

EXECUTIVE ORDER NO. 2-24

Local Government that is Visible, Responsive, and Effective

WHEREAS, every resident of the City of Philadelphia deserves a tangible local government they can see, touch, and feel – government that is visible, responsive, and effective;

WHEREAS, the delivery of government services impacts residents’ decisions about where they and their families live, work, learn, worship, and play, and about how they engage with their neighbors and neighborhoods;

WHEREAS, historically, people with more resources and power received preferential treatment in accessing government services, while those from disenfranchised or discriminated against communities faced additional barriers, which left residents and communities feeling ignored, under-served, and undervalued – all contributing to a tale of two cities;

WHEREAS, in 2024, we are One Philadelphia, a United City, where we prioritize equitable and accessible service delivery; encourage and support residents’ positive involvement in their local communities; and work to ensure that all of our residents and neighborhoods are able to thrive;

WHEREAS, local government works best when it responds to and is informed by the insights and experiences of residents and City front-line staff; we achieve better and more lasting results when we use human-centered design and trauma-informed practices to identify solutions in collaboration with those closest to the challenges, rather than handing down policies and programs from on high;

WHEREAS, while there are promising approaches underway within local government to improve service delivery – reducing the “time tax” and bureaucratic burden placed on residents and delivering services that better meet the needs of residents from every neighborhood – the city does not have an overarching strategy in place for making government more visible, responsive, and effective;

WHEREAS, achieving this goal will require an all-of-government effort, including City Council of Philadelphia working in partnership with the Administration, and with a structured process for analyzing the current state; prioritizing and investing in needed reforms; engaging and co-creating with stakeholders; testing, scaling, and refining solutions; and tracking progress over time;

WHEREAS, achieving this goal is essential to creating a safer, cleaner, and greener Philadelphia with economic opportunity for all; and

NOW THEREFORE, I, CHERELLE L. PARKER, Mayor of the City of Philadelphia, by the powers vested in me by the Philadelphia Home Rule Charter, do hereby order as follows:

SECTION 1. AUDIT OF DELIVERY CHANNELS AND SERVICES

The term “department” as used herein refers to all departments, offices, agencies, boards, and commissions in the Mayor’s Administration.

The term “services” as used herein does not include social services, such as those provided by the Office of Homeless Services, Department of Behavioral Health and Intellectual disAbility Services, and the Department of Human Services.

Within 120 days of the effective date of this Order, the Mayor’s Office, Office of the Chief Administrative Officer (CAO), and Managing Director’s Office (MDO) shall develop a comprehensive listing of all channels through which the City delivers services to the public. Such channels include, but are not limited to:

- centralized service delivery such as 311 and the Municipal Services Building (MSB) concourse;
- decentralized channels such as recreation centers, libraries, community schools, and outreach efforts such as those by Philly Counts and the Community Resource Corps; and
- digital channels including phila.gov and social media platforms.

For each such channel, the Mayor’s Office, CAO, and MDO will identify all specific services provided to individuals; the mechanism for providing the service; information about any associated fees or costs; and any other requirements for accessing or receiving the service (e.g., filling out an application, submitting documents, etc.).

All departments shall provide the Mayor’s Office, CAO, and MDO with the information needed to develop the above listings and partner with those offices, as requested, in analyzing the data.

SECTION 2. PRIORITIZATION

Once the above listings of channels and services are prepared, the Mayor's Office, CAO, and MDO shall lead a process to prioritize a discrete set of service channels/services (hereinafter, collectively referred to as "services") for improvement every quarter. At set intervals, the next prioritized set of services would enter the improvement process, as further described below.

In prioritizing groups of services for improvement, the Mayor's Office, CAO, and MDO shall engage both residents and front-line staff. Consideration should be given to the following factors, in order of priority:

- **Importance to residents:** Identify the importance of the service to residents, through focus groups, survey responses, and the number of people served annually.
- **Implications for life safety or public health:** Assess whether the service has direct implications for life safety or public health.
- **Equity in current service delivery:** Use quantitative and qualitative data to assess the extent to which different communities experience differing levels of access or benefit from current services.
- **Reduction of "time tax" and bureaucratic burden:** Evaluate the impact on residents, particularly those from historically disenfranchised communities, using quantitative and qualitative data.
- **Resource allocation:** Consider the number of City staff and level of City funding directed toward the service.
- **Positive spillover effects:** Evaluate the potential positive impact on other services. For instance, investing in 311's staff, service experience, and integration with performance management could support improvement across multiple services.

After determining prioritization across all services, the Mayor's Office, CAO, and MDO will further assess – in consultation with implicated departments – how many and what services can be run through the improvement process in the next cohort. This capacity-assessment will take place before the start of each cohort.

SECTION 3. PLANNING FOR IMPLEMENTATION

Within 60 days of the effective date of this Order, the Mayor's Office, CAO, and MDO shall develop a comprehensive strategy for service improvement. The strategy must include the following components:

- **Service delivery standards of practice:** Define the core components that embody the principles of visible, responsive, and effective government – government residents can see, touch, and feel. These standards should guide both the improvement process and the day-to-day operations of City departments.
- **Implementation approach:** Propose a comprehensive plan for the service improvement process. This plan should incorporate: (a) the range of tools, techniques, and resources needed for specific services; (b) opportunities for residents and front-line staff to actively contribute to developing solutions; (c) a schedule for completing service improvement projects; and (d) the cadence of internal and external progress and impact reporting.
- **Impact metrics development:** Propose a structured approach for developing and reporting on impact metrics that align with the established standards of practice. These metrics should: (a) enable tracking of progress over time; (b) support ongoing learning; and (c) identify additional opportunities for improvement.
- **Investment proposal:** Present a detailed investment proposal to support the first two years of activity. This should encompass the financial resources required for successful implementation.

SECTION 4. INTERGOVERNMENTAL COOPERATION

I call upon my Intergovernmental Roundtable to assist the City in pursuing the above actions, including by identifying best practices in service delivery at other levels of government that could be implemented locally and opportunities to coordinate similar or related services provided at the local, state, and federal level.

SECTION 5. EFFECTIVE DATE

This Order shall take effect immediately.

Date: January 2, 2024

A handwritten signature in black ink, reading "Cherelle L. Parker", written over a horizontal line.

Cherelle L. Parker, Mayor

CITY OF PHILADELPHIA