

OPERATIONS TRANSFORMATION FUND

Progress Report

Fall 2022





Executive Summary

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.**

The OTF funds projects internally, leveraging existing City resources to build our shared capacity to create and manage change. The OTF not only provides monetary support for these projects, but also provides technical assistance to help figure out some of the logistics. 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.”**

Funding Cycles & Grant Awards

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



83%

of OTF projects are on schedule



92 EMPLOYEES

engaged between funding cycles



OVER 50 PROJECT TEAM MEMBERS

receiving TA from CAO to implement projects




Funded Projects

Together, the 29 projects funded by the OTF will create a powerful impact across the City when implemented. 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

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.

Measuring OTF Performance

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.

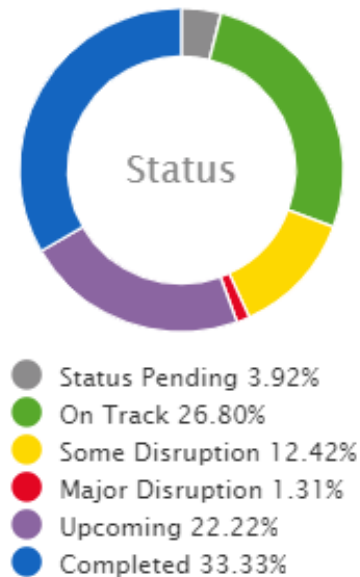
As of September 1, 2022, 83% of OTF projects are on schedule. CAO defines a project as on schedule if at least 85% of the elements of its project plan are complete, on track, or upcoming (or no more than 15% of the project plan elements are experiencing minor or major disruption).

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



Second Cohort

