



2024 REPORT FROM PARKER TRANSITION COMMITTEE

What's working, where to improve, and insights to move forward.



Letter from Mayor Parker

An overarching goal of my Mayoral transition was to set a new standard and expectation for involving Philadelphians in tackling the city's most pressing challenges. I believe in getting everyone around the table, hearing a diversity of voices, and then making the hard decisions that will drive progress towards City government our residents can see, touch, and feel. This is what I campaigned on and what I intend to deliver.

To this end, I couldn't be more grateful for and excited about the exemplary work of the Parker Mayoral Transition Team, which engaged hundreds of stakeholders from across Philadelphia and all walks of life. Our transition subcommittees included community leaders and academics, business executives and front-line workers, students and retirees – all of whom have shown a deep commitment to our city's future. Our subcommittee members brought their expertise and their lived, life experience to the discussions and, by design, represented a wide range of perspectives. We welcomed this diversity of thought, which I firmly believe creates the informed dialogue needed to determine the best course of action.

The mission before us is significant and, as I've said before, I cannot do this alone. I am profoundly grateful for the contributions of our transition leadership and the 550 Philadelphians who stepped forward to offer their insights and ideas for the future. Together, we will make Philadelphia the safest, cleanest, and greenest big city in the nation with economic opportunity for everyone.

One Philly, a United City.

In service,
Cherelle L. Parker
100th Mayor
City of Philadelphia

Letter from Transition Leadership

In 2023, we embraced the exciting charge of helping to lead the transition process for incoming Philadelphia Mayor Cherelle Parker – our City's 100th Mayor and the first woman to hold the office in 341 years. Our charge included both personnel and policy planning. For the latter, we cast a wide net and solicited broad-based feedback — over 550 people responded and came together to share insights, concerns, and suggestions for improvement across 13 topical subcommittees, each impacting the future of our great city. As a transition leadership team, we want to express our deepest gratitude to these volunteers for their willingness to share their time and expertise – and for trusting us to listen and hold fast to their concerns.

While we come from different parts of the city, with different backgrounds and professional experiences, we are united in our desire to see the City of Philadelphia thrive and our deep commitment for Mayor Parker to be positioned for success. As a leadership team with diverse viewpoints, we have great respect for Mayor Parker's approach of bringing people around the table with different perspectives in service of a shared goal. The transition process reflected that approach and we hope this final report honors it as well.

A common theme that emerged in discussion across the 13 subcommittees was the wish for a strong Mayoral vision and leadership. Mayor Parker already is bringing this vision and leadership to City Hall and we are confident the insights gleaned from the transition process will help inform the way forward. This Transition Report touches on multiple themes that came up in our sessions and highlights areas needing urgent attention. Many of these themes echo the Mayor's established priorities — addressing public safety concerns, improving cleanliness, and expanding economic opportunity. Other cross-cutting themes included using data to drive service delivery; being transparent about goals and results; and ensuring local government that is visible and accessible to residents, especially in historically underserved communities.

We are in a time when public discourse can be quick and impersonal. But we also know that deep dialogue – when people come together and listen to one another, as happened in the transition process – has immense value.

We all want to see a thriving and vibrant city. While we may have different ideas about how to achieve that goal, we have immense faith in the Mayor's vision for and leadership of our great city. We hope this enclosed report is valuable in guiding those next steps.

Ryan Boyer, Chair
Della Clark, Vice Chair
Gregory Segall, Vice Chair



Background

Starting in November 2023, the Parker Transition Team engaged over 550 members across 13 topical subcommittees. Members brought deep subject matter knowledge and wide-ranging lived experience. While they represented diverse constituencies and perspectives, all were united by their passion for the city.

The Transition Team solicited members' insights about what was working in local government, what needed improvement, and ideas for new approaches and initiatives to help further the Mayor's vision and position the new administration to hit the ground running on January 2, 2024.

Input was collected through two modes — each subcommittee held two meetings including focused, small group discussion and all members received two surveys, circulated and collected ahead of the meetings. At the third meeting, an all-hands session, Mayor-elect Parker outlined her priorities for the incoming administration and expressed her gratitude to members for their thoughtful engagement. A final round of meetings took place in February and March 2024, during which the Mayor's office shared back with each subcommittee the prominent themes and potential initiatives and actions surfaced during the transition process.

Each subcommittees had a chair (or, in some cases, co-chairs), vice-chairs, and members, all of whom were supported by Parker Transition Team staff, who helped compile the wide-ranging feedback members shared.

Although the process was designed to yield a similar set of findings across the 13 subcommittees – e.g., what works well, where we can improve, and potential initiatives actions for the new Administration to consider – the diversity of membership naturally generated some variation in the outputs of each subcommittee. Findings from each subcommittee are summarized in this report. In addition to those topically-specific findings, the following topline themes emerged across discussions in multiple subcommittee:

- **Improve coordination and collaboration throughout City government and across City, state, and federal agencies.** The need for improved coordination was stressed in nearly every subcommittee conversation, and multiple examples were cited of how better communication and alignment would lead to improved outcomes.
- **Recognize and respond to the need for more resources.** The need for additional resources came up repeatedly in subcommittee conversations, along with recommendations for how to strategically pursue, create, and maintain robust streams of funding from multiple sources.
- **Improve public safety, including due to its collateral impact.** As with many major cities, public safety remains a top concern and impacts all other issues, from education to arts and culture. Members recognized that for Philadelphia to grow and thrive, it needs a strong public safety plan and the ability to execute on that plan to deliver real and sustainable results.
- **Better integrate social services.** More must be done so that the most vulnerable residents are receiving the care and support they need. This requires a laser focus on improving healthcare, and social and economic outcomes, and can only be achieved through close collaboration and coordination among the vast network of agencies and organizations that deliver critical services.
- **Address workforce challenges and promote a diverse workforce and leadership.** Meaningful work opportunities must be accessible for every Philadelphian, both through the public and private sectors. Within City government, the workforce should reflect the broader population, including Philadelphia's immigrant and LGBTQ communities, from frontline personnel to the top echelons of leadership.

In addition to highlighting key findings that will help inform the work of City officials in the new Administration, this Transition Report is intended to spur further public discussion around the critical issues facing Philadelphia and identify the potential strategies and initiatives to make our city the safest, cleanest, and greenest big city in the nation, with economic opportunity for all. This is at the heart of Mayor Parker's vision and the core of what makes this city great — the willingness of Philadelphians to come together and write an exciting next chapter.

List of Subcommittees:

1. **2026 Preparation**
2. **Arts, Culture, and the Creative Economy**
3. **City Administrative Services**
4. **Commerce and Economic Development**
5. **Education**
6. **Environment and Sustainability**
7. **Fiscal Stability**
8. **Health and Human Services**
9. **Housing, Planning, and Development**
10. **Immigrant and Multicultural Affairs**
11. **Infrastructure and Transportation**
12. **Public Safety**
13. **Technology and Implementation**

Note: The content from the 13 subcommittee sections in this report reflects insights gathered in November and December 2023. Highlighted quotes from subcommittee members were shared via online surveys.

1 2026 PREPARATION SUBCOMMITTEE

KEY THEMES

In 2026, Philadelphia will host a series of major events including the FIFA World Cup, Major League Baseball's All-Star Game, and the 250th anniversary of America's founding. The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to the preparations for 2026:

- **Set a vision for 2026 as the top leader and responsible official.** A lack of Mayoral leadership and overarching vision, strategy, and direction from City Hall has left the city without a shared and unified idea of what 2026 will look like and what can be achieved. Any continued lack of consensus and alignment among diverse stakeholders and public officials will slow the planning process and critical investments. This could risk a lasting, negative impact on Philadelphia while it is in the global spotlight and the city missing out on the full benefits of a once-in-a-generation opportunity.
- **Create a strategic budget that leverages funding and investment from local, state, federal, and private sources.** Robust planning and investment are behind schedule, including an assessment of the total needs and strategy to meet them. Funding should be identified from all possible sources, with an emphasis on federal funding and considering that 2026 activities and their impact will be regional and statewide.
- **Create an operations and service delivery plan that leverages workforce development and business growth and includes a focus on public safety.** Basic City services will be vital for a successful 2026, but a municipal staffing crisis and a lack of leadership and accountability are slowing improvement of these services. Both visitors and residents must be and feel safe during major events and throughout the city. There is a short timeline to build out workforce development pathways for residents.
- **Create a capital funding plan that includes transit and 2026 legacy-building projects.** Accelerate current and proposed capital projects to enhance public spaces and arts, culture, and historical assets. Meanwhile, SEPTA is facing a fiscal cliff when major upgrades are needed to both its infrastructure and its cleanliness and appearance. Current public transit options are insufficient and difficult to navigate.

“The major events of 2026 cannot be felt as something that is ‘happening to’ our residents but something that invites all to participate and help us welcome visitors to our city.”

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded or scaled to prepare for the events scheduled in 2026. These included:

- **Infrastructure investment:** Extend and invest in the City's existing efforts to secure federal Bipartisan Infrastructure Law funding and advance critical infrastructure improvements for 2026.
- **Philadelphia ambassadors:** Recruit, equip, and deploy Center City District-type ambassadors across the city.
- **Cleaning and greening:** Target major cleaning and greening efforts to commercial corridors and public spaces across the city, including an acceleration of the Philly Tree Plan – the city's 10-year urban forest strategic plan.
- **Admission for all:** Work with local funders to secure and allocate resources to cover event and program admission for Philadelphia youth and families.

Other considerations raised during subcommittee discussions included:

- **Strategic and measurable impact:** Establish shared civic, social, and economic impact goals (beyond those required by FIFA) in pursuit of long-term benefits for the city and its residents.
- **Leverage city designations** – including America250 Host City, World Heritage City, Welcoming City – and the 2024-2025 historical anniversaries (Continental Congresses and service branches) to bolster preparations and engage Philadelphians.
- **Build special transit and housing options** to accommodate peak visitor volume during the 40-day World Cup period. This could include, for example, shuttle options, lodging on cruise ships, and high-end tent villages.
- **Impact of construction projects:** Mitigate the potential disruptive impact of the I-95 cap initiative and other major construction projects scheduled to continue during 2026.

“The Mayor must articulate her priorities for the milestone year to inform where private funders should invest to drive the most impact for Philadelphia.”

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Job programs:** Programs are being rolled out to grow the number of jobs directly tied to City infrastructure and transportation including: Philly Future Track, West Philadelphia Skills Initiatives, and PECO's Infrastructure Academy.
- **Joint preparations:** Coalition 2026 is organized as a collaborative, public-private effort to coordinate planning, resources, and actions for major events and programs.
- **Philanthropic investments:** Local foundations and the larger philanthropic community have been collaborating to make strategic investments.
- **Signature programs:** Mural Arts, City Year, and Philadelphia Cultural Treasures project were cited as effective initiatives that invest in and uplift residents and local assets.
- **Major event experience:** The Managing Director's Office was noted as having experience from preparing for major events previously hosted in the city.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **A lack of vision and leadership** from City Hall has put Philadelphia behind on coordinated planning and investment, requiring a top-level City official to be directly involved going forward.
- **Need coordination, investment, and accountability** within City government to ensure basic services are delivered effectively and major issue areas are addressed, from public safety to litter to transit.
- **Telling the city's story:** Need to tell better stories about Philadelphia's arts, culture, neighborhoods, local residents, and businesses to showcase unique narratives about what makes the city and region special.
- **Intergovernmental cooperation:** Closer partnership among City, state, and federal officials to secure public funding for infrastructure is urgently needed.

“Create an action-oriented 2026 team, situated in City Hall, that ... includes an accountability structure to make sure resident and visitor experiences are equally prioritized.”

POTENTIAL ACTIONS

The following actions were raised by subcommittee members for the city to better prepare for the major events and programs taking place 2026:

Mayoral vision and leadership

- Appoint a top official and action-oriented team in City government to drive preparations forward and ensure rapid and robust intergovernmental and cross-sector coordination.
- Convene diverse stakeholders (public, private, labor, civic, and community) as soon as possible to determine a comprehensive plan and resolve any friction that may frustrate progress.

Global branding and showcase

- Develop consensus around the overarching story to tell about 21st century Philadelphia – the city's history, renowned institutions, local treasures and uniqueness.
- Leverage local expertise in tourism and hospitality, arts, culture, and creative economy sectors.
- Enlist branding, marketing, and communications firms to execute a comprehensive campaign that encompasses both the global and the local of Philadelphia.

Funding and investment

- Identify overall funding needs and timeline with strategic integration and layering of public, philanthropic, and private-sector investments.
- Allocate local funds immediately to accelerate planning and secure further state, federal, and private investment.
- Lobby to secure maximum state and federal funding from available grant programs in the remaining budget cycles.

Workforce development and business growth

- Identify staffing needs for major events and projected business growth, then align workforce development systems to fulfill the needs.
- Establish a strategy and investments to support growth of local and BIPOC businesses, including the commercial corridors and immigrant communities across the city.
- Ensure close coordination with organized labor around projected needs and how to diversify and expand membership, especially in the building trades and hospitality sectors.

Transit and wayfinding

- Major upgrades to transit infrastructure must be accelerated to ease mobility into and out of the region and across the city.
- Implement transit wayfinding, language access, and accessibility upgrades.
- Complete the Philly Streetlight Improvement Project.

Community engagement and civic pride

- Create an organizing structure for resident planning and engagement which could include, for example, a Community Advisory Board.
- Develop a strategy and allocate resources to involve all of Philadelphia in the events and activity of 2026, including neighborhoods and commercial corridors, young people and schools, citizen ambassadors, and immigrant communities.
- Prepare and enlist residents in a civic pride campaign that enhances the overall experience in 2026 and beyond.

2 ARTS, CULTURE, AND THE CREATIVE ECONOMY SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to arts, culture, and the creative economy in Philadelphia:

- **Increase Mayoral advocacy and leadership around arts and culture.** Issues related to arts, culture, and the creative economy were not seen as a top priority in the previous administration. Frequent Mayoral attendance at public events and appointing a cabinet-level official were pointed as effective steps to increase Mayoral advocacy.
- **Create a vision and strategic plan around arts and culture.** Greater collaboration and cooperation are needed among involved City departments and external partners, which would require convening leadership from a top official in City Hall. Additionally, members pointed to diversity, equity, and inclusion concerns within the arts community and the greater need for inclusivity between major institutions, the community, and BIPOC groups and artists. Concerns were also raised regarding the drop in patronage of the arts since the pandemic.
- **Invest, elevate, and preserve arts and culture through increased resources.** Subcommittee members indicated that there are limited resources and bandwidth in existing organizations for robust promotion and advertising of arts and culture in Philadelphia. Members also pointed to the need to diversify Philadelphia's portfolio of public sculptures. Additionally, members noted tension between heritage and historical preservation and development.
- **Increase funding and capacity-building for arts and culture organizations.** The Philadelphia Cultural Fund (PCF) was highlighted as a sound and equitable mechanism to distribute resources, but PCF has insufficient funding given the number of grantees and overall financial need. Members noted that there should be no arts tax, but that the current environment for contributions from foundations, corporations, and philanthropy is limited and competitive. Members also noted that smaller community organizations and artists lack adequate resources to perform work and build operational capacity.
- **Increase accessibility and support for arts and culture.** Artists, local organizations, and stakeholders can be unaware of grants, resources, and other important information. Members also pointed to the underutilization of public spaces such as parks, libraries, plazas, and SEPTA. Additionally, members noted that arts education has been cut from many public schools leading to limited program opportunities for youth.

