects, which launched six months later, is 4% complete, with 56% of their project elements upcoming.

First Cohort

Status

- Status Pending 3.92%
- On Track 26.80%
- Some Disruption 12.42%
- Major Disruption 1.31%
- Upcoming 22.22%
- Completed 33.33%

Second Cohort

Status

- Status Pending 8.41%
- On Track 26.17%
- Some Disruption 3.74%
- Major Disruption 1.40%
- Upcoming 56.07%
- Completed 4.21%
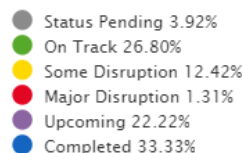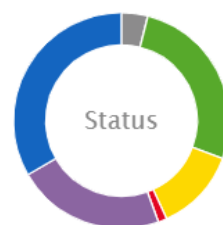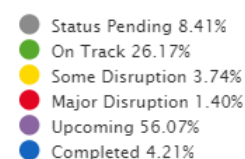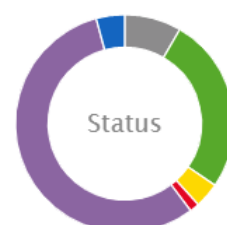
THE DASHBOARD ALSO SHOWS THE STATUS OF EACH INDIVIDUAL PROJECT.

FINALLY, THE DASHBOARD INCLUDES A DESCRIPTION OF EACH INDIVIDUAL PROJECT, ALONG WITH AN UPDATE.

The OTF Project Dashboard will be updated monthly. In addition to information currently tracked on the OTF Project Dashboard, future updates will also include project metrics as applicable.

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Looking Ahead

The Future of the First Two Cohorts of OTF Projects

CAO will continue to provide direct support and assistance to the 29 OTF project teams as they implement their initiatives. In addition to monthly updates to the OTF Progress Public Dashboard, CAO will also release these progress reports on a biannual basis.

Opportunities to Continue to Transform Philadelphia's Municipal Operations

The Operations Transformation Fund was set up as a non-recurring fund that would be distributed and spent over two fiscal years. The OTF needed to make grant awards quickly so projects could be successfully implemented within the defined timeframe. There are exciting possibilities for any future efforts to continue fostering the same type of municipal operations transformation in Philadelphia City government. Some examples of how the original model of the OTF could be expanded upon include:

- **Designing more opportunities to incubate projects of this scale and support longer planning leadup to implementation.** This could enable working with employees who have transformative ideas to develop project plans that are feasible and sustainable.

- **Involving more City employees in proposal review.** This would diversify the perspectives of those evaluating proposals, and ultimately strengthen the grant-making process.

- **Providing more direct support to projects during implementation.** While CAO has been providing significant support to OTF project teams, more assistance could be beneficial.

- **Upfront funding lasting more than 12-18 months.** Some projects may need a longer duration of upfront funding to reach long-term sustainability.

Appendix A.
Spring 2022 OTF Funding Priorities

Spring 2022 OTF Funding Priorities

The OTF sought to fund projects that—in addition to being eligible for OTF funding—met 5 key criteria: projects that 1) create a significant amount of impact relative to their budget; 2) advance equity; 3) demonstrate feasibility; 4) create impact that is sustainable beyond the project; and/or 5) practice inclusive engagement and collaboration to inform decision-making and carry the project out effectively. The strongest proposals most clearly met these criteria.

These are the questions that were used to evaluate each proposal, by funding priority area:

Funding Priority Area	Evaluation Questions
Scope of Impact	How many residents and/or employees will feel the direct positive impact of a successful implementation of this project? How will they be impacted? Over the medium or long term, how much would the solution result in greater cost savings or efficiencies (such as saved time, streamlined processes, reduced days to resolution or delivery of service, barriers removed, or increased accessibility) for the City? How does this initiative position the department(s) well for the future to provide increasingly better services to staff and/or constituents?
Equity	Does the project directly aim to advance racial equity or otherwise reduce racial, social, or economic disparities among Philadelphians and/or City employees? How does the project aim to address racial inequities that show up in the problem it is seeking to solve? If a project is a pilot, geographically selective, or otherwise limited to a specific group or location, how have racial equity and inclusion been considered in the selection or prioritization of sites or other targeted investments?
Feasibility	The project is SMART and substantiated: • **Specific:** Is the scope focused and well-thought-out? • **Measurable:** Will success be measurable? • **Attainable and Realistic:** Is the breadth and complexity of the timeline realistic given the current state and capacity of the department(s) submitting the proposal, as well as considerations outside of the department? • **Timely:** Will funds be encumbered and spent within the planned timeline? • **Substantiated with Evidence:** Is there a compelling proof of concept, strong evidence, and/or well-considered theory of change? Evidence is defined broadly to include research, data, resident or staff feedback, common knowledge, a similar idea implemented elsewhere, best practices, or other information. Is there sufficient capacity (bandwidth and skills) in the proposing department to partner with the Operations Transformation Fund and see the project through with the external support available? Is there a high probability of overcoming the technical challenges of the project, so risk of delaying the proposed timeline is low?

