



MAYOR
**CHERELLE
PARKER**

100-DAY ACTION PLAN



Letter from Mayor Parker

Dear fellow Philadelphians,

Today, I swear an oath as Philadelphia's 100th Mayor and the first woman to hold the office in 341 years. I do so with humility, with respect for the 99 who came before me, and with a solemn promise: we will make Philadelphia the safest, cleanest, and greenest big city in the nation with economic opportunity for everyone.

One Philly, a United City.

Philadelphia is an incredible city. We have world-class educational institutions and healthcare facilities—our “Eds and Meds.” We have a thriving downtown, an amazing and diverse food and restaurant scene, world-renowned museums, and great arts and culture. We have wonderfully vibrant neighborhoods that are the lifeblood of our city. These are all strengths we will build on in the years ahead.

We face real challenges as well—in public safety, stubbornly high poverty, quality-of-life concerns, housing availability, burdens on local businesses, and shortcomings in our educational system.

These challenges now fall on my administration, and I look forward to addressing them. Even as we continue our unprecedented transition process, with hundreds of our neighbors producing fresh ideas to make Philadelphia better, I want to give every citizen my own **Action Plan** and share my vision for a **Safer, Cleaner, Greener Philadelphia, with economic opportunity for all.**

Public Safety. In our first 100 days, my administration will announce specific plans to increase the number of Philadelphia police officers on our streets—with a focus on community policing citywide. We will declare a Public Safety Emergency and expeditiously get every available resource into neighborhoods struggling with the scourges of crime, gun violence, drugs, and addiction. Our Police Commissioner will deliver plans for those crises and for crimes—like car theft, shoplifting, and illegal ATV use—that diminish the quality of life in our city.

Clean and Green. We will launch a new approach to addressing quality-of-life issues, like illegal short-dumping, cleaning up litter and graffiti, fixing potholes, and removing abandoned cars—starting by focusing on the hardest hit neighborhoods. We will expand a successful neighborhood commercial corridor cleaning program, PHL Taking Care of Business (PHL TCB). And we will create a Clean and Green Cabinet to organize government, community, and business collaboratively to reduce waste, increase recycling, and continue to work towards a more sustainable future—all with an eye towards environmental justice for underserved and under-resourced communities.

Housing. We will create a “One Front Door” opportunity for residents to access city-run home improvement programs in one place. We will develop a vision of “affordable luxury”—affordable homes with high-quality fixtures and finishes for homeowners and renters; preserve and build more affordable housing; and provide more support for small landlords. We will order a top-to-bottom review of the city's Land Bank to better understand the challenges of developing vacant, city-owned properties—and work to significantly improve that process.

Economic Opportunity. Within our first 100 days, our “PHL Open for Business” initiative will reduce the red tape that makes it hard to do business in our city by requiring every city department to submit to my office a suggested list of unnecessary permits and regulations we can eliminate. We will continue to remove college degree requirements for many City of Philadelphia jobs where it is unnecessary and spread the word about current job opportunities in city government—opening the door for more Philadelphians to access good-paying jobs. We will appoint a team focused on Minority Business Success to bring together local and national investors to generate investment support for diverse businesses and convene a Business Roundtable focused on growing the economy of Philadelphia.

Education. We will develop a comprehensive strategy to provide meaningful out-of-school programs and job opportunities for students outside regular school hours. We will prepare a strategy on school building modernization and work closely with the School District on its own plan for school facilities. Our outreach will allow me and my team to hear directly from teachers, counselors, and principals on how best to attract, retain, and support them. We will seek out committed citizens to serve our students as members of our School Board.

Roundtables. We will create and operationalize Roundtables with a focus on business, faith-based, and intergovernmental efforts, whose missions will be to solicit and develop better ideas for how City Hall can serve all the different constituencies and needs of our diverse city. We want everyone's ideas for how to improve Philadelphia, and we're going to be a government that truly listens to people.

All this we promise Philadelphia, and more.

I believe in a city government that our citizens can see, touch, and feel—visible actions that help people at the neighborhood level. We want a government that can scale impact—take a solid program, expand what works, tweak what doesn't—and serve more Philadelphians. And I want a revival at City Hall that brings out the best of Philly—a more efficient government, one that hears people, is an employer of choice, and relies on intergovernmental collaboration to bring more resources to our city. There will no longer be a Tale of Two Cities in Philadelphia.