“The Mayor must be a highly visible champion of the arts, recognizing arts and culture are essential to the city’s economic vitality and the well-being of its residents.”

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Cabinet-level leadership:** Elevate the Office of Arts, Culture, and Creative Economy and appoint a cabinet-level official to lead cross-sector collaboration.
- **Elevate arts in education:** Support STEAM (Science, Technology, Engineering, Arts, and Mathematics) education and create pathways to arts occupations.
- **Youth programming:** Establish and support youth-oriented arts programming and mentorships, both in schools and with community-based organizations.
- **Invest in proven programs:** Expand and increase funding to the Philadelphia Cultural Fund and Mural Arts.

Other considerations raised during subcommittee discussions included:

- **Invest in marketing:** Allocate resources for a major promotional and marketing campaign to amplify Philadelphia as a global arts and culture destination.
- **Survey best practices:** Examine successful models in other cities, while noting that Philadelphia is already rich in talent across the sector.
- **Art Commission reforms:** Review Art Commission policies to identify processes that can be streamlined, such as eliminating the need to approve short-term projects.
- **Arts tax:** Explore dedicating specific tax revenue or other steady revenue sources for arts and culture.

“The arts community as a whole is a success story of this city. The question remains how can the city prioritize arts and culture with decision making, funding, resources and listening sessions?”

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **A “special synergy” and collaboration** exists amongst diverse stakeholders in Philadelphia that accelerated pandemic recovery.
- **The Philadelphia Cultural Fund** is an effective and equitable model to sustain local organizations and projects.
- **Use the arts to address mental health**, especially through trauma-informed programs for young people.
- **Arts, culture and economic impact:** Leveraging arts and culture assets to generate economic impact through tourism and small business development.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **Insufficient funding** through existing channels, such as the Philadelphia Cultural Fund, the City's Office for Arts, Culture, and the Creative Economy, and private resources.
- **Deprioritization of the arts:** Arts and culture in City Hall are deprioritized despite intersections with other major issue areas, including education, public safety, greening, and cleanliness.
- **No comprehensive strategic plan** that cuts across issue areas, coalesces diverse stakeholders, and guides resource allocation.
- **Lack of a high-powered marketing campaign** to promote both major arts and culture institutions, as well as community assets and artists.
- **Inadequate resources for youth programs,** including arts education in public schools and local and community-based arts organizations.

“Commit to a strategic plan for growing the arts in Philadelphia that recognizes and elevates the arts to a central element in Philadelphia’s identity and in the spiritual, creative life of all citizens.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could consider in addressing the key themes:

Mayoral advocacy

- Appoint a cabinet-level official charged with convening stakeholders and developing and implementing a strategic plan.
- Amend the Charter to make the City's Arts and Culture office a permanent feature of local government with greater heft and influence.
- Reexamine the structure and role of the Mayor's Cultural Advisory Council.

Strategic planning

- Position the Mayor and a cabinet-level official to be the primary drivers of convening diverse stakeholders and organizing a strategic planning process.
- Jointly create a cultural plan to continually guide partnerships, collaboration, initiatives, and investments.
- Integrate arts, culture, and creative economy priorities with other issue areas such as education, economic development, and public safety.
- Leverage 2026 as a critical year to invest locally, while elevating Philadelphia's treasures and uniqueness to the world.

Invest, elevate, and preserve

- Enlist organizations like Visit Philadelphia and the Chamber of Commerce to assist with launching a major branding and promotion campaign.
- Leverage a wide range of public spaces, such as recreation centers, SEPTA, plazas, and parks to exhibit art and host performances.
- Create a comprehensive listing and map of current arts and culture organizations and shops.
- Use the model of Treasure Philly!, an initiative of the Historical Commission, to identify, record, and preserve cultural resources.

Funding and alternative sources

- Increase the City budget allocation to the Philadelphia Cultural Fund and ensure greater consistency to support programming and grant opportunities.
- Seek additional state funding, such as through Redevelopment Assistance Capital Program (RACP) grants.
- Position City government to help increase state and national funding for the arts.
- Consider a Southeast Pennsylvania regional collaboration to increase resource generation and develop and implement a strategic plan.

Accessibility and support

- Position the Mayor's Office to lead the drafting of an Artist's Bill of Rights with input from the community.
- Create an "Arts and Culture" pass that subsidizes the cost to attend local arts institutions and destinations for qualifying residents.
- Build a "gallery incubator" for emerging artists, galleries, and organizations.
- Build career pipelines, specifically for artists, into teaching and other professions with family-sustaining wages.
- Create a system for artists, local groups, and other stakeholders to find, receive, and understand information or seek help.

3 CITY ADMINISTRATIVE SERVICES SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses around City government administrative services:

- **Improve human resources practices to empower and inspire current staff while attracting new talent.** The lack of a clear and unifying vision from the top levels of City government can leave employees disconnected and without a sense of accountability. Moreover, certain departments or offices exhibit a workplace culture that is unsupportive, unsafe, and inequitable, leading to employees feeling disrespected and undervalued. The human resources (HR) function operates in a decentralized manner, resulting in inefficiency and inconsistency across various processes while the City grapples with significant workforce shortages.
- **Make service delivery more equitable, efficient, and responsive.** There is a lack of equity in service distribution, with higher-resourced areas receiving better services, and an overall lack of accountability for results across government. Within departments, there is often a disconnect between leadership and ground-level service delivery, resulting in an out-of-touch understanding of the experiences of both residents and frontline employees. Despite residents facing various barriers when seeking services, the City is not adopting new ideas and approaches quickly enough or at sufficient scale.
- **Leverage innovation and technology while providing staff with the tools needed to enhance their work.** There appears to be inconsistent execution of basic functions across departments. Digital transformation holds promise as it is both feasible and imperative for enhancing service delivery. However, many departments have

historically struggled with implementing technology to enhance efficiency. Compounding this issue is the outdated technology model within City government, negatively impacting procurement and other essential functions, with no established system incentivizing departments to modernize. Additionally, there is untapped opportunity to leverage City data for more equitable, effective, and efficient service delivery, highlighting the need for enhanced data analysis capabilities.

“Create a clear and shared learning agenda for the administration that has buy-in from horizontal and vertical leadership. The learning agenda should aim to advance equitable service delivery and align the use of data to measure and track performance with the goal of providing high quality customer service! The mayor creating a culture of learning (via performance management) is critical, and one that embraces failure rather than being a punitive system.”

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Diversity and equity:** Continue to increase diversity of City workforce and center equity in service delivery, including the application of a racial equity lens to the budget process.
- **Be a model employer:** Bolster the City as a model employer by expanding the definition of workplace culture to include creating a safe space, promoting efficiency when possible, and cultivating a workplace where team members can grow.
- **Competitive compensation:** Expand and better promote the salary and benefits offered to make the City a more attractive employer amid a competitive labor market.
- **Recognize City workers:** Support awards, recognitions, and other ways of appreciating and promoting great work by City team members.
- **City workforce support:** Ensure City team members have the resources, equipment, technology, and professional development needed to do their jobs well.

Other considerations raised during subcommittee discussions included:

- **Training and promotion:** Adopt a comprehensive approach to training and promoting supervisors and mid-level managers, including a focus on creating a supportive and accountable workplace culture.
- **Centralize core internal functions,** including human resources, to increase efficiency and consistency across the administration.
- **Explore a CompStat model** for results-based accountability and generate more effective cooperation among departments that work in the same issue areas.

- **District-organized services:** Stand up a "Mayor's Office" in every district to collect feedback from residents and aid in delivering basic services.
- **Prepare for artificial intelligence:** Consult both local and national experts on artificial intelligence to develop the City's approach to this fast-evolving technology.
- **Charter reform:** Conduct a comprehensive evaluation of the Home Rule Charter and advance modernization reforms.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Appreciation for basic services:** There is an increased understanding that City services affect neighborhood investment, crime and violence, and economic opportunity for residents.
- **Cross-sector collaboration:** Stakeholders cited multiple examples during the COVID-19 pandemic of initiatives involving government, non-profits, private sector, and/or philanthropy working together.
- **Innovation within government:** The Service Design Studio is using human-centered design to improve City programs, including a collaboration between the Department of Records and Register of Wills to prevent deed fraud.
- **Workforce development:** The Future Track program is helping high school diploma- and GED-holders prepare for and obtain jobs with City government and other opportunities through recruitment campaigns.
- **Improving services and user experience:** Stakeholders support the standardization and streamlining of processes and a more seamless experience for the end-user.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **More visible leadership:** We need a clear message from the Mayor's Office about the vision for the City and unifying people around key priorities.
- **Address human capital issues:** The City needs to add capacity to the Office of Human Resources to help meet hiring needs, move to a centralized HR model to increase efficiency and improve customer experience, and build a homegrown workforce starting in high school.
- **Streamline regulatory processes:** Significant improvement is needed in the City's administration of licensing, permitting, contracting, and hiring processes.
- **Embrace innovation and transformation:** Pursue a citywide strategy to transform enterprise technology and utilize new technology including artificial intelligence (AI) to bring a new responsiveness and human-touch to service delivery.

- **Build a reflective workforce:** The City should develop strategies to address recruitment, hiring, retention, and promotion and ensure career ladders and growth opportunities for employees.

“The city must create a talent strategy that is aligned with overarching and long-term strategic goals. HR can no longer be a reactionary department but rather, should be a proactive department. A major part of the talent strategy is for the city to become a Model Employer in the region. Model Employers use the most effective and inclusive recruitment, hiring, and onboarding practices. Model Employers retain and develop talent with the use of transparent career pathways as guides and increased pay aligned with newly acquired certifications and skills - not just another year notched on the belt.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could consider in addressing the key themes:

Vision, values, and resetting internal culture

- The Mayor should share an inspiring and clear vision for change, with a well-defined set of values, goals, expectations, and methods for holding her team, and City employees more broadly, accountable for executing on that vision and delivering results for residents.
- City employees to directly share their concerns and ideas via periodic City employee surveys.
- Create a culture of trust where employees feel supported in raising both new ideas and concerns.
- Provide additional training for supervisors and mid-level managers to ensure team members are treated with dignity and respect.

Talent: people and process

- Continue efforts to diversify the City's workforce, while also attending more closely to workplace culture.
- Promote the City as an employer of choice by highlighting the total compensation package – from health benefits to leave time to tuition discounts.
- Hold citywide job fairs with well-resourced marketing to reach local and regional talent.
- Expand efforts to create pathways from high school student internships and apprenticeships into City jobs.

Equitable service delivery

- Emphasize a customer service mentality, including through mid-level management on the ground who are empowered to respond to constituent needs, and building career pathways for City team members who are doing frontline work in communities.
- Increase accessibility in the community via mini City Halls and empowered leadership with geographic and neighborhood focus.
- Focus on addressing access barriers for residents.

- Evaluate department leadership on the basis of service delivery results.
- Support a mindset of "getting to yes" – a proactive orientation toward helping to solve problems when issues arise.

Innovation and transformation

- In the initial months of the new administration, inventory and assess the City's current technological capacity and how technology solutions can help address staffing levels.
- Analyze processes and requirements for simplification before imposing a technological solution; some challenges may be amenable to technology fixes while others may not.
- Refine and modernize processes, as work cannot be pursued in isolation and can yield a high return on investment if it has the right people collaborating in the right structure.

Prioritization

- In the initial months of the new administration, assess which departments are more strategically advanced and which need more development resources.
- Identify a finite set of priorities, no more than 4 to 5, and align the people and resources needed to advance them.

4 COMMERCE AND ECONOMIC DEVELOPMENT SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to commerce and economic development:

- **Increase the safety and attractiveness of key commercial corridors through employment programs and supporting neighborhood associations.** There are challenges in coordinating effective sanitation efforts to maintain clean corridors which, combined with vacant storefronts and nuisance businesses, have negatively impacted businesses. Subcommittee members expressed concern that public safety deters consumers and foot traffic on commercial corridors. Specific concerns were raised about uneven development across the city and challenges coordinating across community development corporations (CDCs).
- **Increase access to capital and customers for small and minority-owned businesses through contracting/procurement, direct financial support, and support of Community Benefits Agreements (CBAs) and Community Development Financial Institutions (CDFIs).** There is a lack of available capital, particularly equity investments, for small and minority-owned businesses, as well as challenges in navigating banks, CDFIs, and other financing options. Subcommittee members raised concerns regarding the overly burdensome process of contracting with City government, noting challenges with delayed payment, accessing contracting opportunities, and managing relationships between subcontractors and prime contractors.
- **Increase opportunities for meaningful work at a living wage through effective job training/apprenticeship programs and the Quality Jobs Program, and increased opportunities for returning citizens and immigrants.** There is a mismatch between job supply and workforce development (WFD) opportunities resulting in unemployed WFD participants. Low education levels in Philadelphia, relative to comparable cities, have resulted in a less-skilled and lower-wage workforce, creating an additional challenge in attracting new business investments. Subcommittee members also pointed to the lack of experiential educational opportunities for hands-on learning and on-the-job training to upskill the workforce.
- **Increase the ease of doing business and administrative effectiveness through improving administrative efficiency and removing barriers to business registration.** Currently, when opening a new business, residents must navigate multiple City departments and face a lack of clear processes and slow response times, such as the roughly eight-month timeline to secure a Zoning Board of Adjustment (ZBA) determination. Subcommittee members also pointed to the difficulty of successfully completing required regulatory steps without having direct access to particular staff in departments, as well as the need for a more customer-centric approach from departments that serve businesses.
- **Empower the Department of Commerce to increase upfront assistance to business owners through increased staff and funding.** Subcommittee members expressed that the Department of Commerce needs additional resources and staffing to support the diverse needs of the business community. They noted that ensuring completion of processes administered or overseen by multiple departments creates complications and challenges.

- **Create a focused and long-term approach to growth in strategic sectors by identifying key industries/sectors and recruiting businesses to relocate to the city.** Subcommittee members indicated that focus should expand beyond the "Ed and Meds" by increasing investment to diversify the local business landscape through infrastructure and business attraction. They also noted the need for increased and ongoing coordination between government, higher education, large nonprofits, and the private sector to attract new businesses – a model seen when preparing the Amazon HQ2 bid.
- **Create data-centric operations that focus on metrics to monitor and address ease of doing business and business growth.** Subcommittee members relayed that the current data systems are antiquated and lack integration across departments, creating a barrier to aggregate data and leverage insights. Concerns were also raised around a lack of transparent data collection or publication of metrics that indicate the ease of doing business in the city.
- **Position the Mayor as a champion for the city.** Subcommittee members expressed that there is a current perception that then-current leadership had not set or executed a clear vision and had underutilized the Mayoral bully pulpit. They noted a lack of awareness of "success stories" and too much focus on Philadelphia's negative attributes, real or perceived.
- **Increase effective partnerships with private sector enterprises through apprenticeship programs, increased employment, and small business owner capacity-building.** Subcommittee members indicated that there are fragmented offerings to small businesses in terms of direct support and consulting services. There is a mismatch between the demand and supply side of workforce development programs and an overall "missed opportunity" to sell Philadelphia's workforce acumen and training to potential employers considering relocation. Additionally, members noted limited collaboration between the private and public sectors.

“The city needs to dramatically improve its own processes, which currently are a huge deterrence for opening a business in Philadelphia.”