APPENDIX A (CONT.)

Funding Priority Area	Evaluation Questions
Sustainability of Impact	Is there a clear and viable financial and operational plan to sustain this transformation beyond the initial OTF investment that would not require a future Budget ask? Is there a clear and viable change management plan to guide the department through and beyond this transformation?
Inclusive Engagement and Collaboration	Has thorough stakeholder engagement (including of those most directly impacted) been performed, is it underway, or will it be performed during the implementation of this project? How will insights gathered from engagement inform decision-making and be incorporated into the final design of the project? Does this project have buy-in from the appropriate and necessary partners needed for success, and are all the necessary stakeholders on board? Has the project demonstrated an application of equity and inclusion principles (such as in approach, process, team makeup, etc.)? How so?

In addition to the primary 5 criteria, the OTF considered the following priorities for the spring 2022 funding cycle:

Additional Priorities	Evaluation Questions
Ideas that come from the breadth and hierarchy of City employees	Where did the idea for this project originate? Was the idea generated by frontline staff, people who aren't normally involved in submitting budget asks for their departments, and/or people with a broad range of identities, perspectives, and lived experiences?
Ideas that are difficult to get funded through other means	Has the applicant had difficulty obtaining funding for this project through other means? If so, why? Is the OTF uniquely positioned to support this project?
Departments that have not received OTF funding	Did the department receive OTF funding during the first application cycle? We took into account which of the 20 departments sponsoring the 11 projects funded in 2021 are the leads.

Appendix B.
OTF Project Descriptions

FIRST COHORT

1.01 Building Capacity for Infrastructure Project Delivery and Diverse Participation – $318,000

Office of Transportation, Infrastructure, and Sustainability, and Department of Streets

This project will build the capacity for the Streets Department and partners in and outside of City government to deliver capital projects and related services

1.02 Crisis Access Link Model (CALM) – $500,000

Health and Human Services, Department of Behavioral Health and Intellectual disAbility, Community Behavioral Health, and Philadelphia Department of Human Services

The Crisis Access Link Model (CALM) will provide increased supports to youth and families in need by creating greater access to mental and behavioral health services for those at risk for or involved in the child welfare system. This model will utilize and expand the City's children's mobile crisis services and is an outcome of the Youth Residential Placement Task Force.

1.03 Analyzing the Actual Costs and Potential Benefits within the Development Pipeline – $375,000

Department of Planning and Development, Department of Licenses and Inspection

This project will explore whether the City is devoting sufficient resources to support the planning and approval processes while advancing equitable growth in Philadelphia's communities.

1.04 Place-Based Framework for Environmental Justice – $261,000

Office of Sustainability

The Office of Sustainability will develop and implement a strategic direction to enhance coordination between the 11 active City-sponsored initiatives focused on addressing environmental injustice taking place in Philadelphia's Eastwick neighborhood. This process can then be replicated to address issues of environmental injustice across the City.

1.05 The Equitable Community Engagement Toolkit – $549,000

Service Design Studio, Mayor's Office of Civic Engagement and Volunteer Service

The Equitable Community Engagement Toolkit is a City-wide initiative that will transform how the City of Philadelphia thinks about, plans for, and facilitates engagement with the communities it serves. Created in collaboration with City practitioners and community members, the Toolkit will establish the conditions for the City to engage communities equitably.

1.06 Digital Forms – $400,000

Office of Innovation and Technology

This project aims to ensure the City's digital forms are accessible, secure, and consistent to streamline City processes and services.

1.07 Mobile and Neighborhood Library Civil Service Recruitment and Testing – $663,000

Office of Human Resources, Human Resources and Talent Unit

This project will establish a mobile unit to conduct community-based and on-site recruitment and testing for civil service examinations, including at select neighborhood libraries. This will help engage Philadelphians from areas of the City that are underrepresented in the City's civil service workforce and will support virtual testing.

1.08 OIT Apprenticeship Program – $290,000

Office of Innovation and Technology

The Office of Innovation and Technology's Apprenticeship Program is a career change opportunity—focused on diversity and equity—for current City employees to get higher-paying roles, specifically in Software Engineering and User Experience.

1.09 Public Safety Reports Online Portal – $450,000

Department of Records

This project will create a public-facing online portal to deliver various public safety reports, replacing a series of processes that is currently almost entirely manual and paper-based. The digital system will include supporting backend workflows to search, process payments, and deliver these reports to the public through a simple application and payment process.

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1.10 Translation Services Expansion for Phila.gov – $450,000

Office of Immigrant Affairs, Office of Innovation and Technology

This project improves the translated content on the City's website (phila.gov). It will standardize the number of translated pages for consistency, accuracy, and availability of translations for multilingual residents.