I cannot do this alone. We've spent the last year traveling across Philadelphia, getting to know Philadelphians in their neighborhoods, their places of worship, and their workplaces. They gave me their support and brought me to this moment. Now I'm asking for their help—and yours—again. Your voice will join those of the 500-plus people from all walks of life serving on our transition subcommittees. We will share their insights about how to make Philadelphia a better place to live and work in the New Year.

Will you join me and get involved to help make Philadelphia safer, cleaner, and greener, with economic opportunity for all? Read my Action Plan, go to www.transition2023.org, give us your ideas, join our team, and be part of our vision: One Philly, a United City. Let's get to work!

In service,



Cherrille L. Parker
100th Mayor
City of Philadelphia



**CHERELLE
PARKER**

MAYOR



Public Safety

Goal: Build mutual trust and safety in our neighborhoods through a model of community policing.

CURRENT STATE:

In recent years, Philadelphia experienced an unprecedented rise in violent crime, and of late, in property and quality-of-life crimes. An underlying problem is a serious shortage of police officers, made worse by inefficiencies in recruiting and onboarding. The city grapples with a feeling of insecurity in too many neighborhoods. Addressing these challenges requires a comprehensive approach to public safety.

LONG-TERM VISION:

The Parker Administration will cultivate a community-centered model of public safety, where trust between law enforcement and residents is paramount. Through prevention, intervention, and enforcement, we will build a city that addresses immediate safety concerns and fosters longer-term community resilience. We will restore a sense of lawfulness to the city—supporting those in need while prosecuting those who commit violence. To deter violent crime, we will pursue systemic changes, including community policing and greater investments in neighborhoods. We will seek robust collaboration across the criminal justice system—including the Police Department, the District Attorney’s Office, other city departments, City Council, the judicial system, and community-based organizations. We will closely review and consider the findings and recommendations in “The Blueprint for a Safer Philadelphia” recently released by City Council. And we will push for further coordination between the local, state, and federal levels of government.



100-DAY INITIATIVES:

- Issue an Executive Order declaring a “Public Safety Emergency” and directing the Police Commissioner, with support from the Public Safety Director and Managing Director, to develop a comprehensive strategy, using every available resource, to combat and prevent violent crime.
- Announce plans developed by the Police Commissioner and related city departments to increase the number of police officers deployed on the street overall and the number dedicated to community policing citywide.
- Charge the Police Commissioner—in collaboration with intergovernmental partners and relevant city departments—with developing a strategy to permanently shut down open-air drug markets, including in Kensington.
- Direct the Managing Director to convene local, state, and federal partners to explore all options and funding sources for providing long-term housing, care, and treatment for our most vulnerable residents, including the unhoused and those suffering from addiction and mental health challenges.
- Charge the Police Commissioner with developing a near-term plan to address both property and quality-of-life crimes, such as car theft, shoplifting, and illegal ATV use.
- Enlist relevant city departments (Commerce, OIT, Parks & Recreation, Streets) to proactively audit all city-installed and city-owned lights and cameras on commercial corridors and around parks, recreation centers, and libraries.





Clean and Green

Goal: Improve the quality of life across the city by making all Philadelphia neighborhoods clean, green, and vibrant.

CURRENT STATE:

Our city struggles with quality-of-life problems—blight, graffiti, illegal dumping, abandoned cars, potholes, and tractor-trailers parked in neighborhoods. These problems negatively impact too many communities. We need coordinated city government efforts to clean public spaces and support community involvement, as well. We must focus on aging infrastructure and the need for environmental resilience, especially in underserved neighborhoods. We must simultaneously address current issues and focus on long-term sustainability and carbon reduction goals.

LONG-TERM VISION:

The Parker Administration will work to make sure Philadelphia is clean, green, and resilient while encouraging residents to partner in improving their communities. We will better organize and coordinate programs for improved quality of life while encouraging resident engagement in these efforts. We will prioritize environmental sustainability by meeting the city’s carbon neutrality goal, increasing the use of public transit, and expanding the tree canopy. We will better coordinate to maximize the drawdown of federal and state funding for infrastructure and environmental resilience initiatives. All these efforts will contribute to a city that is not only cleaner and greener, but also more equitable and resilient.



100-DAY INITIATIVES:

- Announce a new approach to addressing persistent quality-of-life issues (short-dumping, litter, graffiti, potholes, and abandoned cars), responding first to the hardest-hit neighborhoods, using a public ticker to show progress, and partnering with community-led clean-up efforts.
- Announce continued expansion of PHL Taking Care of Business (PHL TCB), including covering more commercial corridors, more frequent cleaning of existing corridors, and increasing the number of participating organizations.
- Convene a Clean and Green Cabinet to organize government agencies, businesses, community partners, and other stakeholders around a comprehensive and data-driven action plan to reduce the generation of waste, increase rates of recycling, and tackle litter and illegal dumping.