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **PHL Taking Care of Business (TCB):** Engage in additional community partnerships to increase services offered by PHL TCB to both employees and communities.
- **Address nuisance businesses:** Deploy the Nuisance Task Force to collaborate with corridor managers and the Pennsylvania Liquor Control Board (PLCB) to monitor and address disruptive businesses and safety concerns.
- **Attract major employers:** Scale City-led efforts to attract major employers through incentives, such as the Redevelopment Assistance Capital program administered by PIDC.
- **Financing for minority businesses:** Increase support for programs like PHL Growth, Resiliency, Independence, Tenacity (GRIT) Fund to grow CDFI funds available to minority, women, and disabled-owned enterprises (M/W/DBSEs).
- **Expand Earn and Learn programs** that give financial assistance to city residents in workforce training like First Step Staffing.

COMMERCE AND ECONOMIC DEVELOPMENT SUBCOMMITTEE

- **Invest in immigrant entrepreneurs:** Commit resources to the Department of Commerce and Office of Immigrant Affairs for supporting immigrant entrepreneurs.

Other considerations raised during subcommittee discussions included:

- **Business tax reform:** Repealing the Business Income and Receipts Tax (BIRT) to attract businesses and reduce the tax burden on current businesses.
- **Updating IT infrastructure** to address complications in existing processes and increase the ease of doing business.
- **Introducing better contracting terms** with reduced cost-reimbursement payment requirements for community-based organizations.
- **Establish a “quick strike fund,”** such as the model used in Columbus, OH, to acquire and preserve affordable real estate along commercial corridors.
- **Worker protection:** Increase capacity in the Department of Labor to monitor and enforce worker protection rules.

“With an eye to facilitating successful small business growth for all Philadelphians, it would be impactful to see robust funding for small business development grants, corridor management, and small business support through the Department of Commerce.”

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Workforce programs** that offer tactical support, including job skills training such as the Philadelphia Shipyard's on-the-job training, Aseptic Technician Training at Wistar, the West Philadelphia Skills Initiative (WPSI), and YearUp.
- **Small business support:** Programs highlighted as effective included the Storefront Improvement Program (SIP), InStore Forgivable Loan Program, and Power Up Your Business.
- **City contracting and local businesses:** Commitments to City-led contracting and financing of minority, women, and disabled-owned enterprises (M/W/DBEs), including through the Rebuild program and PAGE Hurdle Fund.
- **Commercial corridors:** Investments to maintain and enhance commercial corridors through, for example, the PHL Taking Care of Business and Business Security Camera programs.
- **Partnerships in growth sectors:** Partnerships between the private and public sector to grow specific sectors including life sciences.
- **Workers' rights initiatives:** City and nonprofit collaborations to protect workers' rights and advocate for secure jobs and living wages, such as the Philadelphia Lawyers for Social Equity (PLSE) and Community Legal Services, for trade employees, returning citizens, and immigrants.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, several of the issues raised included:

- **Ease of doing business:** Simplify processes to start a business and increase the responsiveness of City departments interfacing with business owners.
- **Job opportunities for all:** Expand opportunities for meaningful work at a living wage for young people, immigrants, and returning citizens.
- **Capital financing:** Provide the right types of capital to different types of businesses by leveraging CDFIs for small businesses and PIDC for larger initiatives and projects.
- **Tax reform and incentives:** Explore revamping the tax structure to incentivize investment in small businesses and revitalize underdeveloped areas through tax credits and exemptions.
- **Economic opportunity plans:** Monitor and enforce economic opportunity plans to ensure M/W/DSBEs are considered and sourced for development opportunities.

- **Poverty reduction:** Enable stronger government action on poverty reduction through benefits enrollment and other pathways focused on by the Office of Community Empowerment and Opportunity.

“There are many government departments and nonprofit organizations that are doing great work in our communities, but there needs to be a more intentional approach to coordinate the efforts to work together rather than working in silos. [We need] better communication and data collection and tracking to show the successes and failures to make better decisions.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take to address the key themes:

Safety and attractiveness of key commercial corridors

- Expand programs like PHL TCB and the Storefront Improvement Program to maintain the attractiveness of commercial corridors.
- Encourage collaboration between CDCs to adopt best practices, such as Center City District's use of Placer. AI, throughout neighborhood corridors.

Access to capital for small/minority businesses

- Encourage banks and CDFIs to lend to minority-owned businesses.
- Spearhead efforts to increase the availability of equity investments.
- Assist business owners with identification of and application for small business grants.
- Continue showcasing opportunities for minority-owned businesses to provide services and ensure on-time payments for contractors.
- Convene philanthropic entities to fund priority initiatives focused on small/minority business empowerment.

Meaningful work at a living wage

- Combat brain drain and retain talent by creating a more direct pipeline to quality employment; increase partnerships with employers, workforce training programs, and local universities.
- Invest in and leverage the Department of Labor to protect workers from predatory employers.
- Develop a clear and navigable career ladder within City government.
- Continue to engage with the private sector to understand talent needs and ensure guaranteed jobs after training, like the Everybody Builds model.

Ease of doing business and administrative effectiveness

- Update the City's IT infrastructure and processes to a more digitally facilitated and integrated system.
- Invest in tools to enable the Administration to make robust, data-driven decisions.
- Re-evaluate and reduce or revise current regulations, such as permitting, licensing, and zoning overlays that impact business owners, especially new business owners.

Empowered and resourced Department of Commerce

- Centralize the Department of Commerce's functions to reduce redundancy.
- Empower Commerce to liaise between businesses, communities, and other City departments such as L&I and Revenue.
- Hire more Business Services Managers and consider reinstating a group like the Mayor's Business Action Team.

Approach to growth in strategic sectors

- Create a roadmap to scale a talent base to support business growth in identified strategic sectors.
- Considers how to better support our local creative economy and draw on the strengths of the many creative, sole proprietor businesses in the region.
- Assess the emerging business landscape and consider ways to grow business opportunities that complement existing in-region industries such as energy.
- Consider tax reform to help current businesses and attract new businesses to the city.

5 EDUCATION SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to education (broadly defined to span from early childhood services to post-secondary and career preparation):

- **Create a shared vision and unified system between the Mayor and the Board of Education.** This vision would be across school types including public district and charter, independent, and parochial. A lack of Mayoral leadership and alignment with the Board of Education has hindered progress on shared strategic priorities and created avoidable points of friction. Stakeholders referenced inadequate collaboration and strategy between key City agencies and organizations that serve youth populations. There were also specific concerns about the charter school oversight and authorization process.
- **Invest in educators through a robust recruitment campaign and competitive compensation.** Philadelphia is experiencing a major teacher shortage, high turnover, and lack of diversity amid a competitive labor market. This staffing shortage spans from childcare and pre K providers through K-12 and runs across school types. Within the current system, teacher pipelines, compensation, and professional development are not sufficiently robust to sustain the workforce and compete in the region.
- **Improve school facilities with both a financing strategy and decision-making/implementation one.** Most existing facilities are outdated, with many posing serious safety and health issues, including issues stemming from the presence of asbestos and lead pipes in older buildings. Current maintenance resources and personnel are entirely insufficient for the District's facilities portfolio. There are also concerns about uncertainty in financing for and the decision-making structure to implement school facilities plans.
- **Improve college and career readiness through programs like Career and Technical Education (CTE), dual enrollment, and partnerships between the workforce development, labor, and business communities.** Stakeholders expressed concern that the City lacks an overarching vision and clear strategy for post-secondary and workforce preparation. The system struggles with too many silos, inadequate investment, and limited options for students. Although CTE and dual enrollment programs have been growing, there is still limited capacity and uneven access.
- **Offer better mental and behavioral health resources and strategies across all major departments and improve coordination with providers.** This would be part of a concerted strategy that includes collaboration and accountability across the Department of Behavioral Health, Department of Human Services, and Office of Children and Families. Stakeholders expressed concern about too many young people suffering from neighborhood violence, unmet mental and behavioral health needs, and failing truancy and welfare systems.

- **Improve existing curriculum.** The School District's current curriculum across grade levels and subject areas needs to be updated and informed by brain science. Effective implementation should be in collaboration with educator professional development plans. The out-of-school time sector will need a stronger and more cohesive overarching vision, strategy, and coordination, with greater resources to grow, along with goals, standards, and metrics to measure success.
- **Improve funding equity for Philadelphia public schools through a coordinated lobbying strategy and School District of Philadelphia (SDP) financial planning.** City schools receive insufficient state and federal funding, despite a 2023 Commonwealth Court decision finding the current school funding system to be unconstitutional. Stakeholders expressed the need for the School District to both secure funding and have a more comprehensive financial outlook that takes into account future concerns.

“To prepare students for post secondary and potential career opportunities, we must develop and implement learning pathways that provide students with the prerequisite skills, high-quality [and] content-specific instruction, and experiences prior to graduating.”

“The narrative of public versus charter schools has created a great divide in this city.”

INITIATIVES TO EXPAND

Subcommittee members highlighted several education initiatives that could be expanded or scaled to improve upon existing progress or reach a broader swath of the population. These included:

- **Early childhood education:** Expand quality options including PHLpreK for children ages 0-5, while bolstering funding, administrative, and professional development support for providers.
- **Workforce preparation:** Expand apprenticeships, internships, certification programs, and other career-focused opportunities geared towards the jobs of today and tomorrow, including IT and tech, coding and AI, STEM, and medical and life sciences.
- **Community engagement:** Involve and engage communities, families, and educators throughout all planning and implementation of major initiatives.
- **Diverse stakeholder coalitions:** Align public officials and advocates around specific goals and the strategy to achieve them including the Mayor, City Council, School District of Philadelphia, charter schools, and others.
- **Literacy programming:** Invest and deepen the Read by 4th campaign including through out-of-school time programs.

Other considerations raised during subcommittee discussions included:

- **School facilities strategic planning:** Launch a task force to determine a decision-making process and multiple funding streams for school building modernization.
- **Building maintenance:** Conduct a feasibility study on the resources necessary to manage and maintain school buildings and facilities.
- **Use equity frameworks** to demonstrate need and estimate the educational, health, social, and economic impacts of major initiatives.
- **Full-day and year-round schooling:** Create an intermediary structure to organize stakeholders in comprehensive planning, goal setting, and resource allocation for full-day and year-round schooling that includes integration of out-of-school time programming, community schools, and early childhood systems.

“There is much opportunity for increased collaboration, but this would need to be something that was encouraged by leadership in the City and supported with funding.”

“Our city needs a coordinated, cohesive vision for economic equity. Education and workforce development play a critical, **INTERTWINED** role.”

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Focus on academics:** The School District's emphasis on academics is the right direction with recent progress on new math curriculum and structured literacy.
- **Strength in coalitions:** Intermediaries working with nonprofits and advocates have had success coordinating services and creating coalitions.
- **PHLpreK** is lauded for an improved focus on racial equity, along with strong technical assistance and coordination.
- **Center of Black Educator Development** was frequently cited for its success in recruiting and supporting teachers of color.
- **Public-private partnerships** with philanthropy and institutions of higher education have proven resilient.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **Insufficient funding and accountability** in the school system has led to poor and inconsistent outcomes for students.
- **Remediation of health hazards:** The lack of sufficient financing and effective implementation mechanisms means schools cannot address immediate health hazards.
- **Workforce preparation:** Better integration among workforce programs is needed to support career paths for students and ensure access.
- **Out-of-school time:** Better coordination and infrastructure is needed to expand the out-of-school time system and provider options across Philadelphia.
- **Brain science-informed instruction:** More time in school should be dedicated to academics and enrichment informed by brain science.

- **Early intervention:** Better oversight is needed for early intervention programs, with an increased focus on reconnecting young people with school, school safety, and mental and behavioral health.
- **Focus on school quality:** Create a shared focus on quality seats in both District and charter schools.

“We have a system of approaches and organizations working together to improve the quality and access to childcare and early learning for all.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could consider in addressing the key themes:

Leadership and collaboration

- Begin the nomination process for the Board of Education and conduct extensive outreach to find and attract qualified candidates.
- Appoint a top education official in the Mayor's Office with a portfolio of key initiatives and a charge to collaborate with the School District of Philadelphia and Board of Education.

Educator workforce and diversity

- Set specific goals for recruitment, retention, certification, professional development, and diversity.
- Identify, fund, and implement policies to attract and retain teachers including, for example, student loan forgiveness or reimbursement for teacher preparation tuition.
- Launch recruitment campaigns supported by cross-sector partnerships to attract educators across various levels: childcare, pre-K and K-12 classrooms.
- Plan for Mayoral and School District collaborations to hear from and celebrate educators, creating space to acknowledge challenges and highlight successes.

College and career readiness

- Convene key internal stakeholders to develop an overarching vision and strategy, resource needs, and partnerships to build a range of career pathways that align to workforce opportunities.
- Expand CTE programs in the School District with strong leadership and capacity for evaluation, professional development, and alignment to jobs.
- Increase funding for and expand dual enrollment options including those at the Community College of Philadelphia and supported by the Catto Scholarship.

School facilities and learning spaces

- Deploy a funding-first strategy (local, state, federal, private) ahead of School District facilities plan updates.
- Engage with community stakeholders to inform planning and decision-making, while identifying options to address concerns around renovations, remediations, and rightsizing.

Mental and behavioral health

- Ensure strong leadership in the Department of Behavioral Health, Department of Human Services, and Office of Children and Families, that commits to identifying and rectifying deficiencies, as well as addressing other barriers to quality service delivery.
- Provide the necessary resources and personnel for a range of child and family services to organize every school as a community school.

Funding equity

- The Mayor and School District should convene public officials from other localities and school districts to align on strategy and messaging to increase pressure on Harrisburg to follow through on the Commonwealth Court ruling and fairly fund schools.
- Identify and pursue necessary changes to Pennsylvania's charter school law, including reforms to cyber school and special education funding.

6 ENVIRONMENT AND SUSTAINABILITY SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to the environment and sustainability in Philadelphia:

- **Invest in household energy efficiency.** Financial incentives and home repair programs to increase household energy efficiency for low-income residents are underfunded and hampered by limited education and outreach.
- **Expand commercial, municipal, and nonprofit efficient and renewable energy use.** Improvement and repair needs are substantial across sectors but face multiple challenges. New building codes and standards do not prioritize renewable and efficient energy usage, and there is no single office overseeing performance across City departments.
- **Accelerate safety and quality-of-life improvement through greening efforts.** Substantial progress has been made, but there is still limited investment and community buy-in for transformative park projects and to maintain green spaces. There is no single entity or process responsible for cleaning and greening vacant lots, and efforts to improve tree cover in disinvested neighborhoods need better coordination.
- **Increase coordination to seek federal funds.** Efforts to apply for federal grants must be coordinated, whether among utility companies and other large public entities, or among nonprofits and community-based organizations.
- **Align and reinforce initiatives with community leadership.** There is no single point of contact for community-based organizations to approach the City with resource requests, questions, or concerns. This hinders community engagement on a number of fronts, from environmental justice to steady buy-in to address vandalism, litter, and crime issues in newly created green spaces.
- **Operationalize and track progress.** Both new and existing initiatives must be organized and managed with a standardized, metrics-driven approach to what is effective and what warrants further evaluation and adjustments in strategy, program, or resources.
- **Create jobs through new investments.** There are few specialized training programs, as well as a lack of promotion surrounding existing training offerings. Government and labor leaders will need to collaborate to create and protect jobs.
- **Generate public commitment and buy-in.** Achieving both short- and long-term successes will require building community buy-in and a deep public commitment to sustainability planning and carbon neutrality goals. The positive impact of renewable energy must be clear for the environment, job creation, home repair, and health.