1.11 Updating Property Size Data – $500,000

Office of Property Assessment

This project will verify and update building square footage information contained in the Office of Property Assessment's records and create or verify existing sketches that can be imported into its CAMA (Computer Assisted Mass Appraisal) system.

SECOND COHORT

2.01 Neighborhood Energy Center Outreach Campaign – $100,000

Office of Sustainability

All residents should have access to safe, healthy, and secure housing. Neighborhood Energy Centers offer residents support with paying their utility bills and access to services that can help reduce their energy costs, such as weatherization. This project will support these centers so they can do better outreach. The goal is to reach more people and deliver more energy services to residents.

2.02 Digital Equity Bridges – $500,000

Philadelphia Parks and Recreation (PPR)

PPR will connect 20 under-resourced recreation centers with reliable internet. Communities will have access to free internet through these centers. Residents can use these spaces to do homework, apply for jobs, and connect with others. The centers will also have programming to help with the City's anti-violence efforts.

2.03 ADA Unit – $300,000

The Mayor's Office for People with Disabilities (MOPD)

16.9% of Philadelphia residents identify as living with a disability. MOPD will use OTF funding to address corrective actions from the Americans with Disabilities Act (ADA) Transition Plan that are low or no cost. MOPD will propel accessibility for residents, employees, and visitors.

2.04 Improving Digital Service Delivery – $155,000

Office of Innovation and Technology

Philadelphians rely on the City's website to access the services and information they need every day. To better meet those needs, the City must hear from our residents. With direct user feedback, this project will uncover areas of improvement for our digital services and improve the City's process for service delivery.

2.05 Homebound Delivery Service – $181,000

Free Library of Philadelphia

The Free Library will enhance and expand services for residents that are homebound. It will deliver books, movies, instruments, medical tools, and more. Materials will be delivered more quickly, in a more personalized way, to more people.

2.06 Hybrid Hearings – $264,000

Law Department, Department of Licenses and Inspections, Department of Planning and Development

This project will change three meeting and hearing rooms on the 18th Floor of the One Parkway Building into hybrid meeting spaces. The spaces will allow residents to join and appear virtually or in person. The goal is to make it easier for the public to engage with the City's decision-making processes.

2.07 The Philadelphia Reforestation Hub – $277,000

Philadelphia Parks and Recreation

This project will change the City's Organic Recycling Center into the Workforce Development and Reforestation Hub. It will turn fallen trees into lumber. It will focus on building people's skills and consider community and environmental impact. The hub will reduce waste, cut costs, and create jobs for underserved communities. It will also support the City's neighborhood canopy and forests.

2.08 Gateway: Centralized Landlord Network – $275,000

Office of Homeless Services, Department of Planning and Development, Division of Housing and Community Development, Health and Human Services, Department of Licenses and Inspections, and Office of Community Empowerment and Opportunity

This project will create a one-stop-shop for landlords. The system will offer resources about building compliance, housing programs, education, and more. The goal is to help landlords better navigate a complicated system.

2.09 Operation Inspiration – $150,000

Department of Streets

Block captains are the City's partners and teammates who understand the reward of a clean and safe street. Funding will provide new handheld leaf blowers to block captains across Philadelphia. These new tools will support their cleaning efforts in the City.

2.10 Telehealth Service Expansion – $300,000

Philadelphia Department of Prisons

This project will give incarcerated people better access to primary and specialist care via mobile telehealth units. Mobile telehealth units will provide healthcare to patients. The project also allows the Department of Prisons to create an electronic sick call request system. This will replace a paper request system. It will speed the delivery of care and decrease the time for staff to take patients offsite for specialist care.

2.11 Library Materials Transit Efficiency Project – $200,000

Free Library of Philadelphia

Free Library users can request library materials be delivered to their local branch library. The Free Library will hire a consultant to help improve the delivery system. The Free Library will speed up the delivery process to two business days or less. After making changes, the Free Library will create a campaign to raise awareness about the improved services.

2.12 Reducing Barriers in the City's Traffic-Calming Request Program – $300,000

Office of Transportation, Infrastructure, and Sustainability (OTIS)

This project will redesign the City's Traffic Calming Program. It will make the program more accessible, inclusive, and transparent. Traffic calming helps reduce speeds and improve traffic safety. By improving access to resources, OTIS will create safer streets and reduce the impact of traffic crashes.

2.13 A Hope that Lights the Way: A Research Project to Strengthen Public Engagement – $340,000

The Mayor's Office of Black Male Engagement

For years, gun violence has disproportionately impacted Black men and boys in Philadelphia. This project will track progress by focusing on people who help create and maintain hope. It will create a multimedia documentary with data to help the City engage with residents.