Housing

Goal: Increase access to housing for both renters and homeowners to ensure vibrant and equitable communities and help build intergenerational wealth.

CURRENT STATE:

Housing is essential for economic opportunity and wealth-building. Philadelphia historically was a majority homeowner city. But the homeownership rate has declined for decades, and there is a persistent racial gap in homeownership rates. Many homeowners, and even more renters, are cost-burdened, spending too much of their income on housing. The city has made substantial investments to preserve existing housing through home repair grants and low-interest loans, eviction prevention, financial counseling, and estate planning. The city has supported new homeownership through down-payment assistance and programs like Philly First Home and Turn The Key. Despite these steps, rising home prices and rents outpace incomes, putting families at risk of displacement and jeopardizing dreams of homeownership that are attainable at every socioeconomic level.

LONG-TERM VISION:

The Parker Administration pledges to enable increased housing production and preservation, supporting homeowners and renters. Philadelphia’s working- and middle-class neighborhoods are the city’s backbone. Communities thrive when renters and homeowners have access to affordable housing. We will redouble the city’s efforts to keep existing homeowners in their homes, assist those who seek homeownership, and protect renters—including by supporting our many small landlords providing affordable housing. In addition to leveraging programs that support housing production and preservation, we will address long-standing barriers that add cost and delay. Every ounce of efficiency we generate frees up resources for more housing. We will work in partnership with the building trades to ensure the city’s housing expenditures help support access to family-sustaining jobs, including for graduates of our construction-related career and technical education programs.

100-DAY INITIATIVES:

- Charge the Department of Planning and Development with creating a “One Front Door” for city-funded home improvement programs, including programs to support small landlords.
- Charge the Department of Planning and Development with developing a vision for “Affordable Luxury”—housing for renters and homeowners with high-quality finishes for low- or moderate-income families.
- Launch a formal review of the Land Bank to develop the policies and processes that will expedite the return of vacant and tax-delinquent properties to productive use; seek feedback from stakeholders, including Land Bank staff and board members, developers, community development corporations, and neighborhood groups maintaining community gardens.
- Formally house the work of the Philadelphia Home Appraisal Bias Task Force in the Department of Planning and Development, charging the Department with staffing and resourcing the effort.



Spark

THERAPEUTICS

Economic Opportunity



Goal: Unlock economic opportunity for all and position Philadelphia as an attractive and equitable place to do business.

CURRENT STATE:

Philadelphia has significant and growing economic disparities. Upward economic mobility feels impossible for many, particularly those in deep poverty. During the city's pre-COVID decade, essentially no net new middle-wage jobs were created; jobs that are accessible to many residents tend to be low-wage. Some of our neighbors—including returning citizens and foreign-born residents—face additional challenges to securing employment; they must have access to every available resource to support their economic opportunities. For local businesses, regulatory burdens and a complex local tax regime cost time and money and deter investment, expansion, and job growth. For diverse entrepreneurs, lack of access to capital is a persistent challenge. While recent progress in addressing these issues is a helpful foundation, the overall landscape demands strategic interventions to address economic disparities, enhance business activity, and build an equitable economy that fully leverages the talents and potential within the city.