“Where the City is willing to share the credit and decision-making with partners, it achieves real leverage and gets strong community engagement and fast action.”

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Public building upgrades:** Continue municipal building repairs and upgrades to improve energy efficiency including, for example, the Quadplex project and solar installation in public school buildings.
- **Enforcement coordination:** Rigorously enforce licensing and inspection requirements, dumping violations, and housing quality checkups.
- **Scale the Block Captain Program** to prevent litter and generate community buy-in for local cleaning and greening initiatives.
- **Promote specialized training** programs like solar installation training to create a skilled, green-collar workforce.
- **Targeted incentives:** Offer more incentives for residential solar installation including tax credits and installation payment plans.

Other considerations raised during subcommittee discussions included:

- **Elevate sustainability and performance:** Create a cabinet-level position for the Office of Sustainability to integrate performance management across departments and leverage a metrics-driven approach to design new initiatives and assess existing programs.
- **Enforce stricter building code standards** to ensure new construction is energy efficient and incentivize renewable energy use.
- **Prioritize decarbonization:** Expand the Philadelphia Gas Works' efforts to establish a decarbonization strategy through geothermal and other energy solutions.
- **Promote residential recycling** through financial incentives and neighborhood recycling captains.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Cross-sector collaboration:** Strong cooperation exists between the housing sector, private sector, and government agencies including, for example, the collaboration between the Philadelphia Energy Authority and Philadelphia Housing Development Corporation on energy-efficient affordable housing.
- **Community capacity:** A vibrant array of community-based organizations and nonprofits exists with capacity to tackle environmental projects, including via contracting and direct funding for work like park restoration and creation of green spaces.
- **Training for new technology:** Organized labor and others are leading the nation in advanced training for new technology both in existing trades and targeting populations previously not engaged.
- **The Philadelphia Energy Authority enables** public and private sector initiatives that create and support jobs, and advances household and broader infrastructure initiatives like Built to Last and the Streetlight Improvement Project with the Office of Sustainability.
- **Clean energy for commercial buildings:** A pragmatic approach has been utilized to introduce clean energy in commercial spaces including the Commercial Building Benchmarking Program and Commercial Property Assessed Clean Energy (C-PACE) financing.
- **Growing awareness of urgent challenges:** There is a nascent but increasing focus on climate and environmental justice including heightened awareness of intersectionality and the impact of generational poverty on access to green spaces.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **Joint pursuit of federal dollars:** Explore partnerships among public entities, community-based organizations, and nonprofits to apply for federal funds.
- **Prioritize emissions reduction and public health** in major infrastructure projects and operations, leveraging key opportunities through PGW, Mid-Atlantic Clean Hydrogen Hub (MACH2), the Navy Yard, and the Bellwether District.
- **Leverage community partners** in increasing localized greening and cleanup through the trash and litter blitzes, the Philly Tree Plan, and other initiatives that can utilize community-based organizations with accessible City contracts.
- **Electric vehicles:** Limited progress on promoting Electric Vehicle (EV) use and developing EV infrastructure within the city.

- **Persistent silos** between organizations and government entities with interrelated goals. Examples cited include divisions between Office of Transportation, Sustainability, and Infrastructure's (OTIS) portfolio and Managing Director's Office focus on environmental sustainability; and new discussions between PGW and Philadelphia Water Department (PWD) around renewable natural gas.

“Philadelphia needs more leadership from the administration to require all city departments to consider energy in their planning processes with goals, accountability, and the resources to meet them.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take to address the key themes:

Climate readiness through greening efforts

- Increase funding to accelerate the 25-year Green City, Clean Waters Plan to reduce the amount of stormwater entering sewers and optimize water quality.
- Encourage collaboration among public safety personnel, the Office of Sustainability, and other stakeholders to create, improve, and manage green spaces in underserved areas.
- Scale up contracting with community groups to clean and green vacant lots and cultivate a sense of communal responsibility and pride.

Leveraging federal funds for new projects

- Appoint one person in charge of funding and grants to execute on the City's policy priorities.
- Improve administrative processes for contracts and grants to ensure timely coverage and reimbursement of indirect costs.
- Encourage utilities to apply for funding that can offset pass-through costs to consumers for energy upgrades.

Improving household energy efficiency

- Increase accessibility for residential solar installation through financial incentives like the solar investment tax credit.
- Expand Philadelphia Energy Authority's Built to Last program, which offers repair services for older, less efficient homes.
- Promote PECO's Free Energy Checkup program, which provides free, residential energy-saving upgrades for low-income residents.

Empowering community-led efforts

- Partner with community-based organizations (CBOs) and nonprofits to pursue federal funds from the Bipartisan Infrastructure Law and Inflation Reduction Act before the window of opportunity closes

- Create a one-stop-shop for CBOs to acquire critical resources including information on funding applications, permit applications, grants, and supportive government departments.
- Continue establishing attractive contracting terms for CBOs engaging in community cleanup to avoid delayed or deferred payments.

Increasing efficient and renewable energy use

- Expand solar installations in public school facilities throughout the city.
- Repair and upgrade municipal buildings to be more energy efficient.
- Establish stricter building code standards to ensure new construction is energy efficient and incentivize renewable energy use.
- Accelerate the Philadelphia Gas Works' pilot project to explore geothermal energy solutions and promote PGW EnergySense.

Operationalizing and tracking success

- Establish clear qualitative and quantitative metrics to measure the success of existing programs and share success stories.
- Mandate specific sustainability goals and actions from City departments and ensure resourcing to execute.
- Conduct gap analysis for Philadelphia neighborhoods to understand the baseline for future initiatives.

Creating jobs

- Encourage collaboration between labor unions and government to protect and create additional jobs through climate and green infrastructure investments and programming.
- Offer more specialized training programs and establish a direct pipeline from high schools and vocational schools to create a skilled workforce.

7 FISCAL STABILITY SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to Philadelphia's fiscal stability:

- **Maintain sound financial operations and the City's fiscal reputation.** Although substantial progress has been made over the past 30 years in bolstering the City's financial position, challenges lie ahead. The fund balance will be difficult to grow and preserve as federal funding from the pandemic lapses and through the next economic contraction. Among City departments, there continues to be insufficient analysis of performance and service needs during the budget process, which also continues to be impacted by difficulties in efficiently and effectively collecting various taxes.
- **Prepare for near-term challenges and transformational moments.** The near-term challenges facing the new administration are significant, ranging from labor contract negotiations to impending real estate revaluations to the spending down of federal COVID stimulus that could lead to a structural deficit. The administration will need to focus on basic resident and business needs and service delivery, especially in historically disadvantaged and underserved communities.
- **Reform the contracting system to acquire important services and bolster economic equity.** The current contracting system is complicated and time-intensive, slowing the process for the City to acquire a range of needed services. In addition to generating inefficiencies and frustrating service delivery, this creates an uneven playing field and places a burden on vendors with fewer resources to navigate the system. Significant improvements would require legislative and regulatory reform, as well as internal change management and more integrated technology.
- **Strengthen capacity for fiscal analysis and oversight within the administration and with PICA.** In addition to its oversight mandates related to the City's five-year plan, the Pennsylvania Intergovernmental Cooperation Authority (PICA) prepares in-depth topical reports and offers a range of policy and financial recommendations but has not utilized its available mechanism to make recommendations to the General Assembly. The lack of a regular fiscal analysis function during the legislative process, similar to the fiscal notes provided by General Assembly committee staff, also limits the information available to assess the impact of a proposed ordinance.

“Install the right team, with a culture of accuracy and accountability, establish a public commitment to evaluate and propose a more sustainable revenue stream, while seeking operating efficiencies in the delivery of services.”

INITIATIVES TO EXPAND

Subcommittee members named several initiatives that could expand to ensure fiscal stability and sound operations in the administration. These included:

- **Operational efficiency:** Empower City departments and personnel, including front-line staff, to identify problems and develop solutions that increase efficiency and effectiveness.
- **Public engagement in budgeting:** Broaden opportunities for community engagement in the budget process to elicit insights from residents, ensure shared understanding of challenges, and communicate administration priorities and actions. Drawing clear lines between revenue and expenditures to advance priorities will help the public understand trade-offs in the allocation of limited resources.
- **Maximize receipt of state and federal funds** through the regular budget process and special opportunities, building on the City's Bipartisan Infrastructure Law and Inflation Reduction Act working groups and utilizing the Mayor's Intergovernmental Roundtable.

Other considerations raised during subcommittee discussions included:

- **Explore flexibility in tax policy** through changes to the Pennsylvania Constitution's Uniformity Clause and state statutes that allow for tax incentives and special programs for residents with low incomes.
- **Contracting reform:** Establish a task force to examine the City's contracting system to assess current challenges and make recommendations to simplify processes and vendor payments.
- **In-person and hybrid work:** Examine the advantages and disadvantages of in-person and hybrid work options and consider changes tailored to the needs, functions, and services of various City agencies.
- **Productivity Bank:** Revisit the concept of a Productivity Bank to finance departmental projects with long-term benefits, including efficiency gains and cost savings.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Reserve levels:** Conservative projections coupled with American Rescue Plan Act funding have left the City with sufficient reserves.
- **City-state oversight:** City finances have dramatically improved since the introduction of Pennsylvania Intergovernmental Cooperation Authority.
- **Efficient tax processing:** The Department of Revenue's new website, launched in 2022, streamlined real estate and business tax filing and payment, reducing processing times down to two days and accelerating fund availability.
- **Transparency in budgeting:** Community engagement in the budgeting process is lauded for its transparency, allowing constituents to track tax dollars and fostering ongoing conversations with the financial investment community.
- **Record clearing:** "The Promise: Jobs and Opportunities" initiative was highlighted for success in criminal record clearing to remove barriers to employment, with positive outcomes for participants and the potential for broader social and economic impact.



WHERE CAN WE IMPROVE?

In considering areas in need of improvement, several issues surfaced during subcommittee discussions related to bolstering the City's fiscal stability. These included:

- **Performance-based budgeting:** Implementing this approach with fidelity is challenging, with deviations leading to increased obligations without commensurate improvements in service delivery. The need for independent reviews and goal alignment is crucial, especially when allocating resources to major operating departments.
- **Vendor payments:** The City's system of paying vendors was flagged repeatedly as slow and cumbersome, creating an acute burden on smaller firms and nonprofits that must take on loans to cover operating costs until payments are received.
- **Housing and economic development:** Improvement is needed in identifying and consolidating functions to free up resources for equitable economic development and public safety while maintaining fiscal stability. Balancing various functions and priorities is a key challenge.

“Eliminate red tape and bureaucracy and just get stuff done! Eliminate the backlog of funding to non-profit organizations. Currently it takes upwards of 120-180 days for organizations to receive vital funding, after all compliance checks have been completed.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take to address the key themes:

Financial operations and reputation

- Maintain regular communication between the administration and credit rating agencies to ensure accurate understanding of the challenges facing the City and the steps it is taking to bolster fiscal stability.
- Initiate a comprehensive internal review of each department's operating budget to assess how allocated funds are being spent, while requiring the definition of annual goals and objectives.
- Minimize the drawdown of the City's fund balance if and when federal funding lapses.
- Continue to improve pension system health, which is moving towards being 80 percent funded by Fiscal Year 2029.

Challenges and transformational moments

- Determine whether any currently vacant positions are not necessary and could be eliminated.
- Examine and reform regulations and service steps to ensure businesses can grow and thrive.
- Reexamine the City's tax structure – including state requirements and limitations – and identify opportunities where shifts or reductions will allow tax bases to grow faster.

Vendor payments and economic equity

- Improve communications with vendors around process steps and timelines, support, and guidance available from the City; ensure shared expectations to facilitate an efficient and navigable system. Examples included a dashboard for vendors to track contract progress and an ombudsperson to provide guidance.
- Explore ways to support vendors in covering their costs when contracted with the City, which could include earlier or partial payments, or other means to seek and secure financing.

- Require timelines for payments to prime and subcontractors, whether through regulation or contract terms.
- Examine issues or challenges on the vendor side and determine options for cross-sector collaboration to address them; for example, through administrative support and training for smaller businesses.

Fiscal analysis and oversight

- Close collaboration with PICA to guide topical analysis and follow through on recommendations that are aligned with Mayoral priorities and reinforce fiscal stability.
- Build an independent fiscal analysis function for legislative and executive initiatives either within City government or through a trusted external entity.
- Apply economic analysis to each year of the Five-Year Plan to reach a more accurate set of projections.

“There should be a major emphasis on the budgeting process to ensure that the Mayor is able to focus and adequately fund and ultimately achieve her priorities. This should include sound fiscal management policies and best practices and performance-based procedures.”

8 HEALTH AND HUMAN SERVICES SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to health and human services:

- **Address health and human services (HHS) workforce issues.** The current barriers to entry into the HHS industry – including credentialing, loan requirements, and student debt – are too high. Difficulty attracting and retaining a high-quality workforce, especially for smaller providers, and the lack of direct pipelines from educational institutions in Philadelphia to major employers, is leading to insufficient recruitment of and compensation for a broad range of provider types. Additionally, there is insufficient prevention of predatory labor practices, particularly in the home health sector.
- **Streamline system effectiveness through partnerships.** The limited number of partnerships between public, private, nonprofit, and other organizations restrict opportunities to provide comprehensive care. Some well-capitalized and primarily nonprofit hospital systems are underutilized, while struggling hospitals are taking on non-reimbursable care for underinsured and uninsured patients.
- **Modernize collaboration through funding mechanisms, payment processes, and reimbursement of indirect costs.** There is a lack of government funding mechanisms that incentivize collaboration across departments and providers. City contracting with community-based organizations (CBOs) to provide care has led to lengthy payment processes and difficulty receiving reimbursements for providers' indirect costs.
- **Increase access, awareness, and utilization of resources and services.** There is no single tool or portal for providers or patients that details all health resources in the city. The current referral system is often relationship-based, rather than having clear processes in place. Efforts to enable a view of care in terms of wellness, instead of sickness, reduce stigma, and get patients to seek preventative care are uncoordinated.
- **Increase staff access to trauma-informed training.** The number of City staff and providers trained in trauma-informed responses is limited. This training is needed to respond holistically to individuals and communities experiencing trauma.
- **Grow partnerships with local leaders, faith-based organizations, CBOs, and nonprofits to encourage members of underserved communities to build engagement and address trust barriers with the system.** Leaders must be able to encourage community stakeholders to get involved in decision-making, and ensure they feel heard and represented. There are too few partnerships between local leaders, faith-based organizations, CBOs, and nonprofits. Leaders are not empowered to unlock and distribute resources to those most in need. There is a lack of publicity regarding previous success stories implementing programs at the community level.
- **Improve behavioral health outcomes through the enablement of Community Behavioral Health (CBH).** Mental health screenings are often not included in primary care settings; there is limited outreach to raise awareness about mental health and promote early intervention. There is a perception that CBH establishes policies that do not address the reality of mental health issues in Philadelphia. There is a challenge with how behavioral health overlaps with other parts of the system, and no clear way to manage integrated care/service delivery.