2.14 Electric Vehicle (EV) Level 3 Fast Chargers Pilot – $150,000

Office of Innovation and Technology, Office of Transportation, Infrastructure, and Sustainability, and Department of Fleet Services

This project will bring new and efficient electric vehicle (EV) technology for charging City-owned vehicles. The City will buy Level 3 Networked EV chargers. These chargers will have more charging capacity, charge vehicles faster, and help reduce greenhouse gas emissions and pollutants. This project aligns with the Municipal Clean Fleet Plan. It will also inform the Citywide EV infrastructure development policy.

2.15 Worker Protections Community Education and Outreach Fund – $200,000

Department of Labor

This project will build relationships with trusted community organizations. The City will work with local leaders to change outreach efforts to help residents better understand workers' rights.

2.16 Citywide SAP Update Project – $250,000

Office of the Director of Finance

This project will update over 200 of the City's Standard Accounting Procedures (SAPs). SAPs make sure that processes that impact financial reporting follow regulatory and other requirements, have accurate data, and prevent fraud, waste, and abuse. The updates will make processes automatic and use current practices.

2.17 Alert and Warning Enhancement Project – $550,000

Office of Emergency Management (OEM) and Office of Immigrant Affairs (OIA)

OEM will update its alert and warning system to make its emergency messages more accessible. OEM will create a pilot program to target messages to a specific neighborhood that is very vulnerable to flooding. The project will also put emergency alerts into Philadelphia's top three most spoken languages. OEM looks to offer more translations in the future.

2.18 DBHIDS Clinical Fieldwork Pipeline – $190,000

Department of Behavioral Health and Intellectual disAbility Services

Staff shortages continue to impact behavioral health services. Additionally, the workforce providing behavioral health services also does not represent the diversity of the communities served. The goal of this project is to address both issues. This project will expand community-based behavioral health training and workforce development. It will also create opportunities for social work and counseling students from diverse backgrounds to engage in the public behavioral health system.

Appendix C.
OTF Performance Indicators as of Fall 2022

Performance Measure

Grant-Making

Applicants and grantees are diverse and representative of City government.	**Applicant and grantees' race/ethnicity, role types, and time with the City:** • Of Spring 2022 applicants, 48% identified as non-Hispanic White, 24% identified as Black or African American, 13% identified Asian or Asian American, 4% identified as Hispanic or Latino/a/x, and 2% identified as two or more races. This representation was analyzed during each round of elimination. Among funded projects, the proportion of applicants identifying as non-Hispanic White decreased to 44%, Hispanic or Latino/a/x decreased to 0%, Black or African increased to 28%, Asian or Asian American increased to 17%, and two or more races increased to 6%. • Spring 2022 applicants held a range of roles, including mid-level non-management positions (17%), mid-level management positions (41%), and upper management, executive, or senior leadership positions (35%). They also had been working for the City for varying amounts of time, ranging from less than 2 years to more than 20 years. Applicants of funded projects closely represented the overall applicant pool. We did not directly collect demographic information about applicants during the first funding cycle.
Application and selection process is accessible, transparent and equitable.	**Employee Feedback on Application Processes:** • Many applicants during both funding cycles had limited experience with grant-writing, developing a project plan or budget, and managing projects. Overall, it seems the applicant pool was less experienced with these skills during the second funding cycle. • The proportion of people who said they did not apply because the purpose of the OTF and/or application process was unclear fell from 32% to 17%. • 85% of survey respondents who submitted an initial idea agreed that the application process was clear, and any questions they had during the process were answered. This represents a roughly 20% increase from the first funding cycle. • The fraction of people who said they were surprised they were not selected to advance to the second round was reduced by almost half between the first and second funding cycles.

Grantee Engagement

CAO effectively supports grantees.	**Grantee Feedback on CAO Engagement (First Cohort Only):** • Over 80% of projects agreed that engagement with CAO has enhanced the implementation of their project. • 100% indicated it was beneficial to build relationships/collaborating with people in CAO. Of those, 70% strongly agreed. • Almost 70% strongly agreed that 1-on-1 technical assistance was beneficial for their projects. • All other types of engagement were also rated positively overall, with slight variation in how often respondents indicated otherwise.

APPENDIX C (CONT.)

Performance Measure

Project Implementation Progress

OTF project workplans are on track.
As of September 1, 2022, 83% of OTF projects are on schedule. CAO defines a project as on schedule if at least 85% of the elements of its project plan are complete, on track, or upcoming (or no more than 15% of the project plan elements are experiencing minor or major disruption).

Project Outcomes

CAO will report on project-level metrics in the future when project implementation is further underway. Some indicators of project impact will not be available until after project implementation ends. CAO plans to track whether OTF projects meet their targets, as applicable, and the aggregate impact of those outcomes. This includes efficiencies created by OTF projects (such as estimated dollars or time saved, or increased access to City services).