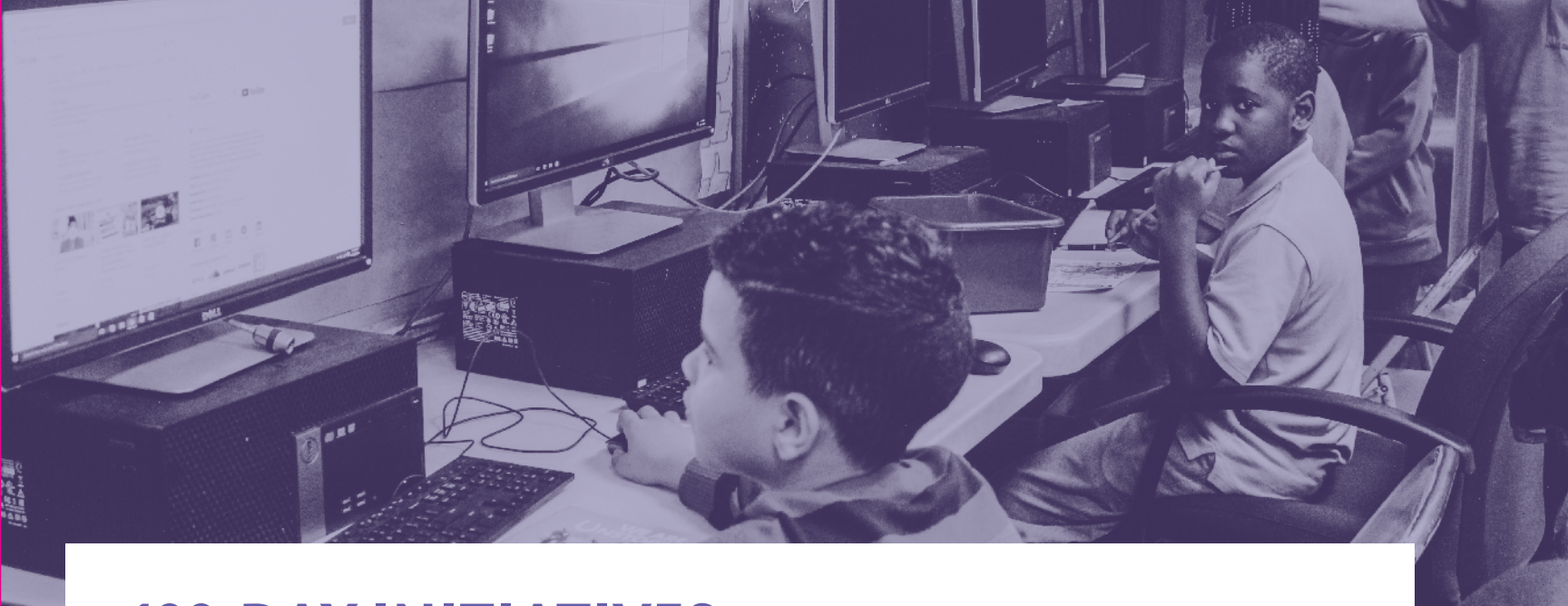
LONG-TERM VISION:

The Parker Administration envisions a future of economic opportunity for all characterized by a streamlined, supportive business environment. We will bridge economic disparities by investing in workforce development, creating alternative pathways to careers, and ensuring that “big bet” initiatives (including federally-supported infrastructure projects and school building modernization) benefit local workers. In connecting more Philadelphians to employment, we will be laser-focused on quality jobs—with family-sustaining wages, benefits, and a path to economic mobility. Through our Intergovernmental and Business Roundtables, we will explore regional economic growth strategies. We can continue building on traditional “Eds and Meds” strengths while pursuing emerging sectors, including life sciences and biotech, logistics, and advanced manufacturing. We will spark growth by tackling our burdensome regulatory environment and paying close attention to addressing barriers faced by diverse business owners, including access to capital. The city must foster an inclusive, thriving economy that helps put people on a path to self-sufficiency.

100-DAY INITIATIVES:

- Announce a “PHL Open for Business” initiative to increase ease of doing business, starting by requiring every city department to submit to the Mayor’s Office within 90 days a list of all licenses, permits, and certifications within the department’s authority, along with recommendations of unnecessary ones to be eliminated.
- Expand ongoing work to remove any unnecessary college-degree requirements for city jobs and further publicize the wide range of good city jobs that are available to local residents without a college degree.
- Charge the Business Roundtable with convening an Equitable Capital Table, bringing together local and national investors who commit to specific investment targets supporting local diverse businesses.
- Announce and continue to onboard the Minority Business Success leadership and team to focus on small, medium, and large businesses’ growth and advancement, including measurable goals.
- Commit to seeking renewal of Philadelphia’s designation as a Certified Welcoming City and charge the Office of Immigrant Affairs (OIA) with preparing a plan to do so.
- Support the opening of the “Neighborhood Resource Center”—a one-stop-shop where returning citizens can access documents, services, and resources from federal, state, and local government to help move forward with their lives and reintegrate into the community.
- Review the detailed recommendations from the Joint Task Force on Regulatory Reform for the Department of Licenses and Inspections, convened by City Council; prepare to implement all feasible near-term reforms; and develop a plan for advancing needed medium- and long-term reforms.





Education

Goal: Innovate to provide a world-class education for Philadelphia students of all ages and socioeconomic backgrounds.