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Lower barriers to credentialing** for healthcare and social service professionals.
- **Collaborative decision-making:** Include additional CBOs and local leaders in feedback and decision-making related to mental and behavioral health to ensure services are culturally competent and viable for local communities.
- **Increase accessibility of trauma-informed training** for City staff including police officers, healthcare providers, educators, and social workers.
- **Trauma support for youth:** Increase funding and enhance programming for children who are survivors of and exposed to gun violence.
- **Streamline re-entry resources** through a hub where returning individuals can access support services such as housing assistance and job training.
- **Administer mental-health programs** through schools, workplaces, and other community-based agencies and organizations to raise awareness, reduce stigma, and promote early intervention.

Other considerations raised during subcommittee discussions included:

- **Retain locally-trained talent:** Retain a higher proportion of medical, healthcare, and social service graduates trained in Philadelphia.
- **Enable a cultural paradigm shift** to view care from a perspective of "wellness" versus "sickness" and increase behavioral and preventative care-seeking.
- **Establish a provider advisory board** to guide Community Behavioral Health leadership in developing reimbursement policies and treatment protocols that are grounded in community context.

“Many residents are either unaware of available services or find them inaccessible due to location, transportation issues, or complex navigation systems.”

- **Data-informed and people-centered care:** Incentivize providers to enroll in health information and data sharing networks like the PA Patient & Provider Network (P3N) to enhance targeted service delivery and holistic, person-/family-centered care.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Effective partnerships between providers and nonprofits** have included Philabundance and Jefferson Health Plans, Project Home, and area hospital systems.
- **Performance tools** like the Community Umbrella Agencies Scorecard can track impact, enable visibility and design higher efficacy interventions.
- **Crisis teams can be scaled up**, including those in the Behavioral Health and Justice Division of the Department of Behavioral Health are well connected to underserved communities.
- **A large number and wide variety of programs** are in place to reach at-risk populations that usually struggle to receive care, though some challenges persist in accessing care.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **Public safety impacts access to care**, including pharmacy hours and in-home clinician care in underserved areas. Telehealth could help address this in some cases.
- **Capacity shortfall**: Staffing shortages, a low number of minority providers impact access to and quality of care. Public safety personnel are too often tasked to interact with individuals requiring mental and behavioral healthcare.
- **Lack of coordination** between government and community-based organizations creates inefficiencies and lapses in care for at-risk groups including individuals who are homeless and/or with low incomes.
- **Duplication of services** has contributed to underutilization and wasted resources.

“Train public safety personnel, including law enforcement officers, in de-escalation techniques, trauma-informed care, and crisis intervention to better handle mental health and substance abuse-related incidents.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could consider in addressing the key themes:

Addressing workforce challenges

- Lower barriers to credentialing and build more direct pipelines from educational institutions in Philadelphia to major employers.
- Actively recruit at local medical schools and target local graduates; offer incentives like loan forgiveness to retain those trained in Philadelphia.
- Monitor companies' labor practices, including in the home health sector, and prepare enforcement actions..

Increasing awareness and utilization

- Create and publicize a map detailing all accessible health resources in Philadelphia.
- Build a one-stop-shop to lower barriers to care and increase convenience by offering multiple services and benefits support in one digital and/or in-person location.
- Encourage Medicaid enrollment to better enable local hospital systems to provide care for underinsured and uninsured patients.

Improving behavioral health outcomes

- Integrate mental health screenings and services into primary care settings.
- Conduct outreach programs through schools, workplaces, and CBOs to raise awareness about mental health issues, reduce stigma, and promote early intervention.

Incentivizing collaboration

- Prioritize payment models that incentivize collaboration between the Department of Behavioral Health, Department of Public Health, Department of Human Services, and providers through referral incentives and collaborative care models.
- Accelerate the payment process when the City contracts with CBOs and private sector providers for services.

Enabling leadership

- Stand up leadership structures that empower community stakeholders to engage in decision-making processes while feeling heard and represented.
- Empower leaders to be bold and unlock funding, ensuring that collaboration does not mean fewer resources for providers and City agencies.

Increasing trust at community level

- Cultivate local partnerships among CBOs, faith-based organizations, and nonprofits to encourage members of underserved communities to engage with the system and address trust barriers.

“It would be great to have a more intentional and equal partnership between government agencies like the Health Department and community organizations in order to ensure the health and well-being of all.”

9 HOUSING, PLANNING, AND DEVELOPMENT SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to housing, planning, and development:

- **Create rental and ownership units for Philadelphians at all income levels.** Numerous challenges were identified related to residential housing including: tax abatements and developer incentives are not adequately aligned with affordable housing goals; City agency bottlenecks are increasing the costs of affordable housing development; better access to buildable parcels for affordable developments needed, including those in the Land Bank and U.S. Bank Lien inventory.
- **Ensure existing stock of subsidized and naturally occurring affordable housing is preserved.** The City must prioritize the stability and accessibility of current affordable housing units as it focuses on new develop. In protecting current units, the City must launch a more intentional engagement strategy to equip tenants, landlords, and homeowners with resources such as Basic Systems Home Repair, support for resolving tangled titles, eviction prevention, and housing counseling. Without these resources, the City's intervention, and innovative engagement strategies, longtime homeowners – especially those in gentrifying neighborhoods – will remain vulnerable to displacement and predatory practices.
- **Address administrative, legal, and operational barriers to housing production and preservation.** A lack of coordination persists across City departments impacting water, permitting, and inspection services, and creating unnecessary delays in housing development, repair, and upkeep. With housing agencies functioning at or above their capacity, the City needs to be intentional with encouraging more collaboration among City departments and establish a comprehensive engagement strategy to support long-standing homeowners, new homeowners, landlords, and renters.

“The biggest threat to housing preservation for both rental and owner-occupied properties is deferred maintenance and property deterioration. Owners of ALL INCOMES need help to bring their properties up to modern, safe, and energy-efficient standards.”

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Streamline services:** Reorganize and invest in customer services in the Department of Licenses and Inspections so processes are clearer and more streamlined, and concerns are raised and addressed in a timely manner.
- **Scale successful programs:** The Accelerator Fund, JumpStart Philly, and the Minority Developer Program have effectively invested in people, companies, and organizations committed to developing affordable housing.
- **Support homeownership:** Expand programs like Turn the Key and Philly First Home for first-time homebuyers, and Basic Systems Repair Program (BSRP) for current homeowners
- **Bolster housing stability** for both homeowners and renters including housing counseling, eviction diversion, right to counsel support, tangled title services, and foreclosure prevention.

Other considerations raised during subcommittee discussions included:

- **State-authorized incentives:** Explore changes to the 10-year tax abatement and consider other abatements or exemptions allowed through Act 58 of 2022.
- **Local incentives:** Consider incentives for more equitable development practices particularly around zoning, parking requirements, and accessory dwelling units.
- **Production costs:** Lower the cost of housing production by focusing on capital costs, fees, time, labor costs, and costs associated with various policy implementation factors.
- **Lapsing subsidies:** Work with the state and federal government to identify and extend the period of affordability for developments with expiring subsidies.

“Invest in clean and safe neighborhoods, affordable housing production and preservation, operational efficiency and organizational transformation for development permitting and entitlement functions.”

- **Expand capital access** for homeowners, landlords, small developers, and developers of color to buy, renovate, maintain, and repair housing units.
- **Housing justice:** Address home appraisal bias and protect fair housing rights.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members highlighted several programs understood to be working well in supporting renters, homeowners, and housing affordability in general, which included:

- **Turn the Key** is successfully supporting first-time homebuyers with household income up to 100 percent of Area Median Income (AMI), many of whom are municipal employees.
- **Housing counselors** are critical resources, especially in supporting first-time homebuyer grant programs.
- **Eviction diversion:** Philadelphia's landmark eviction diversion and right-to-counsel programs have become a proven model for other jurisdictions.

WHERE CAN WE IMPROVE?

Fractured and complicated systems were the overarching concerns throughout subcommittee discussions, implicating numerous government entities and a multitude of different processes including:

- **Land Bank reform:** The process and timeline for receiving property from the Land Bank continues to be inaccessible to residents and small developers.
- **Zoning:** Zoning regulations approved by City Council and permitting processes overseen by the Department of Licenses and Inspections pose challenges.
- **Property assessment:** The approach to, methodology for, and communication about assessing properties remain pain points.

The complexity was often exacerbated by limited departmental staffing, creating considerable difficulty for residents, developers, and housing providers, and preventing the City from meeting its housing goals.

“Continue funding important initiatives aimed at preventing eviction and homelessness and funding programs aimed at promoting and protecting homeownership for Black and Brown families. Philadelphia continues to be the poorest large city in America and having stable, safe and sustainable housing is one way to address poverty, support families and promote intergenerational wealth and homeownership.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take to address the key themes:

Affordable housing with expiring terms

- Create an exhaustive list and map of affordable units at risk of being lost due to expiring affordability terms.
- Start conversations with developers as early as possible to ensure the preservation and extension of affordability for projects with lapsing subsidies.

Disposition of land for affordable housing

- Review the existing systems and processes for acquiring and disposing of land.
- Consider how to strategically and efficiently transfer Land Bank and U.S. Bank Lien properties to support the creation of affordable housing.

Expand access to housing resources

- Pursue strategic coordination between the City, Pennsylvania Housing Finance Agency, and U.S. Department of Housing and Urban Development to make additional financial and programmatic resources available for housing preservation, repair, and maintenance.
- Ensure residents are aware of and can access existing housing services such as housing counseling, eviction/foreclosure prevention, and support with tangled titles.

Improving development services

- Audit City processes related to licensing, inspections, permitting, zoning, and water to identify bottlenecks and implement technological solutions and process improvements.
- Improve the coordination among agencies that implement regulations regarding licensing, inspection, and development.

Unified vision

- Create a unified vision of housing goals and align City services and programs to meet those goals, including effective coordination among agencies dealing with licensing, inspection, and development.
- Ensure the City's vision includes principles that establish fair housing and equal opportunity guidelines and measurable objectives across the housing sector..

10 IMMIGRANT AND MULTICULTURAL AFFAIRS SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to immigrant and multicultural affairs.

- **Ensure reflective leadership in the Mayor's cabinet and City workforce.** From the Mayor's cabinet to managers to resident-facing staff, the City should reflect Philadelphia's diverse immigrant and LGBTQ communities. Stakeholders emphasized that, in addition to the Office of Immigrant Affairs and Office of LGBT Affairs, other City departments should contribute to the visibility, leadership, and implementation of policy that impacts immigrant and multicultural communities.
- **Enhance language access and cultural competency across City services.** Current law mandates that City departments create language access plans, but does not guarantee meaningful implementation or delivery, including culturally competent customer service. A comprehensive and measurable language access plan across City government is needed to enhance training for resident-facing staff and service providers.
- **Increase community preservation and investment.** Subcommittee members expressed the need for strategic planning and investments to preserve and elevate immigrant communities in areas at risk to gentrification as well as those not yet experiencing new development.
- **Expand opportunities for small businesses and entrepreneurs.** Immigrant communities are a driving force of economic growth in Philadelphia, but immigrant-owned businesses and entrepreneurs face numerous barriers. Greater access to capital and support through the licensing and permitting processes are needed, as are resources for navigating immigration law, securing work authorization, job training, language acquisition, and mental and behavioral health services.
- **Increase LGBTQ visibility and leadership.** Philadelphia must be a welcoming home for all members of the LGBTQ community and a safe destination for the Rainbow Railroad, which helps individuals escape violence and persecution in their home countries. Significant concerns were raised around state, national, and international laws that codify discrimination and target LGBTQ individuals.
- **Prepare for the arrival of new immigrants.** Previous responses to the arrival of new immigrants were often reactive and under-resourced due to the unpredictable actions taken by other state governments. A comprehensive action strategy is needed with short-term response plans, long-term forecasting, and steady coordination with state and federal agencies to accommodate and settle new arrivals.
- **Guarantee public safety and address hate crimes.** Subcommittee members expressed the need to ensure the safety and protection of immigrant and multicultural communities, especially when threats become more acute amid national and international events. Hate crimes and acts of discrimination must be prosecuted.

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Office of Immigrant Affairs (OIA):** Expand the capacity and scope of OIA, while ensuring the Mayor, the Cabinet, and City department leaders are committed to immigrant and multicultural issues.
- **Workforce development:** Create and invest in workforce development and career pathways for immigrants.
- **Small business support:** Invest in services and access to capital for small and local businesses.
- **Promotion and inclusion:** Continue to elevate the strengths of the immigrant community and its contributions to the local economy, arts and culture, and the social fabric of Philadelphia, such as in the Unity Cup, FDR Park's Southeast Asian Market, and Welcoming Week.

Other considerations raised during subcommittee discussions included:

- **Language access:** Extend the local legal framework to ensure compliance and accountability for high-quality language access services.
- **Technology:** Explore the use of technology, such as multilingual chat support, to enhance language access in online and digital interactions.
- **Worker protection:** Increase the reach and enforcement of labor rules and protections for domestic workers, especially in industries with a high number of immigrant workers.
- **Build regional partnerships** to resettle new arrivals and refugees in places where economic opportunities may be maximized, such as central and western Pennsylvania.

“Philly needs a comprehensive neighborhood preservation strategy to anchor investments in immigration and multiculturalism. Solidifying neighborhoods that express the rich cultures across the city would create anchors for integration, small thriving businesses, commercial corridors that support the communities they represent, places for art and cultural preservation.”

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **The Office of Immigrant Affairs** has had strong leadership, sustained good partnerships, and delivers important services and resources.
- **Commerce Department and cultural investments** in community-based efforts and people – such as the Storefront Improvement Program, business security cameras, street cleaning, and arts and culture programs – are making a positive impact.
- **Support for professionals** helping highly skilled immigrants navigate barriers to re-entering their profession, such as credentialing requirements, language proficiency, and structural biases.
- **Celebrating community:** Public and private-sponsored programming celebrating immigrant communities and multiculturalism, such as Welcoming Week and flag raising ceremonies.



WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **Empower leadership:** Increase the funding, capacity, and authority of the Office of Immigrant Affairs to oversee and coordinate strategy, policymaking, partnerships, and programming.
- **Language access:** Improve the integration of language access services across City agencies and invest in the resources to monitor high-performing integration.
- **Invest in providers:** Increase the funding to nonprofits that provide key services and improve the contracting process by instating upfront payment, increasing processing speed, and changing the reporting requirements.
- **Reflective workforce:** Hire and promote a more diverse workforce across the administration, from cabinet-level positions to frontline personnel.

“Develop community policing strategies that build trust between law enforcement and immigrant communities, ensuring that immigrants feel safe reporting crimes and engaging with local law enforcement without fear of deportation.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take in addressing the key themes:

Reflective leadership and workforce

- Appoint cabinet-level officials from Philadelphia's diverse immigrant and LGBTQ communities.
- Hire and elevate diverse and multilingual staff across City government, in addition to well-trained interpreters and translators.

Language access and cultural competency

- Convene stakeholders to explore immigrant experiences and perspectives and create a structured space for them to be regularly consulted.
- Develop and implement an overarching strategy with measurable objectives and a system of continuous evaluation and improvement.
- Train staff and service providers on policies and protocols on language services, cultural competency, and customer service.

Community preservation and investment

- Develop a comprehensive preservation strategy to invest in neighborhoods with diverse cultures and communities.
- Repair existing housing stock and create additional affordable housing units.

Economic opportunity

- Ensure there are sufficient resources to assist individuals in navigating immigration law and securing work authorization.
- Reform the contracting processes to extend opportunities and build capacity for immigrant-serving organizations, businesses and entrepreneurs.
- Invest in organizations providing education, job training, language acquisition, and mental and behavioral health services.
- Expand outreach for and awareness of Philadelphia's Municipal ID program.

Private sector

- Partner with the city's larger corporate and nonprofit employers to invest in immigrant services and employment pathways, and to address structural biases that frustrate upward economic mobility.

New arrivals

- Develop a comprehensive action plan to coordinate with state and federal agencies to accommodate and settle new arrivals.
- Direct sufficient resources for immigrant and refugee-serving organizations, including both direct service and capacity-building organizations.
- Collect and analyze data on migration patterns, demographics, and the needs of newcomers to inform strategic planning and resource allocation.
- Foster community integration through outreach programs and cultural exchange events.

“We need greater collaboration between city and non-profit organizations to better integrate new arrivals and promote Philly as a global citizen.”

11 INFRASTRUCTURE AND TRANSPORTATION SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to infrastructure and transportation:

- **Invest in public transit.** Residents, commuters, and visitors encounter challenges due to limited schedules and route offerings within the city. Concerns persist regarding public safety, both real and perceived, are exacerbated by a lack of police presence. SEPTA's operational budget faces a deficit due to decreased ridership, with projections indicating only an 18-month financial runway. Securing funding for crucial capital projects, particularly from state and federal sources, is arduous, adding to the financial strain.
- **Modernize City infrastructure.** The City confronts two significant infrastructure challenges. First, there is a pressing need for a clear "north star" guiding the next 5-7 years and helping better navigate the "planning purgatory" hindering major projects. Second, outdated maintenance of infrastructure is contributing to public safety hazards, exemplified by uneven paving, inadequate street markings, and worsening traffic congestion.
- **Scale public-private partnerships.** Limited public-private engagement stems from internal knowledge gaps and a lack of understanding regarding opportunities, exemplified by the absence of relevant case studies. Additionally, the absence of a standardized approach to public-private partnerships, particularly evident in the Request for Proposal (RFP) process, compounds the issue.
- **Strategically pursue federal funding.** Challenges include limited resources and coordination efforts, leading to a narrow view of available funding opportunities and an unclear process for requesting funds across different agencies. The City is lagging comparable cities like Atlanta and Detroit in leveraging the current economic moment to secure federal funding. A robust and broadly understood investment playbook, which outlines a list of projects and a compelling narrative to attract federal funds, is needed.
- **Improve workforce retention and skilling.** The City faces distinct challenges across various sectors, starting with public transit, where SEPTA encounters difficulties with retention and maintaining a hiring pipeline despite offering competitive wages. In the energy sector, there is an absence of robust programming despite the high growth potential. Leveraging opportunities such as the PECO Infrastructure Investment and Jobs Act (IIJA) investments and the Mid-Atlantic Clean Hydrogen Hub (MACH2) could significantly propel industry development.
- **Focus resources on the airport ecosystem.** The Philadelphia International Airport is grappling with several infrastructure challenges, including outdated systems and operational tools. There is also a lack of clarity regarding the inventory of land near the airport, particularly for cargo and logistics purposes, which hinders efficient planning and development initiatives. Meanwhile, workforce challenges include retention and turnover, pay disparities, and lack of clear career paths.

- **Improve safety and accessibility across the city.** Philadelphia faces critical infrastructure gaps, notably the absence of ADA accessible infrastructure, such as ramps and road closures, which hampers accessibility for individuals with disabilities. Additionally, there are significant public safety concerns post-COVID, exacerbated by decreased foot traffic and public transit ridership. These concerns include issues like the growing unsheltered population and an uptick in crimes occurring on trains and buses.
- **Engage community and employees.** The City faces challenges in effectively advertising job opportunities and communicating key benefits, including the employee value proposition of a living wage. Additionally, there are heightened levels of burnout among certain workforce segments, particularly frontline workers, that have been exacerbated by the pandemic. This will necessitate implementing measures such as flexible work arrangements, access to counseling services, and recognition programs to acknowledge employees' dedication and contributions to the community.

INITIATIVES TO EXPAND

Subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Transportation transformation:** Advance the implementation of the Philadelphia Transit Plan, SEPTA Bus Revolution, and trolley modernization project, while reimagining the regional rail system.
- **Promotional campaigns** for major transit and infrastructure initiatives including revamped SEPTA signage and the MACH2 hub.
- **Complete infrastructure projects** that are in progress including the pedestrian connection at 30th Street Station and trail network extensions along the Schuylkill River trail and through Bartram's Garden.

- **Accessibility:** Invest and accelerate execution of better transit offerings for riders who are low-mobility or have disabilities.
- **Workforce development:** Leverage opportunities for job growth and upskilling through the programs funded by the federal Bipartisan Infrastructure Law.

Other considerations raised during subcommittee discussions included:

- **Major grants:** Create a central function that coordinates grant opportunities and administration, for example, a special liaison with the state and federal governments and a comprehensive investment memo with narrative and funding sources for current and emerging projects.
- **Public safety:** Enhance rider safety across transit systems through a greater police presence.
- **Congestion pricing:** Evaluate the feasibility of congestion pricing for vehicular transit.
- **Create a Department of Transportation** that leads a unified vision and plan for transportation infrastructure and policy.
- **Roosevelt Boulevard subway:** Advance detailed plans and funding options for the proposed Northeast Philadelphia subway following Roosevelt Boulevard.

“Successful cities use infrastructure as a means to an end, usually as a way to unlock new opportunities around economic growth.”

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Job programs:** Continue programs that grow the number of jobs tied to local infrastructure and transportation including Philly Future Track, West Philadelphia Skills Initiatives, PECO's infrastructure academy, and Philadelphia Works' programs.
- **Center City:** Development and upkeep of Center City to make it an attractive place to visit and live including clean streets and modern infrastructure.
- **Public-private partnerships:** Effective partnerships between private and public enterprises have produced results including the Mid-Atlantic Clean Hydrogen Hub (MACH2).
- **OTIS:** The Office of Transportation, Infrastructure, and Sustainability (OTIS) has methodically organized around special funding opportunities including through the Bipartisan Infrastructure Law.

“Philadelphia needs to get into the game by creating and prioritizing, in close cooperation with the state and county partners, a full inventory of game changing infrastructure projects.”

“We are living through an extraordinary moment, when the economy is restructuring and the federal government is investing at unprecedented levels.”

WHERE CAN WE IMPROVE?

When prompted to identify what is not working well and how to address current challenges or barriers, issues raised included:

- **Infrastructure maintenance:** Improve upkeep of local infrastructure to guarantee higher safety standards including pavement markings and an accelerated repaving schedule.
- **Invest in personnel:** Provide additional resources and offer competitive pay to employees working on infrastructure and transportation initiatives.
- **Accessibility:** Make Philadelphia more accessible to all populations, including through the comprehensive installation of ADA ramps and addressing block-long, construction-related closures that do not meet ADA accessibility requirements.
- **Project administration:** Improve monitoring and oversight of infrastructure initiatives and investments, including consulting fees payment and permit usage enforcement.
- **Transit and tourism:** Expand and enhance public transit options to help with tourism, including route offerings and frequency of schedules.

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take to address the key themes:

City infrastructure

- Use a prioritization framework to align departments and external partners to efficiently coordinate and implement critical projects.
- Coordinate with the Pennsylvania Department of Transportation to focus on initiatives to improve road safety.
- Ensure administrative processes that allow designated officials to overcome barriers and advance priority initiatives.

Public transit

- Continue to promote utilization of SEPTA's Key Advantage with employees.
- Promote SEPTA's new developments and initiatives including the Bus Revolution and signage revamp.
- Invest in and coordinate across transit modalities in Philadelphia.

Federal and state funding

- Launch a communications and advocacy campaign focused on the economic value of SEPTA and other infrastructure projects to unlock additional funds from the state.
- Create a task force to help work on Emerging Project Agreements with the federal government including, for example, 30th Street Station projects.
- Coordinate grant applications across the City to prevent internal competition for funding.
- Issue an Executive Order to drive a future infrastructure strategy for industrials.

Workforce retention and skilling

- Fund the Office of Human Resources to speed up hiring processes and better market the value proposition of City jobs for residents.
- Expand apprenticeship programs available to Philadelphia residents.

Public-private partnerships

- Scale-up successful public-private partnerships and models through streamlined administrative processes to identify contracting opportunities.
- Enhance community outreach around public-private partnerships by using success stories, like the Indego bike-sharing program.

Airport

- Improve and invest in recruitment strategies for PHL employees.
- Upgrade infrastructure, systems, and services to ensure PHL meets the highest standards for residents and visitors.

12 PUBLIC SAFETY SUBCOMMITTEE

KEY THEMES

The following key themes and underlying challenges emerged during subcommittee dialogue and survey responses related to public safety:

- **Collaborate to limit misperceptions and establish cyclical accountability.** A lack of clear and firm expectations from City Hall have made it difficult to put forth and execute on a public safety agenda. This, coupled with a lack of close collaboration among City agencies, the District Attorney's Office (DAO), court system, and state and federal officials, has made it increasingly difficult to systematically address public safety concerns.
- **Use evidence-based practices to address public safety concerns.** An overarching strategy consisting of evidence-based practices is needed to address gun violence and crime through targeted deployment of resources and personnel. Creating such a strategy should allow for collaboration, accountability, and rigorous evaluation to track performance and impact. Furthermore, there is a need to revamp community and neighborhood policing strategies and partnerships to ensure there is a holistic approach to addressing public safety concerns at the neighborhood level.
- **Recruit, retain, and train a reflective police workforce.** The City's internal human resources (HR) and onboarding processes are slow and cumbersome, creating stumbling blocks for the Philadelphia Police Department (PPD) and other agencies. City benefits and compensation are also tracking behind current labor market trends, making recruitment difficult while competing with other law enforcement agencies in the region. This challenge has been compounded by negative perceptions of law enforcement.
- **Integrate social services with the public safety strategy.** As PPD leads in responding to public safety concerns, social services must be integrated so other City agencies, crisis centers, nonprofits, and community partners can provide support. Stakeholders noted that housing service providers and treatment centers are operating at capacity, so sufficient funding is needed to ensure these providers are fully equipped to address needs and effectively partner with PPD.
- **Build cohesive diversionary and re-entry programming.** The reentry system is fragmented due to a lack of consistent coordination and funding, leaving City agencies, nonprofits, and community partners ill-equipped to support the city's large number of returning citizens. Effective programming must build social connections and legitimate pathways to upward mobility through employment and educational opportunities.
- **Address the crisis at the Philadelphia Department of Prisons (PDP).** The City's prison system is in crisis, creating safety concerns for both incarcerated individuals and DPD employees. Severe understaffing has been compounded by high turnover and low morale, exacerbating the strain on remaining personnel. Complying with legal requirements and policy directives to provide even basic services has become challenging.

INITIATIVES TO EXPAND

Subcommittee members highlighted numerous initiatives that could be expanded to improve upon existing progress or scale impact. These included:

- **Community policing:** Expand community policing with additional officers dispersed across neighborhoods and commercial corridors with consistent geographic assignments to build relationships over time.
- **Use data analysis** to identify individuals responsible for violence and property crime, and use it to inform resource and personnel deployment while coordinating with the District Attorney's Office.
- **Violence interruption:** Community-based organizations, trusted messenger models, and stress/anger management therapy options must be coordinated, sufficiently funded, and evaluated so services deliver measurable results.
- **Early intervention:** Identify, engage, and support highest-risk youth and individuals based on past behaviors, neighborhood, and demographics.
- **Community trust:** Model community initiatives that build trust and relationships, especially for young people and those most at risk.

Other considerations raised during subcommittee discussions included:

- **Police and social service response:** Reduce the types of interactions that require a police personnel response, especially those related to substance abuse, mental health, or homelessness.
- **Expand substance abuse treatment** options with temporary or supportive housing, including the potential creation of a long-term facility or campus.
- **Revamp police training** with de-escalation techniques and preparation in community and stakeholder communication and relationship-building.
- **Residential cameras:** Create a residential version of the Business Security Camera program.

“Bring a holistic, whole-of-government approach to public safety. Building cross-agency efforts to address public safety issues and, where appropriate, addressing issues such as public health. Gun violence should not be siloed from substance use disorder related issues, quality of life, reentry, or other areas of reforming the criminal legal system. There are amazing bones in the form of the Criminal Justice Advisory Board and that structure should be leveraged more.”

- **Expand applicant pool:** Explore working with the DA and Lt. Governor to pursue pardons for prospective PPD applicants who are interested in serving but ineligible due to minor convictions.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **Gun-violence intervention** can have a significant impact when informed by data and supported by targeted investments.
- **Integration of social services** among PPD and City agencies, Merakey, crisis centers, and nonprofit and community partners have shown promise, including, for example, the 988 hotline expansion and coupling of mental health professionals with police officers.
- **Diversions programs** offered through the court system for individuals suffering from drug addiction and mental illness who have committed nonviolent offenses have proven effective.
- **Re-entry and rehabilitative programs** have successfully reduced recidivism for participants who have been able to access these services.



WHERE CAN WE IMPROVE?

Building on the momentum of what is working well, respondents focused on systematic changes to improve how the City responds to public safety concerns. These included:

- **Set a clear strategy** that will allow for targeted investments in evidence-based programs and evaluation, and will establish accountability.
- **Alignment and collaboration** between government agencies including the Police Department, Managing Director's Office, District Attorney, the courts, and state and federal agencies.
- **Human resources:** Address concerns raised around human resources practices, benefit packages, and wage stagnation, which is heavily impacting PPD's ability to recruitment and retention.
- **Community policing:** Re-examine and revamp the City's community and neighborhood policing strategies and partnerships, while preparing to evaluate impact.

- **Prisons crisis:** Identify opportunities to provide more resources and support to Prisons Department personnel to address low morale and understaffing, which is heavily impacting the safety and stability of the prisons.

“We need better coordination, led by a quarterback either citywide or within each neighborhood, who is identifying the scope of individuals needing support and intervention, assigning them to particular programs best suited for their needs and responding. This will prevent a race to the bottom where the easiest to reach, who are often at lowest risk, are most connected to city efforts.”

POTENTIAL ACTIONS

Subcommittee members recommended the following as potential actions the administration could take in addressing the key themes:

Collaboration and accountability

- Empower the Police Commissioner and Managing Director to coordinate high-impact initiatives and allocate resources.
- Work with the District Attorney, state officials, and federal officials to prosecute illegal firearm dealers/possession and aggressively target networks and large suppliers moving drugs into Philadelphia.

Strategy, evaluation, and performance

- Implement a “whole of government” approach with a structure of authority and accountability that is data-driven with prevention, intervention, and enforcement strategies.
- Leverage technology to identify individuals responsible for violence/property crime and use it to inform resource allocation and deployment. Examples include Shot Spotter, Real-Time Crime Centers, cameras, and social media monitoring and analysis.
- Assess the current array of programming that addresses gun violence intervention, such as Pushing Progress Philly (P3) and Community Crisis Intervention Program, for effectiveness and data integration for case management.

Police staffing and support

- Determine whether/how internal reallocation of personnel and resources within PPD can optimize capacity.
- Improve HR hiring practices, retention, and promotion practices, more specifically, improve communication with candidates, establish more competitive wages, and implement performance-based retention incentives.
- Explore additional recruitment incentives such as tuition and student loan reimbursement and childcare services.