CURRENT STATE:

Philadelphia’s education system, from pre-K to K-12 to traditional four-year college to career and technical education (CTE), faces multiple challenges. Persistent issues in teacher recruitment, retention, and diversity underscore a real need for initiatives to address workforce shortages. The state of K-12 school facilities requires urgent attention to improve the quality of our schools and the experiences of our students. There is a disconnect between what students are learning in school and the potential future careers that await them. Fortunately, a strong foundation already exists to tackle these issues. PHLpreK has taken smart steps to provide equitable access to quality early childcare; it should be expanded. Meanwhile, the Catto Scholarship and dual enrollment programs provide a pathway for older students to accelerate their post-secondary education. The opportunity to invest in organizational capacity and improve the educational experience for students of all backgrounds are critical steps to overcome current challenges and enhance the overall educational landscape in Philadelphia.

LONG-TERM VISION:

The Parker Administration will bring a unified vision and organizing strategy to the Philadelphia education system. The city will focus on a dynamic and diverse teaching workforce and state-of-the-art school facilities. Through close collaboration with the Board of Education, the School District Superintendent, child care and pre-K providers, our regional colleges and universities (including HBCUs), and CTE programs that include the Philadelphia building trades, we will establish an equitable and thriving educational system that empowers students, attracts and supports talented educators, fosters a commitment to continuous improvement, and establishes quality seats for kids in all of Philadelphia’s school systems.

100-DAY INITIATIVES:

- Convene two working groups to focus on two pressing, high-impact initiatives:
 - Working Group on Full-Day and Year-Round Schooling: Develop a comprehensive strategy to provide meaningful, instructive out-of-school programming and job opportunities for students that extend beyond regular school hours, from 7:30 am to 6:00 pm, throughout the year.
 - Working Group on School Building Modernization: Prepare an intergovernmental and cross-sector financing and implementation strategy ahead of the School District of Philadelphia’s updated School Facilities Master Plan.
- Begin outreach for a mayoral listening tour to hear directly from our educators—from classroom teachers to counselors to principals—and discuss how to attract, retain, and support them as professionals.
- Begin the process of searching for and nominating potential members of the Board of Education who are committed to creating safe, modern spaces for our children and ensuring students are prepared for post-secondary education, careers, and lifelong learning.





Roundtables

The Parker Administration’s Roundtable members will serve as the chief liaison between the Administration and the communities that they serve—providing a direct line for the Administration to government leaders at all levels, business stakeholders focused on growing our city’s economy, and the city’s rich and vibrant faith-based communities.

These roundtables will advise on policy, offer feedback, and regularly meet with the Mayor and top members of her administration.

INTERGOVERNMENTAL ROUNDTABLE:

Composed of office-holders at the city, state, and federal levels, focusing on the needs of the city, enabling the city’s elected leaders to both speak with a unified voice and maximize resources coming to the city from all levels of government.

BUSINESS ROUNDTABLE:

Business and Labor leaders working with the administration to craft policies to lift up workers, expand job opportunities, create an environment for city-based businesses to grow and flourish, and make Philadelphia a national leader and city of choice for attracting businesses.

FAITH-BASED ROUNDTABLE:

This coalition of faith-based leaders from across the city will be a direct line between the communities they serve and the Mayor’s administration. This grassroots network will meet Philadelphians where they are and provide a crucial touchpoint for many who would otherwise not interact with City government.

Closing Thoughts/ Next Steps

The pillars of the Parker administration will be a city government citizens can see, touch, and feel—visible actions that help people see their tax dollars at work in their neighborhoods. Mayor Parker seeks a government that can scale impact—take a solid program, expand what works, change what doesn’t—and serve more Philadelphians. The Mayor is calling for a revival at City Hall to bring out the best of Philly—a more efficient government that is an employer of choice and uses intergovernmental collaboration to bring more resources to our city. Her administration seeks to close the gap between the haves and have-nots.

Mayor Parker cannot do this alone. She knows that Philadelphia is filled with people who truly care about our city, who want to see our city and its neighborhoods do more than just survive—they want to see them thrive. **Now is the time for everyone who believes our city’s greatest years are ahead of us—that we can be better than we ever imagined, and that the time has come for meaningful and lasting change—to come together and join the Mayor.**

Now that you’ve read the Action Plan, go to www.transition2023.org. Tell Mayor Parker your ideas for improving the city, apply to join her team, and become part of her vision: a safer, cleaner, greener Philadelphia, with economic opportunity for all. Let’s get to work!





CHERELLE PARKER

MAYOR

SPECIAL THANKS TO THE LEADERS, STAFF, AND ADVISORS OF THE PARKER MAYORAL TRANSITION

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Della Clark, *Vice Chair*

Greg Segall, *Vice Chair*

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William Dunbar, *Senior Advisor*

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