Integrating social services

- Coordinate strategy and efforts between the PPD and key City agencies, the DAO, the courts, prisons, community stakeholders, and social service and mental health providers.
- Promote the 988 hotline while ensuring unified/coordinated 911 dispatch of the appropriate professionals (police, fire, EMS, social service/mental health providers).

Diversionary and re-entry programs

- Partner with the DAO and courts to expand effective, high-ROI programs for non-violent offenders and individuals suffering from addiction and/or mental health issues.
- Convene and organize a reentry system amongst City agencies, the courts, service providers, and other stakeholders to provide sufficient wrap-around support to prevent recidivism, and ensure close coordination between the administration, PPD and prisons on high-risk individuals released back into the community.
- Support collaboration between the School District, PPD, the District Attorney, the courts, and other stakeholders to continue diversion programs for young people.

Prisons crisis

- Similar to needs in addressing PPD hiring challenges, there must be a push toward an overhaul of Citywide HR services as quickly as possible to adequately address the prison crisis.
- Consider suspending intake for specific groups of new arrests until PPD's population decreases to a manageable level.
- Work alongside Family Court to investigate alternatives to youth incarceration that will alleviate conditions on the Juvenile Justice Services Center.

13 TECHNOLOGY AND IMPLEMENTATION SUBCOMMITTEE

KEY THEMES

The Technology and Implementation Subcommittee conducted a deliberative process that yielded a wide range of actions under three thematic strategies:

- **Modernize City services through a transformation strategy evaluated by outcomes-driven data.** Subcommittee members stressed that trust in government can only be rebuilt if the City delivers. Philadelphia cannot be “world-class” without fulfilling the core mission with positive outcomes, continual improvement, and the pursuit of excellence.
- **Advance the life sciences and healthcare technology industries.** A unique opportunity exists to leverage the power of STEM industries broadly including biotech, medtech, digital equity, and digital health equity. No other set of industries has the same potential to improve lives and generate more opportunity for all.
- **Create effective and ongoing collaboration protocols for roundtables.** The Parker Administration has an opportunity to leverage subcommittee members and other cross-sector stakeholders and experts to solve specific challenges and benefit residents, communities, and the regional economy.

“The single most impactful action the Mayor can take in her first year is to signal and demonstrate to the city that this is a different kind of administration that is about results and taking service delivery seriously for our people. Build trust. Focus on the most important issues to our city: those that affect basic quality of life.”

INITIATIVES TO EXPAND

Subcommittee members named several initiatives that should expand. These included:

- **Performance management:** Re-establish a Mayor-led performance management program, potentially by reinvigorating PhillyStat as a true management tool to advance the Mayor's top priorities.
- **Utilize advisory boards** in a structured and purposeful way, enlisting people who are subject matter experts who can provide meaningful, thoughtful input in an ongoing strategic collaboration.
- **Technology and innovation:** Reinforce technology and innovation initiatives undertaken by the Office of the Chief Administrative Officer and Office of Innovation and Technology.
- **Commerce and tech sector:** Revive a role previously in the Commerce Department charged with interfacing with tech companies and helping them start, grow, and stay in Philadelphia.

Other considerations raised during subcommittee discussions included:

- **Broader understanding of tech:** Adopt a more holistic definition of technology – not just the technical inputs, but also the key outcomes that technology enables.
- **Chief Information Officer:** Position the CIO on the cabinet and publicly support the office to improve customer experience when interacting with City government.
- **Improving customer service:** Issue an executive order to deliver on customer service improvements and followed by the right structure, personnel, tone, and expectations to advance cross-departmental projects.
- **Reward innovation:** Implement an award system to recognize staff at all levels who contribute good ideas on how to strengthen service delivery.

- **Develop talent:** Create a pipeline for tech talent by investing in entities that produce results for employers while the City engages as both a funder of these efforts and an employer that hires that alumni.

WHAT'S WORKING WELL

In assessing the current landscape, subcommittee members were asked to identify areas, projects, or programs that are working well and should be expanded, accelerated, or completed. These included:

- **CAO and OIT:** The Office of the Chief Administrative Officer (CAO) and the Office of Innovation and Technology (OIT) are doing transformational work, including the digital equity initiative started during the pandemic, research and design programs for improving services, and, recently, new AI Guidelines for City workers.
- **The Digital Health Equity Task Force** has taken strong initial steps to learn from national leaders in improving health through digital access.
- **The Innovation Academy and Smart Cities initiative** are national models for spurring, maintaining, and growing capacity for innovation and transformation across government.
- **Public-private collaboration:** Philadelphia's diverse and inclusive tech ecosystem is a result of a strong collaboration with public and private partners. The City's Most Diverse Tech Hub should grow as a strategy and not only as a series of events and programs.
- **The Science Center** has incredible programs for engaging people in technology and offers programs to train workers of the future, including through Wistar, Per Scholas, Hopeworks, the School District's Urban Technology Project, Resilient Coders, Tech Impact, Launchpad, and Tech Elevator.

WHERE CAN WE IMPROVE?

In considering issues in need of improvement, three category areas related technology and implementation surfaced during subcommittee discussions. These included:

- **City services are the top pain point.** The constituent experience is fractured, inconsistent, and confusing, undermining faith and trust in government. Top officials and personnel, including those in OIT and CAO, must be authorized and resourced to assist public-facing departments with technology implementation and modernized service delivery. Dedicating funding to a citywide digital strategic plan with a data analytics team and expanded digital services team can accelerate prior efforts.
- **Small businesses and gig work:** Mayoral leadership and better cross-sector coordination is needed to grow entrepreneurial diversity and close the racial disparities in business starts; increase sources of grants and low interest loans for minority one-person businesses and start-ups; and prepare for an increasingly fractured work ecosystem involving gig work and side hustles.

- **Digital equity:** Continue to invest in and improve digital equity, with substantial resources still needed to bridge the digital divide and accessibility to technical careers to the young people regardless of degrees. Employers are looking for skills, not necessarily 2 or 4-year degrees.

“Technology is a friend if we are courageous and pilot new ideas, innovate, learn, fail in the open, adjust and make it better before scaling. The public sector needs to embrace the uncertainty of what is ahead by failing fast, learning, growing, adapting, building better.”

POTENTIAL ACTIONS

Subcommittee members recommended a wide range of potential actions under the key themes that the administration could pursue within the first 100-day year.

Modernize city services

- **In first 100 days, conduct substantive dialogue:** Issue an executive order prioritizing service improvement; measure residents' interactions with local government for type, frequency, and satisfaction; engage with CAO, OIT, 311, Service Design Studio, and other internal partners; evaluate relevant department's "strategic culture"; and use human-centered design to collect insights and make talent and budget decisions.
- **In year one, create a four-year Parker Transformation Strategy with Change Management:** Use insights from 100-day dialogue to make decisions about organization structure, budget policy, talent strategy and gaps; emphasize that modernization and transformation effort crosses silos and is empowered by the Mayor to design solutions and manage ongoing change; incentivize leaders and departments to collaborate and learn from one another; recognize and reward efficiency and innovation; prepare to make hard decisions on streamlining, merging units, setting priorities; offer upskilling opportunities for employees to fill new roles; and leverage staff attrition.
- **In year one, measure progress of transformation strategy with outcomes-driven data:** Establish the use of data and technology as a top Mayoral priority and primary method of measuring success; create a Data Analytics and Governance Unit (DAGU) reporting to the Mayor; integrate departmental outcomes data with DAGU; build trust while being clear that outcomes data reporting is not optional; automate data collection to generate analytics and continually refine a transformation roadmap; embed data teams with subject matter experts in departments; ensure DAGU teams have separate funding; consider PHL Progress Index; prepare for difficult decisions on alignment of departmental budgets with goals, effective programs, and desired outcomes; and move away from practice of measuring outputs and deferring to status quo.

“OIT software engineering and digital services leadership is the stuff of my dreams. They elevate the importance of design and research in delivering services. And the fact that the city even has a service design studio is amazing. These are structures that other cities covet, and they need to be resourced appropriately.”

Advance the life sciences and healthcare technology industries

- **In the first 100 days, consult life science and healthcare tech leaders:** Engage external institutional leaders and other conveners including Ben Franklin Technology Partners, Science Center, Philadelphia Alliance for Capital and Technologies, and ImpactPHL.
- **In year one, create a five-year Intergovernmental Life Science and Healthcare Technology Strategy:** Use 100-day dialogue to set administration priorities and make needed asks to external partners based on a transparent strategy; leverage private sector leadership to facilitate coordination across entrepreneurial support organizations in science,

TECHNOLOGY AND IMPLEMENTATION SUBCOMMITTEE

tech, and healthcare sectors, along with small business development centers (SBDCs) and CDFIs; break down silos and enable more translation and coordination with representatives from federal and state government; encourage advocates and philanthropy to collaborate in enabling new technology to enhance public health and to reduce duplication of effort; enhance data collection and analytics for public health outcomes; and partner with healthcare-focused tech startups to drive innovation.

- **In year one, create a five-year Science and Tech Talent Supply Strategy:** The City should become a model employer and partner with the most effective science and tech training entities, Community College of Philadelphia, and local universities; seek to close the digital equity gap each year of the administration; engage and build on the City's 2022 Digital Equity Plan; advocate for more children to access high-quality digital literacy curriculum and be equipped with needed device; create unified public awareness campaign about necessity of tech/STEM skills and how to access them; encourage philanthropists and CDFIs to support the "earn" part of "learn and earn" for upskilling; make the City a top employer of development of "future-ready" talent by using tech for skills-based hiring, training, and professional development; reskill City workers to help them reach full potential; reform the Civil Service Commission and modernize civil service job description; partner with unions whose members' jobs are at risk of automation; and invest in top tech talent.

Create effective and ongoing collaboration protocols for roundtables

- **In year one, pilot a structured virtual dialogue to design specific solutions:** Pilot strategic collaboration technology to consult experts, learn, and engage in privacy-protected dialogue, generating insights that could be used to design and implement solutions; choose a priority campaign pledge, topic, or challenge that will lead to measurable improvement for residents to assess the collaboration method; adopt a "fail fast and learn humbly" mindset by creating tables of subject matter experts; assess method and determine viability for other topic-specific design of solution.

- **Example – Technology Council:** Formalize the Technology and Implementation Subcommittee as a "Tech Council" to meet quarterly with City leaders for ad hoc consultation; empower Tech Council to serve as the City's partners with external companies (e.g., Google's service fellowship) to create products and access available private sector funds; choose a priority topic (e.g., "Create a 5-Year Science and Tech Talent Supply") and invite Tech Council, education subcommittee, national experts, and others to engage in a virtual dialogue; design and implement solutions based on data generated by virtual dialogue; construct Tech Council to facilitate trust, respect of proprietary information, and an explicit value proposition for engagement, as altruism is not sufficient.

“To truly become ‘Startup City,’ Philadelphia’s digital infrastructure requires significant enhancement. The current broadband network is uneven, leaving low-income neighborhoods at a disadvantage. A city-wide initiative to ensure high-speed internet access is equitable would enable widespread tech innovation and participation.”



Conclusion: Closing And Next Steps

Philadelphia faces many challenges, but our greatest asset in making progress continues to be our people. Philadelphians are talented, passionate, and committed. The Parker Mayoral Transition benefited from more than 550 community members who stepped forward to offer their insights and ideas for the way forward – to make Philadelphia the safest, cleanest, and greenest big city in the nation, with economic opportunity for all.

Subcommittee leadership and members brought with them a wide range of backgrounds and perspectives – many unique, some even in opposition – all of which contributed to a rich dialogue about what's working well, what's not, and proposals for the Administration. Many promising initiatives and actions were put forward, but perhaps most promising was the fact that, far more often than not, strong consensus formed around shared goals and what we need to accomplish together.

All agree that Philadelphians deserve to be and feel safe. That residents deserve clean neighborhoods and welcoming parks, good schools and job opportunities, access to healthcare and a home. A shared understanding of needs and goals is a strong foundation for the path ahead.

With this Transition Report in hand, City officials, residents, and other key stakeholders can review the findings and use them to guide the hard work of making lasting change that will improve lives and livelihoods. Subcommittee members highlighted numerous issues to address, – along with a great many more potential solutions.

Of the cross-cutting themes, the most prominent was a call for strong Mayoral vision and leadership – from preparing for the global spotlight in 2026 to securing state and federal funding to providing basic municipal services. Mayor Parker and her Administration will answer this call, spurring 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.

Go to www.phila.gov to share your ideas, join the Parker administration team, and be part of our vision: **One Philly, a United City.**

Parker Mayoral Transition Team

Ryan Boyer, *Chair*
Della Clark, *Vice Chair*
Greg Segall, *Vice Chair*

Hon. Tonyelle Cook-Artis, *Senior Advisor*
William Dunbar, *Senior Advisor*
Obra Kernodle, *Senior Advisor*
Garrett Snider, *Senior Advisor*
Mungu Sanchez, *Senior Advisor*

Otis Bullock, *Steering Committee*
Rev. Dr. Luis Cortés, *Steering Committee*
Daisy Cruz, *Steering Committee*
Rickey Duncan, *Steering Committee*
Harold T. Epps, *Steering Committee*
Derek Green, *Steering Committee*
Mary Isenhour, *Steering Committee*
Loree Jones Brown, *Steering Committee*
Rich Lazer, *Steering Committee*
Chantay Love, *Steering Committee*
Markita Morris-Louis, *Steering Committee*
Anton Moore, *Steering Committee*
Joe Neubauer, *Steering Committee*
Franz Rabauer, *Steering Committee*
Jennifer Rodriguez, *Steering Committee*
Jeffrey Sheridan, *Steering Committee*
Bill Sproule, *Steering Committee*
Sam Staten, Jr., *Steering Committee*
Andy Toy, *Steering Committee*
Gerri Walker, *Steering Committee*
Rev. Dr. Alyn Waller, *Steering Committee*
Patricia Wellenbach, *Steering Committee*
Dennis Zatlin, *Steering Committee*

Sinceré Harris, *Co-Director*
Aren Platt, *Co-Director*
Tiffany W. Thurman, *Senior Advisor*
Chris Dailey, *Deputy Director*
Shania Bennett, *Associate Director*
Sophie Bryan, *Policy Lead*
Rachel Meadows, *Policy Lead*
Patrick Christmas, *Policy Advisor*
Ira Goldstein, *Policy Advisor*
Joe Grace, *Communications Advisor*

John Dolan, *Transition Manager*
Neftali Ramos, *Transition Manager*
Cole Appelman, *Transition Associate*
Tyree Morton, *Transition Associate*
Nandi O'Connor, *Digital Director*
John Salveson, *Talent Recruiter*
Beth Hare, *Talent Recruiter*
Tim Ford, *General Counsel*

Boston Consulting Group

SUBCOMMITTEE MEMBERS

Mayor Parker and her Transition Leadership Team are immensely grateful to the following Subcommittee Members who contributed their time, experience and expertise to this process.

2026 Preparation Subcommittee

Shalimar Thomas, Chair
Nicole Cashman, Vice Chair
Holly Kinser, Vice Chair
Tayyib Smith, Vice Chair
Angela Val, Vice Chair

Nicole Allen White
Ryan Boyer, Jr.
Patrick Burns
Catherine Cahill
Danielle DiLeo Kim
Tim Durkin
Rachel Ferguson
Michelle Freeman
Donna Frisby-Greenwood
Pattie Gillett
James Hocker
Margie Honickman
Meg Kane

George Leone
TJ Lepera
Elaine McGuire
John McNichol
Dave Nasatir
Michael Newmuis
Tiffany Newmuis
Atif Saeed
Jim Schultz
Mark Segal
Sasha Suda
Karen Warrington
Patricia Wilson Aden
Thomas Young
Jennifer Yu Lee

Arts, Culture, and the Creative Economy Subcommittee

Allan Edmunds, Co-Chair
Jane Golden, Co-Chair
Alba Martinez, Vice Chair
Leslie Anne Miller, Vice Chair
Leslie Patterson-Tyler, Vice Chair
Walt Reeder Jr., Vice Chair
Rebecca Segall, Vice Chair

Pablo Batista Jr.
David Brigham
Marlisa Brown Swint
Charlotte Cohen
Karen Connor
Diane Dalto Woosnam
David Devan
Tina Dunham
Anne Edmunds
Lauren Hart

Bill Ingram
 Jeri Johnson
 Ashley Jordan
 Joseph Kluger
 Roger LaMay
 Robbie Long
 Georgette Luna
 Larry Magid
 William Marrazo
 Martha McGeary Snider
 Rosalyn McPhearson
 LaNeshe Miller-White
 Joan Myers Brown
 Marsha Perelman
 Eric Pryor
 Zak Pyzik
 Katherine Sachs
 Carmen San Miguel
 Gabriela Sanchez
 Sabriaya Shipley
 David Simms
 Carlton Smith
 Janine Spruill
 Max Tuttleman
 William Valerio
 Gerald Veasley
 Elizabeth Warshawer
 Constance Williams
 Patricia Wilson Aden
 Andrew Zalenski

City Administrative Services Subcommittee

Joann Bell, Chair
Anne Gemmell, Vice Chair
Wilson Goode Jr., Vice Chair
Joseph Martz, Vice Chair
Nefertiri Sickout, Vice Chair

Robert Archie
 Shoshana Bricklin
 Leonard Brown
 Fran Burns
 Shemisha Burton
 Charles Carrington
 Anjali Chainani
 Diana Cortes
 Amber Cruz
 Vincent DeFino
 Romulo L. "Romy" Diaz, Jr.
 Justin DiBerardinis
 Frank DiCicco
 Carl Engelke
 David L. Forde Jr.
 Hassan Freeman
 Phil Goldsmith
 Kevin Greenberg
 M Adilah Hameen-AbduJaleel
 Ronald J. Harper, Esq.
 Lydia Hernández Vélez

Susan Jacobson
 Thomas J. Knox
 Jami McKeon
 Wayne Miller
 Bob Murken
 Alan Novak
 Marlene Olshan
 Libby Peters
 Joseph Pierce
 Lorraine Poole-Naranjo
 Gennifer Reed
 Omar Salaam
 Eryn Santamoor
 Mary Stitt
 Dalila Wilson-Scott

Commerce and Economic Development Subcommittee

Jodie Harris, Co-Chair
Sharmain Matlock-Turner, Co-Chair
Zakariyya Abdur-Rahman, Vice Chair
Patrick Clancy, Vice Chair
Jamila Harris-Morrison, Vice Chair
Paul Levy, Vice Chair

Adriana Abizadeh
 Kamal Advani
 Gregory J. Allen
 Shante Antrom
 Alex Balloon
 Michael Banks
 Daniel Bauder
 Margaret Berger Bradley
 Xhulio Binjaku
 Glenn Bryan
 Michelle Carrera
 Christopher Chaplin
 Jael Conde
 Erinn Corbett-Wright
 Philip Dawson
 Edwin Desamour
 Rafiq Diya AL-Fareed
 Kevin Dow
 Jimmy Duran
 Michelle Feldman
 Linda Fields
 Holly Flannagan
 Terri Freeland
 Sylvie Gallier Howard
 Jose Garces
 Will Gonzalez
 Michael Graham
 Ryan Graham
 Tonnetta Graham
 Richard Harris
 Patrick Hayakawa
 Pamela Henshall
 Joe Hill
 Alex Hillman
 Dawn Holden Woods
 Kenny Holdsman
 Harold Honickman
 Kurt Imhof

Sheila Ireland
 Job Itzkowitz
 Kenyatta James
 James Johnson-Piett
 Charles Lanier
 Matt Levinson
 Kafi Lindsay
 Carlos Matos
 Bill McKinney
 Keiwana McKinney-Forde
 Kate McNamara
 Stephanie Michel
 Soneyet Muhammad
 Courtney O'Neill
 Mónica Parrilla
 Andreina Perez Hein
 Bret Perkins
 Samuel H. Pond
 Majeedah Rashid
 Milaj Robinson
 Lou Rodriguez
 James F. Runckel
 Mariangeli Saez
 Andrew Salerno
 Kenneth Scott
 Jay H. Shah
 Haniyyah Sharpe-Brown
 Patrick Sherlock
 Darnell Thomas
 Lin Thomas
 Walter Toliver
 Kimberly Washington
 Thom Webster
 Donovan West
 Brian Westbrook
 Stanley Wiley
 Kevin Williams
 Craig Williams
 Dr. Jin H. Yu
 Robert Zuritsky

Education Subcommittee

Donna Cooper, Chair
Dawn Chavous, Vice Chair
Dr. Donald Generals, Vice Chair
Stacy Holland, Vice Chair
Jerry T. Jordan, Vice Chair

Ameen I. Akbar
 Daniel Allen
 Raymond Alvarez
 Dr. Debora Borges-Carrera
 H. Stephen Brady
 Darryl Bundrige
 Alfredo B. Calderon Santini
 Katherine Christiano
 Jason Corosante
 Keshema Davidson
 Naeha Dean
 Jay DeFrusco
 LaToshia DeVose
 Delvin Dinkins
 Beth Dyson

SUBCOMMITTEE MEMBERS

Helen Eaton
Kathryn Epps Roberson
Shelly Fisher
Chekemma Fulmore-Townsend
Sarah Galbally
Michael Gary
Andrea Gonzalez Kirwin
Deborah Gordon Klehr
Mary Graham
Tamir Harper
John L. Jackson, Jr
Dr. Kahlila Johnson
Sherilynn Johnson-Kimble
Keisha Jordan
Karen Lewis
M. Elizabeth Magill
John McDaniel
Marilyn Y. Mejia
Mai Miksic
Penny Nixon
Alex Peay
William Peebles
Nikki Pumphrey
Ashley Redfearn
Natalie Renew
Sharlene V. Roberson
Claire Robertson-Kraft
Khadijah Sabir
Stephen Scott Bradley
Simran Sidhu
Susan Slawson
Richard Lee-Snow
Ebony Staton
Katharine Strunk
Robin M. Torrence M.ED.
Sean E. Vereen
Leslie M. Walker
Sharon Ward
Dana J. Weeks
Leigh N. Whitaker, Esq.
Joyce Wilkerson
Kelly S. Woodland

Environment and Sustainability Subcommittee

Doug Oliver, Co-Chair
Emily Schapira, Co-Chair
Matt Rader, Vice Chair
Evelyn Sample-Oates, Vice Chair
Jerome Shabazz, Vice Chair
Jim Snell, Vice Chair

Ahmad Almakky
Robert S. Bair
Wayne Barnett
Katie Bartolotta
Saleem Chapman
Joanne Dahme
J. Barry Davis
Hon. Nelson A. Diaz
Steve Figgatt
Carol Jenkins PhD
Andrew Kricun, P.E.

David Masur
Melanie McCottry
Adam Nagel
Devi Ramkissoon
Amani Reid
Robert Routh
Maurice M. Sampson II
Bitania Yemane

Fiscal Stability Subcommittee

Joan Stern, Chair
Matthew Stitt, Vice Chair
Rasheia Johnson, Vice Chair
Matthew Levitties, Vice Chair
Joseph McLaughlin, Vice Chair
Miriam Fox, Vice Chair

Wadud Ahmad
Chad Firestone
Iola Harper
Jeff Hornstein
Karen E. Javaruski
Whitney L. Jones
Mary Lawton
Saraya I. Louissaint
Michael G. McCabe
Asuncion Munoz
Jose Nieto
Folasade A. Olanipekun-Lewis
Reco Owens
Harvey M. Rice
Kareem Thomas
Peter J. Zuleba, III

Health and Human Services Subcommittee

Maria Quiñones Sánchez, Chair
Farida Boyer, Vice Chair
Dennis Cook, Vice Chair
Joe Martz, Vice Chair
Estelle Richman, Vice Chair

Dr. Argie Allen-Wilson, PhD
Scott Applebaum
Hector Ayala
Xavier Bancroft
Adonis Banegas
Chris Bartlett
Tyrell Brown
Malik Brown
Karen C. Buck
Joseph Cacchione
Rev. Bonnie Camarda
Dominique Casimir
Ann Colley
William DeJesus Cartagena
Adam Devlin
Signe Espinoza
Stephen P. Fera
Lynn Fields Harris
Cynthia Figueroa

Deana Gamble
Luis Hincapie
Kate Houstoun
Monique Howard
Mary Hurtig
Tom Hutton
Lauren Lambrugo
Pauline LeVan
Katherine E. Levins, JD, MBA
Waleska Maldonado
Meredith Matone
Maureen May, RN
AnnMarie McDowell
Dr. A Scott McNeal
Christopher Molineaux
Denise Napier
Abbie Newman, RN, JD
Kathleen Noonan
Angel Ortiz-Siberon
Maritza Padua
Joseph Pyle
Fred Ramirez
Dr. Terri Randall
Oni Richards
Alma Rios
Julia Rivera
Siria Rivera
Ronnie Rubin
Bill Ryan
Dr. Safiyya Shabazz
Chelsea Switzer
Antonio Valdés
Rana Walker
Dr. Delena Wardlaw
Akeesha Washington
Mel Wells
Hon. John White, Jr.
LeVan White
Morgan E. Wilson Jr
Frederick Wright
Judith O. Yanacek
Malcolm Yates

Housing, Planning, and Development Subcommittee

Brian Hudson, Chair
Mo Rushdy, Vice Chair
Herbert Wetzel, Vice Chair
Kelvin Jeremiah, Vice Chair
Cheryl McKissick-Daniel, Vice Chair
Mo Rushdy, Vice Chair

George C. Balatinos
Philip Balderston
Carlo L. Batts, MAI
Darwin R. Beauvais, Esq.
Dawud Bey
Kenneth Bigos
David Binswanger
Bart Blatstein
Carla Cain
John Elliott Churchville
Annette Collier

Benjamin J. Connors
 Angel Cruz
 Luis Cruz
 Mark H. Dambly
 Thomas Earle, Esq.
 Ori Feibush
 Antonio Fiol-Silva, FAIA
 Max Frankel
 Andrew Frishkoff
 Michael Froehlich
 Anthony Fullard
 Maria N. Gonzalez
 Hercules Grigos
 Gregory Heller
 Donna M. Henry
 Octavia Howell
 David L. Hyman
 Samar Jha
 Colin A. Jones
 David La Fontaine
 Nicole Lawrence
 Nora Lichtash
 Alan Lindy
 Yocasta Lora
 Mark Lynch, Jr.
 Brenda Marrero
 Scott Mazo
 Shawn McCaney
 Corinne O'Connell
 John Parsons
 George Pegram
 Nilda Pimentel-Pérez
 Cecil Preston
 Thomas AK Queenan
 Franz J. Rabauer
 Abraham Reyes Pardo
 Jill Roberts
 Nilda Ruiz
 Rick Sauer
 Joseph Schilling
 Leslie Smallwood-Lewis
 Joyce Smith
 Gregory Squires
 Paul Steinke
 Blaine Stoddart
 Anissa Taylor
 Darn. Thomas
 Jason Tucker
 Stephen Varenhorst, AIA
 Ken Weinstein
 Brianna Westbrooks
 John Westrum

Immigrant and Multicultural Affairs Subcommittee

Anuj Gupta, Co-Chair
Mark Segal, Co-Chair
Loraine Ballard Morrill, Vice Chair
Rev. Danny Cortés, Vice Chair
Salima Suswell, Vice Chair
 Brad Baldia
 Fernando Chang-Muy

Jessica Cosmé Platt
 Ruben D. David, PE
 Dr. Eric Edi
 Maridarlyn Gonzalez
 Amaris Hernandez Padgett
 Catherine Hicks
 Voffee Jabateh
 Susan Jin Davis
 Dr. Nettie Johnson
 Marwan Kreidie
 Mel Lee
 Sarah Martinez-Helfman
 Enerolina Melendez
 Cathryn Miller-Wilson
 Somay Osteen
 Nilsa Pagan
 Mahn Park
 Steve Paul
 Elizabeth Rodriguez Peralta
 Frank Rosario
 Ahmet Selim Tekelioglu, PhD
 Numa St. Louis, M.A.
 Stan Straughter
 Hao-Li Tai Loh
 Chi-ser Tran

Infrastructure and Transportation Subcommittee

Philip Dupree, Co-Chair
Esteban Vera, Co-Chair
Bruce Katz, Vice Chair
Troy C. Leonard, Vice Chair
Leslie S. Richards, Vice Chair

Joe Ashdale
 Nicole Brunet
 Flora M. Castillo
 Nyisha Chapman
 Alison Cohen
 Will Cowan
 Tim Crowther
 Pasquale T. Deon, Sr.
 Michael Innocenzo
 Frances Jones
 Fran Kelly
 Alan C. Kessler
 Marian Moskowitz
 Jalila Parker
 A. Michael Pratt
 Atif Saeed
 Carla Showell-Lee

Public Safety Subcommittee

Charles H. Ramsey, Chair
Renée Chenault-Fattah, Vice Chair
Stanley Crawford, Vice Chair
 Jennifer L. Albandoz
 Erica D. Atwood
 Dr. Branville Bard, Jr.
 Kevin Bethel
 Adara Combs

Mike Cram
 Abu Edwards
 Laura Feldman
 Dr. Joel Fitzgerald, Sr.
 Brandon Flood
 Hassan Freeman
 Adam Garber
 Wilson Goode, Sr.
 John S. Han
 Cecil Hankins
 Keisha Hudson
 Sylvester Johnson
 Dr. Dorothy Johnson-Speight
 Basil Lester
 David LeVan
 Marsha Levick
 Paul Levy
 Robert Listenbee, Esq.
 Eddie Lopez
 Hans Menos
 Akbar Muhammad
 Casey O'Donnell, PsyD
 Demetrio Olivieri
 J Huntley Palmer
 Ann Ponterio
 Santos Ramos
 Tom Riley
 Milaj Robinson
 Maureen Rush
 Michael B. Scott
 S. Mary Scullion
 Claire Shubik-Richards
 Kristal Turner-Childs
 Kendra van de Water
 Wynnetta Ward
 Julie Wertheimer
 Dawan Williams
 Lauren A. Wimmer

Technology and Implementation Subcommittee

Anne Gemmell, Chair
Mjumbe Poe, Vice Chair
Tiffany Wilson, Vice Chair
Elizabeth "Betsy" Bury, Vice Chair

Chris Alfano
 Michelle Atherton
 Brigitte Daniel Corbin
 David M. Davis
 Jeff Friedman
 Nick Hand
 Lauren Lockwood
 Anea Moore
 Sam Patterson
 Alicia Rouault
 Melissa Scott
 Kiera Smalls